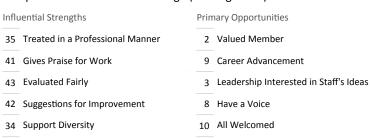
2021 - FAS Employee Engagement Survey **Finance and Administrative Services**

177 respondents 2020 2021 137 respondents 179 respondents 2019 55% of 247 invited 75% of 240 invited

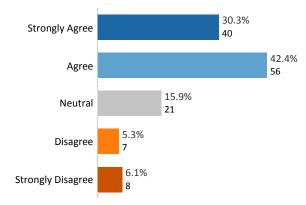
70% of 254 invited

4.03 mean score for 56 questions (scale 1-5)

10 questions in the excellent range (4.3 or greater)

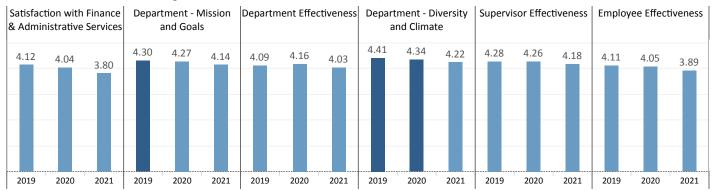


Overall, I am a satisfied FAS employee.



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

						Likeliho	od to Reco	mmend					Total
		0	1	2	3	4	5	6	7	8	9	10	Total
	5								1	3	10	26	40
	4						3	1	5	19	14	9	51
Satisfied Employee	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

Finance and Administrative Services

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 247 Invited (N)

Finance and Administrative Services

41 13 13 Responded (n) 55% Response Rate

Mean score greater than that of Finance and Administrative Services	(rounded to two decimal n	laces)	
I Wicall score greater than that of i mance and Administrative services	(lourided to two decimal p	iuccsi	

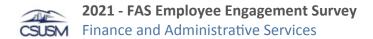
		2019	2020	2021		2021
	1 Overall Satisfaction	4.15	4.12	3.86	-	3.86
	2 Valued Member	4.09	4.05	3.66	*	3.66
	3 Leadership Interested in Staff's Idea	as	3.94	3.65	1	3.65
	4 Faculty Value Contributions	3.84	3.72	3.50		3.50
Satisfaction with Finance	5 Staff Value Contributions	4.04	4.09	3.82	*	3.82
& Administrative Services	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
	11 Understand Dept's Mission	4.48	4.41	4.40		4.40
-	12 Contributes to Dept's Mission	4.53	4.49	4.38	+	4.38
Department - Mission and	13 Annual Dept Goals	4.24	4.23	4.05	+	4.05
Goals	14 Measures Dept Goals	4.09	4.04	3.85	i	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	J	3.05
-	18 Have Tools	4.11	4.21	4.11	i	4.11
-	19 Physical Work Environment	4.16	4.21	4.07	<u> </u>	4.07
-	20 Safe Environment	4.21	4.37	4.28	1	4.28
-	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
Department Effectiveness	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	<u> </u>	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
	31 Department Diversity Programs		4.17	4.14		4.14
	32 All Cultures - Fair	4.54	4.40	4.27	-	4.27
Department - Diversity	33 Sexual Orientation - Fair	4.59	4.47	4.42		4.42
and Climate	34 Support Diversity	4.47	4.37	4.26	1	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
	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
Supervisor Effectiveness	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
-	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
Employee Effectiveness	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
	valuable Hallillig	7.01	3.51	3.04		5.84

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2021 - FAS Employee Engagement Survey

