## Calam

### 2020 - FAS Employee Engagement Survey

#### Business and Financial Services - 30000

2018

2020 36 respondents 72% of 50 invited 2019 38 respondents 75% of 51 invited

33 respondents 70% of 47 invited

## 4.17 mean score for 54 questions (scale 1-5)20 questions in the excellent range (4.3 or greater)

Influential Strengths

29 All Cultures - Fair

34 Feel Valued

47 Appropriate Stress

54 Enjoy Working with Coworkers

5 Staff Value Contributions

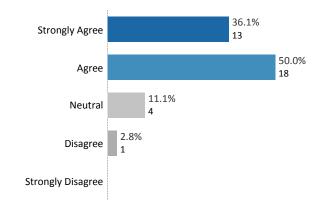
11 Contributes to Dept's Mission

48 Total Compensation

31 All Welcomed

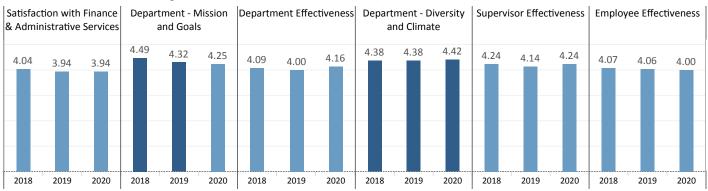
16 Adequate Staffing

Overall, I am a satisfied FAS employee.



Mean = 4.19, Std Dev = 0.75

#### 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..."

**84** eNPS\* 84.4% - 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	IOLAI
	5										4	7	11
	4							1	3	3	6	4	17
Satisfied Employee	3				1		1	1					3
	2								1				1
	1												
Total					1		1	2	4	3	10	11	32

\*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

- •
- •
- •
- •

# 2020 - FAS Employee Engagement Survey Business and Financial Services - 30000

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

Change from 2019 to 2020 Arrows indicate change of .09 or greater

**4** 12 **19** 

Finance and Administrative Services

254 Invited (N)
177 Responded (n)
70% Response Rate

★ Change from 2019 to 2020 is statistically significant (p<0.01)

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

			2018	2019	2020		2020
	1	Overall Satisfaction	4.15	4.00	4.19	<b>—</b>	4.12
	2	Valued Member	3.91	3.97	4.00		4.05
	3	Leadership Interested in Staff's Ideas			4.06		3.94
atisfaction with Finance	4	Faculty Value Contributions	3.58	3.31	3.33		3.72
Administrative Services	5	Staff Value Contributions	4.06	3.95	4.00	_	4.09
Autilitistrative Services	6	Understand University Mission	4.52	4.37	4.25	<b>!</b>	4.24
	7	Contributes to FAS Mission	4.48	4.45	4.31	-	4.35
	8	Have a Voice	4.00	3.87	4.03		3.95
	9	Career Advancement	3.58	3.58	3.36	-	3.57
	10	Understand Dept's Mission	4.61	4.53	4.39	<b>+</b>	4.41
	11	Contributes to Dept's Mission	4.76	4.63	4.42	<b>—</b>	4.49
epartment - Mission and	12	Annual Dept Goals	4.52	4.16	4.11		4.23
ioals	13	Measures Dept Goals	4.19	4.11	3.97	<b>+</b>	4.04
	14	Measures Customer Satisfaction	4.31	4.22	4.25		4.16
	15	Improve Services Products	4.52	4.24	4.33	*	4.25
	16	Adequate Staffing	2.97	3.19	2.86	1	3.15
	17	Have Tools	3.91	4.05	4.00		4.21
	18	Physical Work Environment	4.21	4.05	4.20	-	4.21
	19	Safe Environment	4.31	3.87	4.39	*	4.37
	20	Spirit of Cooperation	4.15	4.05	4.19	<b>-</b>	4.26
	21	Ethical Conduct	4.38	4.34	4.53	-	4.43
Department Effectiveness	22	Collaborate with Units Outside	4.42	4.26	4.50	-	4.40
	23	Perform Responsibilities	4.39	4.32	4.31		4.28
	24	Participate in Decisions	4.18	4.08	4.14		4.13
	25	Balance Work Life	4.21	4.13	4.36	1	4.35
	26	Resolves Staff Issues	4.03	3.73	4.29	1	4.08
	27	Better Ways Recognized	3.91	3.92	4.11	-	4.11
	28	Department Diversity Programs			4.27		4.17
	29	All Cultures - Fair	4.45	4.50	4.42		4.40
	30	Sexual Orientation - Fair	4.55	4.57	4.60		4.47
epartment - Diversity	31	All Welcomed	4.39	4.46	4.36	<b></b>	4.36
nd Climate	32	Support Diversity	4.42	4.37	4.42		4.37
	33	Treated in a Professional Manner	4.30	4.34	4.56	-	4.41
	34	Feel Valued	4.18	4.03	4.28	-	4.23
	35	Recommends without Fear	4.39	4.21	4.47	-	4.42
	36	Sufficient Freedom	4.27	4.21	4.53	-	4.46
	37	Communicates Essential Info	4.27	4.13	4.22	-	4.15
	38	Work Assigned Equitably	3.94	3.89	4.03	-	3.99
	39	Gives Praise for Work	4.27	4.16	4.28	-	4.24
	40	Suggestions for Improvement	4.13	4.14	4.28	-	4.20
upervisor Effectiveness	41	Evaluated Fairly	4.27	4.14	4.11	•	4.22
	42	Performance Evaluation	4.00	3.97	4.03		4.10
	43	Advancement Opportunities	3.91	3.86	3.71	<b>1</b>	3.99
	44	Supports Training	4.25	4.16	4.03	1	4.29
	45	Treats with Respect	4.55	4.41	4.50	•	4.50
	46	Supportive of Personal Issues	4.59	4.37	4.64	-	4.60
	47	Appropriate Stress	3.73	3.53	3.54	•	3.58
	48	Total Compensation	3.12	3.29	3.20		3.37
	49	Get Information	4.33	4.22	4.29		4.29
	50	Good Use of Skills	4.36	4.24	4.23		4.29
mployee Effectiveness	51	Know How to Use Tools	4.36	4.45	4.23		4.49
	52	Manage Workload	4.36	4.45	4.43		4.49
	53	Valuable Training	3.82	3.95	3.76		3.97
	2.3	valuable Hallillig	3.04	5.95	3./0	_	5.97



