



2020 - FAS Employee Engagement Survey

Business and Financial Services - 30000

2020
36 respondents
72% of 50 invited

2019 38 respondents
75% of 51 invited

2018 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)

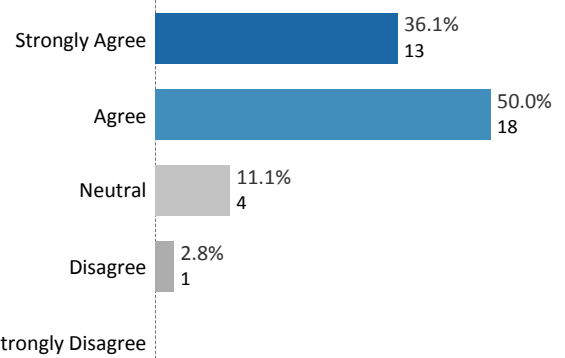
Influential Strengths

- 29 All Cultures - Fair
- 34 Feel Valued
- 54 Enjoy Working with Coworkers
- 11 Contributes to Dept's Mission
- 31 All Welcomed

Primary Opportunities

- 9 Career Advancement
- 47 Appropriate Stress
- 5 Staff Value Contributions
- 48 Total Compensation
- 16 Adequate Staffing

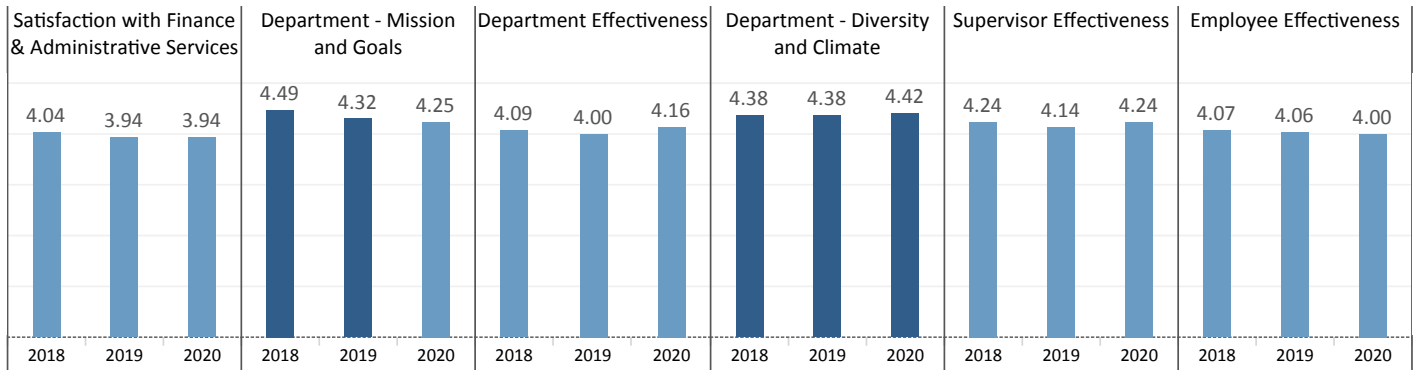
Overall, I am a satisfied FAS employee.



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		
Satisfied Employee	5											4	7	11
	4							1	3	3	6	4	17	
	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

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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 2019 to 2020 is statistically significant (p<0.01)

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

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

↓ 12 ↓ 19 ↑ 21

Finance and Administrative Services

254 Invited (N)

177 Responded (n)

70% Response Rate

		2018	2019	2020		2020	
Satisfaction with Finance & Administrative Services	1 Overall Satisfaction	4.15	4.00	4.19		4.12	●
	2 Valued Member	3.91	3.97	4.00		4.05	●
	3 Leadership Interested in Staff's Ideas			4.06		3.94	●
	4 Faculty Value Contributions	3.58	3.31	3.33		3.72	●
	5 Staff Value Contributions	4.06	3.95	4.00		4.09	●
	6 Understand University Mission	4.52	4.37	4.25		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	●
Department - Mission and Goals	10 Understand Dept's Mission	4.61	4.53	4.39		4.41	●
	11 Contributes to Dept's Mission	4.76	4.63	4.42		4.49	●
	12 Annual Dept Goals	4.52	4.16	4.11		4.23	●
	13 Measures Dept Goals	4.19	4.11	3.97		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	●
Department Effectiveness	16 Adequate Staffing	2.97	3.19	2.86		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		4.26	●
	21 Ethical Conduct	4.38	4.34	4.53		4.43	●
	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		4.35	●
	26 Resolves Staff Issues	4.03	3.73	4.29		4.08	●
Department - Diversity and Climate	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	●
	31 All Welcomed	4.39	4.46	4.36		4.36	●
	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	●
Supervisor Effectiveness	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	●
	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		3.99	●
	44 Supports Training	4.25	4.16	4.03		4.29	●
Employee Effectiveness	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		4.15	●
	51 Know How to Use Tools	4.36	4.45	4.43		4.49	●
	52 Manage Workload	4.24	4.21	4.14		4.06	●
	53 Valuable Training	3.82	3.95	3.76		3.97	●
	54 Enjoy Working with Coworkers	4.61	4.58	4.44		4.49	●



