



2021 - FAS Employee Engagement Survey

Finance and Administrative Services

2021
137 respondents
55% of 247 invited

2020 177 respondents
70% of 254 invited

2019 179 respondents
75% of 240 invited

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

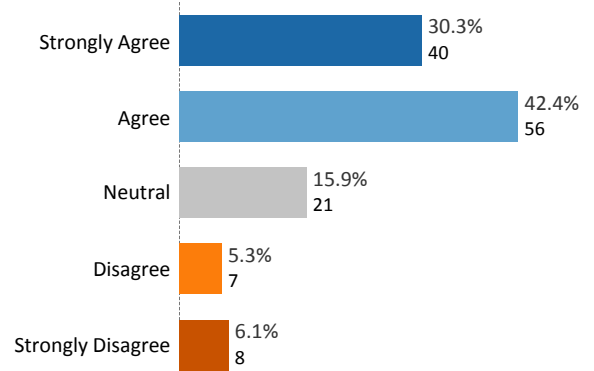
Influential Strengths

- 35 Treated in a Professional Manner
- 41 Gives Praise for Work
- 43 Evaluated Fairly
- 42 Suggestions for Improvement
- 34 Support Diversity

Primary Opportunities

- 2 Valued Member
- 9 Career Advancement
- 3 Leadership Interested in Staff's Ideas
- 8 Have a Voice
- 10 All Welcomed

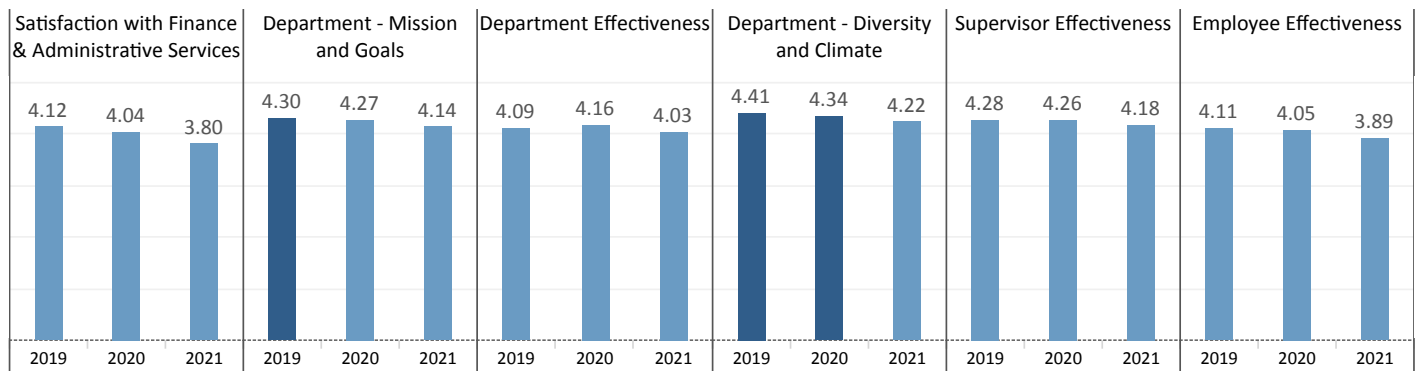
Overall, I am a satisfied FAS employee.



Mean = 3.86, Std Dev = 1.10

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 working..."

65 eNPS*
(71.9% - 6.6%)

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	3	10	26	40
	4						3	1	5	19	14	9	51
	3		1			1	6	4	1	3	1		17
	2		1				1	1	3				6
	1	2	2	2	1								7
Total		2	4	2	1	1	10	6	10	25	25	35	121

