



## 2021 - FAS Employee Engagement Survey

### Student Financial Services - 33000

2021  
8 respondents  
80% of 10 invited

2020 9 respondents  
82% of 11 invited  
2019 8 respondents  
80% of 10 invited

3.84 mean score for 56 questions (scale 1-5)  
8 questions in the excellent range (4.3 or greater)

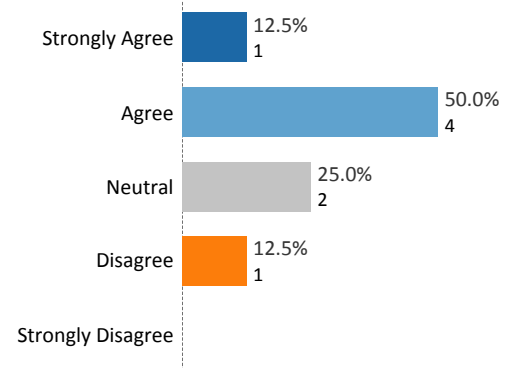
#### Strengths

13	Annual Dept Goals
14	Measures Dept Goals
16	Improve Services Products
11	Understand Dept's Mission
12	Contributes to Dept's Mission

#### Opportunities

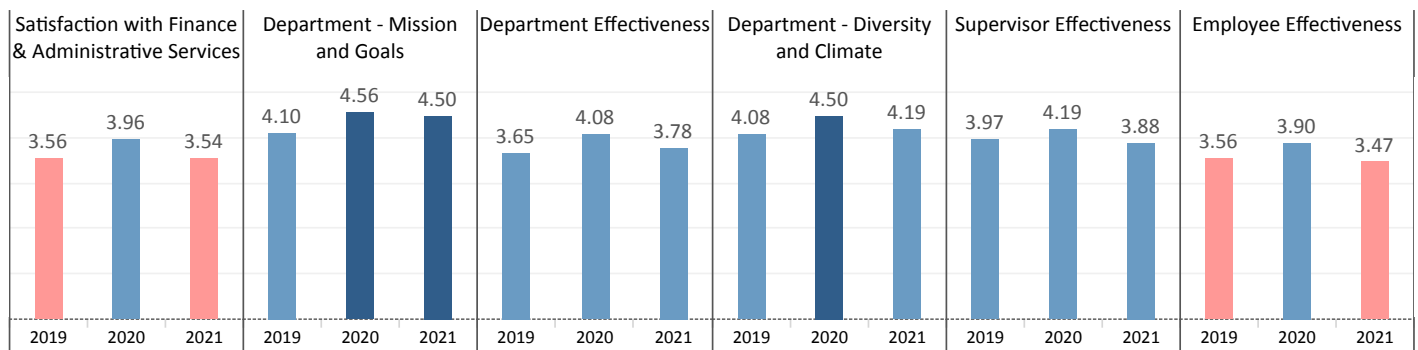
17	Adequate Staffing
50	Total Compensation
4	Faculty Value Contributions
49	Appropriate Stress
40	Work Assigned Equitably

#### Overall, I am a satisfied FAS employee.



Mean = 3.63, Std Dev = 0.92

#### Dimension Mean Score Trending Below 3.00 - Low | 3.00 to 3.59 - Marginal | 3.60 to 4.29 - Good | 4.30 & above - Excellent



#### Employee Net Promoter Score (eNPS)

"Overall, I am a satisfied employee...." by "How likely is it that you would recommend..."

57 eNPS\*  
(57.1% - 0.0%)

Below 40 - Low  
40 to 59 - Marginal  
60 to 79 - Good  
80 & above - Excellent

		Likelihood to Recommend											Total
		0	1	2	3	4	5	6	7	8	9	10	
Satisfied Employee	5										1		1
	4						1			2	1		4
	3						1						1
	2						1						1
	1												
Total							3			2	2		7

#### \*How eNPS Works ▶

Satisfied Promoters score 4-5 on the "Satisfied" item and 7-10 on the "Recommend" item. Dissatisfied Non-Promoters score 1-2 on the "Satisfied" item and 0-4 on the "Recommend" item. Subtract the percentage of Dissatisfied Non-Promoters from the percentage of Satisfied Promoters to calculate eNPS. Passives score 3 on the "Satisfied" item and 5-6 on the "Recommend" item.