## CSUSV

## 2020 - FAS Employee Engagement Survey

Business and Financial Services - 30000

- Strength	h   IS - Influential Stre	ength   PO - Pri	mary Opportunity   SO	- Secondary Opportunity	Dim	Question	Mean	Corr Str	1/0
trongths :	and Opportunities bu	Survey Ouest's	on With Avec at the Assa	erage Dimension Mean and	SAT	Satisfaction with Finance & Administrativ.	. 3.94	0.82	F
ii eiigiiis a	· · · · · ·		erall Satisfaction Corre	•	DEP	Department Effectiveness	4.16	0.63	S
relation C	Coefficient Average = 0	•			DIV	Department - Diversity and Climate	4.42	0.58	3
				n/N = 36/50	EMP	Employee Effectiveness	4.00	0.69	F
	Strengths			Influential Strengths	MIS	Department - Mission and Goals	4.25	0.57	9
4.4 –	<ul><li>Department - Di</li></ul>	iversity and Clin	nate		SUP	Supervisor Effectiveness	4.24	0.64	5
4.3 –	Danastmant Missian	and Cools			SUP	37. Communicates Essential Info	4.22	0.52	
	Department - Mission	i and Goals			SAT	6. Understand University Mission	4.25	0.52	
	Cunamican	Effectiveness			DIV	34. Feel Valued	4.28	0.61	
4.2 –	Supervisor	Ellectivelless			SUP	40. Suggestions for Improvement	4.28	0.55	
					SAT	7. Contributes to FAS Mission	4.31	0.56	
4.4	Department E	Effectiveness			DEP	23. Perform Responsibilities	4.31	0.50	
4.1 –					MIS	15. Improve Services Products	4.33	0.51	
					DIV	31. All Welcomed	4.36	0.57	
4.0 –					MIS	11. Contributes to Dept's Mission	4.42	0.57	
+.0 -		Employe	ee Effectiveness		DIV	29. All Cultures - Fair	4.42	0.62	
		/		•		54. Enjoy Working with Coworkers	4.44	0.57	
			I		SUP	36. Sufficient Freedom	4.53	0.51	
	0.60	0.65		75 0.80	DEP	16. Adequate Staffing	2.86	0.53	
		(	Correlation		EMP	48. Total Compensation	3.20	0.61	
Seco	ondary Opportunitie	es		Primary Opportunities	SAT	4. Faculty Value Contributions	3.33	0.55	
	Donartment Diversity	y and Climato	Employee Effect	tivonoss	SAT	9. Career Advancement	3.36	0.71	
	Department - Diversity	•			EMP	47. Appropriate Stress	3.54	0.75	
[	Department - Mission	and Goals	Satisfaction with	h Finance & Administra	SUP	43. Advancement Opportunities	3.71	0.54	
[	Department Effectiver	ness	Supervisor Effect	ctiveness	MIS	13. Measures Dept Goals	3.97	0.52	
			_		SAT	2. Valued Member	4.00	0.72	
					SAI	2. Valueu Member	4.00		
rongths	and Opportunities by	Survey Oues	on With Aves at the Av	erage Question Mean and	SAT	5. Staff Value Contributions	4.00	0.81	
rengths				erage Question Mean and ation				0.81 0.64	
		Question by Ove	erall Satisfaction Correla		SAT	5. Staff Value Contributions	4.00		
	Average Q Coefficient Average = 0	Question by Ove	erall Satisfaction Correla	n/N = 36/50	SAT DEP	5. Staff Value Contributions 17. Have Tools	4.00 4.00	0.64	
	Average Q	Question by Ove	erall Satisfaction Correla	ation	SAT DEP SAT	5. Staff Value Contributions 17. Have Tools 8. Have a Voice	4.00 4.00 4.03	0.64 0.64	
	Average Q Coefficient Average = 0	Question by Ove	erall Satisfaction Correla	n/N = 36/50	SAT DEP SAT SUP	5. Staff Value Contributions 17. Have Tools 8. Have a Voice 38. Work Assigned Equitably	4.00 4.00 4.03 4.03	0.64 0.64 0.54	
elation Co	Average Q Coefficient Average = 0	Question by Ove 0.49, Mean Aver	erall Satisfaction Correla	n/N = 36/50	SAT DEP SAT SUP SUP	5. Staff Value Contributions 17. Have Tools 8. Have a Voice 38. Work Assigned Equitably 44. Supports Training	4.00 4.00 4.03 4.03 4.03	0.64 0.64 0.54 0.62	
elation Co	Average Q Coefficient Average = 0 Strengths	Question by Ove	erall Satisfaction Correlating = 4.16	n/N = 36/50	SAT DEP SAT SUP SUP SUP	5. Staff Value Contributions 17. Have Tools 8. Have a Voice 38. Work Assigned Equitably 44. Supports Training 42. Performance Evaluation	4.00 4.00 4.03 4.03 4.03 4.03	0.64 0.64 0.54 0.62 0.54	
elation Co	Average Q Coefficient Average = 0 Strengths	Question by Ove 0.49, Mean Aver	erall Satisfaction Correlating = 4.16	n/N = 36/50	SAT DEP SAT SUP SUP SUP SAT	5. Staff Value Contributions 17. Have Tools 8. Have a Voice 38. Work Assigned Equitably 44. Supports Training 42. Performance Evaluation 3. Leadership Interested in Staff's Ideas	4.00 4.00 4.03 4.03 4.03 4.03 4.06	0.64 0.64 0.54 0.62 0.54 0.67	
elation Co	Average Q Coefficient Average = 0 Strengths	Question by Ove 0.49, Mean Aver	erall Satisfaction Correlations and Satisfaction Correlation	n/N = 36/50	SAT DEP SAT SUP SUP SUP SAT SUP	5. Staff Value Contributions 17. Have Tools 8. Have a Voice 38. Work Assigned Equitably 44. Supports Training 42. Performance Evaluation 3. Leadership Interested in Staff's Ideas 41. Evaluated Fairly	4.00 4.00 4.03 4.03 4.03 4.03 4.06 4.11	0.64 0.64 0.54 0.62 0.54 0.67 0.55	
elation Co	Average Q Coefficient Average = 0 Strengths	Question by Ove 0.49, Mean Aver	erall Satisfaction Correlating = 4.16	n/N = 36/50  Influential Strengths  7 34	SAT DEP SAT SUP SUP SUP SAT SUP	5. Staff Value Contributions 17. Have Tools 8. Have a Voice 38. Work Assigned Equitably 44. Supports Training 42. Performance Evaluation 3. Leadership Interested in Staff's Ideas 41. Evaluated Fairly 12. Annual Dept Goals	4.00 4.00 4.03 4.03 4.03 4.03 4.06 4.11 4.11	0.64 0.64 0.54 0.62 0.54 0.67 0.55	
S - 51	Average Q Coefficient Average = 0 Strengths	Question by Ove 0.49, Mean Aver	erall Satisfaction Correlations and the state of the stat	n/N = 36/50  Influential Strengths  7 34	SAT DEP SAT SUP SUP SUP SAT SUP SAT SUP	5. Staff Value Contributions 17. Have Tools 8. Have a Voice 38. Work Assigned Equitably 44. Supports Training 42. Performance Evaluation 3. Leadership Interested in Staff's Ideas 41. Evaluated Fairly 12. Annual Dept Goals 24. Participate in Decisions	4.00 4.00 4.03 4.03 4.03 4.03 4.06 4.11 4.11	0.64 0.64 0.54 0.62 0.54 0.67 0.55 0.51	