*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

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

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

↓ 41 ↓ 13 ↑ 0

Finance and Administrative Services

247 Invited (N)

137 Responded (n)

55% Response Rate

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

		2019	2020	2021		2021
Satisfaction with Finance & Administrative Services	1 Overall Satisfaction	4.15	4.12	3.86		3.86
	2 Valued Member	4.09	4.05	3.66	★	3.66
	3 Leadership Interested in Staff's Ideas		3.94	3.65		3.65
	4 Faculty Value Contributions	3.84	3.72	3.50		3.50
	5 Staff Value Contributions	4.04	4.09	3.82	★	3.82
	6 Understand University Mission	4.36	4.24	4.15		4.15
	7 Contributes to FAS Mission	4.43	4.35	4.22		4.22
	8 Have a Voice	3.98	3.95	3.69		3.69
	9 Career Advancement	3.76	3.57	3.50		3.50
	10 All Welcomed	4.46	4.36	3.99	★	3.99
Department - Mission and Goals	11 Understand Dept's Mission	4.48	4.41	4.40		4.40
	12 Contribute to Dept's Mission	4.53	4.49	4.38		4.38
	13 Annual Dept Goals	4.24	4.23	4.05		4.05
	14 Measures Dept Goals	4.09	4.04	3.85		3.85
	15 Measures Customer Satisfaction	4.19	4.16	3.99		3.99
	16 Improve Services Products	4.24	4.25	4.12		4.12
	17 Adequate Staffing	3.38	3.15	3.05		3.05
	18 Have Tools	4.11	4.21	4.11		4.11
	19 Physical Work Environment	4.16	4.21	4.07		4.07
	20 Safe Environment	4.21	4.37	4.28		4.28
Department Effectiveness	21 Spirit of Cooperation	4.06	4.26	3.98		3.98
	22 Ethical Conduct	4.29	4.43	4.30		4.30
	23 Collaborate Well with Coworkers			4.15		4.15
	24 Collaborate Well with Supervisor			4.30		4.30
	25 Collaborate with Units Outside	4.32	4.40	4.17		4.17
	26 Perform Responsibilities	4.25	4.28	4.09		4.09
	27 Participate in Decisions	4.07	4.13	4.02		4.02
	28 Balance Work Life	4.30	4.35	4.16		4.16
	29 Resolves Staff Issues	3.89	4.08	3.85		3.85
	30 Better Ways Recognized	4.07	4.11	3.91		3.91
Department - Diversity and Climate	31 Department Diversity Programs		4.17	4.14		4.14
	32 All Cultures - Fair	4.54	4.40	4.27		4.27
	33 Sexual Orientation - Fair	4.59	4.47	4.42		4.42
	34 Support Diversity	4.47	4.37	4.26		4.26
	35 Treated in a Professional Manner	4.29	4.41	4.23		4.23
	36 Feel Valued	4.13	4.23	4.02		4.02
Supervisor Effectiveness	37 Recommends without Fear	4.35	4.42	4.24		4.24
	38 Sufficient Freedom	4.39	4.46	4.30		4.30
	39 Communicates Essential Info	4.19	4.15	4.16		4.16
	40 Work Assigned Equitably	4.02	3.99	3.91		3.91
	41 Gives Praise for Work	4.25	4.24	4.14		4.14
	42 Suggestions for Improvement	4.20	4.20	4.16		4.16
	43 Evaluated Fairly	4.25	4.22	4.17		4.17
	44 Performance Evaluation	4.19	4.10	3.97		3.97
	45 Advancement Opportunities	4.14	3.99	3.98		3.98
	46 Supports Training	4.36	4.29	4.18		4.18
Employee Effectiveness	47 Treats with Respect	4.47	4.50	4.44		4.44
	48 Supportive of Personal Issues	4.54	4.60	4.44		4.44
	49 Appropriate Stress	3.70	3.58	3.45		3.45
	50 Total Compensation	3.49	3.37	2.75	★	2.75
	51 Get Information	4.33	4.29	4.24		4.24
	52 Good Use of Skills	4.20	4.15	4.09		4.09
	53 Know How to Use Tools	4.46	4.49	4.41		4.41
	54 Manage Workload	4.20	4.06	3.96		3.96
	55 Valuable Training	4.01	3.97	3.84		3.84
	56 Enjoy Working with Coworkers	4.46	4.49	4.37		4.37



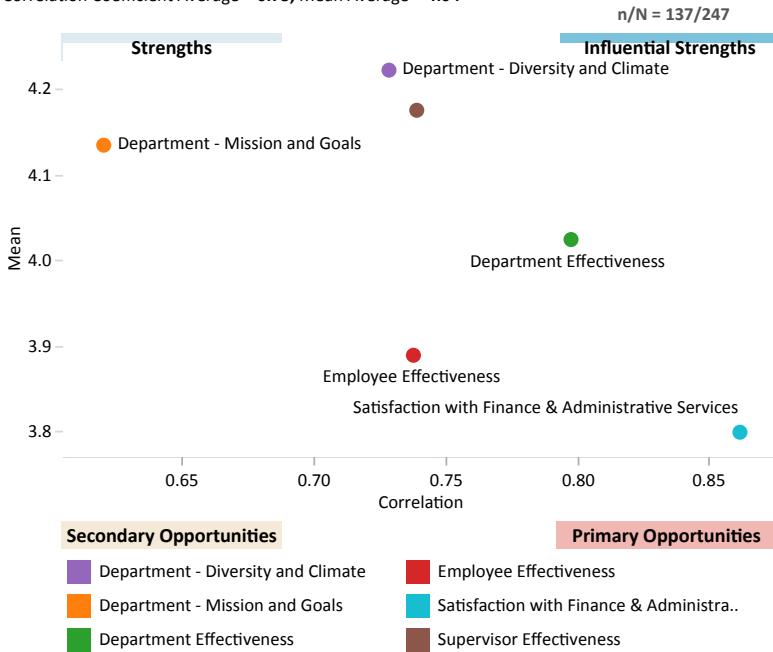
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Finance and Administrative Services

