



# 2020 - FAS Employee Engagement Survey

## Finance and Administrative Services

**2020**  
177 respondents  
70% of 254 invited

**2019** 179 respondents  
75% of 240 invited

**2018** 175 respondents  
79% of 221 invited

**4.18** mean score for 54 questions (scale 1-5)  
**18** questions in the excellent range (4.3 or greater)

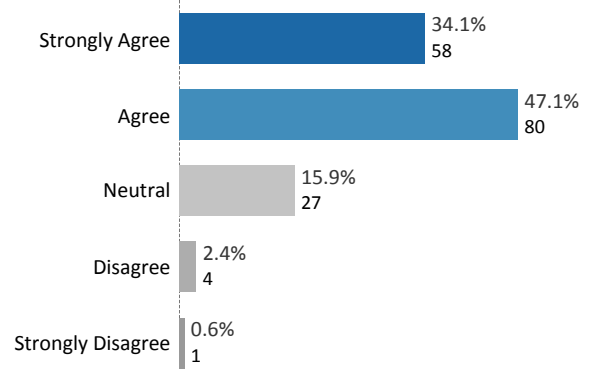
### Influential Strengths

- 34 Feel Valued
- 31 All Welcomed
- 6 Understand University Mission
- 15 Improve Services Products
- 39 Gives Praise for Work

### Primary Opportunities

- 2 Valued Member
- 9 Career Advancement
- 3 Leadership Interested in Staff's Ideas
- 8 Have a Voice
- 48 Total Compensation

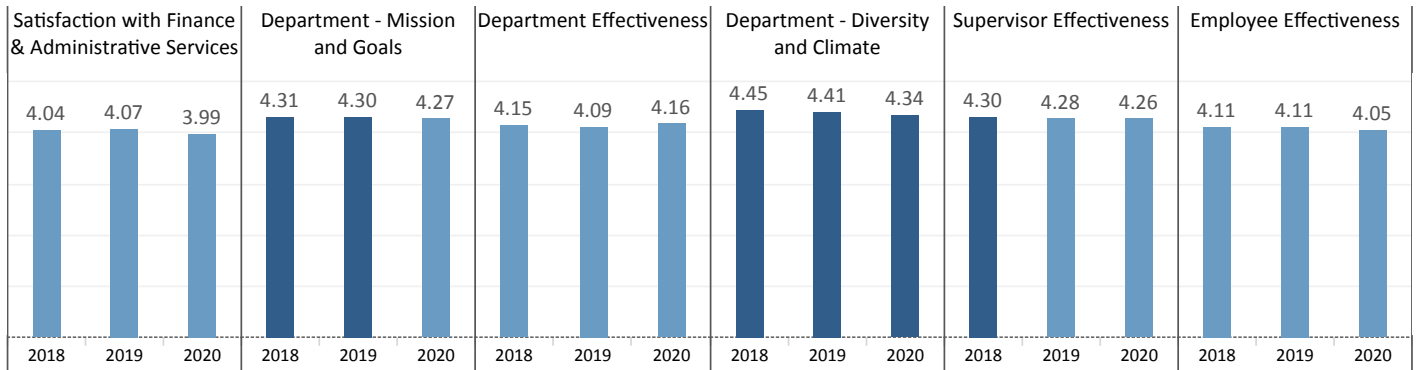
Overall, I am a satisfied FAS employee.



Mean = 4.12, Std Dev = 0.80

### 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..."

**76** eNPS\*  
77.3% - 1.3%

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								2	2	10	38	52
	4						1	4	10	18	17	19	69
	3				1	1	6	4	5	3	1	3	24
	2		1					2		1			4
	1				1								1
Total			1		2	1	9	8	18	23	28	60	150

### \*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 is the fourth year of the FAS Employee Engagement Survey
- Survey Period: September 15 - October 2, 2020
- 254 individuals were invited to take the survey; 177 (70%) responded
- Survey consisted of 54 satisfaction questions, eNPS question, open-ended question for feedback regarding work environment, and the opportunity to highlight colleague(s) who have made an impact on creating a positive work environment