Finance and Administrative Services

		mary Opportunity SO - S	Secondary Opportunity	Dim	Question Satisfaction with Finance & Administrativ.	Mean	Corr S	-
engths and Opportu	nities by Survey Questic	on With Axes at the Avera	ge Dimension Mean and		Department Effectiveness		0.86	
Av	erage Dimension by Ov	erall Satisfaction Correlat	tion	DEP	· ·	4.03	0.80	
elation Coefficient Av	erage = 0.75, Mean Aver	rage = 4.04	- /N - 427/247	DIV	Department - Diversity and Climate	4.22	0.73	
		_	n/N = 137/247	EMP	Employee Effectiveness	3.89	0.74	
Strength	าร		Influential Strengths	MIS	Department - Mission and Goals	4.14	0.62	
2 –		 Department - Diversity 	and Climate	SUP	Supervisor Effectiveness	4.18	0.74	
Donartmar	at Missian and Cools							
	nt - Mission and Goals			DEP	26. Perform Responsibilities	4.09	0.62	
1 –				EMP	52. Good Use of Skills	4.09	0.62	
				DEP	18. Have Tools	4.11	0.64	
				SUP	41. Gives Praise for Work	4.14	0.69	
0 –		Department E	ffectiveness	SUP	39. Communicates Essential Info	4.16	0.62	
				DEP	28. Balance Work Life	4.16	0.63	
				SUP	42. Suggestions for Improvement	4.16	0.68	
9 –				DEP	25. Collaborate with Units Outside	4.17	0.63	
•		oo Effortive		SUP	43. Evaluated Fairly	4.17	0.68	
		ee Effectiveness		SUP	46. Supports Training	4.18	0.67	
_	Sati	sfaction with Finance & A	dministrative Services	DIV	35. Treated in a Professional Manner	4.23	0.69	
8 –			•	DIV	34. Support Diversity	4.26	0.65	
2	0 = 2	0.75	00 027	DIV	32. All Cultures - Fair	4.27	0.63	
0.65		0.75 0. Correlation	.80 0.85	SUP	38. Sufficient Freedom	4.30	0.64	
		_		SUP	48. Supportive of Personal Issues	4.44	0.62	
Secondary Oppo	ortunities		Primary Opportunities	EMP	49. Appropriate Stress	3.45	0.66	
Department -	- Diversity and Climate	Employee Effective	eness	SAT	9. Career Advancement	3.50	0.79	
			Finance & Administra	SAT	3. Leadership Interested in Staff's Ideas	3.65	0.76	
	- Mission and Goals	_		SAT	2. Valued Member	3.66	0.90	
Department I	Effectiveness	Supervisor Effective	veness	SAT	8. Have a Voice	3.69	0.75	
				SAT	5. Staff Value Contributions	3.82	0.71	
				2/1	3. Stall value Collinbutions	3.02		
engths and Opports	unities by Survey Questi	on With Axes at the Aver	age Question Mean and	DEP	29. Resolves Staff Issues	3.85	0.71	
•		on With Axes at the Avera	ion				0.71 0.76	
Α		erall Satisfaction Correlati	-	DEP	29. Resolves Staff Issues	3.85		
A lation Coefficient Av	verage Question by Overage = 0.62, Mean Aver	erall Satisfaction Correlati	n/N = 137/247	DEP DEP	29. Resolves Staff Issues 30. Better Ways Recognized	3.85 3.91	0.76	
Α	verage Question by Overage = 0.62, Mean Aver	erall Satisfaction Correlati	ion	DEP DEP SUP	29. Resolves Staff Issues 30. Better Ways Recognized 40. Work Assigned Equitably	3.85 3.91 3.91	0.76 0.64	
A lation Coefficient Avo	verage Question by Overage = 0.62, Mean Aver	erall Satisfaction Correlati	n/N = 137/247	DEP DEP SUP	29. Resolves Staff Issues 30. Better Ways Recognized 40. Work Assigned Equitably 44. Performance Evaluation	3.85 3.91 3.91 3.97	0.76 0.64 0.65	
Alation Coefficient Avo	verage Question by Overage = 0.62, Mean Aver	erall Satisfaction Correlati rage = 4.04	n/N = 137/247	DEP DEP SUP SUP	29. Resolves Staff Issues 30. Better Ways Recognized 40. Work Assigned Equitably 44. Performance Evaluation 45. Advancement Opportunities	3.85 3.91 3.91 3.97 3.98	0.76 0.64 0.65 0.70	
Alation Coefficient Avo	verage Question by Overage = 0.62, Mean Aver	erall Satisfaction Correlati rage = 4.04	n/N = 137/247	DEP DEP SUP SUP DEP	29. Resolves Staff Issues 30. Better Ways Recognized 40. Work Assigned Equitably 44. Performance Evaluation 45. Advancement Opportunities 21. Spirit of Cooperation	3.85 3.91 3.91 3.97 3.98 3.98	0.76 0.64 0.65 0.70 0.67	
Alation Coefficient Avo	overage Question by Overage = 0.62, Mean Aver	erall Satisfaction Correlati rage = 4.04	n/N = 137/247	DEP DEP SUP SUP DEP SAT	29. Resolves Staff Issues 30. Better Ways Recognized 40. Work Assigned Equitably 44. Performance Evaluation 45. Advancement Opportunities 21. Spirit of Cooperation 10. All Welcomed	3.85 3.91 3.91 3.97 3.98 3.98 3.99	0.76 0.64 0.65 0.70 0.67 0.78	
Alation Coefficient Avo	verage Question by Overage = 0.62, Mean Aver	erall Satisfaction Correlati rage = 4.04	n/N = 137/247	DEP DEP SUP SUP DEP SAT DEP	29. Resolves Staff Issues 30. Better Ways Recognized 40. Work Assigned Equitably 44. Performance Evaluation 45. Advancement Opportunities 21. Spirit of Cooperation 10. All Welcomed 27. Participate in Decisions	3.85 3.91 3.91 3.97 3.98 3.98 3.99 4.02	0.76 0.64 0.65 0.70 0.67 0.78	