ST - Strength | IS - Influential Strength | PO - Primary Opportunity | SO - Secondary Opportunity

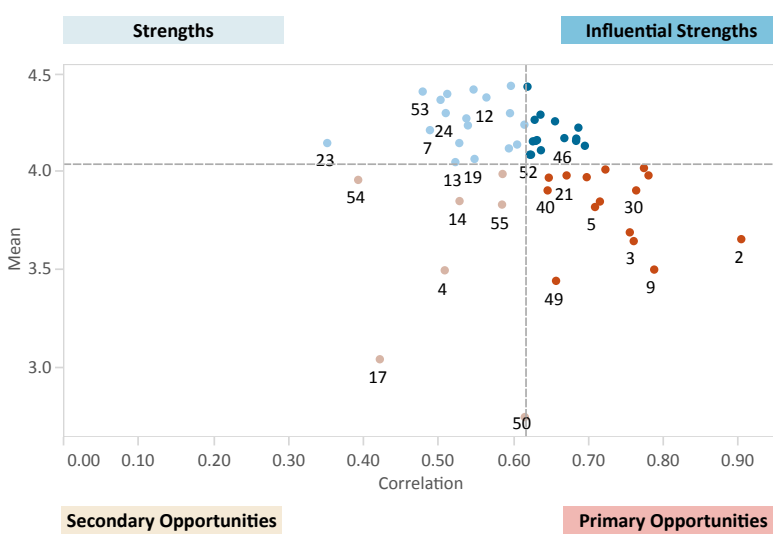
Strengths and Opportunities by Survey Question With Axes at the Average Dimension Mean and Average Dimension by Overall Satisfaction Correlation

Correlation Coefficient Average = 0.75, Mean Average = 4.04



Strengths and Opportunities by Survey Question With Axes at the Average Question Mean and Average Question by Overall Satisfaction Correlation

Correlation Coefficient Average = 0.62, Mean Average = 4.04



Strengths	Influential Strengths
Higher than average mean score, lower than average correlation. "Keep up the good work"	Higher than average mean score, higher than average correlation "Keep an eye on"
Secondary Opps	Primary Opps
Lower than average mean score, lower than average correlation. "Low Priority"	Lower than average mean score, higher than average correlation. "Concentrate Efforts"