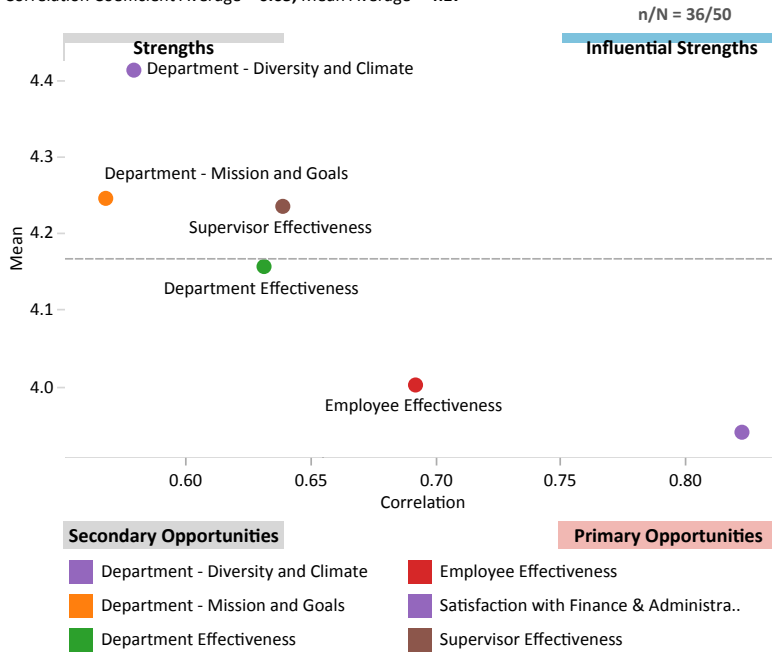
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Business and Financial Services - 30000

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

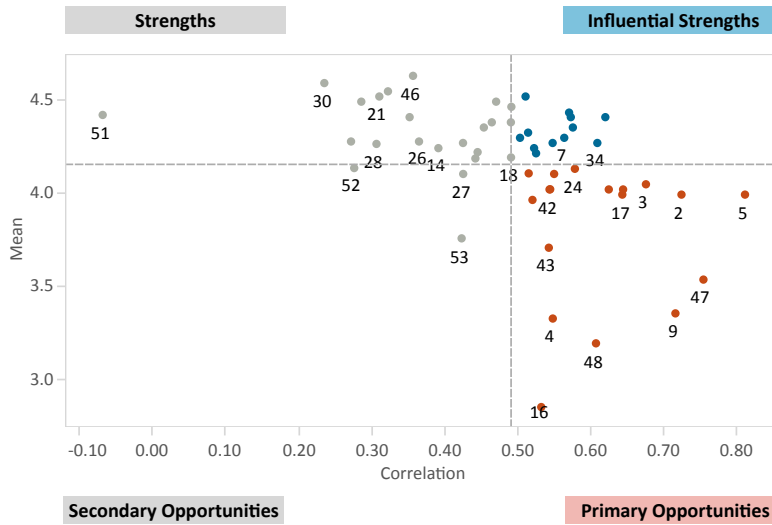
Correlation Coefficient Average = 0.65, Mean Average = 4.17