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

★ 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

↓ 13    32    ↑ 7

### 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	4.13	4.15	4.12		4.12
	2 Valued Member	4.05	4.09	4.05		4.05
	3 Leadership Interested in Staff's Ideas			3.94		3.94
	4 Faculty Value Contributions	3.81	3.84	3.72	↓	3.72
	5 Staff Value Contributions	4.08	4.04	4.09		4.09
	6 Understand University Mission	4.31	4.36	4.24	↓	4.24
	7 Contributes to FAS Mission	4.37	4.43	4.35		4.35
	8 Have a Voice	3.93	3.98	3.95		3.95
	9 Career Advancement	3.73	3.76	3.57	↓	3.57
Department - Mission and Goals	10 Understand Dept's Mission	4.46	4.48	4.41		4.41
	11 Contributes to Dept's Mission	4.53	4.53	4.49		4.49
	12 Annual Dept Goals	4.30	4.24	4.23		4.23
	13 Measures Dept Goals	4.11	4.09	4.04		4.04
	14 Measures Customer Satisfaction	4.17	4.19	4.16		4.16
	15 Improve Services Products	4.27	4.24	4.25		4.25
	16 Adequate Staffing	3.27	3.38	3.15	↓	3.15
Department Effectiveness	17 Have Tools	4.04	4.11	4.21	↑	4.21
	18 Physical Work Environment	4.21	4.16	4.21		4.21
	19 Safe Environment	4.45	4.21	4.37	↑	4.37
	20 Spirit of Cooperation	4.15	4.06	4.26	↑	4.26
	21 Ethical Conduct	4.38	4.29	4.43	↑	4.43
	22 Collaborate with Units Outside	4.37	4.32	4.40		4.40
	23 Perform Responsibilities	4.22	4.25	4.28		4.28
	24 Participate in Decisions	4.18	4.07	4.13		4.13
	25 Balance Work Life	4.46	4.30	4.35		4.35
	26 Resolves Staff Issues	4.06	3.89	4.08	↑	4.08
	27 Better Ways Recognized	4.05	4.07	4.11		4.11
Department - Diversity and Climate	28 Department Diversity Programs			4.17		4.17
	29 All Cultures - Fair	4.55	4.54	4.40	↓	4.40
	30 Sexual Orientation - Fair	4.60	4.59	4.47	↓	4.47
	31 All Welcomed	4.45	4.46	4.36	↓	4.36
	32 Support Diversity	4.54	4.47	4.37	↓	4.37
	33 Treated in a Professional Manner	4.34	4.29	4.41	↑	4.41
	34 Feel Valued	4.24	4.13	4.23	↑	4.23
Supervisor Effectiveness	35 Recommends without Fear	4.38	4.35	4.42		4.42
	36 Sufficient Freedom	4.42	4.39	4.46		4.46
	37 Communicates Essential Info	4.18	4.19	4.15		4.15
	38 Work Assigned Equitably	4.05	4.02	3.99		3.99
	39 Gives Praise for Work	4.27	4.25	4.24		4.24
	40 Suggestions for Improvement	4.20	4.20	4.20		4.20
	41 Evaluated Fairly	4.29	4.25	4.22		4.22
	42 Performance Evaluation	4.14	4.19	4.10	↓	4.10
	43 Advancement Opportunities	4.14	4.14	3.99	↓	3.99
	44 Supports Training	4.40	4.36	4.29		4.29
	45 Treats with Respect	4.52	4.47	4.50		4.50
46 Supportive of Personal Issues	4.57	4.54	4.60		4.60	
Employee Effectiveness	47 Appropriate Stress	3.85	3.70	3.58	↓	3.58
	48 Total Compensation	3.41	3.49	3.37	↓	3.37
	49 Get Information	4.29	4.33	4.29		4.29
	50 Good Use of Skills	4.20	4.20	4.15		4.15
	51 Know How to Use Tools	4.41	4.46	4.49		4.49
	52 Manage Workload	4.24	4.20	4.06	↓	4.06
	53 Valuable Training	4.02	4.01	3.97		3.97
	54 Enjoy Working with Coworkers	4.49	4.46	4.49		4.49