Alation Coefficient Avo	overage Question by Overage = 0.62, Mean Aver	erall Satisfaction Correlation age = 4.04 53 12 7 46 1319 52 4021	n/N = 137/247 Influential Strengths	DEP DEP SUP SUP DEP SAT DEP DIV	29. Resolves Staff Issues 30. Better Ways Recognized 40. Work Assigned Equitably 44. Performance Evaluation 45. Advancement Opportunities 21. Spirit of Cooperation 10. All Welcomed 27. Participate in Decisions 36. Feel Valued	3.85 3.91 3.91 3.97 3.98 3.98 3.99 4.02 4.02	0.76 0.64 0.65 0.70 0.67 0.78 0.72	
Alation Coefficient Avo	everage Question by Overage = 0.62, Mean Average hs	erall Satisfaction Correlation age = 4.04 53	n/N = 137/247	DEP DEP SUP SUP DEP SAT DEP DIV EMP	29. Resolves Staff Issues 30. Better Ways Recognized 40. Work Assigned Equitably 44. Performance Evaluation 45. Advancement Opportunities 21. Spirit of Cooperation 10. All Welcomed 27. Participate in Decisions 36. Feel Valued 50. Total Compensation	3.85 3.91 3.91 3.97 3.98 3.98 3.99 4.02 4.02 2.75	0.76 0.64 0.65 0.70 0.67 0.78 0.72 0.77 0.61	
Alation Coefficient Avo	everage Question by Overage = 0.62, Mean Average hs	erall Satisfaction Correlation age = 4.04 53	n/N = 137/247 Influential Strengths	DEP DEP SUP SUP DEP SAT DEP DIV EMP DEP	29. Resolves Staff Issues 30. Better Ways Recognized 40. Work Assigned Equitably 44. Performance Evaluation 45. Advancement Opportunities 21. Spirit of Cooperation 10. All Welcomed 27. Participate in Decisions 36. Feel Valued 50. Total Compensation 17. Adequate Staffing	3.85 3.91 3.97 3.98 3.98 3.99 4.02 4.02 2.75 3.05	0.76 0.64 0.65 0.70 0.67 0.78 0.72 0.77 0.61	
Alation Coefficient Avo	everage Question by Overage = 0.62, Mean Average hs	erall Satisfaction Correlationage = 4.04 53	Influential Strengths 30 5 30 2	DEP DEP SUP SUP DEP SAT DEP DIV EMP DEP SAT	29. Resolves Staff Issues 30. Better Ways Recognized 40. Work Assigned Equitably 44. Performance Evaluation 45. Advancement Opportunities 21. Spirit of Cooperation 10. All Welcomed 27. Participate in Decisions 36. Feel Valued 50. Total Compensation 17. Adequate Staffing 4. Faculty Value Contributions	3.85 3.91 3.91 3.98 3.98 3.99 4.02 4.02 2.75 3.05	0.76 0.64 0.65 0.70 0.67 0.78 0.72 0.77 0.61 0.42	
Alation Coefficient Avo	everage Question by Overage = 0.62, Mean Average hs	erall Satisfaction Correlation age = 4.04 53	n/N = 137/247 Influential Strengths 30 5	DEP DEP SUP SUP DEP SAT DEP DIV EMP DEP SAT EMP MIS	29. Resolves Staff Issues 30. Better Ways Recognized 40. Work Assigned Equitably 44. Performance Evaluation 45. Advancement Opportunities 21. Spirit of Cooperation 10. All Welcomed 27. Participate in Decisions 36. Feel Valued 50. Total Compensation 17. Adequate Staffing 4. Faculty Value Contributions 55. Valuable Training	3.85 3.91 3.91 3.97 3.98 3.98 3.99 4.02 4.02 2.75 3.05 3.50 3.84	0.76 0.64 0.65 0.70 0.67 0.78 0.72 0.77 0.61 0.42 0.51	
Alation Coefficient Avo	everage Question by Overage = 0.62, Mean Average hs	rage = 4.04 53 12 7 1319 52 40 134 55	Influential Strengths 30 5 30 2	DEP DEP SUP SUP DEP SAT DEP DIV EMP DEP SAT EMP MIS	29. Resolves Staff Issues 30. Better Ways Recognized 40. Work Assigned Equitably 44. Performance Evaluation 45. Advancement Opportunities 21. Spirit of Cooperation 10. All Welcomed 27. Participate in Decisions 36. Feel Valued 50. Total Compensation 17. Adequate Staffing 4. Faculty Value Contributions 55. Valuable Training 14. Measures Dept Goals	3.85 3.91 3.91 3.97 3.98 3.98 3.99 4.02 4.02 2.75 3.05 3.50 3.84	0.76 0.64 0.65 0.70 0.67 0.78 0.72 0.77 0.61 0.42 0.51 0.58	
Alation Coefficient Avo	everage Question by Overage = 0.62, Mean Average hs	24 1319 52 421 14 55 49	Influential Strengths 30 5 30 2	DEP DEP SUP SUP SUP DEP SAT DEP DIV EMP DEP SAT EMP MIS EMP	29. Resolves Staff Issues 30. Better Ways Recognized 40. Work Assigned Equitably 44. Performance Evaluation 45. Advancement Opportunities 21. Spirit of Cooperation 10. All Welcomed 27. Participate in Decisions 36. Feel Valued 50. Total Compensation 17. Adequate Staffing 4. Faculty Value Contributions 55. Valuable Training 14. Measures Dept Goals 54. Manage Workload	3.85 3.91 3.91 3.98 3.98 3.99 4.02 4.02 2.75 3.05 3.50 3.84 3.85 3.96	0.76 0.64 0.65 0.70 0.67 0.78 0.72 0.77 0.61 0.42 0.51 0.58 0.53	