elation Co	Average Q Coefficient Average = 0 Strengths	Question by Ove 0.49, Mean Aver	erall Satisfaction Correlations and the state of the stat	n/N = 36/50  Influential Strengths  7 34	SAT DEP SAT SUP SUP SUP SAT SUP SAT SUP MIS DEP EMP	5. Staff Value Contributions 17. Have Tools 8. Have a Voice 38. Work Assigned Equitably 44. Supports Training 42. Performance Evaluation 3. Leadership Interested in Staff's Ideas 41. Evaluated Fairly 12. Annual Dept Goals 24. Participate in Decisions 53. Valuable Training	4.00 4.03 4.03 4.03 4.03 4.06 4.11 4.11 4.14 3.76	0.64 0.64 0.54 0.62 0.54 0.67 0.55 0.51 0.58	
5 - 51	Average Q Coefficient Average = 0 Strengths	Question by Ove 0.49, Mean Aver	erall Satisfaction Correlations and the state of the stat	n/N = 36/50  Influential Strengths  7 34	SAT DEP SAT SUP SUP SAT SUP SAT SUP MIS DEP EMP DEP	5. Staff Value Contributions 17. Have Tools 8. Have a Voice 38. Work Assigned Equitably 44. Supports Training 42. Performance Evaluation 3. Leadership Interested in Staff's Ideas 41. Evaluated Fairly 12. Annual Dept Goals 24. Participate in Decisions 53. Valuable Training 27. Better Ways Recognized	4.00 4.03 4.03 4.03 4.03 4.06 4.11 4.11 4.14 3.76 4.11	0.64 0.64 0.54 0.62 0.54 0.67 0.55 0.51 0.58 0.42	
5 - 51	Average Q Coefficient Average = 0 Strengths	Question by Ove 0.49, Mean Aver	erall Satisfaction Correlations and the state of the stat	n/N = 36/50  Influential Strengths  7 34 4 7 3 2 5	SAT DEP SAT SUP SUP SAT SUP MIS DEP EMP DEP	5. Staff Value Contributions 17. Have Tools 8. Have a Voice 38. Work Assigned Equitably 44. Supports Training 42. Performance Evaluation 3. Leadership Interested in Staff's Ideas 41. Evaluated Fairly 12. Annual Dept Goals 24. Participate in Decisions 53. Valuable Training 27. Better Ways Recognized 52. Manage Workload 20. Spirit of Cooperation	4.00 4.00 4.03 4.03 4.03 4.03 4.06 4.11 4.11 4.14 3.76 4.11 4.14 4.19	0.64 0.64 0.54 0.62 0.54 0.67 0.55 0.51 0.58 0.42	
5 - 51	Average Q Coefficient Average = 0 Strengths	Question by Ove 0.49, Mean Aver	erall Satisfaction Correlations age = <b>4.16</b> 46  26  27  43	n/N = 36/50  Influential Strengths  7 34 24 17 3 2 5	SAT DEP SAT SUP SUP SAT SUP SAT SUP MIS DEP EMP DEP DEP	5. Staff Value Contributions 17. Have Tools 8. Have a Voice 38. Work Assigned Equitably 44. Supports Training 42. Performance Evaluation 3. Leadership Interested in Staff's Ideas 41. Evaluated Fairly 12. Annual Dept Goals 24. Participate in Decisions 53. Valuable Training 27. Better Ways Recognized 52. Manage Workload	4.00 4.00 4.03 4.03 4.03 4.03 4.06 4.11 4.11 4.14 3.76 4.11 4.14	0.64 0.64 0.54 0.62 0.54 0.67 0.55 0.51 0.58 0.42 0.42	
5 - 51	Average Q Coefficient Average = 0 Strengths	Question by Ove 0.49, Mean Aver	erall Satisfaction Correlations and the state of the stat	n/N = 36/50  Influential Strengths  7	SAT DEP SAT SUP SUP SAT SUP MIS DEP EMP DEP EMP DEP EMP	5. Staff Value Contributions 17. Have Tools 8. Have a Voice 38. Work Assigned Equitably 44. Supports Training 42. Performance Evaluation 3. Leadership Interested in Staff's Ideas 41. Evaluated Fairly 12. Annual Dept Goals 24. Participate in Decisions 53. Valuable Training 27. Better Ways Recognized 52. Manage Workload 20. Spirit of Cooperation 18. Physical Work Environment 50. Good Use of Skills	4.00 4.00 4.03 4.03 4.03 4.03 4.06 4.11 4.14 4.14 4.19 4.20 4.23	0.64 0.64 0.54 0.62 0.54 0.67 0.55 0.51 0.58 0.42 0.42 0.28 0.44 0.49	
55 – 51 – 55 – 55 – 55 – 55 – 55 – 55 –	Average Q Coefficient Average = 0 Strengths	Question by Ove 0.49, Mean Aver	erall Satisfaction Correlations age = <b>4.16</b> 46  26  27  43	n/N = 36/50  Influential Strengths  7 34 24 17 3 2 5	SAT DEP SAT SUP SUP SAT SUP MIS DEP EMP DEP EMP DEP EMP MIS	5. Staff Value Contributions 17. Have Tools 8. Have a Voice 38. Work Assigned Equitably 44. Supports Training 42. Performance Evaluation 3. Leadership Interested in Staff's Ideas 41. Evaluated Fairly 12. Annual Dept Goals 24. Participate in Decisions 53. Valuable Training 27. Better Ways Recognized 52. Manage Workload 20. Spirit of Cooperation 18. Physical Work Environment 50. Good Use of Skills 14. Measures Customer Satisfaction	4.00 4.03 4.03 4.03 4.03 4.06 4.11 4.11 4.14 4.19 4.20 4.23 4.25	0.64 0.64 0.54 0.62 0.54 0.67 0.55 0.51 0.58 0.42 0.42 0.28 0.44 0.49	
55 – 51 – 55 – 55 – 55 – 55 – 55 – 55 –	Average Q Coefficient Average = 0 Strengths	Question by Ove 0.49, Mean Aver	erall Satisfaction Correlations and the state of the stat	n/N = 36/50  Influential Strengths  7	SAT DEP SAT SUP SUP SAT SUP MIS DEP EMP DEP EMP DEP EMP DISP DIV	5. Staff Value Contributions 17. Have Tools 8. Have a Voice 38. Work Assigned Equitably 44. Supports Training 42. Performance Evaluation 3. Leadership Interested in Staff's Ideas 41. Evaluated Fairly 12. Annual Dept Goals 24. Participate in Decisions 53. Valuable Training 27. Better Ways Recognized 52. Manage Workload 20. Spirit of Cooperation 18. Physical Work Environment 50. Good Use of Skills 14. Measures Customer Satisfaction 28. Department Diversity Programs	4.00 4.03 4.03 4.03 4.03 4.06 4.11 4.11 4.14 4.19 4.20 4.23 4.25 4.27	0.64 0.64 0.54 0.62 0.54 0.67 0.55 0.51 0.58 0.42 0.42 0.28 0.44 0.49 0.44 0.39 0.31	
5 - 51 - 51 - 55 - 55 - 55 - 55 - 55 -	Average Q Coefficient Average = 0 Strengths  1	30 21 28 52	erall Satisfaction Correlations are a 4.16  46  26  27  43  43	n/N = 36/50  Influential Strengths  7	SAT DEP SAT SUP SUP SUP SAT SUP MIS DEP EMP DEP EMP DEP EMP DIP SUP SUP	5. Staff Value Contributions 17. Have Tools 8. Have a Voice 38. Work Assigned Equitably 44. Supports Training 42. Performance Evaluation 3. Leadership Interested in Staff's Ideas 41. Evaluated Fairly 12. Annual Dept Goals 24. Participate in Decisions 53. Valuable Training 27. Better Ways Recognized 52. Manage Workload 20. Spirit of Cooperation 18. Physical Work Environment 50. Good Use of Skills 14. Measures Customer Satisfaction 28. Department Diversity Programs 39. Gives Praise for Work	4.00 4.03 4.03 4.03 4.03 4.06 4.11 4.11 4.14 4.19 4.20 4.23 4.25 4.27	0.64 0.64 0.54 0.62 0.54 0.67 0.55 0.51 0.58 0.42 0.42 0.28 0.44 0.49 0.44 0.39 0.31	