Dim	Question	Mean	Corr	Str/Opps
SAT	Satisfaction with Finance & Administrativ..	3.80	0.86	PO
DEP	Department Effectiveness	4.03	0.80	PO
DIV	Department - Diversity and Climate	4.22	0.73	ST
EMP	Employee Effectiveness	3.89	0.74	SO
MIS	Department - Mission and Goals	4.14	0.62	ST
SUP	Supervisor Effectiveness	4.18	0.74	ST
DEP	26. Perform Responsibilities	4.09	0.62	IS
EMP	52. Good Use of Skills	4.09	0.62	IS
DEP	18. Have Tools	4.11	0.64	IS
SUP	41. Gives Praise for Work	4.14	0.69	IS
SUP	39. Communicates Essential Info	4.16	0.62	IS
DEP	28. Balance Work Life	4.16	0.63	IS
SUP	42. Suggestions for Improvement	4.16	0.68	IS
DEP	25. Collaborate with Units Outside	4.17	0.63	IS
SUP	43. Evaluated Fairly	4.17	0.68	IS
SUP	46. Supports Training	4.18	0.67	IS
DIV	35. Treated in a Professional Manner	4.23	0.69	IS
DIV	34. Support Diversity	4.26	0.65	IS
DIV	32. All Cultures - Fair	4.27	0.63	IS
SUP	38. Sufficient Freedom	4.30	0.64	IS
SUP	48. Supportive of Personal Issues	4.44	0.62	IS
EMP	49. Appropriate Stress	3.45	0.66	PO
SAT	9. Career Advancement	3.50	0.79	PO
SAT	3. Leadership Interested in Staff's Ideas	3.65	0.76	PO
SAT	2. Valued Member	3.66	0.90	PO
SAT	8. Have a Voice	3.69	0.75	PO
SAT	5. Staff Value Contributions	3.82	0.71	PO
DEP	29. Resolves Staff Issues	3.85	0.71	PO
DEP	30. Better Ways Recognized	3.91	0.76	PO
SUP	40. Work Assigned Equitably	3.91	0.64	PO
SUP	44. Performance Evaluation	3.97	0.65	PO
SUP	45. Advancement Opportunities	3.98	0.70	PO
DEP	21. Spirit of Cooperation	3.98	0.67	PO
SAT	10. All Welcomed	3.99	0.78	PO
DEP	27. Participate in Decisions	4.02	0.72	PO
DIV	36. Feel Valued	4.02	0.77	PO
EMP	50. Total Compensation	2.75	0.61	SO
DEP	17. Adequate Staffing	3.05	0.42	SO
SAT	4. Faculty Value Contributions	3.50	0.51	SO
EMP	55. Valuable Training	3.84	0.58	SO
MIS	14. Measures Dept Goals	3.85	0.53	SO
EMP	54. Manage Workload	3.96	0.39	SO
MIS	15. Measures Customer Satisfaction	3.99	0.58	SO
MIS	13. Annual Dept Goals	4.05	0.52	ST
DEP	19. Physical Work Environment	4.07	0.55	ST
MIS	16. Improve Services Products	4.12	0.59	ST
DIV	31. Department Diversity Programs	4.14	0.60	ST
SAT	6. Understand University Mission	4.15	0.53	ST
DEP	23. Collaborate Well with Coworkers	4.15	0.35	ST
SAT	7. Contributes to FAS Mission	4.22	0.49	ST
EMP	51. Get Information	4.24	0.54	ST
SUP	37. Recommends without Fear	4.24	0.61	ST
DEP	20. Safe Environment	4.28	0.54	ST
DEP	22. Ethical Conduct	4.30	0.59	ST
DEP	24. Collaborate Well with Supervisor	4.30	0.51	ST
EMP	56. Enjoy Working with Coworkers	4.37	0.50	ST
MIS	12. Contributes to Dept's Mission	4.38	0.56	ST
MIS	11. Understand Dept's Mission	4.40	0.51	ST
EMP	53. Know How to Use Tools	4.41	0.48	ST
DIV	33. Sexual Orientation - Fair	4.42	0.55	ST
SUP	47. Treats with Respect	4.44	0.60	ST



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Finance and Administrative Services

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?	

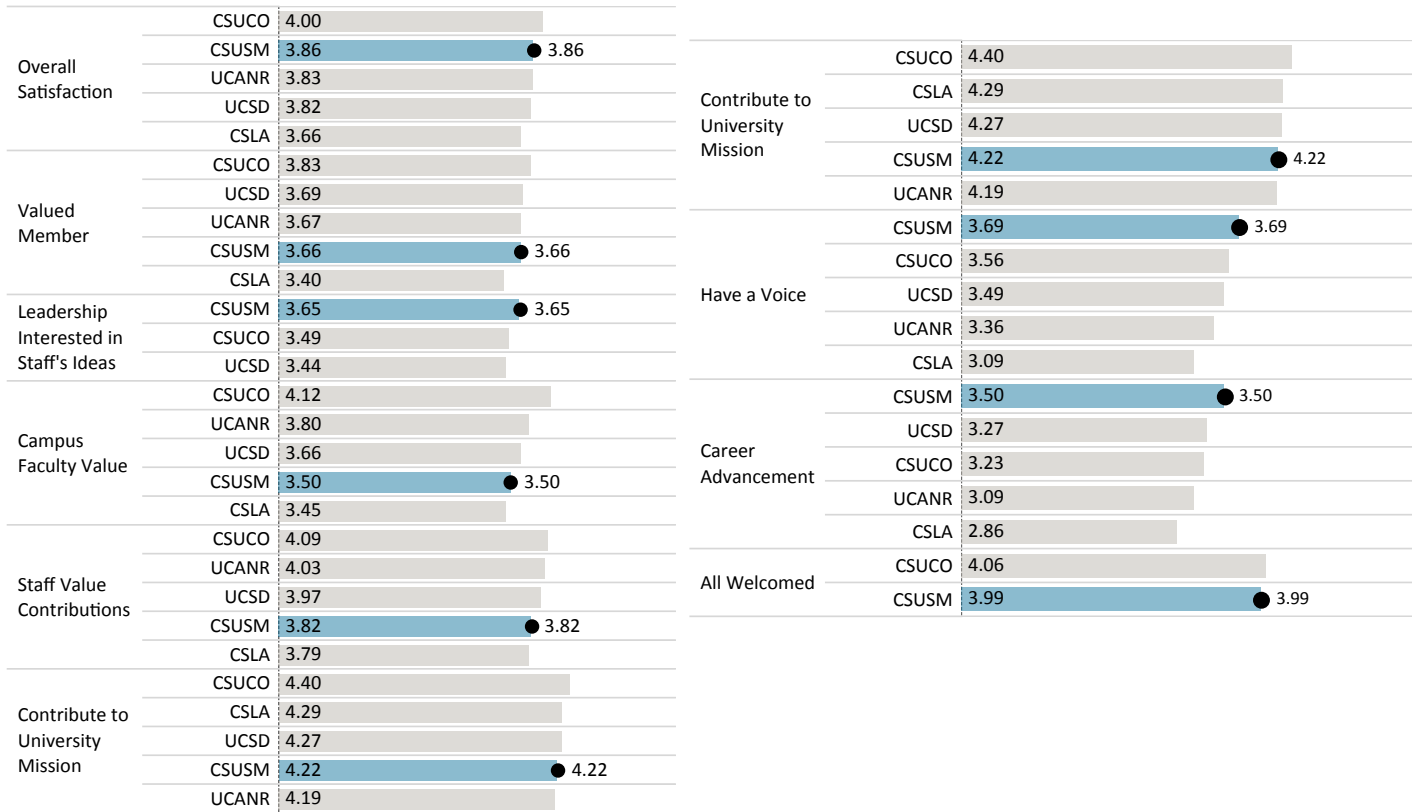
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Comparison of Finance and Administrative Services to other Universities Overall