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

Correlation Coefficient Average = 0.49, Mean Average = 4.16

n/N = 36/50



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

Dim	Question	Mean	Corr	Str/Opps
SAT	Satisfaction with Finance & Administrativ..	3.94	0.82	PO
DEP	Department Effectiveness	4.16	0.63	SO
DIV	Department - Diversity and Climate	4.42	0.58	ST
EMP	Employee Effectiveness	4.00	0.69	PO
MIS	Department - Mission and Goals	4.25	0.57	ST
SUP	Supervisor Effectiveness	4.24	0.64	ST
SUP	37. Communicates Essential Info	4.22	0.52	IS
SAT	6. Understand University Mission	4.25	0.52	IS
DIV	34. Feel Valued	4.28	0.61	IS
SUP	40. Suggestions for Improvement	4.28	0.55	IS
SAT	7. Contributes to FAS Mission	4.31	0.56	IS
DEP	23. Perform Responsibilities	4.31	0.50	IS
MIS	15. Improve Services Products	4.33	0.51	IS
DIV	31. All Welcomed	4.36	0.57	IS
MIS	11. Contributes to Dept's Mission	4.42	0.57	IS
DIV	29. All Cultures - Fair	4.42	0.62	IS
EMP	54. Enjoy Working with Coworkers	4.44	0.57	IS
SUP	36. Sufficient Freedom	4.53	0.51	IS
DEP	16. Adequate Staffing	2.86	0.53	PO
EMP	48. Total Compensation	3.20	0.61	PO
SAT	4. Faculty Value Contributions	3.33	0.55	PO
SAT	9. Career Advancement	3.36	0.71	PO
EMP	47. Appropriate Stress	3.54	0.75	PO
SUP	43. Advancement Opportunities	3.71	0.54	PO
MIS	13. Measures Dept Goals	3.97	0.52	PO
SAT	2. Valued Member	4.00	0.72	PO
SAT	5. Staff Value Contributions	4.00	0.81	PO
DEP	17. Have Tools	4.00	0.64	PO
SAT	8. Have a Voice	4.03	0.64	PO
SUP	38. Work Assigned Equitably	4.03	0.54	PO
SUP	44. Supports Training	4.03	0.62	PO
SUP	42. Performance Evaluation	4.03	0.54	PO
SAT	3. Leadership Interested in Staff's Ideas	4.06	0.67	PO
SUP	41. Evaluated Fairly	4.11	0.55	PO
MIS	12. Annual Dept Goals	4.11	0.51	PO
DEP	24. Participate in Decisions	4.14	0.58	PO
EMP	53. Valuable Training	3.76	0.42	SO
DEP	27. Better Ways Recognized	4.11	0.42	SO
EMP	52. Manage Workload	4.14	0.28	SO
DEP	20. Spirit of Cooperation	4.19	0.44	ST
DEP	18. Physical Work Environment	4.20	0.49	ST
EMP	50. Good Use of Skills	4.23	0.44	ST
MIS	14. Measures Customer Satisfaction	4.25	0.39	ST
DIV	28. Department Diversity Programs	4.27	0.31	ST
SUP	39. Gives Praise for Work	4.28	0.42	ST
DEP	26. Resolves Staff Issues	4.29	0.36	ST
EMP	49. Get Information	4.29	0.27	ST
DEP	25. Balance Work Life	4.36	0.45	ST
MIS	10. Understand Dept's Mission	4.39	0.49	ST
DEP	19. Safe Environment	4.39	0.46	ST
DIV	32. Support Diversity	4.42	0.35	ST
EMP	51. Know How to Use Tools	4.43	-0.07	ST
SUP	35. Recommends without Fear	4.47	0.49	ST
DEP	22. Collaborate with Units Outside	4.50	0.47	ST
SUP	45. Treats with Respect	4.50	0.28	ST
DEP	21. Ethical Conduct	4.53	0.31	ST
DIV	33. Treated in a Professional Manner	4.56	0.32	ST
DIV	30. Sexual Orientation - Fair	4.60	0.23	ST
SUP	46. Supportive of Personal Issues	4.64	0.36	ST



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

Strongly Agree
Agree
Neutral
Disagree
Strongly Disagree
N/A

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	N/A
	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.						
	Department - Mission and Goals	10 I understand my department's mission.					
11 I understand how my job performance positively contributes to my department's mission.							
12 My department establishes annual departmental performance goals.							
13 My department routinely measures departmental performance goal achievements.							
14 My department routinely measures customer satisfaction with services and products delivered.							
Department Effectiveness	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.						
	21 Most people in my department conduct themselves in an ethical manner.						
	22 People in my department are encouraged to work collaboratively with departments outside of my immediate area.						
	23 Most people in my department perform their responsibilities.						
	24 I have the opportunity to participate in making decisions that affect my work.						
Department - Diversity and Climate	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.						
	30 People of all sexual orientations are treated fairly in my department.						
	31 FAS promotes a work environment where all people are welcomed.						
Supervisor Effectiveness	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.						
	36 I have sufficient freedom to decide how to best perform my work.						
	37 My supervisor communicates essential information on a timely basis.						
	38 Work is assigned equitably in my department.						
	39 My supervisor gives me praise for my work.						
	40 My supervisor gives me useful suggestions for improvement.						
	41 My performance is evaluated fairly.						
Employee 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 responsibilities.						
	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.						
eNPS	49 I know how to get the information I need to be effective in my job.						
	50 My job makes good use of my skills and abilities.						
	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.						
	53 The training that I receive at CSUSM is valuable for improving my job performance.						
	54 I enjoy working with my coworkers.						
	55 How likely is it that you would recommend working in the Finance & Administrative Services (FAS) Division?						