Strengtl	everage Question by Overage = 0.62, Mean Average hs	erall Satisfaction Correlationage = 4.04 53	Influential Strengths 30 5 30 2	DEP DEP SUP SUP SUP DEP SAT DEP DIV EMP DEP SAT EMP MIS EMP MIS	29. Resolves Staff Issues 30. Better Ways Recognized 40. Work Assigned Equitably 44. Performance Evaluation 45. Advancement Opportunities 21. Spirit of Cooperation 10. All Welcomed 27. Participate in Decisions 36. Feel Valued 50. Total Compensation 17. Adequate Staffing 4. Faculty Value Contributions 55. Valuable Training 14. Measures Dept Goals 54. Manage Workload 15. Measures Customer Satisfaction 13. Annual Dept Goals	3.85 3.91 3.97 3.98 3.98 3.99 4.02 2.75 3.05 3.50 3.84 3.85 3.96 3.99 4.05	0.76 0.64 0.65 0.70 0.67 0.72 0.77 0.61 0.42 0.51 0.58 0.53 0.39 0.58 0.52	
Strengtl	overage Question by Overage = 0.62, Mean Average hs	rage = 4.04 53 24 7 4 1319 52 4021 449	Influential Strengths 30 5 30 2	DEP DEP SUP SUP SUP DEP SAT DEP DIV EMP DEP SAT EMP MIS EMP MIS DEP	29. Resolves Staff Issues 30. Better Ways Recognized 40. Work Assigned Equitably 44. Performance Evaluation 45. Advancement Opportunities 21. Spirit of Cooperation 10. All Welcomed 27. Participate in Decisions 36. Feel Valued 50. Total Compensation 17. Adequate Staffing 4. Faculty Value Contributions 55. Valuable Training 14. Measures Dept Goals 54. Manage Workload 15. Measures Customer Satisfaction 13. Annual Dept Goals 19. Physical Work Environment	3.85 3.91 3.97 3.98 3.98 3.99 4.02 2.75 3.05 3.84 3.85 3.96 3.99 4.05	0.76 0.64 0.65 0.70 0.67 0.78 0.72 0.77 0.61 0.42 0.51 0.58 0.53 0.39 0.58 0.52 0.55	
Strengtl	overage Question by Overage = 0.62, Mean Average hs	erall Satisfaction Correlationage = 4.04 53	Influential Strengths 30 5 30 2	DEP DEP SUP SUP SUP SUP DEP SAT DEP DIV EMP DEP SAT EMP MIS MIS DEP MIS	29. Resolves Staff Issues 30. Better Ways Recognized 40. Work Assigned Equitably 44. Performance Evaluation 45. Advancement Opportunities 21. Spirit of Cooperation 10. All Welcomed 27. Participate in Decisions 36. Feel Valued 50. Total Compensation 17. Adequate Staffing 4. Faculty Value Contributions 55. Valuable Training 14. Measures Dept Goals 54. Manage Workload 15. Measures Customer Satisfaction 13. Annual Dept Goals 19. Physical Work Environment 16. Improve Services Products	3.85 3.91 3.97 3.98 3.98 3.99 4.02 2.75 3.05 3.50 3.84 3.85 3.96 4.05 4.07 4.12	0.76 0.64 0.65 0.70 0.67 0.72 0.77 0.61 0.42 0.51 0.58 0.53 0.39 0.58 0.52 0.55	
Strengtl	overage Question by Overage = 0.62, Mean Average =	rall Satisfaction Correlation age = 4.04 53	Influential Strengths 30 5 30 9	DEP DEP SUP SUP SUP DEP SAT DEP DIV EMP DEP SAT EMP MIS EMP MIS DEP MIS DEP	29. Resolves Staff Issues 30. Better Ways Recognized 40. Work Assigned Equitably 44. Performance Evaluation 45. Advancement Opportunities 21. Spirit of Cooperation 10. All Welcomed 27. Participate in Decisions 36. Feel Valued 50. Total Compensation 17. Adequate Staffing 4. Faculty Value Contributions 55. Valuable Training 14. Measures Dept Goals 54. Manage Workload 15. Measures Customer Satisfaction 13. Annual Dept Goals 19. Physical Work Environment 16. Improve Services Products 31. Department Diversity Programs	3.85 3.91 3.97 3.98 3.98 3.99 4.02 2.75 3.05 3.50 3.85 3.85 3.99 4.05 4.07	0.76 0.64 0.65 0.70 0.67 0.78 0.72 0.77 0.61 0.42 0.51 0.58 0.53 0.39 0.58 0.52 0.55 0.60	
Strengtl	overage Question by Overage = 0.62, Mean Average =	rall Satisfaction Correlation age = 4.04 53	Influential Strengths 30 5 30 2	DEP DEP SUP SUP SUP DEP SAT DEP DIV EMP DEP SAT EMP MIS EMP MIS DEP MIS DEP MIS SAT	29. Resolves Staff Issues 30. Better Ways Recognized 40. Work Assigned Equitably 44. Performance Evaluation 45. Advancement Opportunities 21. Spirit of Cooperation 10. All Welcomed 27. Participate in Decisions 36. Feel Valued 50. Total Compensation 17. Adequate Staffing 4. Faculty Value Contributions 55. Valuable Training 14. Measures Dept Goals 54. Manage Workload 15. Measures Customer Satisfaction 13. Annual Dept Goals 19. Physical Work Environment 16. Improve Services Products 31. Department Diversity Programs 6. Understand University Mission	3.85 3.91 3.97 3.98 3.98 3.99 4.02 2.75 3.05 3.50 3.84 3.85 3.99 4.05 4.07 4.12	0.76 0.64 0.65 0.70 0.67 0.78 0.72 0.77 0.61 0.42 0.51 0.58 0.53 0.59 0.60 0.53	
A ation Coefficient Ave	overage Question by Overage = 0.62, Mean Average =	rage = 4.04 53	n/N = 137/247 Influential Strengths 30 5 30 5 9 0.70 0.80 0.90	DEP DEP SUP SUP SUP DEP SAT DEP DIV EMP DEP SAT EMP MIS EMP MIS DEP MIS DEP MIS DEP	29. Resolves Staff Issues 30. Better Ways Recognized 40. Work Assigned Equitably 44. Performance Evaluation 45. Advancement Opportunities 21. Spirit of Cooperation 10. All Welcomed 27. Participate in Decisions 36. Feel Valued 50. Total Compensation 17. Adequate Staffing 4. Faculty Value Contributions 55. Valuable Training 14. Measures Dept Goals 54. Manage Workload 15. Measures Customer Satisfaction 13. Annual Dept Goals 19. Physical Work Environment 16. Improve Services Products 31. Department Diversity Programs 6. Understand University Mission 23. Collaborate Well with Coworkers	3.85 3.91 3.97 3.98 3.98 3.99 4.02 2.75 3.05 3.84 3.85 3.96 4.05 4.07 4.12 4.14 4.15 4.15	0.76 0.64 0.65 0.70 0.67 0.78 0.72 0.77 0.61 0.42 0.51 0.58 0.53 0.39 0.58 0.52 0.55 0.59 0.60 0.53	
