2020 - FAS Employee Engagement Survey
Fiscal Services (includes Auxiliary Operations) - 32000

2020
8 respondents
67% of 12 invited

2019
6 respondents
46% of 13 invited

2018
6 respondents
50% of 12 invited

3.99 mean score for 54 questions (scale 1-5)
10 questions in the excellent range (4.3 or greater)

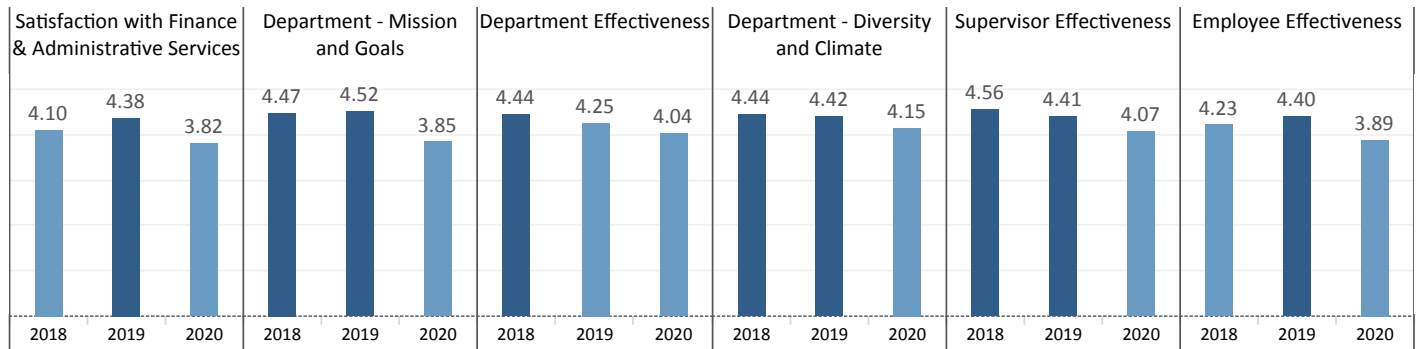| Strengths		Opportunities	
46	Supportive of Personal Issues	16	Adequate Staffing
21	Ethical Conduct	48	Total Compensation
25	Balance Work Life	9	Career Advancement
33	Treated in a Professional Manner	4	Faculty Value Contributions
45	Treats with Respect	43	Advancement Opportunities

Overall, I am a satisfied FAS employee.

Strongly Agree	50.0% — 4
Agree	25.0% — 2
Neutral	12.5% — 1
Disagree	12.5% — 1
Strongly Disagree	
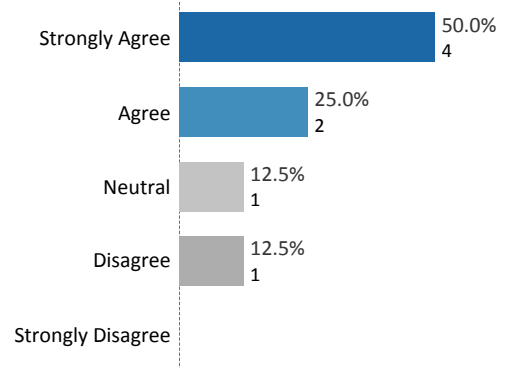
Mean = 4.13, Std Dev = 1.13

Dimension Mean Score Trending Below 3.00 - Low | 3.00 to 3.59 - Marginal | 3.60 to 4.29 - Good | 4.30 & above - Excellent

Satisfaction with Finance & Administrative Services
- 2018: 4.10
- 2019: 4.38
- 2020: 3.82

Department - Mission and Goals
- 2018: 4.47
- 2019: 4.52
- 2020: 3.85

Department Effectiveness
- 2018: 4.44
- 2019: 4.25
- 2020: 4.04

Department - Diversity and Climate
- 2018: 4.44
- 2019: 4.42
- 2020: 4.15

Supervisor Effectiveness
- 2018: 4.56
- 2019: 4.41
- 2020: 4.07

Employee Effectiveness
- 2018: 4.23
- 2019: 4.40
- 2020: 3.89

Employee Net Promoter Score (eNPS)

"Overall, I am a satisfied employee...." by "How likely is it that you would recommend..."