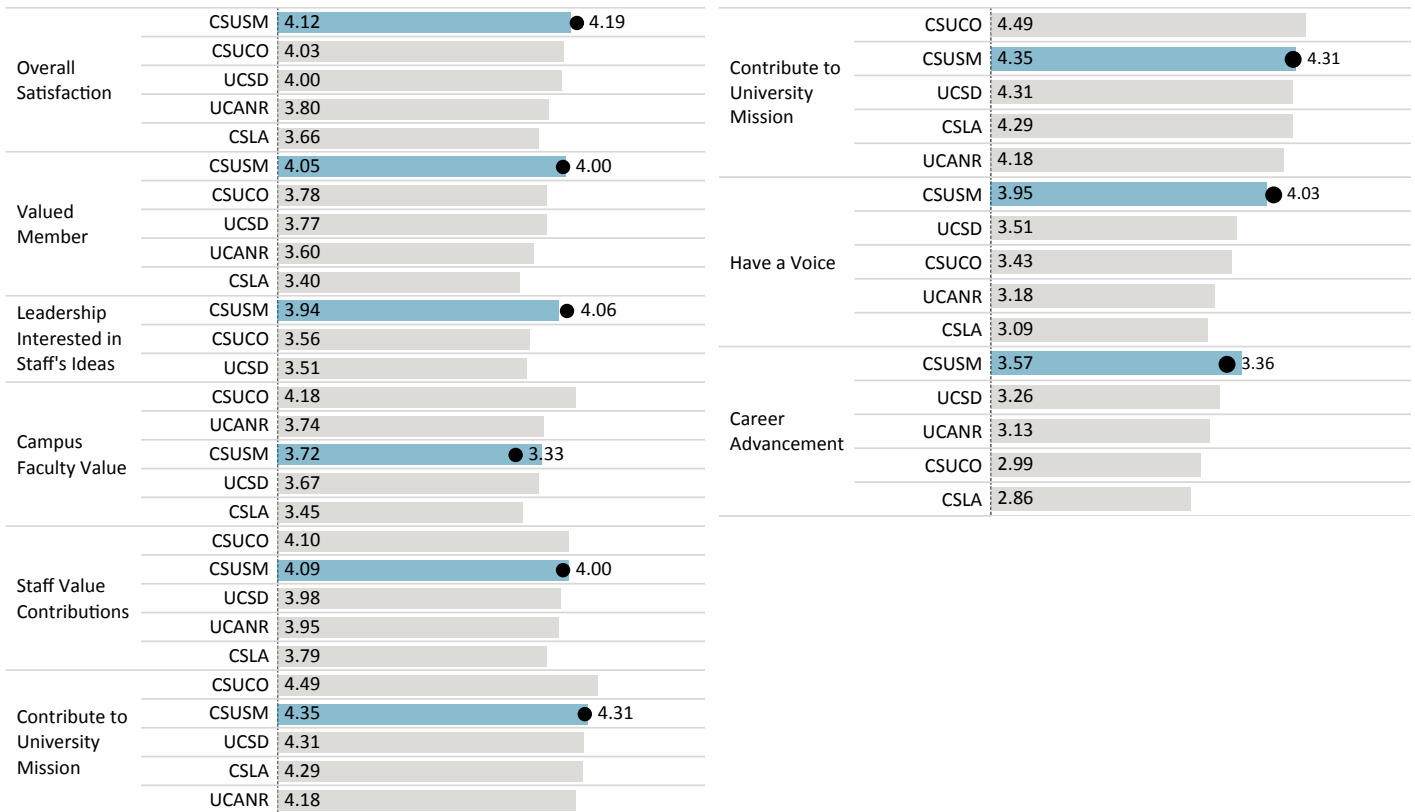
2020 - FAS Employee Engagement Survey

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



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

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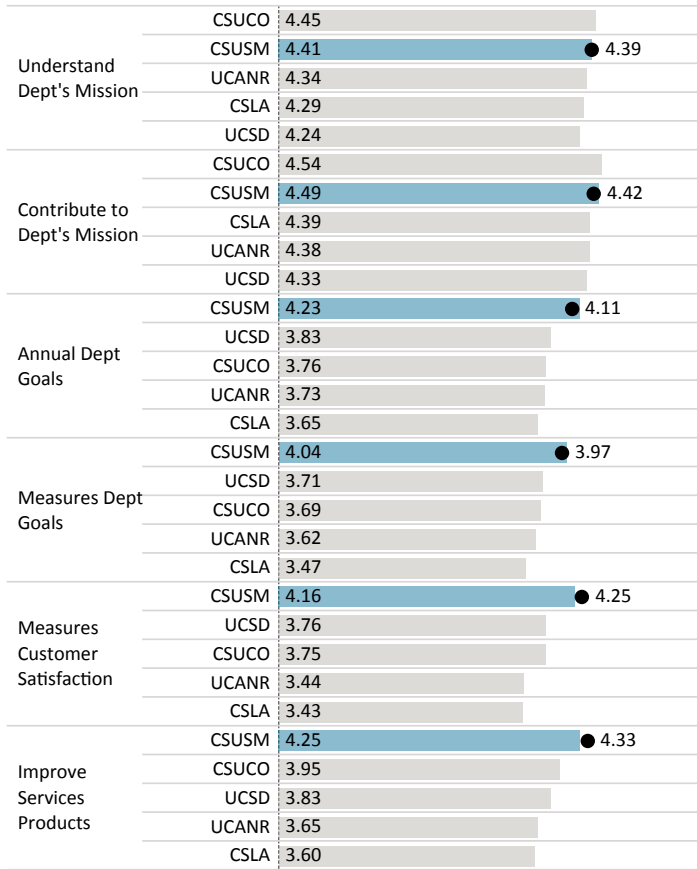
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Comparison of Business and Financial Services - 30000 to other Universities Overall