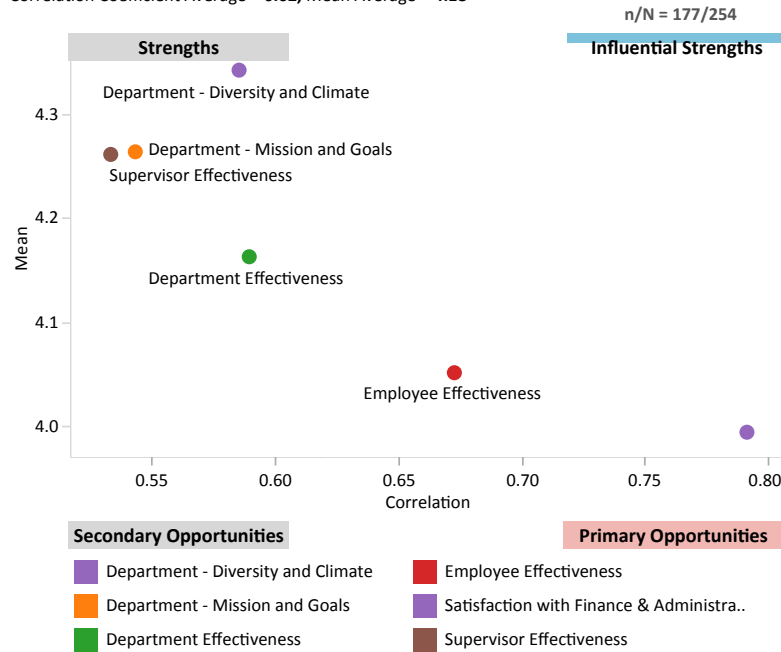
# 2020 - FAS Employee Engagement Survey

## Finance and Administrative Services

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

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

Correlation Coefficient Average = 0.62, Mean Average = 4.18



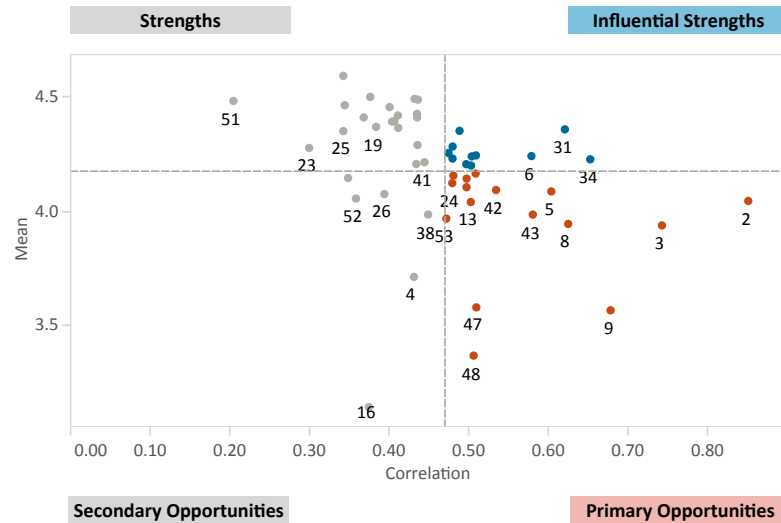
Dim	Question	Mean	Corr	Str/Opps
SAT	Satisfaction with Finance & Administrativ..	3.99	0.79	PO
DEP	Department Effectiveness	4.16	0.59	SO
DIV	Department - Diversity and Climate	4.34	0.58	ST
EMP	Employee Effectiveness	4.05	0.67	PO
MIS	Department - Mission and Goals	4.27	0.54	ST
SUP	Supervisor Effectiveness	4.26	0.53	ST

SUP	40. Suggestions for Improvement	4.20	0.50	IS
DEP	18. Physical Work Environment	4.21	0.50	IS
DIV	34. Feel Valued	4.23	0.65	IS
MIS	12. Annual Dept Goals	4.23	0.48	IS
SUP	39. Gives Praise for Work	4.24	0.50	IS
SAT	6. Understand University Mission	4.24	0.58	IS
MIS	15. Improve Services Products	4.25	0.51	IS
DEP	20. Spirit of Cooperation	4.26	0.47	IS
SUP	44. Supports Training	4.29	0.48	IS
SAT	7. Contributes to FAS Mission	4.35	0.49	IS
DIV	31. All Welcomed	4.36	0.62	IS
EMP	48. Total Compensation	3.37	0.51	PO
SAT	9. Career Advancement	3.57	0.68	PO
EMP	47. Appropriate Stress	3.58	0.51	PO
SAT	3. Leadership Interested in Staff's Ideas	3.94	0.74	PO
SAT	8. Have a Voice	3.95	0.62	PO
EMP	53. Valuable Training	3.97	0.47	PO
SUP	43. Advancement Opportunities	3.99	0.58	PO
MIS	13. Measures Dept Goals	4.04	0.50	PO
SAT	2. Valued Member	4.05	0.85	PO
SAT	5. Staff Value Contributions	4.09	0.60	PO
SUP	42. Performance Evaluation	4.10	0.53	PO
DEP	27. Better Ways Recognized	4.11	0.50	PO
DEP	24. Participate in Decisions	4.13	0.48	PO
EMP	50. Good Use of Skills	4.15	0.50	PO
MIS	14. Measures Customer Satisfaction	4.16	0.48	PO
DIV	28. Department Diversity Programs	4.17	0.51	PO
DEP	16. Adequate Staffing	3.15	0.37	SO
SAT	4. Faculty Value Contributions	3.72	0.43	SO
SUP	38. Work Assigned Equitably	3.99	0.45	SO
EMP	52. Manage Workload	4.06	0.36	SO
DEP	26. Resolves Staff Issues	4.08	0.39	SO
SUP	37. Communicates Essential Info	4.15	0.35	SO
DEP	17. Have Tools	4.21	0.43	ST
SUP	41. Evaluated Fairly	4.22	0.44	ST
DEP	23. Perform Responsibilities	4.28	0.30	ST
EMP	49. Get Information	4.29	0.44	ST
DEP	25. Balance Work Life	4.35	0.34	ST
DIV	32. Support Diversity	4.37	0.41	ST
DEP	19. Safe Environment	4.37	0.38	ST
DEP	22. Collaborate with Units Outside	4.40	0.40	ST
DIV	29. All Cultures - Fair	4.40	0.41	ST
MIS	10. Understand Dept's Mission	4.41	0.43	ST
DIV	33. Treated in a Professional Manner	4.41	0.37	ST
SUP	35. Recommends without Fear	4.42	0.41	ST
DEP	21. Ethical Conduct	4.43	0.43	ST
SUP	36. Sufficient Freedom	4.46	0.40	ST
DIV	30. Sexual Orientation - Fair	4.47	0.34	ST
EMP	51. Know How to Use Tools	4.49	0.20	ST
MIS	11. Contributes to Dept's Mission	4.49	0.44	ST
EMP	54. Enjoy Working with Coworkers	4.49	0.43	ST
SUP	45. Treats with Respect	4.50	0.38	ST
SUP	46. Supportive of Personal Issues	4.60	0.34	ST