86 eNPS*

85.7% - 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										3	1	4
	4										2		2
	3												
	2								1				1
	1												
Total									1		5	1	7

*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

Survey and analytics powered by Triton*lytics*™ Organizational Assessments and Strategy, UC San Diego

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

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

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

⬇ 40   🟨 7   ⬆ 5

Business and Financial Services
50 Invited (N)
36 Responded (n)
72% Response Rate

Category	#	Item	2018	2019	2020	Change	2020 (B&FS)	●
Satisfaction with Finance & Administrative Services	1	Overall Satisfaction	4.33	4.67	4.13	⬇	4.19	
	2	Valued Member	4.17	4.50	3.86	⬇	4.00	
	3	Leadership Interested in Staff's Ideas			4.13		4.06	●
	4	Faculty Value Contributions	3.20	4.25	3.33	⬇	3.33	
	5	Staff Value Contributions	3.83	4.50	3.88	⬇	4.00	
	6	Understand University Mission	4.50	4.17	4.13	🟨	4.25	
	7	Contributes to FAS Mission	4.50	4.50	4.13	⬇	4.31	
	8	Have a Voice	4.50	4.17	3.88	⬇	4.03	
	9	Career Advancement	3.83	4.50	3.13	⬇	3.36	
Department - Mission and Goals	10	Understand Dept's Mission	4.67	4.50	4.13	⬇	4.39	
	11	Contributes to Dept's Mission	4.50	4.67	4.00	⬇	4.42	
	12	Annual Dept Goals	4.67	4.40	3.75	⬇	4.11	
	13	Measures Dept Goals	4.33	4.50	3.38	⬇	3.97	
	14	Measures Customer Satisfaction	4.17	4.40	3.88	⬇	4.25	
	15	Improve Services Products	4.50	4.60	4.00	⬇	4.33	
Department Effectiveness	16	Adequate Staffing	4.17	4.00	2.63	⬇	2.86	
	17	Have Tools	4.33	4.33	4.00	⬇	4.00	
	18	Physical Work Environment	4.50	4.00	4.13	⬆	4.20	
	19	Safe Environment	4.60	4.17	4.25	🟨	4.39	
	20	Spirit of Cooperation	4.67	4.00	3.88	⬇	4.19	
	21	Ethical Conduct	4.50	4.50	4.63	⬆	4.53	●
	22	Collaborate with Units Outside	4.50	4.50	4.38	⬇	4.50	
	23	Perform Responsibilities	4.33	4.17	4.00	⬇	4.31	
	24	Participate in Decisions	4.33	4.33	3.75	⬇	4.14	
	25	Balance Work Life	4.67	4.50	4.63	⬆	4.36	●
	26	Resolves Staff Issues	4.40	4.17	4.25	🟨	4.29	
	27	Better Ways Recognized	4.33	4.33	4.00	⬇	4.11	
Department - Diversity and Climate	28	Department Diversity Programs			3.83		4.27	
	29	All Cultures - Fair	4.33	4.50	4.25	⬇	4.42	
	30	Sexual Orientation - Fair	4.50	4.50	4.57	🟨	4.60	
	31	All Welcomed	4.50	4.50	4.13	⬇	4.36	
	32	Support Diversity	4.50	4.17	3.88	⬇	4.42	
	33	Treated in a Professional Manner	4.50	4.50	4.63	⬆	4.56	●
	34	Feel Valued	4.33	4.33	3.75	⬇	4.28	
Supervisor Effectiveness	35	Recommends without Fear	4.83	4.50	4.38	⬇	4.47	
	36	Sufficient Freedom	4.50	4.67	4.25	⬇	4.53	
	37	Communicates Essential Info	4.67	4.50	4.00	⬇	4.22	
	38	Work Assigned Equitably	4.33	4.00	3.75	⬇	4.03	
	39	Gives Praise for Work	4.50	4.17	4.25	🟨	4.28	
	40	Suggestions for Improvement	4.50	4.33	4.13	⬇	4.28	
	41	Evaluated Fairly	4.67	4.40	3.88	⬇	4.11	
	42	Performance Evaluation	4.67	4.20	3.63	⬇	4.03	
	43	Advancement Opportunities	4.33	4.50	3.38	⬇	3.71	
	44	Supports Training	4.50	4.50	3.88	⬇	4.03	
	45	Treats with Respect	4.50	4.50	4.63	⬆	4.50	●
	46	Supportive of Personal Issues	4.67	4.67	4.75	🟨	4.64	●
Employee Effectiveness	47	Appropriate Stress	4.17	4.17	3.38	⬇	3.54	
	48	Total Compensation	3.33	3.50	3.00	⬇	3.20	
	49	Get Information	4.67	4.40	4.38	🟨	4.29	●
	50	Good Use of Skills	4.33	4.67	4.13	⬇	4.23	
	51	Know How to Use Tools	4.50	4.67	4.50	⬇	4.43	●
	52	Manage Workload	4.50	4.50	4.13	⬇	4.14	
	53	Valuable Training	3.83	4.50	3.38	⬇	3.76	
	54	Enjoy Working with Coworkers	4.50	4.83	4.25	⬇	4.44	