A ation Coefficient Avo	overage Question by Overage = 0.62, Mean Average =	rage = 4.04 53	Influential Strengths 30 5 30 9	DEP DEP SUP SUP SUP SUP DEP SAT DEP DIV EMP MIS MIS DEP MIS DIV SAT DEP SAT	29. Resolves Staff Issues 30. Better Ways Recognized 40. Work Assigned Equitably 44. Performance Evaluation 45. Advancement Opportunities 21. Spirit of Cooperation 10. All Welcomed 27. Participate in Decisions 36. Feel Valued 50. Total Compensation 17. Adequate Staffing 4. Faculty Value Contributions 55. Valuable Training 14. Measures Dept Goals 54. Manage Workload 15. Measures Customer Satisfaction 13. Annual Dept Goals 19. Physical Work Environment 16. Improve Services Products 31. Department Diversity Programs 6. Understand University Mission 23. Collaborate Well with Coworkers 7. Contributes to FAS Mission	3.85 3.91 3.97 3.98 3.98 3.99 4.02 2.75 3.05 3.84 3.85 3.96 4.05 4.07 4.12 4.14 4.15 4.15	0.76 0.64 0.65 0.70 0.67 0.78 0.72 0.77 0.61 0.42 0.51 0.58 0.53 0.39 0.58 0.52 0.55 0.59 0.60 0.53 0.35	
A ation Coefficient Ave	overage Question by Overage = 0.62, Mean Average =	rage = 4.04 53	n/N = 137/247 Influential Strengths 30 5 30 5 9 0.70 0.80 0.90	DEP DEP SUP SUP SUP SUP DEP SAT DEP DIV EMP DEP SAT EMP MIS DIV SAT DEP SAT EMP	29. Resolves Staff Issues 30. Better Ways Recognized 40. Work Assigned Equitably 44. Performance Evaluation 45. Advancement Opportunities 21. Spirit of Cooperation 10. All Welcomed 27. Participate in Decisions 36. Feel Valued 50. Total Compensation 17. Adequate Staffing 4. Faculty Value Contributions 55. Valuable Training 14. Measures Dept Goals 54. Manage Workload 15. Measures Customer Satisfaction 13. Annual Dept Goals 19. Physical Work Environment 16. Improve Services Products 31. Department Diversity Programs 6. Understand University Mission 23. Collaborate Well with Coworkers 7. Contributes to FAS Mission 51. Get Information	3.85 3.91 3.97 3.98 3.98 3.99 4.02 2.75 3.05 3.50 3.84 3.85 3.99 4.05 4.07 4.12 4.14 4.15 4.15 4.22	0.76 0.64 0.65 0.70 0.67 0.78 0.72 0.77 0.61 0.42 0.51 0.58 0.53 0.39 0.58 0.52 0.55 0.59 0.60 0.53 0.35 0.49 0.54	
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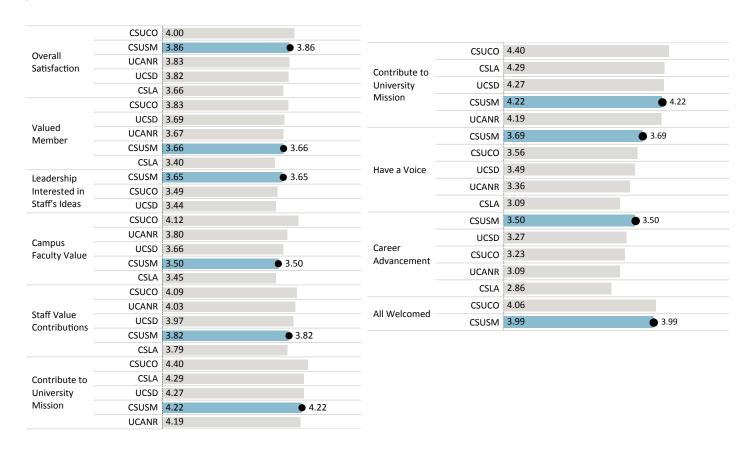
applicable or you do not know. 5 4 3 2 2 1 1 Overall, I am a satisfied FAS employee. 2 I feld valued as a member of FAS. 3 Sendor readership in RAS are groundley interested in hearing the ideas and opinions of staff members. 3 Sendor seatership in RAS are groundley interested in hearing the ideas and opinions of staff members. 4 Sendor members at SCISM value my contributions. 5 Indirect and the FAS mission. 5 Staff members at SCISM value my contributions. 6 Indirect and how my job performance positively contributes to the FAS mission. 8 If Fell I have a voice to provide ideas and suggestions on how to improve FAS. 9 I am staffed with my opportunities for career advancement at SCISM. 10 FAS promotes a work environment where all people are welcomed. 11 I understand how my job performance positively contributes to my department's mission. 12 I understand how my job performance positively contributes to my department's mission. 13 My department routinely measures departmental performance goal and interest and products delivered. 14 My department outlenely measures departmental performance goal and products based on customer feedback. 15 My department outlenely measures departmental performance goal and products based on customer feedback. 16 My department outlenely measures departmental performance goal and products based on customer feedback. 17 My department outlenely measures customer staffaction with servers and products based on customer feedback. 18 I have the tools (i.e., equipment and technology) needed to perform my work. 19 I feel physically sefe white a may vary the servers and products based on customer feedback. 21 My department the sedepartment and technology inceeded to perform my work. 22 Most people in my department or working onto the custom with ground the server of the people of the peo			ent you agree or disagree onts. Select 'N/A' if it is not	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	N/A