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

Correlation Coefficient Average = 0.47, Mean Average = 4.18

n/N = 177/254



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



# 2020 - FAS Employee Engagement Survey

## Finance and Administrative Services

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



		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	N/A
	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.					
15		My department routinely takes action to improve services and products based on customer feedback.					
Department Effectiveness	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.					
	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.					
Department - Diversity and Climate	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.					
	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.					
Supervisor Effectiveness	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.					
	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.					
Employee Effectiveness	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.					
	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.					
eNPS	55	How likely is it that you would recommend working in the Finance & Administrative Services (FAS) Division?					



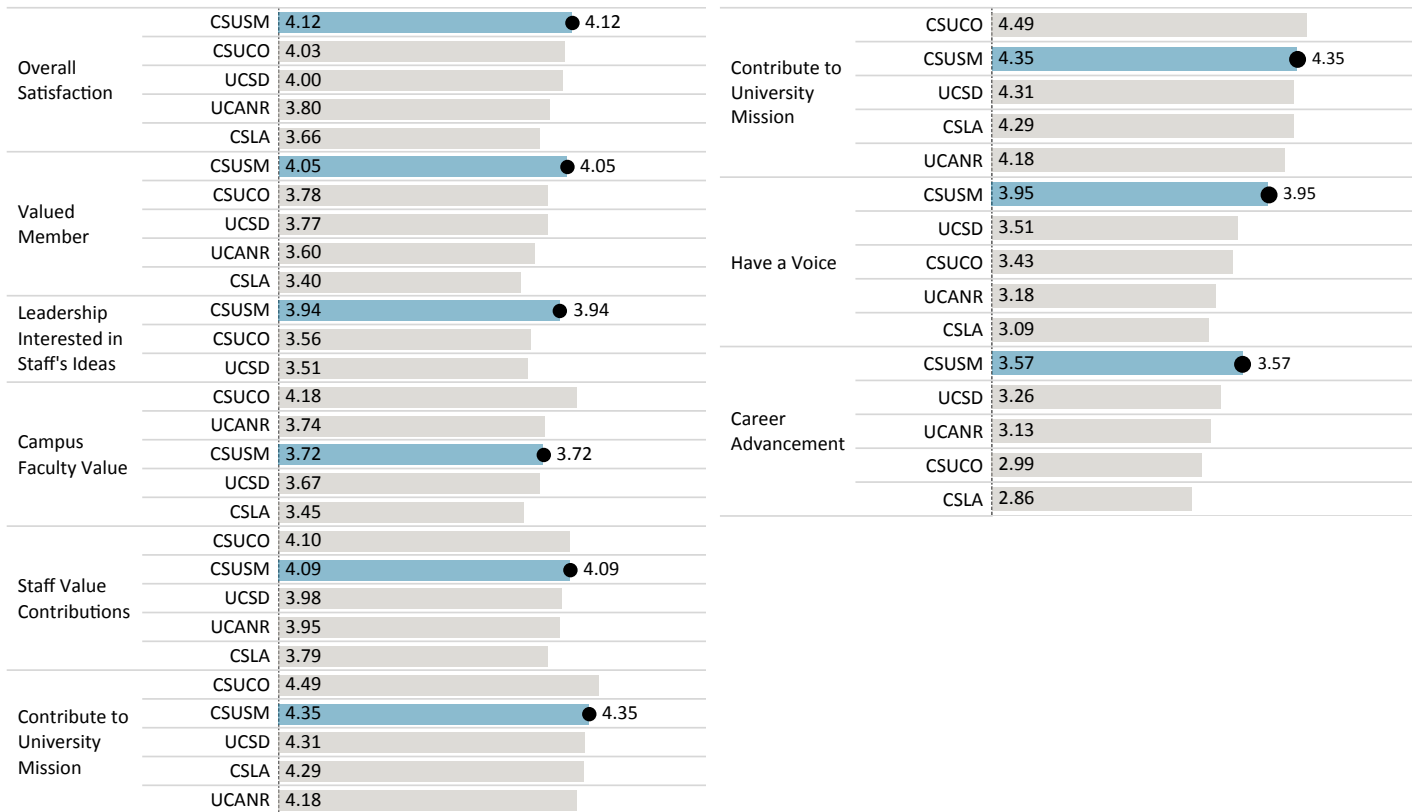
## 2020 - FAS Employee Engagement Survey