Department - Mission and Goals

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Business and Financial Services - 30000 Department - Mission and Goals



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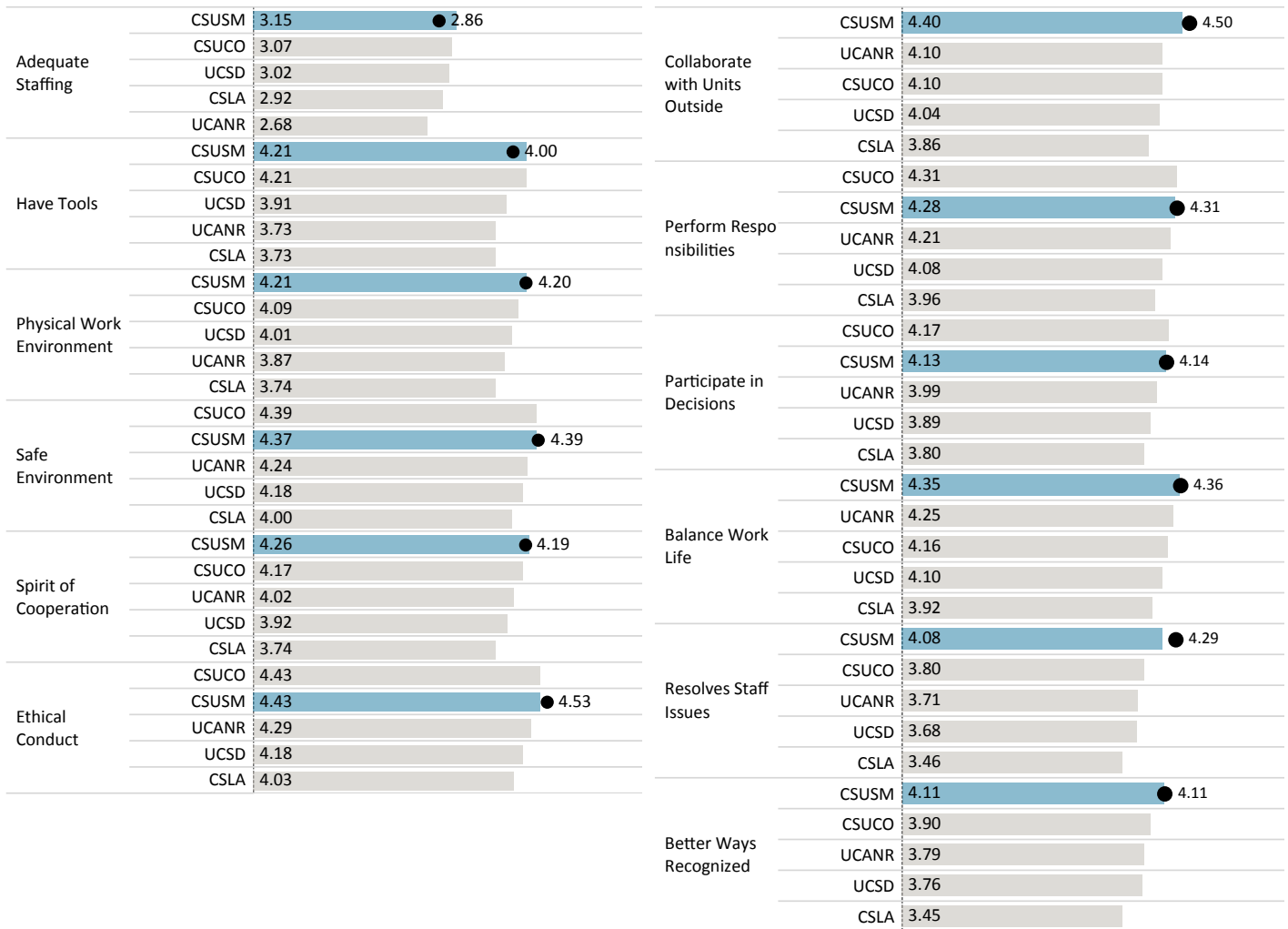
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Comparison of Business and Financial Services - 30000 to other Universities Overall