Satisfaction with Finance & James Comment of FAS are genuinely interested in hearing the Ideas and opinions of staff members. Satisfaction with Finance & James Comment of FAS are genuinely interested in hearing the Ideas and opinions of staff members. Satisfaction with Finance & James Comment of FAS (1) and the Interest of Interest Comment of FAS (1) and FAS promotes a work environment where all expels are wiscomed. I understand how my job performance positively contributes to the FAS mission. I real I have a voice to provide cleas and suggestions on how to improve FAS. I understand my department simission. I have staffed with my opportunities for career advancement at CSUSM. I understand how my job performance positively contributes to my department's mission. I have the rand how my job performance positively contributes to my department's mission. I have the rand how my job performance positively contributes to my department's mission. I have the tools (1) and performance positively contributes to my department's mission. I have the tools (1) and performance positively contributes to my department's mission. I have the tools (1) and performance positively contributes to my department's mission. I have the tools (1) and performance positively contributes to my department's mission. I have the tools (1) and performance positively contributes to my department significant performance positively contributes to my department performance performance performance positively contributes to my department contributes activated performance perfo	_			5	4	3	2	1	
Satisfaction with Finance & Administrative Services Finance & Fin		1	Overall, I am a satisfied FAS	employee.					
am satisfied with my opportunities for career advancement at CSUSM. 15	Finance & Administrative	3 5 4 1 5 5 6 1 7 1	Senior leadership in FAS are g Faculty members at CSUSM va Staff members at CSUSM valu I understand the FAS mission. I understand how my job perf	enuinely interest alue my contribu e my contributio ormance positive	tions. ns. ely contributes to tl	ne FAS mission.	taff members.		
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. 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. 27 I have the opportunity to participate in making decisions that affect my work. 28 My department erates a flexible environment that allows me to balance my work and personal life. 29 My department erates a flexible environment that allows me to balance my work and personal life. 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 ethnic groups, cultures, and backgrounds are treated fairly in my department. 34 My department provides an environment where everyone is treated in a professional manner. 35 I can make recommendations to my supervisor without fear of negative consequences. 36 My supervisor gives me praise for my work. 37 My supervisor gives me praise for my work. 38 My supervisor gives me praise for my work. 39 My supervisor gives me useful suggestions for improvement. 40 My supervisor gives me parsite for my work. 41 My supervisor gives me parsite for my work. 42 My supervisor se evaluation provided me with information I could use to improve my performance. 43 My supervisor rest me with respect. 44 My supervisor rest me with res	•	10 11 12 13 14 15 15	FAS promotes a work environ I understand my department! I understand how my job perf My department establishes ar My department routinely mea My department routinely mea	ment where all p s mission. ormance positive nnual departmen asures departmen asures customer :	eople are welcome ely contributes to n tal performance go ntal performance g satisfaction with se	ed. ny department's missi pals. oal achievements. rvices and products d	elivered.		
Department - Diversity and Climate 2 People of all ethnic groups, cultures, and backgrounds are treated fairly in my department. 32 People of all ethnic groups, cultures, and backgrounds are treated fairly in my department. 33 People of all exhal 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. 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 Effectiveness 44 My last performance evaluation provided me with information I could use to improve my performance. 45 My supervisor actively supports my participation in training and education programs related to my job responsibilities. 46 My supervisor treats me with respect. 47 My supervisor treats me with respect. 48 My supervisor is supportive when personal issues arise. 49 I feel that the amount of stress associated with my job is appropriate for my position. 