### 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 Satisfaction



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

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

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

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

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



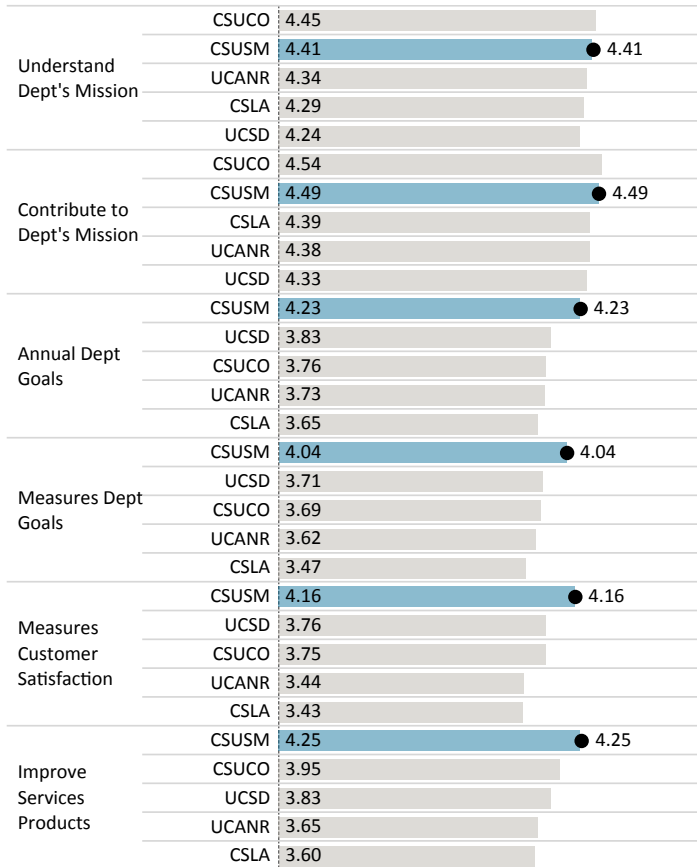
## 2020 - FAS Employee Engagement Survey