5 - 51 - 51 - 55 - 55 - 55 - 55 - 55 -	Average Q Coefficient Average = 0 Strengths  1	30 21 28 52 0.20 0.30 0.30	rage = <b>4.16</b> 46  26  27  43  43  40  00  0.40  0.50	n/N = 36/50  Influential Strengths  7	SAT DEP SAT SUP SUP SUP SAT SUP MIS DEP EMP DEP DEP EMP DISP SUP SUP DEP EMP DEP	5. Staff Value Contributions 17. Have Tools 8. Have a Voice 38. Work Assigned Equitably 44. Supports Training 42. Performance Evaluation 3. Leadership Interested in Staff's Ideas 41. Evaluated Fairly 12. Annual Dept Goals 24. Participate in Decisions 53. Valuable Training 27. Better Ways Recognized 52. Manage Workload 20. Spirit of Cooperation 18. Physical Work Environment 50. Good Use of Skills 14. Measures Customer Satisfaction 28. Department Diversity Programs 39. Gives Praise for Work 26. Resolves Staff Issues	4.00 4.03 4.03 4.03 4.03 4.06 4.11 4.11 4.14 4.19 4.20 4.23 4.25 4.27 4.28	0.64 0.64 0.54 0.62 0.54 0.67 0.55 0.51 0.58 0.42 0.42 0.28 0.44 0.49 0.44 0.39 0.31 0.42 0.36	
55 - 51 50 - 51	Average Q Coefficient Average = 0 Strengths  1	30 21 28 52 0.20 0.30 0.30	erall Satisfaction Correlations are a 4.16  46  26  27  43  43	n/N = 36/50  Influential Strengths  7 34 24 17 3 2 5	SAT DEP SAT SUP SUP SUP SAT SUP MIS DEP EMP DEP DEP EMP DIV SUP DEP EMP	5. Staff Value Contributions 17. Have Tools 8. Have a Voice 38. Work Assigned Equitably 44. Supports Training 42. Performance Evaluation 3. Leadership Interested in Staff's Ideas 41. Evaluated Fairly 12. Annual Dept Goals 24. Participate in Decisions 53. Valuable Training 27. Better Ways Recognized 52. Manage Workload 20. Spirit of Cooperation 18. Physical Work Environment 50. Good Use of Skills 14. Measures Customer Satisfaction 28. Department Diversity Programs 39. Gives Praise for Work 26. Resolves Staff Issues 49. Get Information	4.00 4.03 4.03 4.03 4.03 4.06 4.11 4.11 4.14 4.19 4.20 4.23 4.25 4.27 4.28 4.29	0.64 0.64 0.54 0.62 0.54 0.67 0.55 0.51 0.58 0.42 0.42 0.28 0.44 0.49 0.44 0.39 0.31 0.42 0.36 0.27	
51 0	Average Q Coefficient Average = 0 Strengths  1	30 21 28 52 0.20 0.30	rage = <b>4.16</b> 46  26  27  43  43  40  00  0.40  0.50	n/N = 36/50  Influential Strengths  7 34 24 17 3 2 5	SAT DEP SAT SUP SUP SUP SAT SUP MIS DEP EMP DEP DEP EMP DIV SUP DEP EMP	5. Staff Value Contributions 17. Have Tools 8. Have a Voice 38. Work Assigned Equitably 44. Supports Training 42. Performance Evaluation 3. Leadership Interested in Staff's Ideas 41. Evaluated Fairly 12. Annual Dept Goals 24. Participate in Decisions 53. Valuable Training 27. Better Ways Recognized 52. Manage Workload 20. Spirit of Cooperation 18. Physical Work Environment 50. Good Use of Skills 14. Measures Customer Satisfaction 28. Department Diversity Programs 39. Gives Praise for Work 26. Resolves Staff Issues 49. Get Information 25. Balance Work Life	4.00 4.00 4.03 4.03 4.03 4.06 4.11 4.14 4.14 4.19 4.20 4.23 4.25 4.27 4.28 4.29 4.36	0.64 0.64 0.54 0.62 0.54 0.67 0.55 0.51 0.58 0.42 0.42 0.28 0.44 0.49 0.44 0.39 0.31 0.42 0.36 0.27 0.45	
55 - 51 0 - 51	Average Q Coefficient Average = 0 Strengths  1 0 0.00 0.10	30 21 28 52 0.20 0.30	rage = <b>4.16</b> 46  26  27  43  43  40  00  0.40  0.50	n/N = 36/50  Influential Strengths  7 34 24 17 3 2 5  47 9  48  0.60 0.70 0.80	SAT DEP SAT SUP SUP SUP SAT SUP MIS DEP EMP DEP DEP EMP DIV SUP DEP EMP DEP EMP MIS DIV	5. Staff Value Contributions 17. Have Tools 8. Have a Voice 38. Work Assigned Equitably 44. Supports Training 42. Performance Evaluation 3. Leadership Interested in Staff's Ideas 41. Evaluated Fairly 12. Annual Dept Goals 24. Participate in Decisions 53. Valuable Training 27. Better Ways Recognized 52. Manage Workload 20. Spirit of Cooperation 18. Physical Work Environment 50. Good Use of Skills 14. Measures Customer Satisfaction 28. Department Diversity Programs 39. Gives Praise for Work 26. Resolves Staff Issues 49. Get Information 25. Balance Work Life 10. Understand Dept's Mission	4.00 4.00 4.03 4.03 4.03 4.06 4.11 4.14 4.14 4.19 4.20 4.23 4.25 4.27 4.28 4.29 4.36 4.39	0.64 0.64 0.54 0.62 0.54 0.67 0.55 0.51 0.58 0.42 0.42 0.44 0.49 0.44 0.39 0.31 0.42 0.36 0.27 0.45	
51 51 51 51 51 51	Average Q Coefficient Average = 0 Strengths  1 0 0.00 0.10	30 21 28 52 0.20 0.30	erall Satisfaction Correlations age = <b>4.16</b> 46  26  47  48  42  43  43  40  00  0.40  0.50  Correlation	n/N = 36/50  Influential Strengths  7	SAT DEP SAT SUP SUP SUP SAT SUP MIS DEP EMP DEP EMP DEP EMP MIS DIV SUP DEP EMP DEP EMP DEP EMP DEP EMP	5. Staff Value Contributions 17. Have Tools 8. Have a Voice 38. Work Assigned Equitably 44. Supports Training 42. Performance Evaluation 3. Leadership Interested in Staff's Ideas 41. Evaluated Fairly 12. Annual Dept Goals 24. Participate in Decisions 53. Valuable Training 27. Better Ways Recognized 52. Manage Workload 20. Spirit of Cooperation 18. Physical Work Environment 50. Good Use of Skills 14. Measures Customer Satisfaction 28. Department Diversity Programs 39. Gives Praise for Work 26. Resolves Staff Issues 49. Get Information 25. Balance Work Life 10. Understand Dept's Mission 19. Safe Environment	4.00 4.00 4.03 4.03 4.03 4.06 4.11 4.14 4.14 4.19 4.20 4.23 4.25 4.27 4.28 4.29 4.36 4.39 4.39	0.64 0.64 0.54 0.62 0.54 0.67 0.55 0.51 0.58 0.42 0.42 0.28 0.44 0.39 0.31 0.42 0.36 0.27 0.45 0.49 0.46	