49 I manually of the support of the information I need to be effective in my job. 40 Employee 41 Employee 42 My job makes good use of my skills and abilities. 43 I know how to use the tools that I have (i.e., equipment and technology) to do my work. 44 I am able to manage my work load effectively. 45 The training that I receive at CSUSM is valuable for improving my job performance.	•	17 18 19 20 1 21 22 1 23 1 25 26 27 28 29 1 29 1	My department has adequate I have the tools (i.e., equipme My physical work environmer I feel physically safe while I ar There is a spirit of cooperation Most people in my departmen While working remotely, I hav While working remotely, I hav People in my department are Most people in my department I have the opportunity to part My department creates a flex My department effectively result in the safe was a flex My department effectively resulted.	staffing to handle int and technologist (e.g., office, cul in working onsite. In within my depart to conduct thems we been able to come to be been able to come where the been able to come to be a referred to with the perform their in ticipate in making tible environment solves staff-related	e our workload. (y) needed to performed is adequate for the control of the contr	orm my work. or the job that I do. worked entirely off-si manner. n co-workers as neede n my supervisor as nee with departments ou ect my work. balance my work and work interactions).	te during the last 12 n ed. eded. tside of my immediat		
I have sufficient freedom to decide how to best perform my work. My supervisor communicates essential information on a timely basis. Work is assigned equitably in my department. My supervisor gives me praise for my work. Supervisor My supervisor gives me useful suggestions for improvement. Effectiveness My performance is evaluated fairly. My last performance evaluation provided me with information I could use to improve my performance. My supervisor gives me opportunities that support my career advancement. My supervisor actively supports my participation in training and education programs related to my job responsibilities. My supervisor treats me with respect. My supervisor is supportive when personal issues arise. I feel that the amount of stress associated with my job is appropriate for my position. I am satisfied with my total compensation, including salary and benefits. I know how to get the information I need to be effective in my job. Employee Effectiveness My job makes good use of my skills and abilities. I know how to use the tools that I have (i.e., equipment and technology) to do my work. I am able to manage my work load effectively. The training that I receive at CSUSM is valuable for improving my job performance.	Diversity and	32 33 34 35	People of all ethnic groups, cu People of all sexual orientatio My department actively supp My department provides an e	iltures, and backans are treated factorits a diverse won wironment whe	grounds are treated irly in my departme rk environment.	d fairly in my department.			
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. Employee 52 My job makes good use of my skills and abilities. Effectiveness 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.	·	38 39 40 41 42 43 44 45 46 47 47	I have sufficient freedom to d My supervisor communicates Work is assigned equitably in My supervisor gives me praise My supervisor gives me usefu My performance is evaluated My last performance evaluation My supervisor gives me oppoo My supervisor actively suppor My supervisor treats me with	ecide how to bes essential information my department. I for my work. I suggestions for fairly. On provided me vertunities that sup tts my participation	t perform my work ation on a timely be improvement. with information I coport my career advon in training and e	asis. ould use to improve r ancement.	ny performance.	nsibilities.	
eNPS 57 How likely is it that you would recommend working in the Finance & Administrative Services (FAS) Division?	Effectiveness	49 50 51 52 53 54 55 56 6	I feel that the amount of strest am satisfied with my total coll know how to get the information My job makes good use of my I know how to use the tools the tools the training that I receive at Coll enjoy working with my cowo	s associated with impensation, incl ation I need to be skills and abilitie nat I have (i.e., ed load effectively. SUSM is valuable rkers.	n my job is appropr uding salary and be effective in my job es. Juipment and techi e for improving my	enefits. o. nology) to do my work job performance.			