Department Effectiveness

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Business and Financial Services - 30000



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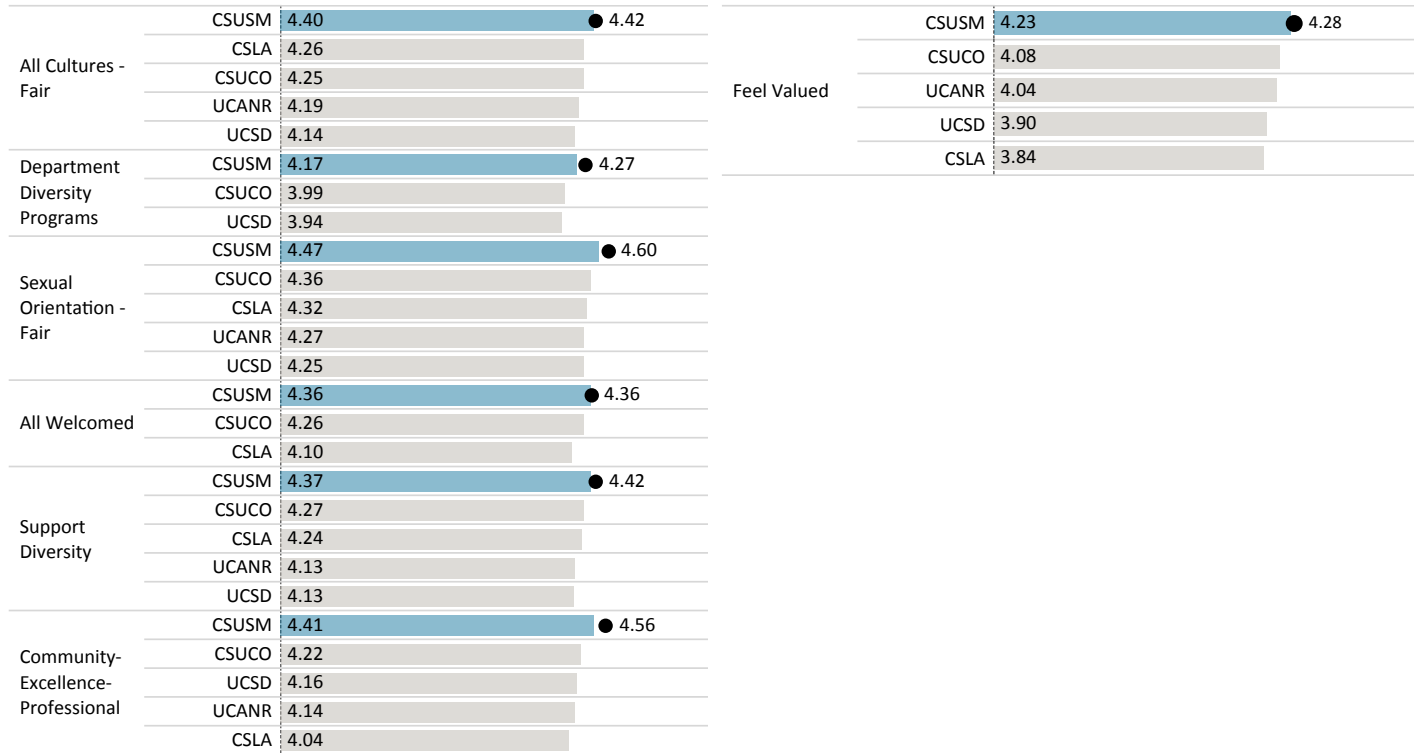
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Comparison of Business and Financial Services - 30000 to other Universities Overall