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).

● Finance and Administrative Services



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

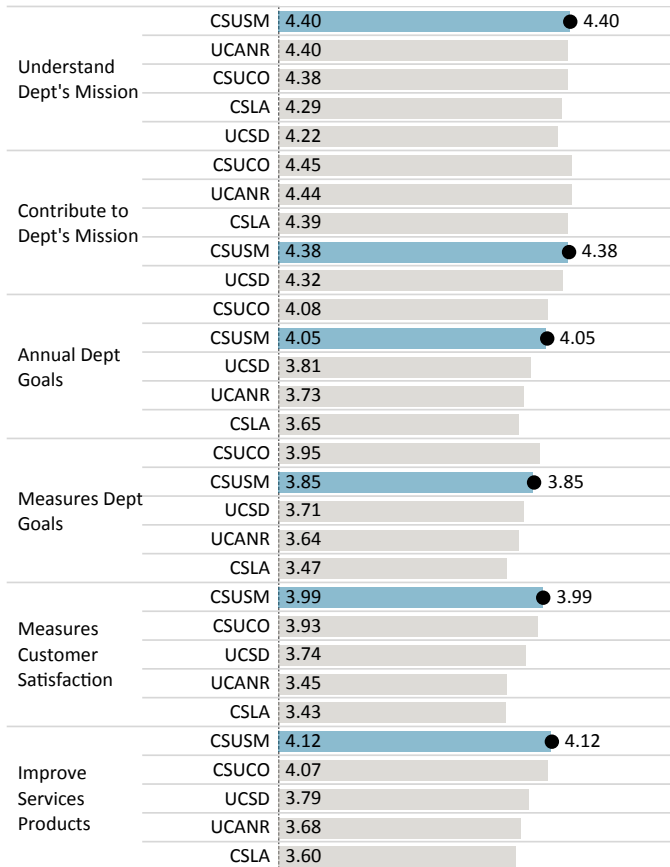
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Comparison of Finance and Administrative Services to other Universities Overall