### 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 Department - Mission and Goals



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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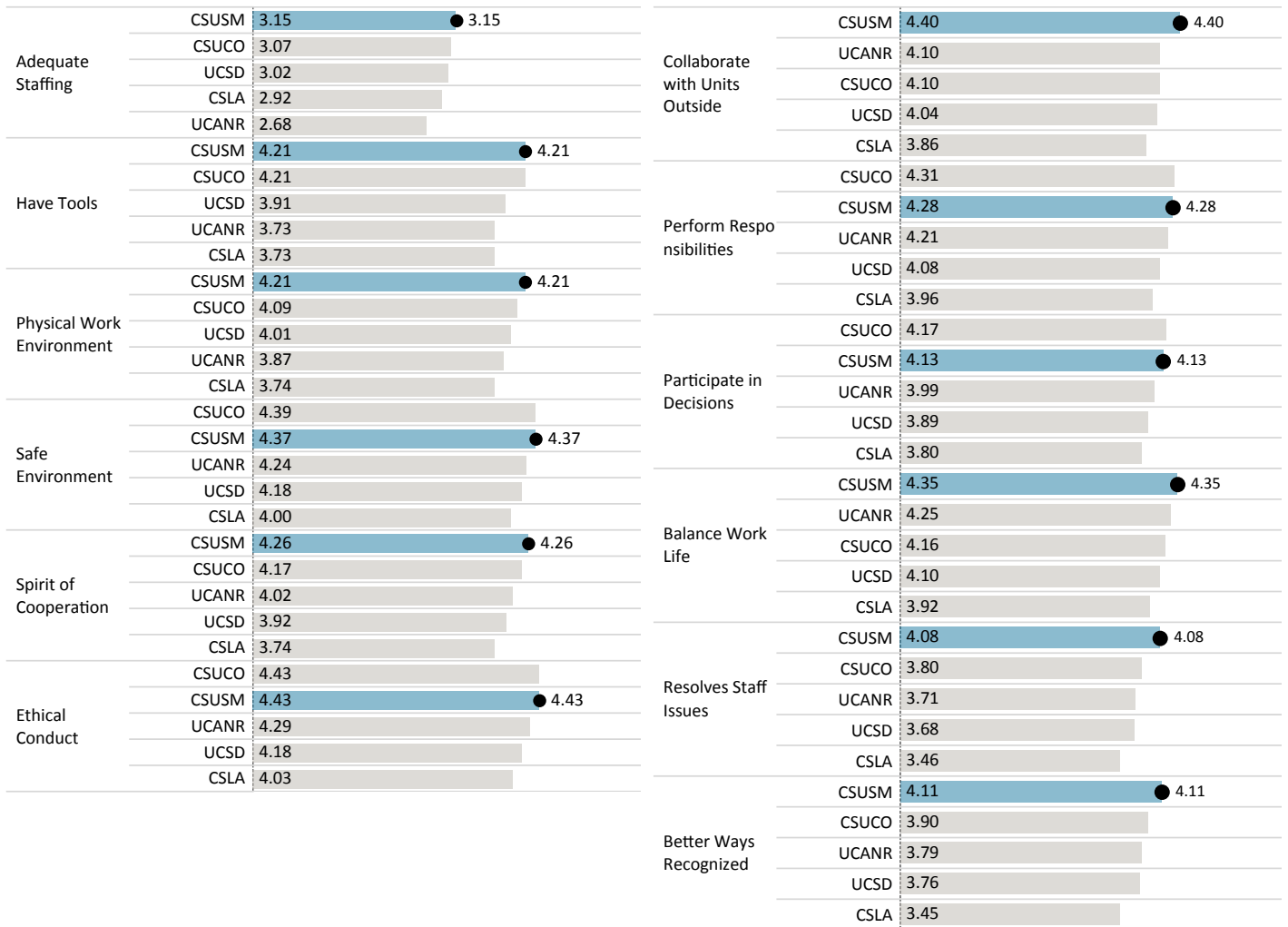
## 2020 - FAS Employee Engagement Survey

### 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 Department Effectiveness



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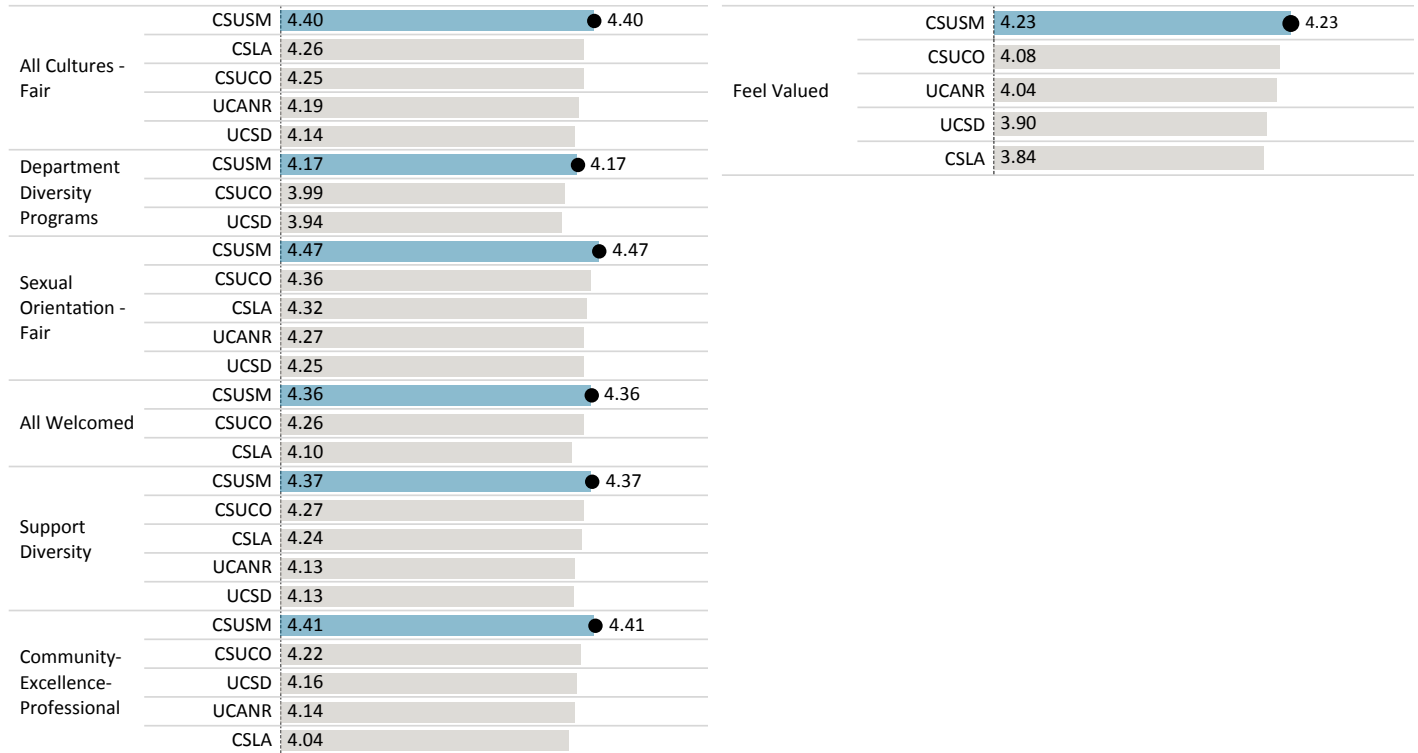
## 2020 - FAS Employee Engagement Survey