#### Background

- 2021 is the fifth year of the FAS Employee Engagement Survey
- Survey Period: October 19 - November 12, 2021
- 247 individuals were invited to take the survey; 137 (55%) responded
- Survey consisted of 56 satisfaction questions, eNPS question, open-ended question for feedback regarding work environment, and the opportunity to highlight colleague(s) who have made an impact on creating a positive work environment



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Below 3.00 - Low | 3.00 to 3.59 - Marginal | 3.60 to 4.29 - Good | 4.30 & above - Excellent

● Mean score greater than that of Business and Financial Services (rounded to two decimal places)

Change from 2020 to 2021  
Arrows indicate change of .09 or greater

↓ 44    □ 8    ↑ 2

**Business and Financial Services**

49 Invited (N)  
25 Responded (n)  
51% Response Rate

		2019	2020	2021		2021
Satisfaction with Finance & Administrative Services	1 Overall Satisfaction	3.13	4.22	3.63	↓	3.92
	2 Valued Member	3.25	3.89	3.38	↓	3.68
	3 Leadership Interested in Staff's Ideas		3.89	3.25	↓	3.64
	4 Faculty Value Contributions	2.75	3.20	2.80	↓	3.24
	5 Staff Value Contributions	3.38	3.89	3.75	↓	3.88
	6 Understand University Mission	4.25	4.33	4.14	↓	4.17
	7 Contributes to FAS Mission	4.25	4.44	3.86	↓	4.08
	8 Have a Voice	3.63	3.89	3.29	↓	3.79
	9 Career Advancement	2.88	3.22	3.17	↓	3.52
	10 All Welcomed	4.13	4.56	4.00	↓	4.17
Department - Mission and Goals	11 Understand Dept's Mission	4.50	4.44	4.43		4.57
	12 Contributes to Dept's Mission	4.50	4.44	4.43		4.39
	13 Annual Dept Goals	3.75	4.56	4.57		4.30
	14 Measures Dept Goals	3.75	4.44	4.57	↑	4.00
	15 Measures Customer Satisfaction	4.00	4.78	4.43	↓	4.04
	16 Improve Services Products	4.13	4.67	4.57	↓	4.13
Department Effectiveness	17 Adequate Staffing	2.38	2.50	2.00	↓	3.13
	18 Have Tools	4.00	4.11	3.71	↓	4.13
	19 Physical Work Environment	4.00	4.22	4.00	↓	4.23
	20 Safe Environment	3.38	4.56	3.40	↓	4.18
	21 Spirit of Cooperation	3.43	3.89	3.57	↓	4.26
	22 Ethical Conduct	4.13	4.33	4.29		4.65
	23 Collaborate Well with Coworkers			4.29		4.52
	24 Collaborate Well with Supervisor			4.29		4.61
	25 Collaborate with Units Outside	3.75	4.33	4.14	↓	4.57
	26 Perform Responsibilities	4.00	4.33	3.86	↓	4.35
Department - Diversity and Climate	27 Participate in Decisions	3.88	4.11	3.43	↓	4.26
	28 Balance Work Life	3.88	4.22	4.00	↓	4.36
	29 Resolves Staff Issues	3.14	4.11	4.00	↓	4.30
	30 Better Ways Recognized	3.75	4.11	3.86	↓	4.17
	31 Department Diversity Programs		4.44	4.14	↓	4.39
	32 All Cultures - Fair	4.25	4.56	4.43	↓	4.65
	33 Sexual Orientation - Fair	4.14	4.56	4.29	↓	4.61
	34 Support Diversity	4.25	4.56	4.29	↓	4.48
	35 Treated in a Professional Manner	4.25	4.44	4.29	↓	4.61
	36 Feel Valued	3.50	4.44	3.71	↓	4.35
Supervisor Effectiveness	37 Recommends without Fear	4.38	4.33	4.29		4.52
	38 Sufficient Freedom	4.13	4.56	4.14	↓	4.48
	39 Communicates Essential Info	3.75	4.22	4.43	↑	4.35
	40 Work Assigned Equitably	3.14	4.11	3.14	↓	3.87
	41 Gives Praise for Work	3.88	3.89	3.71	↓	4.26
	42 Suggestions for Improvement	4.25	4.33	3.86	↓	4.35
	43 Evaluated Fairly	4.25	4.11	3.86	↓	4.33
	44 Performance Evaluation	4.00	4.44	3.71	↓	4.06
	45 Advancement Opportunities	3.38	3.78	3.33	↓	3.71
	46 Supports Training	3.63	4.00	3.50	↓	3.95
Employee Effectiveness	47 Treats with Respect	4.38	4.11	4.14		4.52
	48 Supportive of Personal Issues	4.38	4.44	4.29	↓	4.65
	49 Appropriate Stress	2.88	3.56	2.86	↓	3.30
	50 Total Compensation	2.63	3.00	2.14	↓	2.91
	51 Get Information	3.63	4.11	4.00	↓	4.35
	52 Good Use of Skills	4.00	4.11	4.14		4.39
	53 Know How to Use Tools	4.25	4.44	4.14	↓	4.39
	54 Manage Workload	3.75	4.00	3.14	↓	3.87
	55 Valuable Training	3.38	3.75	3.33	↓	3.71
	56 Enjoy Working with Coworkers	4.00	4.25	4.00	↓	4.52