selation Co	Average Q Coefficient Average = 0 Strengths  1  0 0.00 0.10  condary Opportunities	30 21 28 52 0.20 0.30	erall Satisfaction Correlation age = <b>4.16</b> 46  46  26  42  53  43  40  16  0.40  Correlation  Influential Strength	n/N = 36/50  Influential Strengths  7 34 24 17 3 2 5 47 9 48  0.60 0.70 0.80  Primary Opportunities	SAT DEP SAT SUP SUP SUP SAT SUP MIS DEP EMP DEP EMP DEP EMP MIS DIV SUP DEP EMP DEP EMP DEP DEP EMP DEP DEP DEP DEP DEP DEP DEP DEP DEP DE	5. Staff Value Contributions 17. Have Tools 8. Have a Voice 38. Work Assigned Equitably 44. Supports Training 42. Performance Evaluation 3. Leadership Interested in Staff's Ideas 41. Evaluated Fairly 12. Annual Dept Goals 24. Participate in Decisions 53. Valuable Training 27. Better Ways Recognized 52. Manage Workload 20. Spirit of Cooperation 18. Physical Work Environment 50. Good Use of Skills 14. Measures Customer Satisfaction 28. Department Diversity Programs 39. Gives Praise for Work 26. Resolves Staff Issues 49. Get Information 25. Balance Work Life 10. Understand Dept's Mission 19. Safe Environment 32. Support Diversity	4.00 4.00 4.03 4.03 4.03 4.06 4.11 4.14 4.14 4.19 4.20 4.23 4.25 4.27 4.28 4.29 4.36 4.39 4.39 4.42	0.64 0.64 0.54 0.62 0.54 0.67 0.55 0.51 0.58 0.42 0.42 0.28 0.44 0.39 0.31 0.42 0.36 0.27 0.45 0.49 0.45 0.49 0.40 0.50	
secongths er than	Average Q Coefficient Average = 0 Strengths  1  0 0.00 0.10  condary Opportunities average mean score	30 21 28 52 0.20 0.30 0.20 0.30 0.20 0.30 0.30 0.3	rage = 4.16  46  46  26  47  48  49  40  40  40  40  40  40  40  40  40	n/N = 36/50  Influential Strengths  7 34 24 17 3 2 5 47 9 48  0.60 0.70 0.80  Primary Opportunities	SAT DEP SAT SUP SUP SUP SAT SUP MIS DEP EMP DEP EMP DEP EMP MIS DIV SUP DEP EMP DEP DEP EMP	5. Staff Value Contributions 17. Have Tools 8. Have a Voice 38. Work Assigned Equitably 44. Supports Training 42. Performance Evaluation 3. Leadership Interested in Staff's Ideas 41. Evaluated Fairly 12. Annual Dept Goals 24. Participate in Decisions 53. Valuable Training 27. Better Ways Recognized 52. Manage Workload 20. Spirit of Cooperation 18. Physical Work Environment 50. Good Use of Skills 14. Measures Customer Satisfaction 28. Department Diversity Programs 39. Gives Praise for Work 26. Resolves Staff Issues 49. Get Information 25. Balance Work Life 10. Understand Dept's Mission 19. Safe Environment 32. Support Diversity 51. Know How to Use Tools	4.00 4.00 4.03 4.03 4.03 4.06 4.11 4.14 4.14 4.19 4.20 4.23 4.25 4.27 4.28 4.29 4.36 4.39 4.39 4.42	0.64 0.64 0.54 0.62 0.54 0.67 0.55 0.51 0.58 0.42 0.42 0.28 0.44 0.39 0.31 0.42 0.36 0.27 0.45 0.49 0.45 0.49 0.40 0.50	
secongths er than	Average Q Coefficient Average = 0 Strengths  1  0 0.00 0.10  condary Opportunities	30 21 28 52 0.20 0.30 0.20 0.30 0.20 0.30 0.30 0.3	rage = 4.16  46  46  26  47  48  49  40  40  40  40  40  40  40  40  40	n/N = 36/50  Influential Strengths  7 34 24 17 3 2 5 47 9 48  0.60 0.70 0.80  Primary Opportunities	SAT DEP SAT SUP SUP SUP SAT SUP MIS DEP EMP DEP EMP DEP EMP MIS DIV SUP DEP EMP DEP EMP DEP EMP DEP EMP SUP SUP SUP SUP DEP	5. Staff Value Contributions 17. Have Tools 8. Have a Voice 38. Work Assigned Equitably 44. Supports Training 42. Performance Evaluation 3. Leadership Interested in Staff's Ideas 41. Evaluated Fairly 12. Annual Dept Goals 24. Participate in Decisions 53. Valuable Training 27. Better Ways Recognized 52. Manage Workload 20. Spirit of Cooperation 18. Physical Work Environment 50. Good Use of Skills 14. Measures Customer Satisfaction 28. Department Diversity Programs 39. Gives Praise for Work 26. Resolves Staff Issues 49. Get Information 25. Balance Work Life 10. Understand Dept's Mission 19. Safe Environment 32. Support Diversity 51. Know How to Use Tools 35. Recommends without Fear	4.00 4.00 4.03 4.03 4.03 4.06 4.11 4.14 4.14 4.19 4.20 4.23 4.25 4.27 4.28 4.29 4.36 4.39 4.39 4.42 4.43 4.47	0.64 0.64 0.54 0.62 0.54 0.67 0.55 0.51 0.58 0.42 0.42 0.44 0.49 0.44 0.39 0.31 0.42 0.36 0.27 0.45 0.49 0.46 0.35 0.49 0.49	
secongths er than	Average Q Coefficient Average = 0 Strengths  1  0 0.00 0.10  condary Opportunities average mean score	30 21 28 52 0.20 0.30 0.20 0.30 0.20 0.30 0.30 0.3	rage = 4.16  46  46  26  47  48  49  40  40  40  40  40  40  40  40  40	n/N = 36/50  Influential Strengths  7 34 24 17 3 2 5 47 9 48  0.60 0.70 0.80  Primary Opportunities	SAT DEP SAT SUP SUP SUP SAT SUP MIS DEP EMP DEP EMP DEP EMP DIV SUP DEP EMP DEP DEP	5. Staff Value Contributions 17. Have Tools 8. Have a Voice 38. Work Assigned Equitably 44. Supports Training 42. Performance Evaluation 3. Leadership Interested in Staff's Ideas 41. Evaluated Fairly 12. Annual Dept Goals 24. Participate in Decisions 53. Valuable Training 27. Better Ways Recognized 52. Manage Workload 20. Spirit of Cooperation 18. Physical Work Environment 50. Good Use of Skills 14. Measures Customer Satisfaction 28. Department Diversity Programs 39. Gives Praise for Work 26. Resolves Staff Issues 49. Get Information 25. Balance Work Life 10. Understand Dept's Mission 19. Safe Environment 32. Support Diversity 51. Know How to Use Tools 35. Recommends without Fear 22. Collaborate with Units Outside	4.00 4.00 4.03 4.03 4.03 4.06 4.11 4.14 4.14 4.19 4.20 4.23 4.25 4.27 4.28 4.29 4.36 4.39 4.39 4.43 4.47 4.50	0.64 0.64 0.54 0.62 0.54 0.67 0.55 0.51 0.58 0.42 0.42 0.44 0.49 0.44 0.39 0.31 0.42 0.36 0.27 0.45 0.49 0.46 0.35 0.49 0.49 0.40	