2020 - FAS Employee Engagement Survey
Fiscal Services (includes Auxiliary Operations) - 32000

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?

Comparison of Fiscal Services (includes Auxiliary Operations) - 32000 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).

Fiscal Services (includes Auxiliary Operations) - 32000
Satisfaction

Category	University	Mean	Dot	Category	University	Mean	Dot
Overall Satisfaction	CSUSM	4.12	4.13	Contribute to University Mission	CSUCO	4.49	
	CSUCO	4.03			CSUSM	4.35	4.13
	UCSD	4.00			UCSD	4.31	
	UCANR	3.80			CSLA	4.29	
	CSLA	3.66			UCANR	4.18	
Valued Member	CSUSM	4.05	3.86	Have a Voice	CSUSM	3.95	3.88
	CSUCO	3.78			UCSD	3.51	
	UCSD	3.77			CSUCO	3.43	
	UCANR	3.60			UCANR	3.18	
	CSLA	3.40			CSLA	3.09	
Leadership Interested in Staff's Ideas	CSUSM	3.94	4.13	Career Advancement	CSUSM	3.57	3.13
	CSUCO	3.56			UCSD	3.26	
	UCSD	3.51			UCANR	3.13	
Campus Faculty Value	CSUCO	4.18			CSUCO	2.99	
	UCANR	3.74			CSLA	2.86	
	CSUSM	3.72	3.33				
	UCSD	3.67					
	CSLA	3.45					
Staff Value Contributions	CSUCO	4.10					
	CSUSM	4.09	3.88				
	UCSD	3.98					
	UCANR	3.95					
	CSLA	3.79					
Contribute to University Mission	CSUCO	4.49					
	CSUSM	4.35	4.13				
	UCSD	4.31					
	CSLA	4.29					
	UCANR	4.18					