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Please indicate to what extent you agree or disagree with the following statements. Select 'N/A' if it is not applicable or you do not know.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	N/A
	5	4	3	2	1	

		1 Overall, I am a satisfied FAS employee.					
Satisfaction with Finance & Administrative Services		2 I feel valued as a member of FAS.					
		3 Senior leadership in FAS are genuinely interested in hearing the ideas and opinions of staff members.					
		4 Faculty members at CSUSM value my contributions.					
		5 Staff members at CSUSM value my contributions.					
		6 I understand the FAS mission.					
		7 I understand how my job performance positively contributes to the FAS mission.					
		8 I feel I have a voice to provide ideas and suggestions on how to improve FAS.					
		9 I am satisfied with my opportunities for career advancement at CSUSM.					
		10 FAS promotes a work environment where all people are welcomed.					
	Department - Mission and Goals		11 I understand my department's mission.				
		12 I understand how my job performance positively contributes to my department's mission.					
		13 My department establishes annual departmental performance goals.					
		14 My department routinely measures departmental performance goal achievements.					
		15 My department routinely measures customer satisfaction with services and products delivered.					
		16 My department routinely takes action to improve services and products based on customer feedback.					
Department Effectiveness			17 My department has adequate staffing to handle our workload.				
			18 I have the tools (i.e., equipment and technology) needed to perform my work.				
			19 My physical work environment (e.g., office, cubicle) is adequate for the job that I do.				
			20 I feel physically safe while I am working onsite. (Check N/A if you worked entirely off-site during the last 12 months)				
		21 There is a spirit of cooperation within my department.					
		22 Most people in my department conduct themselves in an ethical manner.					
		23 While working remotely, I have been able to collaborate well with co-workers as needed.					
		24 While working remotely, I have been able to collaborate well with my supervisor as needed.					
		25 People in my department are encouraged to work collaboratively with departments outside of my immediate area.					
		26 Most people in my department perform their responsibilities.					
Department - Diversity and Climate		27 I have the opportunity to participate in making decisions that affect my work.					
		28 My department creates a flexible environment that allows me to balance my work and personal life.					
		29 My department effectively resolves staff-related issues (i.e., staff work interactions).					
		30 People in my department are recognized for finding better ways of doing things.					
		31 I am satisfied with the diversity related initiatives and efforts within my department.					
		32 People of all ethnic groups, cultures, and backgrounds are treated fairly in my department.					
		33 People of all sexual orientations are treated fairly in my department.					
		34 My department actively supports a diverse work environment.					
		35 My department provides an environment where everyone is treated in a professional manner.					
		36 I feel valued by my department.					
Supervisor Effectiveness		37 I can make recommendations to my supervisor without fear of negative consequences.					
		38 I have sufficient freedom to decide how to best perform my work.					
		39 My supervisor communicates essential information on a timely basis.					
		40 Work is assigned equitably in my department.					
		41 My supervisor gives me praise for my work.					
		42 My supervisor gives me useful suggestions for improvement.					
		43 My performance is evaluated fairly.					
		44 My last performance evaluation provided me with information I could use to improve my performance.					
		45 My supervisor gives me opportunities that support my career advancement.					
		46 My supervisor actively supports my participation in training and education programs related to my job responsibilities.					
		47 My supervisor treats me with respect.					
		48 My supervisor is supportive when personal issues arise.					
Employee Effectiveness		49 I feel that the amount of stress associated with my job is appropriate for my position.					
		50 I am satisfied with my total compensation, including salary and benefits.					
		51 I know how to get the information I need to be effective in my job.					
		52 My job makes good use of my skills and abilities.					
		53 I know how to use the tools that I have (i.e., equipment and technology) to do my work.					
		54 I am able to manage my work load effectively.					
		55 The training that I receive at CSUSM is valuable for improving my job performance.					
		56 I enjoy working with my coworkers.					
eNPS		57 How likely is it that you would recommend working in the Finance & Administrative Services (FAS) Division?					