Department - Diversity and Climate

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Business and Financial Services - 30000 Department - Diversity and Climate



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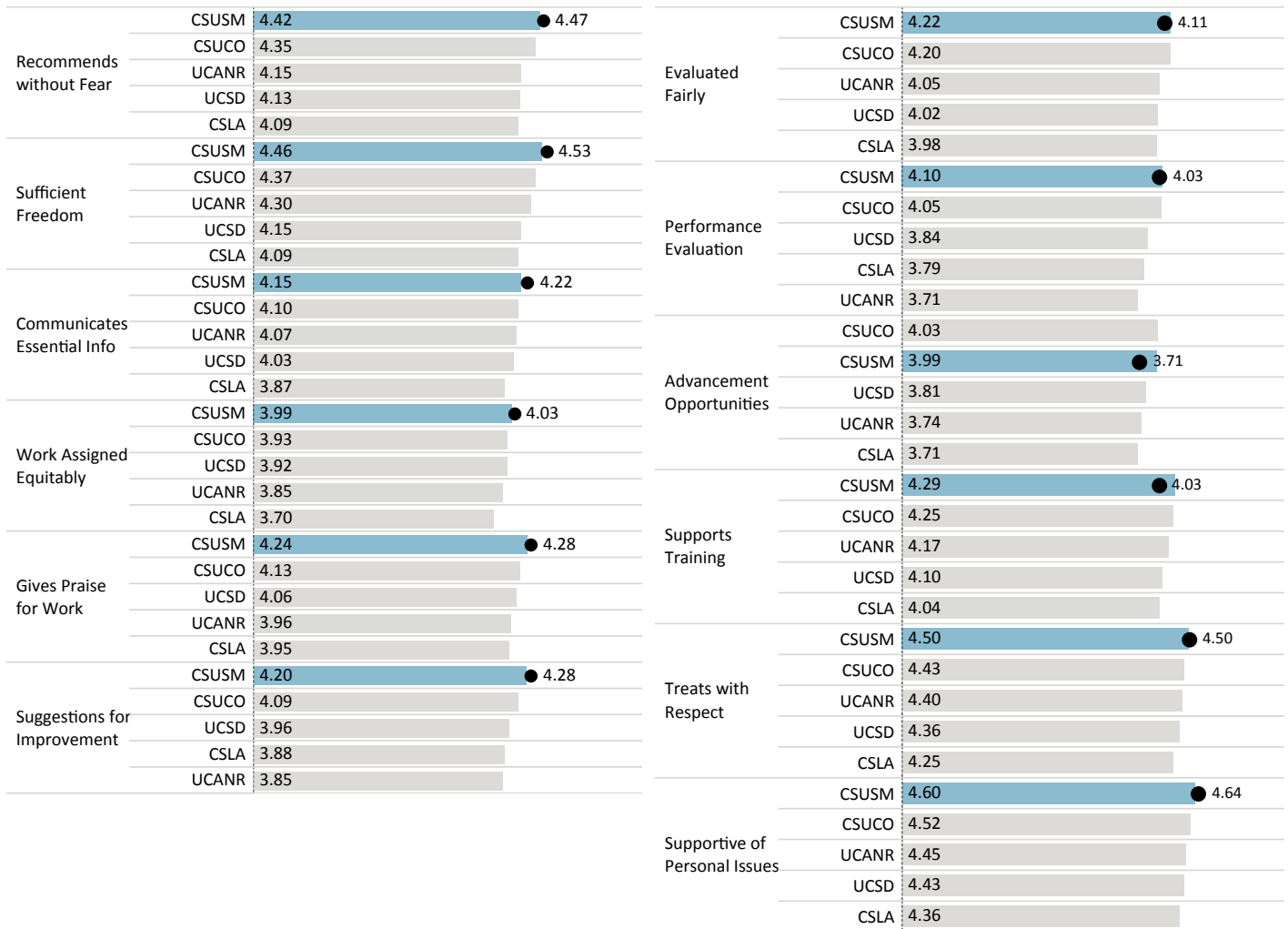
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Comparison of Business and Financial Services - 30000 to other Universities Overall