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

Comparison of Finance and Administrative Services to other Universities Overall

Department - Mission and Goals

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

	CSUSM	4.40	• 4.40
Understand	UCANR	4.40	
Understand Dept's Mission —	CSUCO	4.38	
Dept's Mission	CSLA	4.29	
	UCSD	4.22	
	CSUCO	4.45	
	UCANR	4.44	
Contribute to Dept's Mission —	CSLA	4.39	
Dept's Wilssion	CSUSM	4.38	• 4.38
	UCSD	4.32	
	CSUCO	4.08	
	CSUSM	4.05	• 4.05
Annual Dept Goals	UCSD	3.81	
ludis	UCANR	3.73	
	CSLA	3.65	
	CSUCO	3.95	
	CSUSM	3.85	3.85
Neasures Dept Goals	UCSD	3.71	
ludis	UCANR	3.64	
	CSLA	3.47	
	CSUSM	3.99	● 3.99
1easures	CSUCO	3.93	
ustomer	UCSD	3.74	
atisfaction	UCANR	3.45	
	CSLA	3.43	
	CSUSM	4.12	• 4.12
mprove	CSUCO	4.07	
ervices	UCSD	3.79	
Products	UCANR	3.68	
	CSLA	3.60	

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

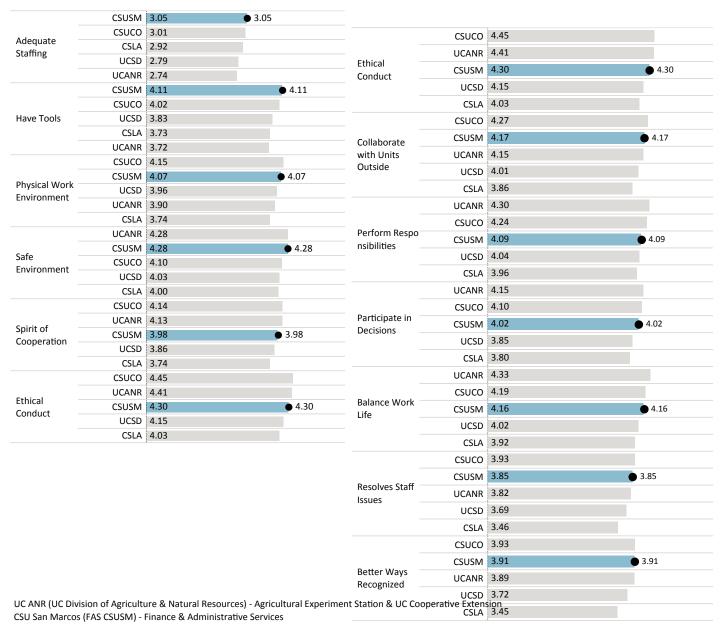
CAL State LA (CSLA) - President, Provost & VP for Academic Affairs, VP for Admin & CFO, CIO & AVP ITS, VP for Student Life, VP for University Advancement, Auxiliaries

Comparison of Finance and Administrative Services to other Universities Overall

Department Effectiveness

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



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

Comparison of Finance and Administrative Services to other Universities Overall

Department - Diversity and Climate

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■ Finance and Administrative Services

	CSUCO	_	
All Cultures -	CSUSM		• 4.27
Fair —	CSLA	4.26	
	UCANR	4.22	
	UCSD	4.16	
	CSUCO	4.45	
Sexual	CSUSM	4.42	• 4.42
Orientation -	CSLA	4.32	
Fair	UCANR	4.32	
	UCSD	4.24	
Department	CSUSM	4.14	• 4.14
Diversity	CSUCO	4.04	
Programs	UCSD	3.83	
All Welcomed	CSLA	4.10	
	CSUCO	4.28	
	CSUSM	4.26	• 4.26
Support	CSLA	4.24	
Diversity —	UCANR	4.21	
	UCSD	4.13	
	CSUCO	4.30	
Community-	UCANR	4.24	
Excellence-	CSUSM	4.23	• 4.23
Professional	UCSD	4.14	
	CSLA	4.04	

	UCANR	4.18	
	CSUSM	4.02	• 4.02
Feel Valued	CSUCO	4.02	
	UCSD	3.88	
	CSLA	3.84	

 ${\tt UC\ ANR\ (UC\ Division\ of\ Agriculture\ \&\ Natural\ Resources)-Agricultural\ Experiment\ Station\ \&\ UC\ Cooperative\ Extension}}$

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

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Comparison of Finance and Administrative Services to other Universities Overall

Supervisor Effectiveness

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■ Finance and Administrative Services

	CSUCO	4.41					
Recommends	UCANR				CSUCO	4.25	
without Fear —	CSUSM 4.24 • 4.24		CSUSM	4.17	4.17		
	UCSD			Evaluated	UCANR		
	CSLA			Fairly	UCSD		
	UCANR						
Sufficient	CSUCO				CSLA		
reedom	CSUSM		• 4.30		CSUCO	4.18	
	UCSD			_	CSUSM	3.97	3 .97
	CSLA 4.09 Performance CSUCO 4.23 Evaluation UCSD 3.92						
			- 1.16	Evaluation	CSLA	3.79	
Communicates	CSUSM		• 4.16		UCANR		
ssential Info —	UCANR					4.00	
	CSLA						• • • •
	UCANR			Advancement		3.98	● 3.98
	UCSD			Opportunities —	UCSD		
Work Assigned	CSUSM		● 3.91		UCANR	3.78	
Equitably	CSUCO				CSLA	3.71	
	CSLA	3.70			CSUCO	4.38	
	CSUCO	4.24			UCANR	4.27	
	CSUSM	4.14	• 4.14	Supports	CSUSM		4.18
Gives Praise or Work	UCANR	4.10		Training		4.10	
OI WOIK	UCSD	4.09					
	CSLA	3.95			CSLA		
	CSUCO	4.23			CSUCO	4.51	
Suggestions for	CSUSM	4.16	• 4.16	-	UCANR	4.48	
mprovement —	UCSD			Treats with Respect	CSUSM	4.44	• 4.44
	UCANR			- Nespect	UCSD	4.39	
	CSLA	3.88			CSLA		
					CSUCO		
						4.54	
				Supportive of			
				Personal Issues		4.44	
					CSUSM		● 4.44
					CSLA	4.36	

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

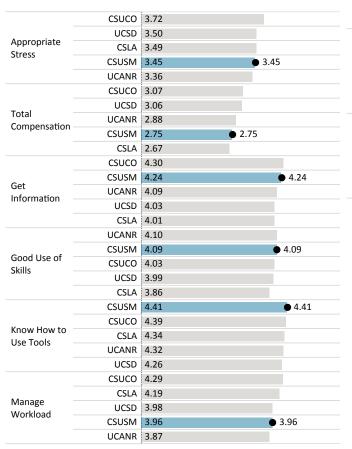
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Comparison of Finance and Administrative Services to other Universities Overall

Employee Effectiveness

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Finance and Administrative Services



	651166	2.05	
	CSUCO	3.85	
W. I. II	CSUSM	3.84	● 3.84
Valuable Training	UCSD	3.70	
	UCANR	3.66	
	CSLA	3.54	
	UCANR	4.49	
Enjoy Working	CSUCO	4.43	
with	CSUSM	4.37	• 4.37
Coworkers	UCSD	4.28	
	CSLA	4.23	

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