Department - Mission and Goals

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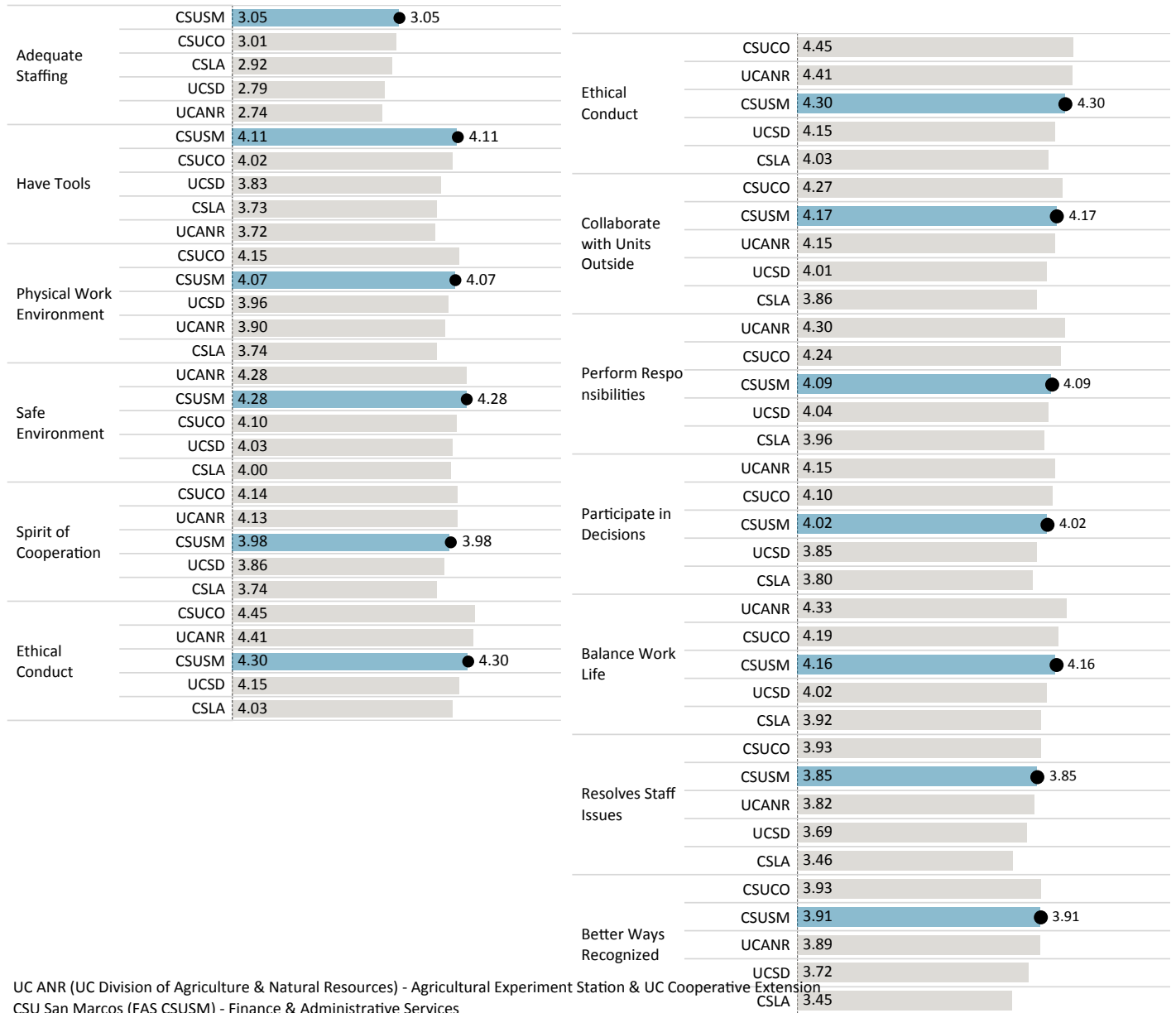
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Comparison of Finance and Administrative Services to other Universities Overall

Department Effectiveness

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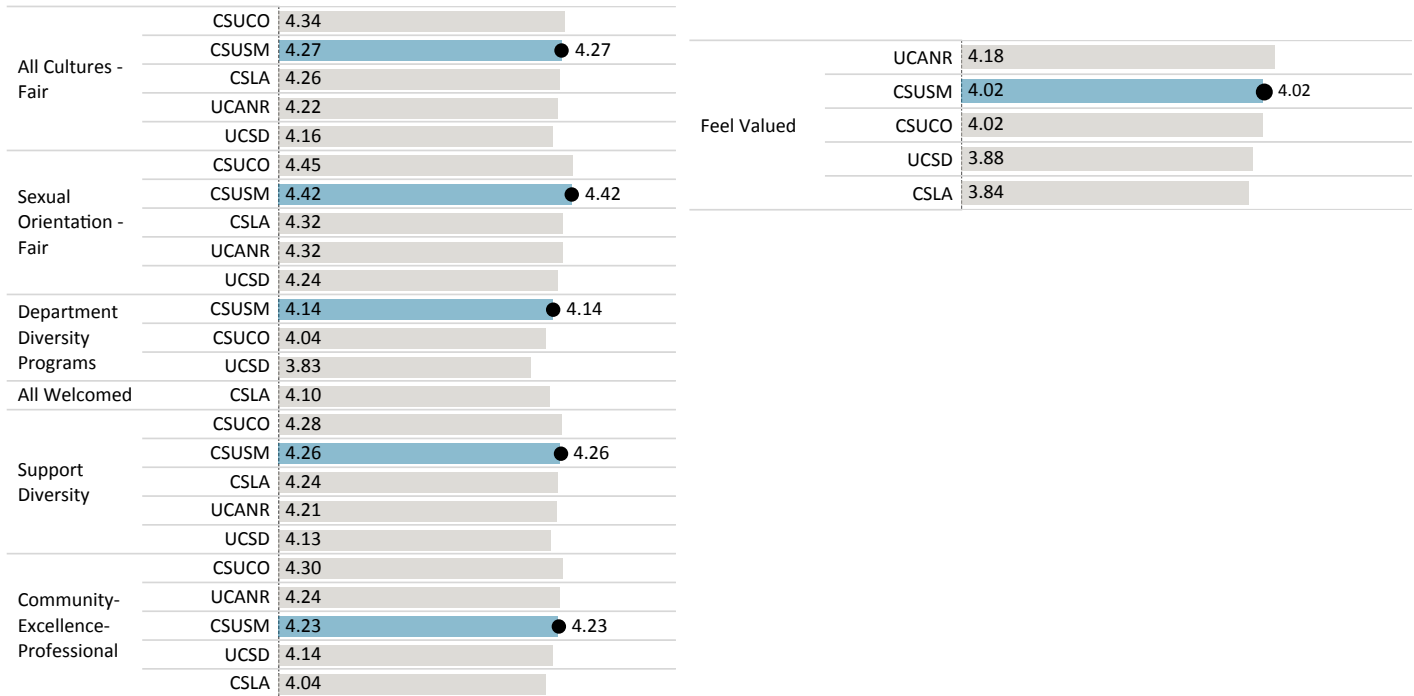
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Comparison of Finance and Administrative Services to other Universities Overall