### Comparison of Finance and Administrative Services to other Universities Overall

#### Department - Diversity and Climate

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#### ● Finance and Administrative Services Department - Diversity and Climate



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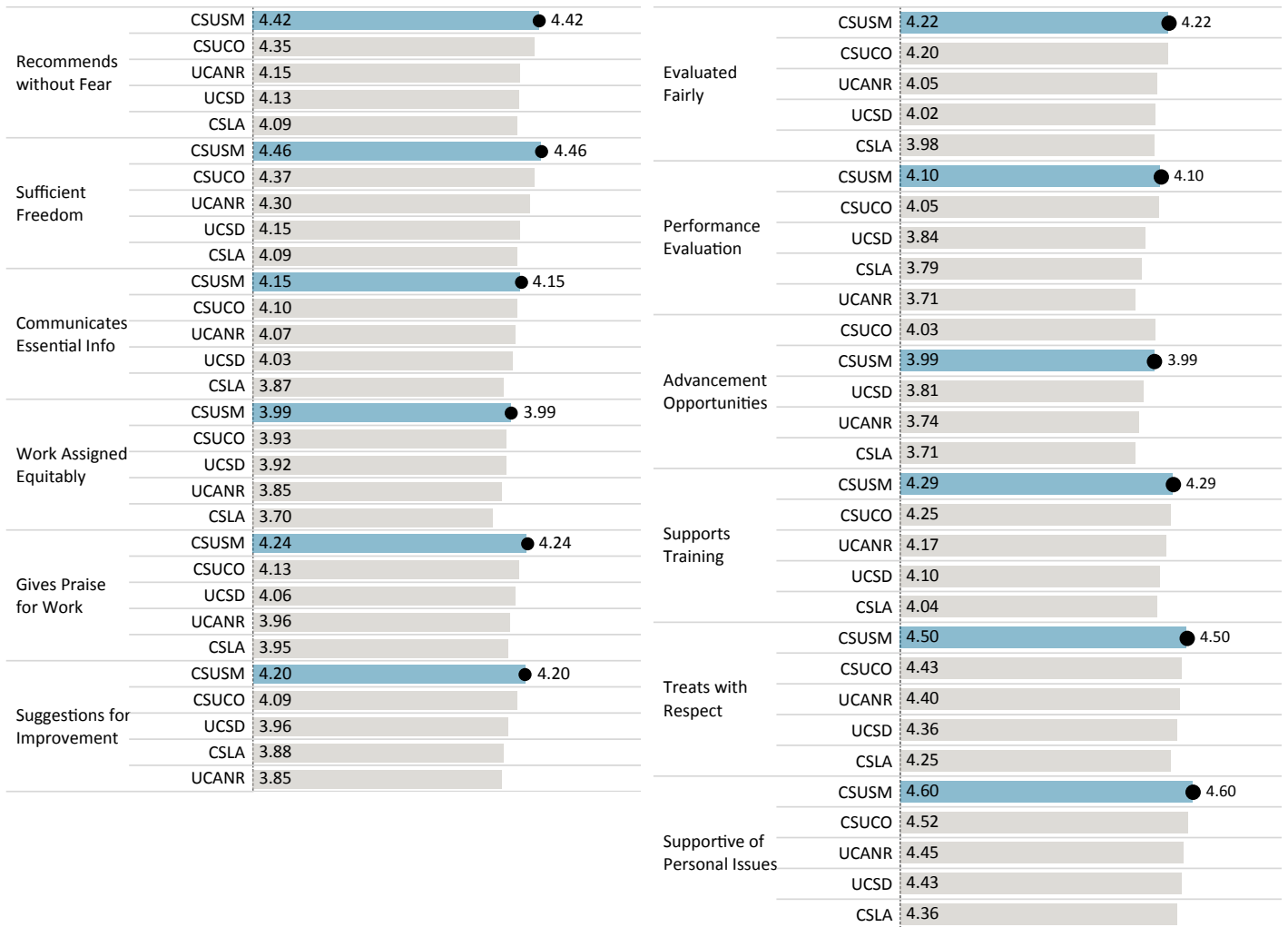
## 2020 - FAS Employee Engagement Survey