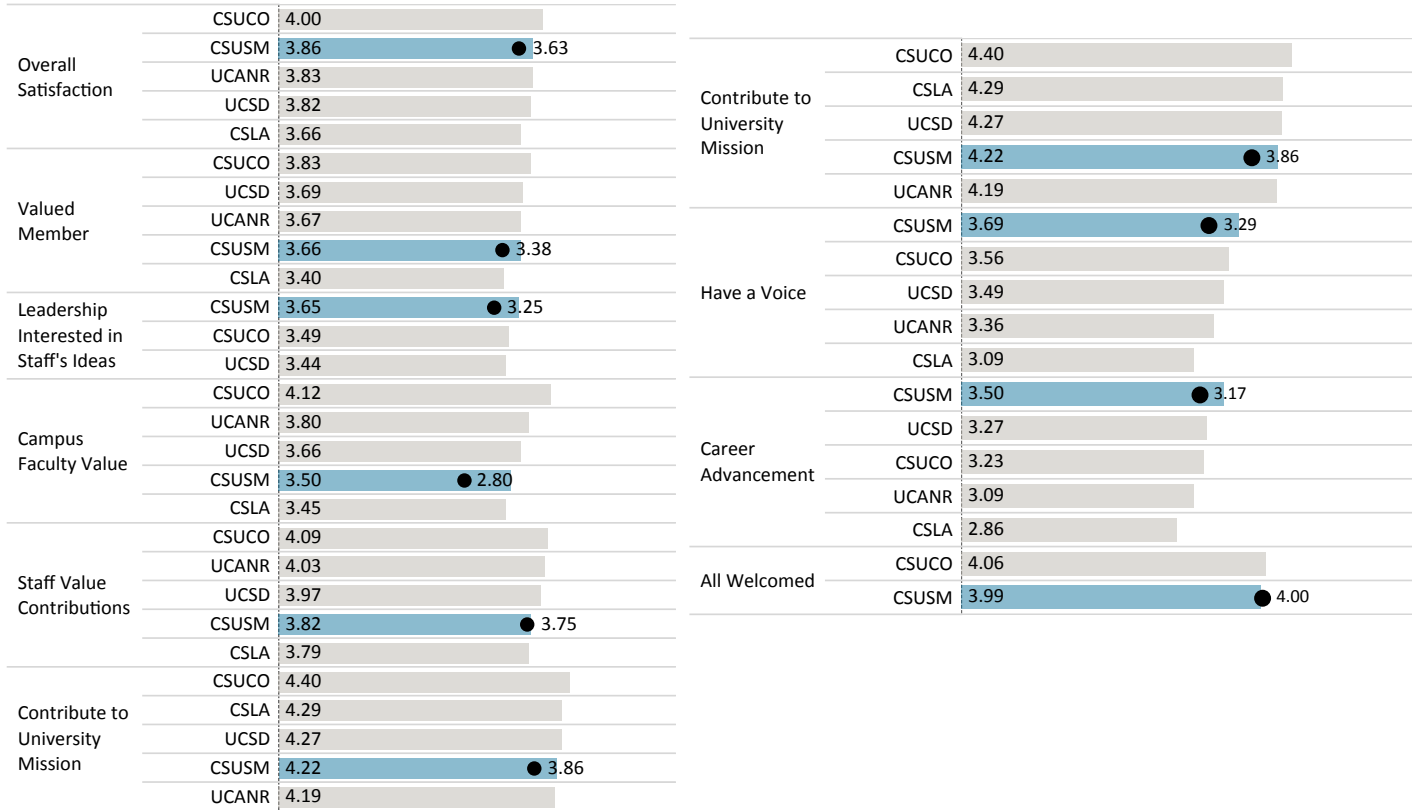
## 2021 - FAS Employee Engagement Survey

### Comparison of Student Financial Services - 33000 to other Universities Overall

#### Satisfaction with Finance & Administrative Services

Reading this visualization: Your department/unit's mean scores (black dots) are displayed with the overall means of CSUSM (blue bars) and other participating universities (see list on the bottom of page).