Department - Diversity and Climate

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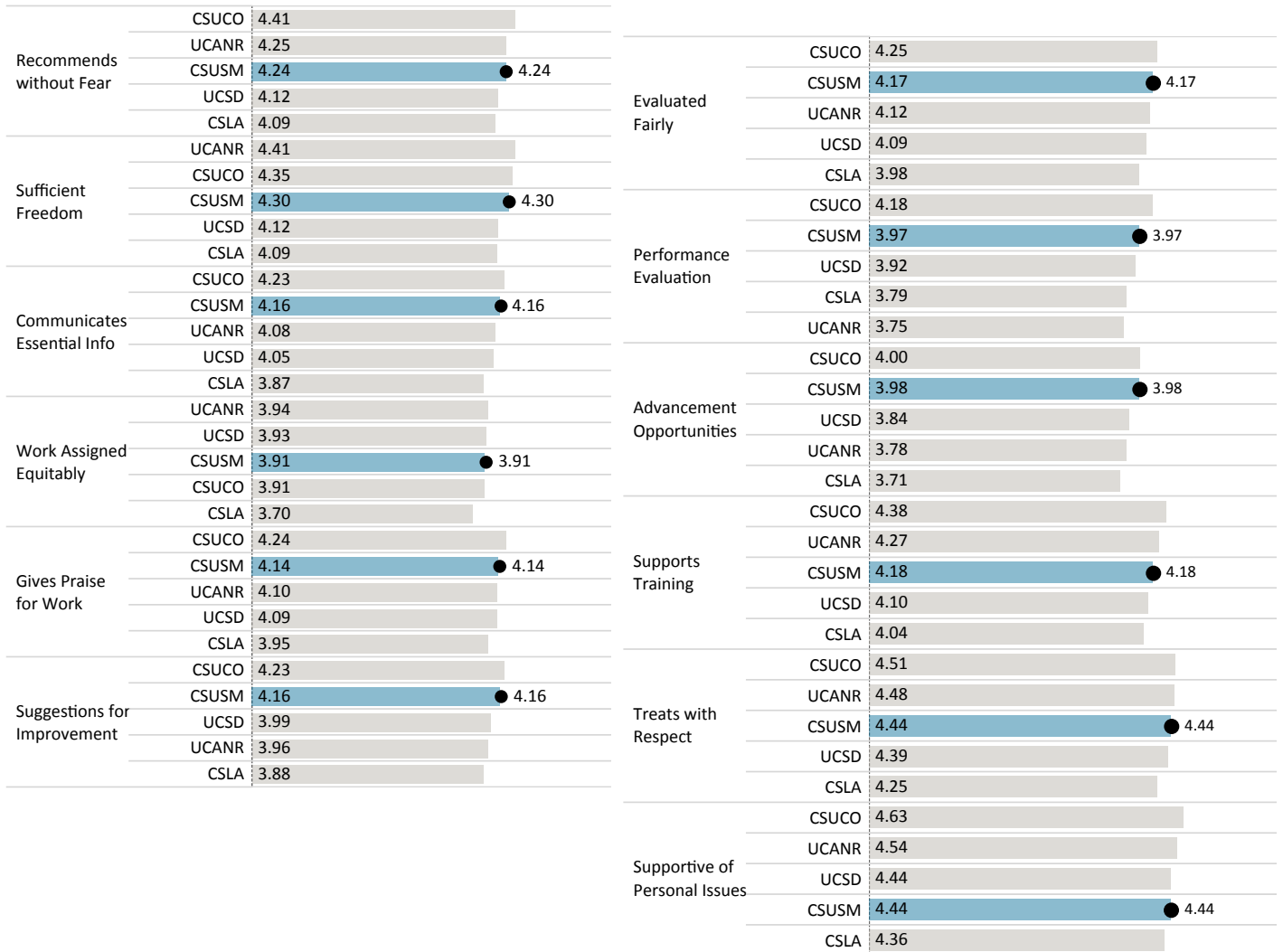
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Comparison of Finance and Administrative Services to other Universities Overall