### Comparison of Finance and Administrative Services 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).

#### Finance and Administrative Services Supervisor Effectiveness



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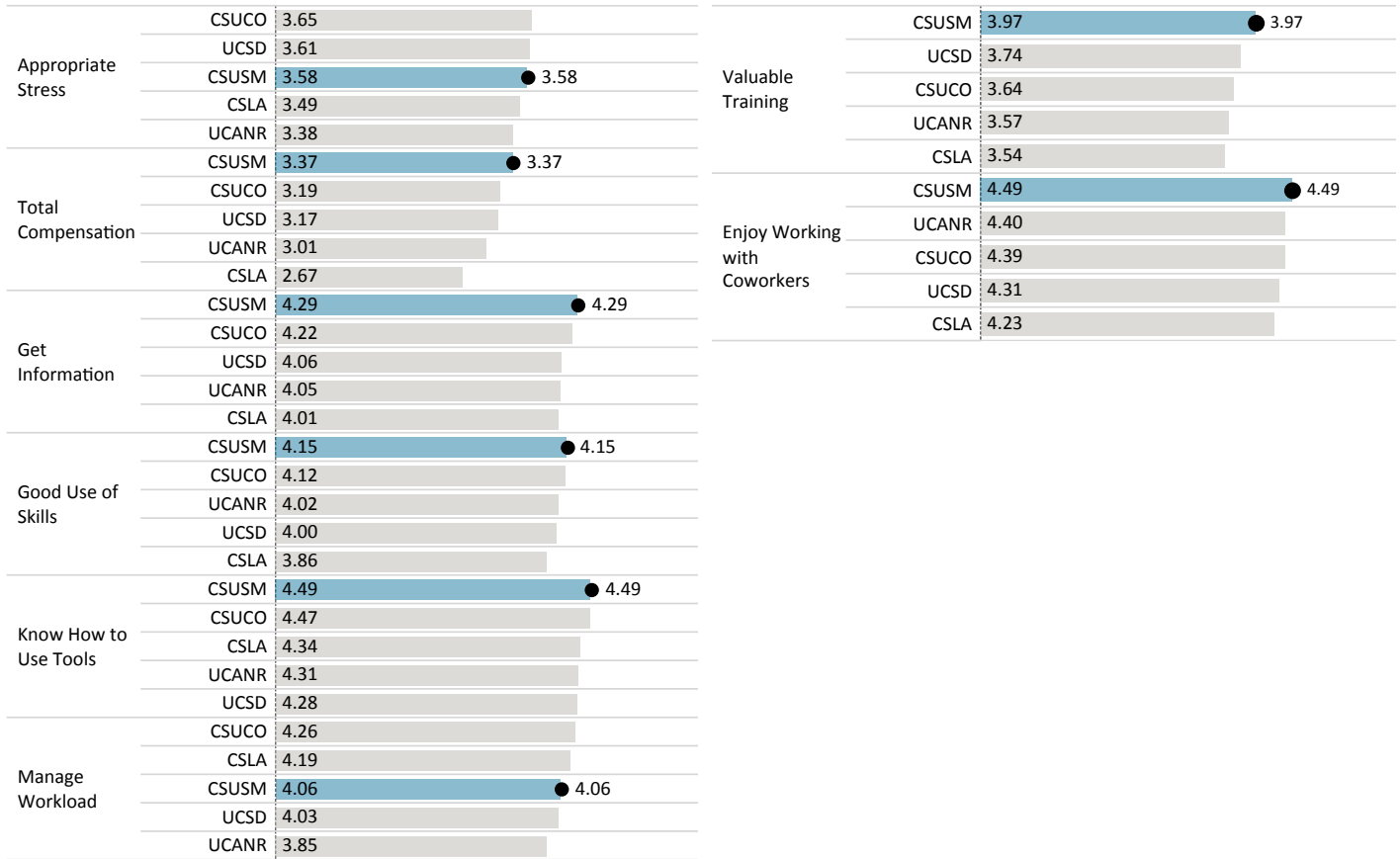
## 2020 - FAS Employee Engagement Survey

### Comparison of Finance and Administrative Services to other Universities Overall

#### Employee Effectiveness

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#### Finance and Administrative Services Employee Effectiveness



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