selation Co	Average Q Coefficient Average = 0 Strengths  1  0 0.00 0.10  condary Opportunities average mean score relation. "Keep up th	30 21 28 52 0.20 0.30 0.20 0.30 0.20 0.30 0.30 0.3	arall Satisfaction Correlations are as 4.16  46  26  27  43  43  44  18  0 0.40 0.50  Correlation  Influential Strength Higher than average average correlation	n/N = 36/50  Influential Strengths  7 34 24 17 3 2 5 47 9 48  0.60 0.70 0.80  Primary Opportunities	SAT DEP SAT SUP SUP SUP SAT SUP MIS DEP EMP DEP EMP DEP EMP DIV SUP DEP EMP DEP SUP SUP SUP SUP DEP SUP	5. Staff Value Contributions 17. Have Tools 8. Have a Voice 38. Work Assigned Equitably 44. Supports Training 42. Performance Evaluation 3. Leadership Interested in Staff's Ideas 41. Evaluated Fairly 12. Annual Dept Goals 24. Participate in Decisions 53. Valuable Training 27. Better Ways Recognized 52. Manage Workload 20. Spirit of Cooperation 18. Physical Work Environment 50. Good Use of Skills 14. Measures Customer Satisfaction 28. Department Diversity Programs 39. Gives Praise for Work 26. Resolves Staff Issues 49. Get Information 25. Balance Work Life 10. Understand Dept's Mission 19. Safe Environment 32. Support Diversity 51. Know How to Use Tools 35. Recommends without Fear 22. Collaborate with Units Outside 45. Treats with Respect	4.00 4.00 4.03 4.03 4.03 4.06 4.11 4.14 4.14 4.19 4.20 4.23 4.25 4.27 4.28 4.29 4.36 4.39 4.39 4.43 4.47 4.50 4.50	0.64 0.64 0.54 0.62 0.54 0.67 0.55 0.51 0.58 0.42 0.42 0.28 0.44 0.39 0.31 0.42 0.36 0.27 0.45 0.49 0.46 0.35 -0.07 0.49 0.47 0.28	
1.5 - 1.0 -	Average Of Coefficient Average = 0  Strengths  1  0 0.00 0.10  condary Opportunities  average mean score relation. "Keep up the Oppos	30 21 28 52 0.20 0.30 0.30 0.30 0.30 0.30 0.30 0.3	arall Satisfaction Correlation age = 4.16  46  26  27  43  43  44  18  0 0.40 0.50  Correlation  Influential Strength Higher than average average correlation  Primary Opps	n/N = 36/50  Influential Strengths  7 34 24 17 3 2 5 47 9 48  0.60 0.70 0.80  Primary Opportunities  se mean score, higher than "Keep an eye on"	SAT DEP SAT SUP SUP SUP SAT SUP MIS DEP EMP DEP EMP DEP EMP DIV SUP DEP EMP DEP DEP	5. Staff Value Contributions 17. Have Tools 8. Have a Voice 38. Work Assigned Equitably 44. Supports Training 42. Performance Evaluation 3. Leadership Interested in Staff's Ideas 41. Evaluated Fairly 12. Annual Dept Goals 24. Participate in Decisions 53. Valuable Training 27. Better Ways Recognized 52. Manage Workload 20. Spirit of Cooperation 18. Physical Work Environment 50. Good Use of Skills 14. Measures Customer Satisfaction 28. Department Diversity Programs 39. Gives Praise for Work 26. Resolves Staff Issues 49. Get Information 25. Balance Work Life 10. Understand Dept's Mission 19. Safe Environment 32. Support Diversity 51. Know How to Use Tools 35. Recommends without Fear 22. Collaborate with Units Outside 45. Treats with Respect 21. Ethical Conduct	4.00 4.03 4.03 4.03 4.03 4.06 4.11 4.11 4.14 4.19 4.20 4.23 4.25 4.27 4.28 4.29 4.36 4.39 4.39 4.44 4.43 4.47 4.50 4.53	0.64 0.64 0.54 0.62 0.54 0.67 0.55 0.51 0.58 0.42 0.42 0.28 0.44 0.39 0.31 0.42 0.36 0.27 0.45 0.49 0.46 0.35 -0.07 0.49 0.47 0.28 0.31	
secondary Core than a	Average Of Coefficient Average = 0  Strengths  1  0 0.00 0.10  condary Opportunities  average mean score relation. "Keep up the Opps average mean score	30 21 28 52 0.20 0.30 0.30 0.30 0.30 0.30 0.30 0.3	arall Satisfaction Correlation age = 4.16  46  46  26  27  43  43  44  18  0 0.40 0.50  Correlation  Influential Strength Higher than average average correlation  Primary Opps Lower than average	n/N = 36/50  Influential Strengths  7 34 24 17 3 2 5 47 9 48  O.60 0.70 0.80  Primary Opportunities  E mean score, higher than "Keep an eye on"	SAT DEP SAT SUP SUP SUP SAT SUP MIS DEP EMP DEP EMP DEP EMP DIV SUP DEP EMP DEP SUP SUP SUP SUP DEP SUP	5. Staff Value Contributions 17. Have Tools 8. Have a Voice 38. Work Assigned Equitably 44. Supports Training 42. Performance Evaluation 3. Leadership Interested in Staff's Ideas 41. Evaluated Fairly 12. Annual Dept Goals 24. Participate in Decisions 53. Valuable Training 27. Better Ways Recognized 52. Manage Workload 20. Spirit of Cooperation 18. Physical Work Environment 50. Good Use of Skills 14. Measures Customer Satisfaction 28. Department Diversity Programs 39. Gives Praise for Work 26. Resolves Staff Issues 49. Get Information 25. Balance Work Life 10. Understand Dept's Mission 19. Safe Environment 32. Support Diversity 51. Know How to Use Tools 35. Recommends without Fear 22. Collaborate with Units Outside 45. Treats with Respect	4.00 4.00 4.03 4.03 4.03 4.06 4.11 4.14 4.14 4.19 4.20 4.23 4.25 4.27 4.28 4.29 4.36 4.39 4.39 4.44 4.43 4.47 4.50 4.50	0.64 0.64 0.54 0.62 0.54 0.67 0.55 0.51 0.58 0.42 0.42 0.28 0.44 0.39 0.31 0.42 0.36 0.27 0.45 0.49 0.46 0.35 -0.07 0.49 0.47 0.28	
secondary Coer than a	Average Of Coefficient Average = 0  Strengths  1  0 0.00 0.10  condary Opportunities  average mean score relation. "Keep up the Oppos	30 21 28 52 0.20 0.30 0.30 0.30 0.30 0.30 0.30 0.3	arall Satisfaction Correlation age = 4.16  46  46  26  27  43  43  44  18  0 0.40 0.50  Correlation  Influential Strength Higher than average average correlation  Primary Opps Lower than average	n/N = 36/50  Influential Strengths  7 34 24 17 3 2 5 47 9 48  0.60 0.70 0.80  Primary Opportunities  se mean score, higher than "Keep an eye on"	SAT DEP SAT SUP SUP SUP SAT SUP MIS DEP EMP DEP EMP DEP EMP DIV SUP DEP EMP DEP SUP DEP SUP DEP SUP DEP	5. Staff Value Contributions 17. Have Tools 8. Have a Voice 38. Work Assigned Equitably 44. Supports Training 42. Performance Evaluation 3. Leadership Interested in Staff's Ideas 41. Evaluated Fairly 12. Annual Dept Goals 24. Participate in Decisions 53. Valuable Training 27. Better Ways Recognized 52. Manage Workload 20. Spirit of Cooperation 18. Physical Work Environment 50. Good Use of Skills 14. Measures Customer Satisfaction 28. Department Diversity Programs 39. Gives Praise for Work 26. Resolves Staff Issues 49. Get Information 25. Balance Work Life 10. Understand Dept's Mission 19. Safe Environment 32. Support Diversity 51. Know How to Use Tools 35. Recommends without Fear 22. Collaborate with Units Outside 45. Treats with Respect 21. Ethical Conduct	4.00 4.03 4.03 4.03 4.03 4.06 4.11 4.11 4.14 4.19 4.20 4.23 4.25 4.27 4.28 4.29 4.36 4.39 4.39 4.44 4.43 4.47 4.50 4.53	0.64 0.64 0.54 0.62 0.54 0.67 0.55 0.51 0.58 0.42 0.42 0.28 0.44 0.39 0.31 0.42 0.36 0.27 0.45 0.49 0.46 0.35 -0.07 0.49 0.47 0.28 0.31	