#### ● Student Financial Services - 33000



UC ANR (UC Division of Agriculture & Natural Resources) - Agricultural Experiment Station & UC Cooperative Extension

CSU San Marcos (FAS CSUSM) - Finance & Administrative Services

CSU Chancellor's Office (CSUCO) - Academic & Student Affairs

CAL State LA (CSLA) - President, Provost & VP for Academic Affairs, VP for Admin & CFO, CIO & AVP ITS, VP for Student Life, VP for University Advancement, Auxiliaries

UC San Diego (UCSD) - Academic Affairs, Marine Sciences, Health Sciences, CFO, Student Affairs, Resource Management & Planning, Advancement, Chancellor's Unit, EDI, Research Affairs

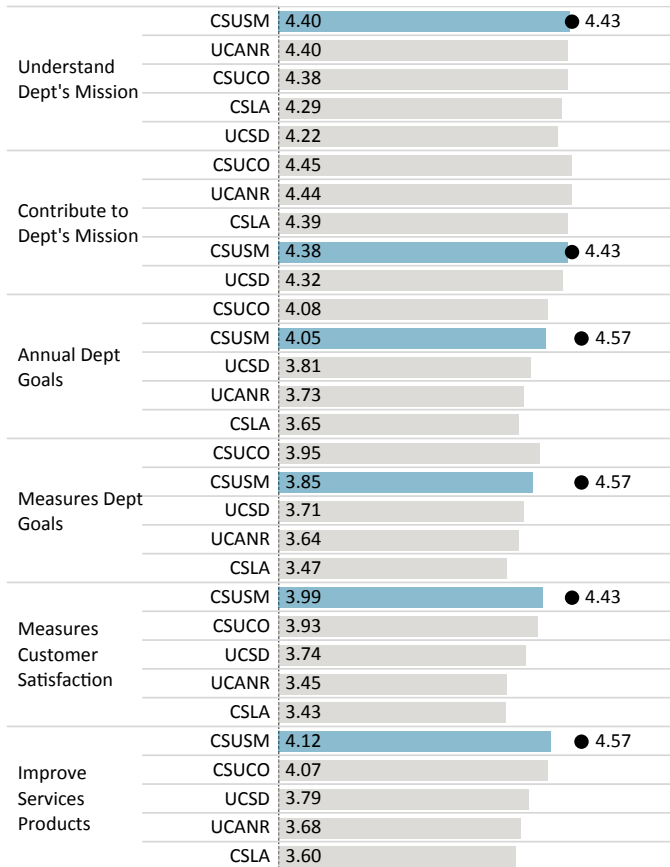
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### Comparison of Student Financial Services - 33000 to other Universities Overall