Supervisor Effectiveness

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Business and Financial Services - 30000 Supervisor Effectiveness



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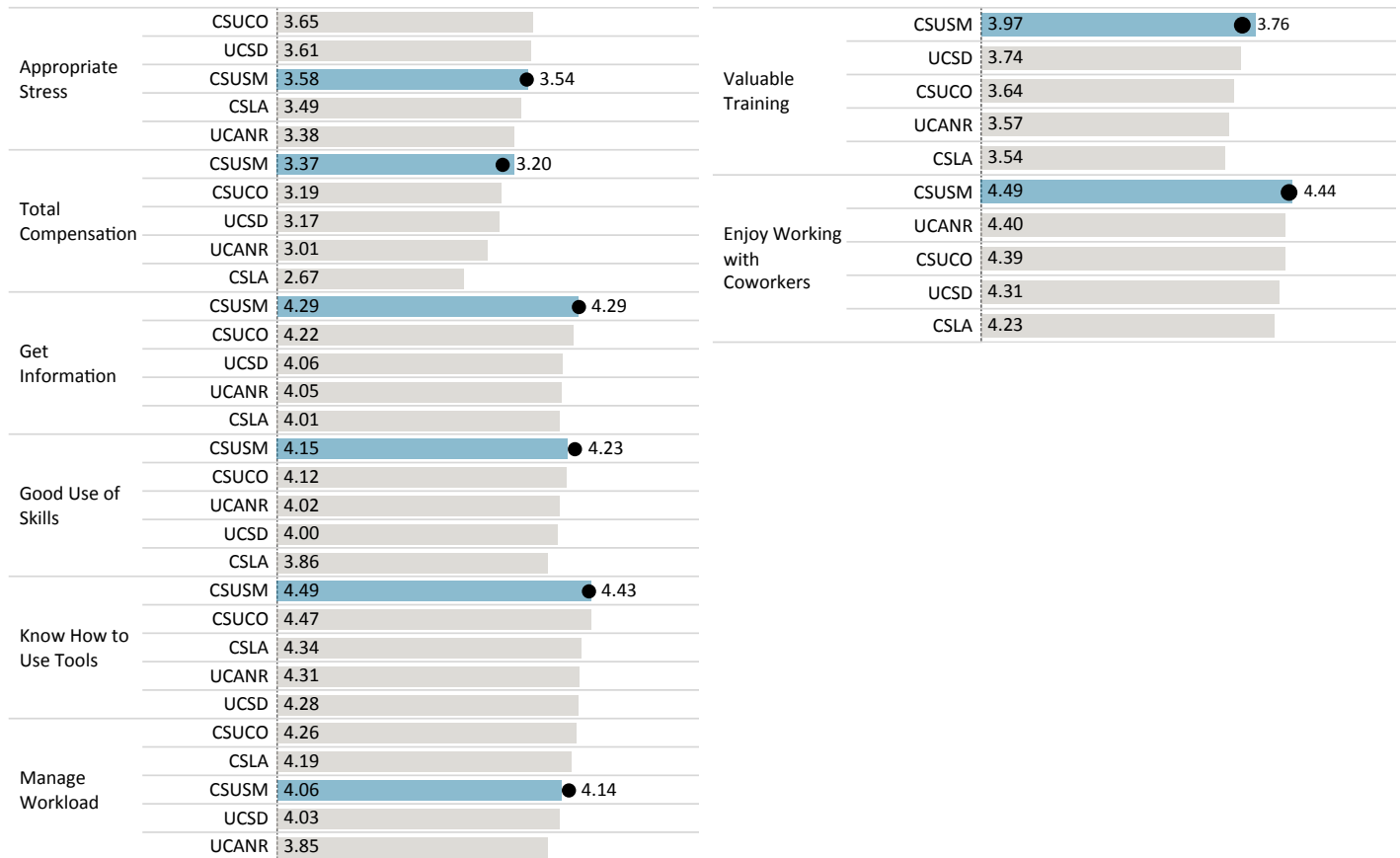
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Comparison of Business and Financial Services - 30000 to other Universities Overall

Employee Effectiveness

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Business and Financial Services - 30000 Employee Effectiveness



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