Supervisor Effectiveness

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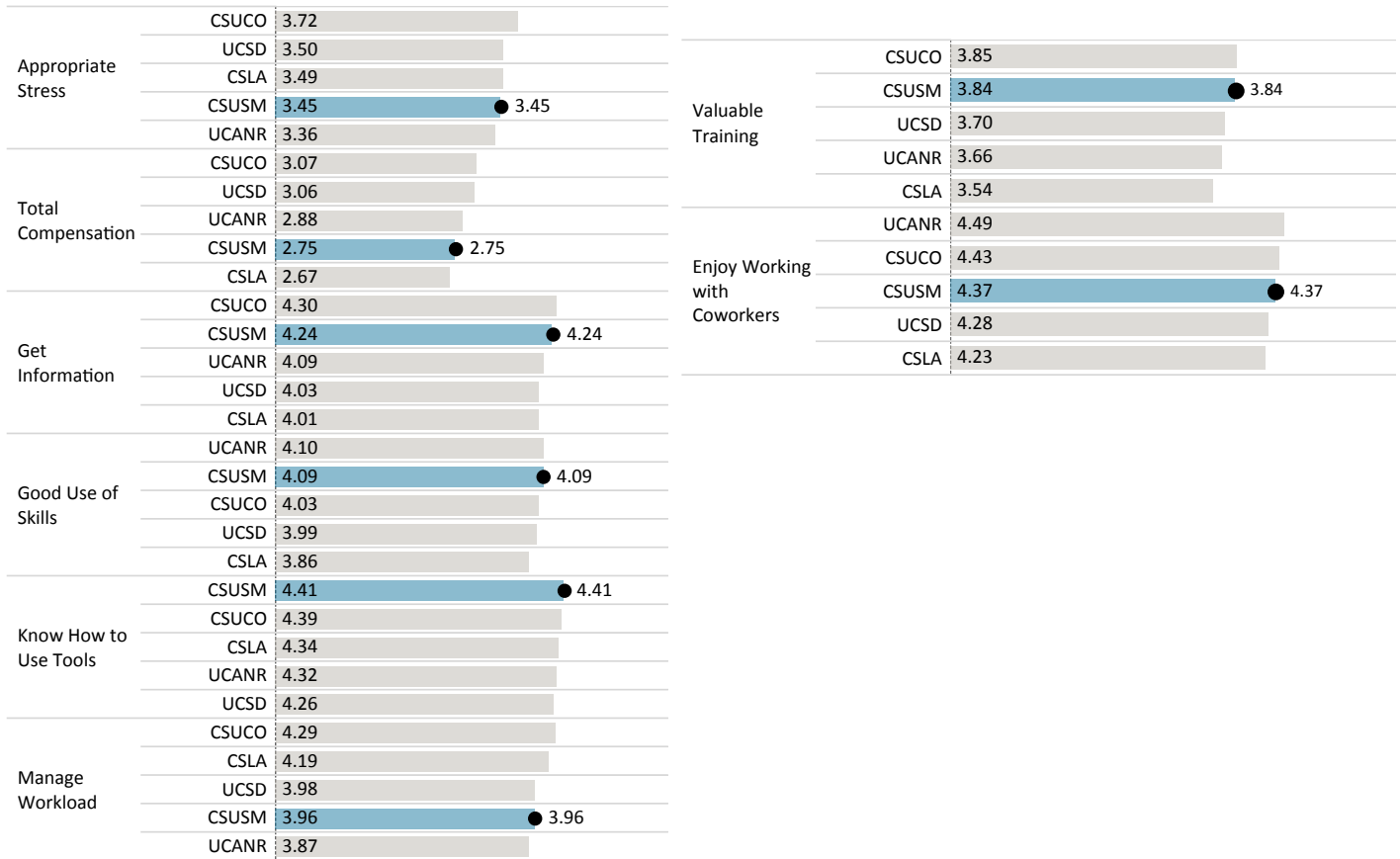
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Comparison of Finance and Administrative Services to other Universities Overall

Employee Effectiveness

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