#### Department - Mission and Goals

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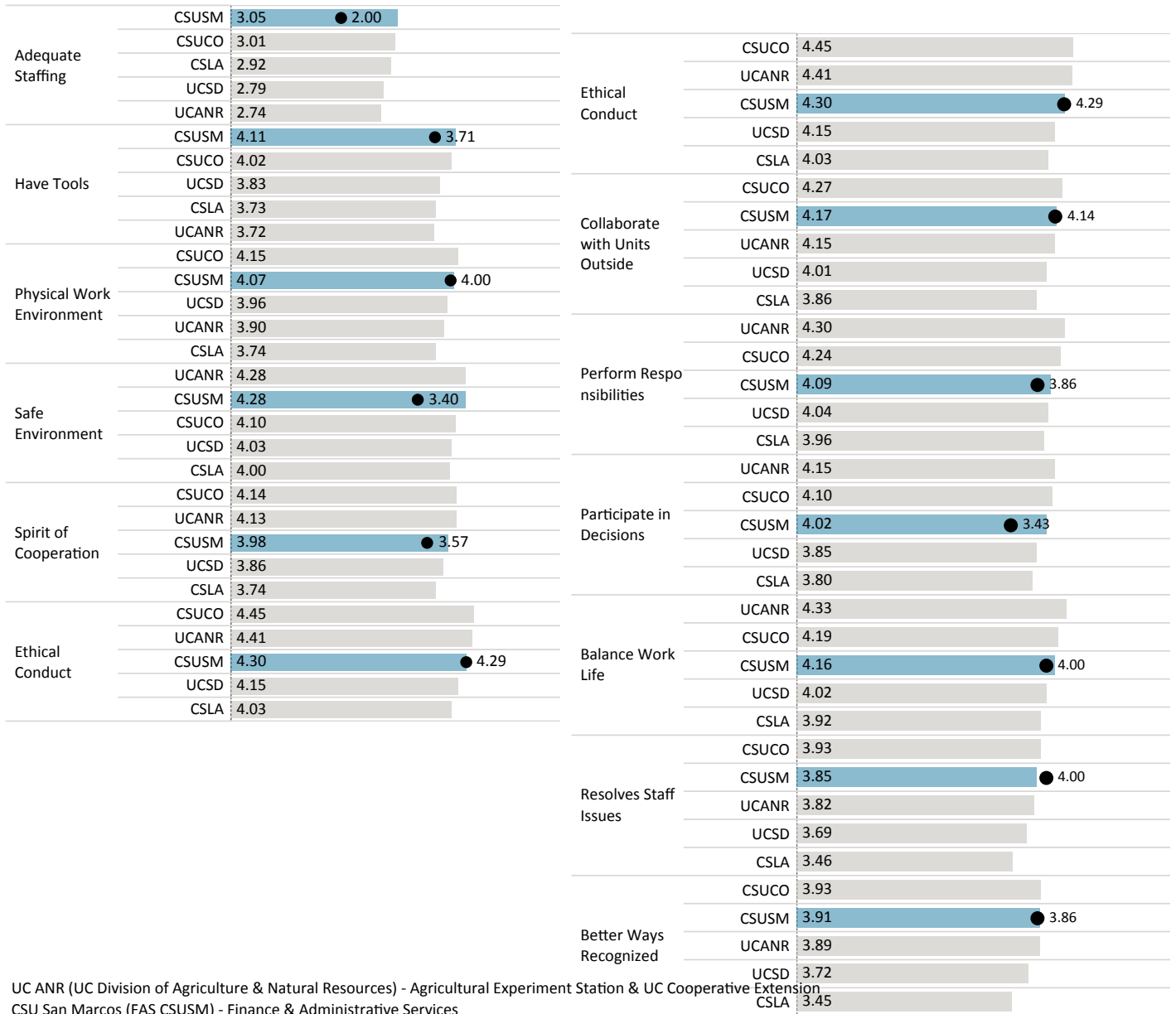
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### Comparison of Student Financial Services - 33000 to other Universities Overall

#### Department Effectiveness

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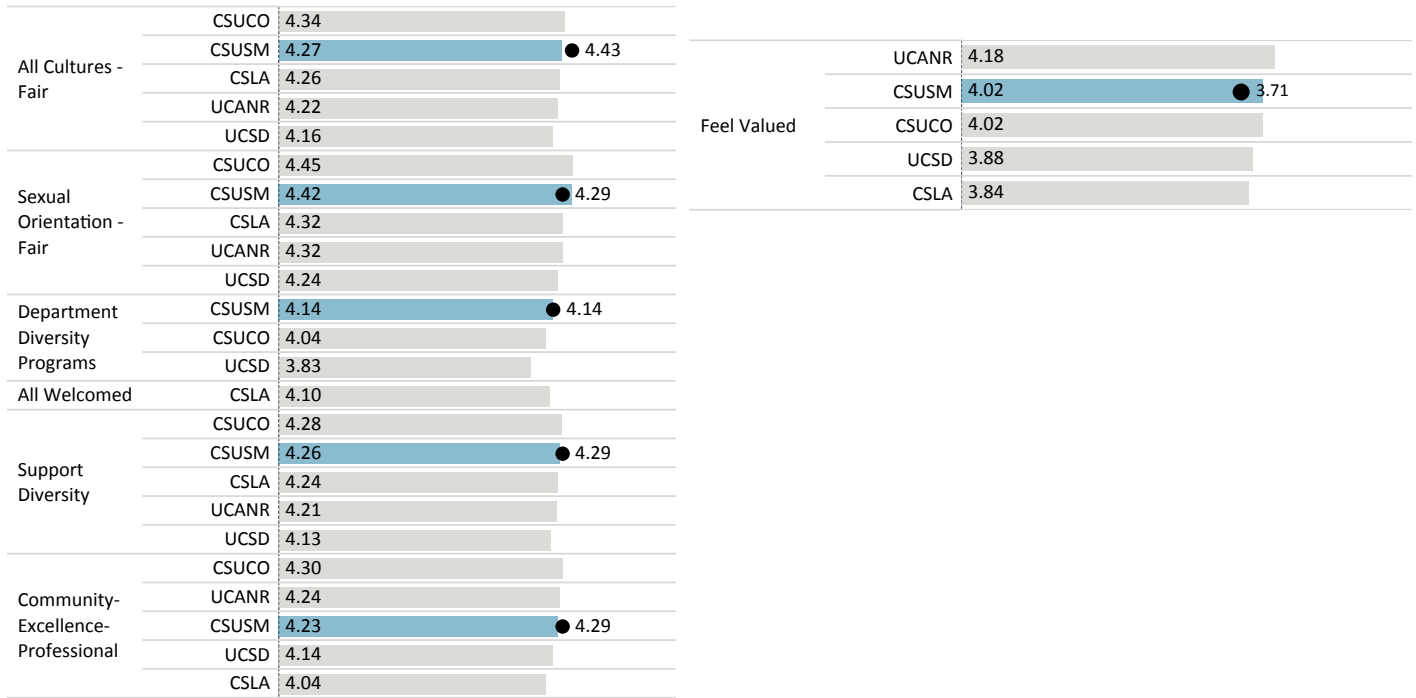
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### Comparison of Student Financial Services - 33000 to other Universities Overall