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

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

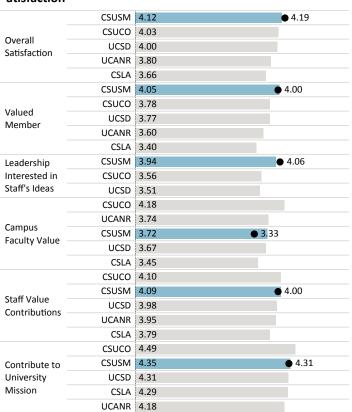


#### Comparison of Business and Financial Services - 30000 to other Universities Overall

#### **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).

## Business and Financial Services - 30000



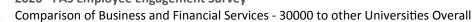
	CSUCO	4.49	
Contribute to	CSUSM	4.35	• 4.31
University	UCSD	4.31	
Mission	CSLA	4.29	
	UCANR	4.18	
	CSUSM	3.95	● 4.03
	UCSD	3.51	
ave a Voice	CSUCO	3.43	
	UCANR	3.18	
	CSLA	3.09	
	CSUSM	3.57	3.36
	UCSD	3.26	
areer dvancement	UCANR	3.13	
	CSUCO	2.99	
	CSLA	2.86	

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

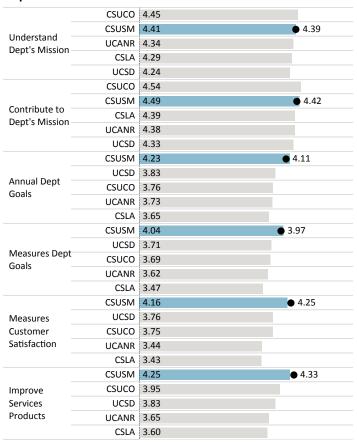




#### **Department - Mission and Goals**

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).