#### Department - Diversity and Climate

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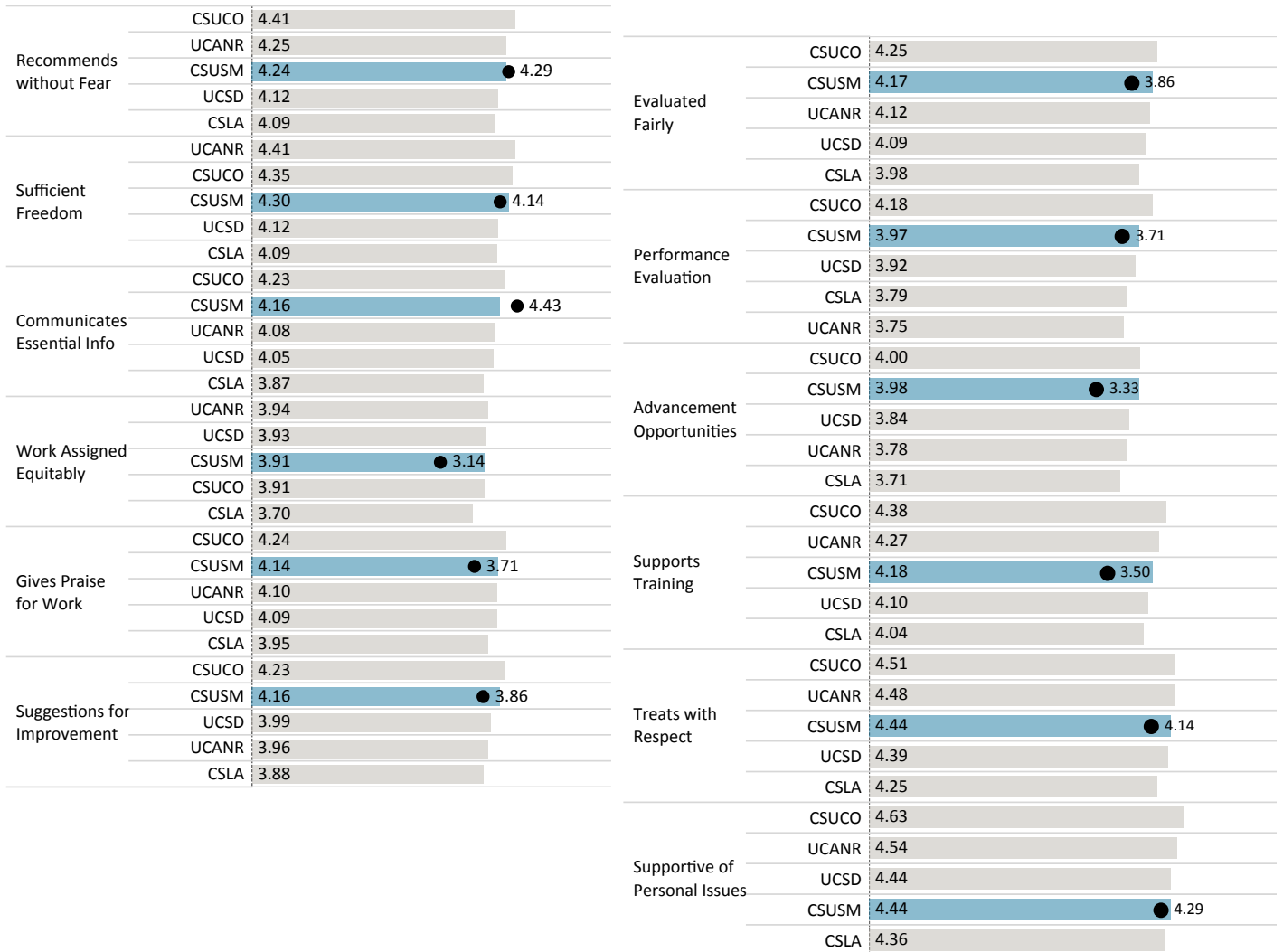
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### Comparison of Student Financial Services - 33000 to other Universities Overall