#### Depairement financial and Goals 30000



#### 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

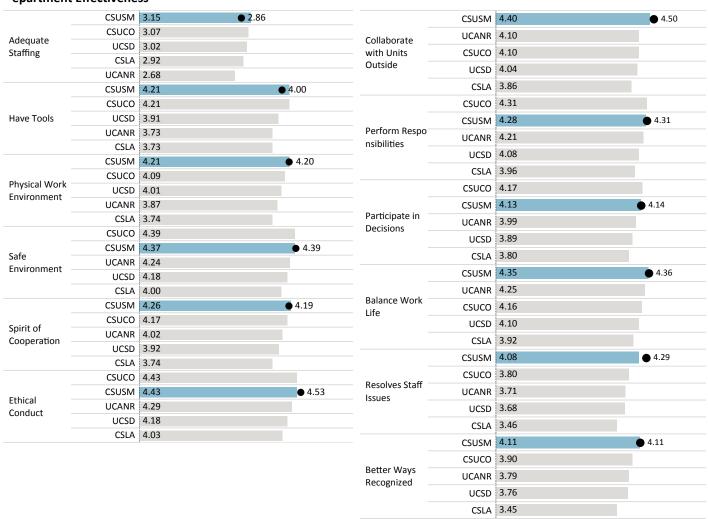


#### Comparison of Business and Financial Services - 30000 to other Universities Overall

#### **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).

#### Businesseand Freattieh Services - 30000

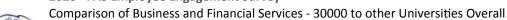


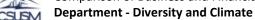
 ${\tt UC\ ANR\ (UC\ Division\ of\ Agriculture\ \&\ Natural\ Resources)-Agricultural\ Experiment\ Station\ \&\ UC\ Cooperative\ Extension\ Agricultural\ Experiment\ Station\ \&\ UC\ Cooperative\ Extension\ Station\ Barrier (Cooperative\ Extension\ Barrier (Cooperative\$ 

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





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).

#### Depairement binarcial sarvice imateo

Jepai tillelit -	Diversity (		
	CSUSM	4.40	• 4.42
All Cultures -	CSLA	4.26	
Fair —	CSUCO	4.25	
	UCANR	4.19	
	UCSD	4.14	
Department	CSUSM	4.17	<b>4.27</b>
Diversity	CSUCO	3.99	
Programs	UCSD	3.94	
	CSUSM	4.47	<b>4.60</b>
Sexual	CSUCO	4.36	
Orientation -	CSLA	4.32	
Fair	UCANR	4.27	
	UCSD	4.25	
	CSUSM	4.36	• 4.36
All Welcomed	CSUCO	4.26	
	CSLA	4.10	
	CSUSM	4.37	• 4.42
_	CSUCO	4.27	
Support	CSLA	4.24	
Diversity —	UCANR	4.13	
	UCSD	4.13	
	CSUSM	4.41	● 4.56
Community-	CSUCO	4.22	
Excellence-	UCSD	4.16	
Professional	UCANR	4.14	
	CSLA	4.04	

	CSUSM	4.23	4.28
	CSUCO	4.08	
Feel Valued	UCANR	4.04	
	UCSD	3.90	
	CSLA	3.84	

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

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 Business and Financial Services - 30000 to other Universities Overall

#### **Supervisor 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).

#### Business a Edit Einancial Services - 30000

	CSUSM	4.42	<b>4.47</b>		CSUSM	4.22	<b>4.11</b>
Recommends UCANF UCANF UCSE	CSUCO	4.35		Evaluated	CSUCO	4.20	
	UCANR			Evaluated	UCANR		
	UCSD			Fairly		4.02	
	CSLA						
	CSUSM		<b>4.53</b>		CSLA		
ufficient	CSUCO				CSUSM		<b>4.03</b>
reedom —	UCANR				CSUCO	4.05	
	UCSD			Performance Evaluation	UCSD	3.84	
	CSLA 4.09		Evaluation	CSLA	3.79		
	CSUSM		● 4.22		UCANR		
ommunicates	CSUCO				CSUCO		
ssential Info —	UCANR						
	UCSD CSLA	!	Advancement	CSUSM		● 3.71	
	CSUSM		● 4.03	Opportunities	UCSD		
	CSUCO		● 4.03		UCANR	3.74	
ork Assigned	UCSD				CSLA	3.71	
quitably —	UCANR	i			CSUSM	4.29	● 4.03
	CSLA				CSUCO	4.25	
	CSUSM		• 4.28	Supports	UCANR	4.17	
	CSUCO			Training		4.10	
ives Praise	UCSD	4.06					
or Work —	UCANR	3.96			CSLA		
	CSLA	3.95			CSUSM		• 4.50
	CSUSM	4.20	• 4.28	Treats with	CSUCO	4.43	
	CSUCO	4.09		Respect —	UCANR	4.40	
uggestions for mprovement mprovement	UCSD	3.96		Nespect	UCSD	4.36	
iipioveillelit	CSLA	3.88			CSLA		
	UCANR	3.85			CSUSM		● 4.64
						4.52	4.04
				Supportive of			
				Personal Issues	UCANR		
						4.43	
					CSLA	4.36	

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

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 Business and Financial Services - 30000 to other Universities Overall

#### **Employee 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).

## Business and Financial Services - 30000

ilibioace rile	Ctivelless		
	CSUCO	3.65	
	UCSD	3.61	
Appropriate Stress	CSUSM	3.58	<b>3.54</b>
301622	CSLA	3.49	
	UCANR	3.38	
	CSUSM	3.37	● 3.20
	CSUCO	3.19	
Total — Compensation —	UCSD	3.17	
Compensation	UCANR	3.01	
	CSLA	2.67	
	CSUSM	4.29	• 4.29
C-+	CSUCO	4.22	
Get —— Information ——	UCSD	4.06	
illioilliation	UCANR	4.05	
	CSLA	4.01	
	CSUSM	4.15	● 4.23
Good Use of	CSUCO	4.12	
Skills —	UCANR	4.02	
JKIIIS	UCSD	4.00	
	CSLA	3.86	
	CSUSM	4.49	• 4.43
V	CSUCO	4.47	
Know How to  Use Tools	CSLA	4.34	
036 10013	UCANR	4.31	
	UCSD	4.28	
	CSUCO	4.26	
Managa	CSLA	4.19	
Manage Workload —	CSUSM	4.06	● 4.14
VVOIRIOUU	UCSD	4.03	
	UCANR	3.85	

	CSUSM	3.97	3.76
	UCSD	3.74	
Valuable Training	CSUCO	3.64	
Trailing -	UCANR	3.57	
	CSLA	3.54	
	CSUSM	4.49	• 4.44
Enjoy Working	UCANR	4.40	
with	CSUCO	4.39	
Coworkers	UCSD	4.31	
	CSLA	4.23	

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

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