#### Supervisor Effectiveness

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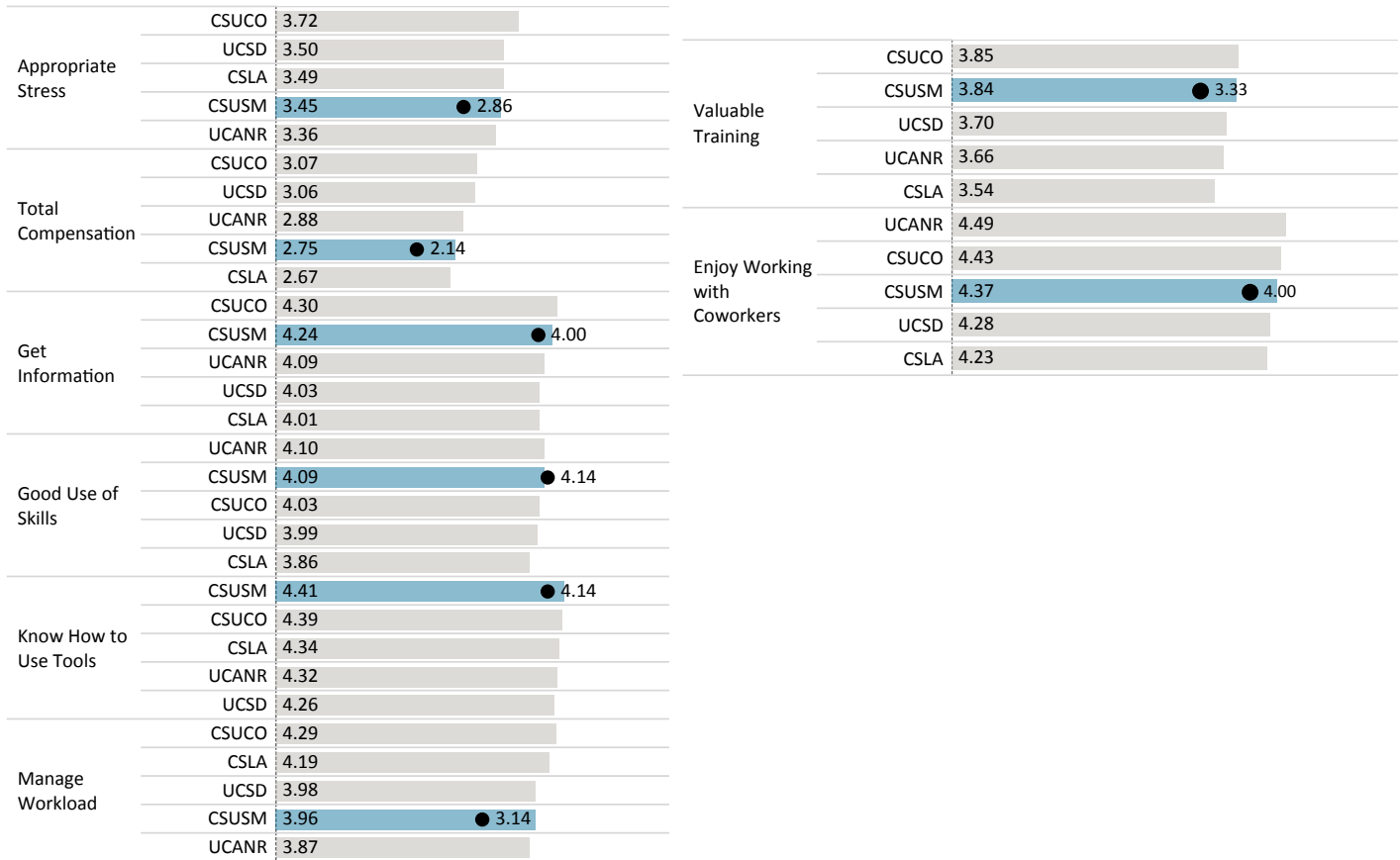
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### Comparison of Student Financial Services - 33000 to other Universities Overall

#### Employee Effectiveness

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