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
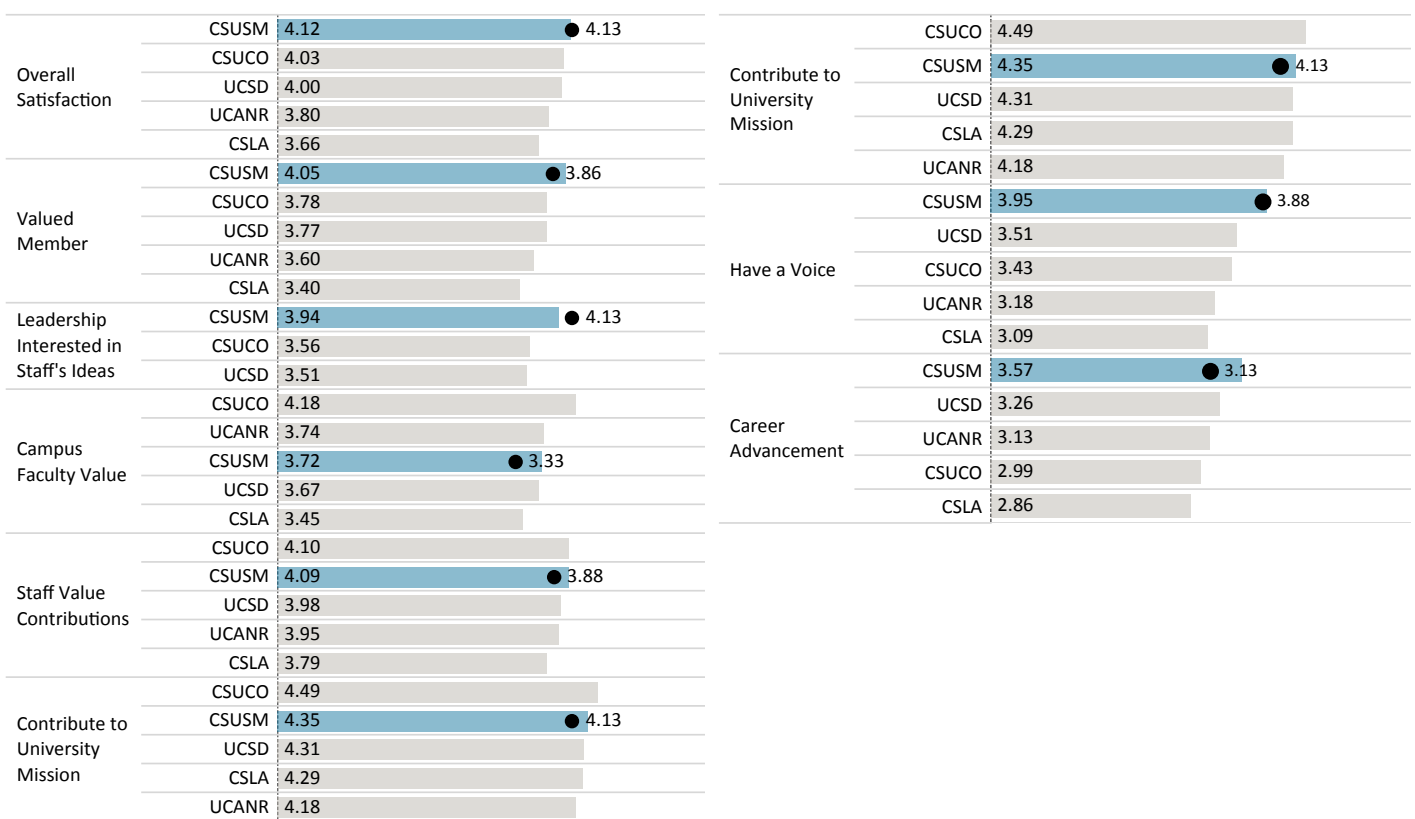
2020 - FAS Employee Engagement Survey

Comparison of Fiscal Services (includes Auxiliary Operations) - 32000 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).

● Fiscal Services (includes Auxiliary Operations) - 32000

Department - Mission and Goals

Understand Dept's Mission	CSUCO	4.45	
	CSUSM	4.41	● 4.13
	UCANR	4.34	
	CSLA	4.29	
	UCSD	4.24	
Contribute to Dept's Mission	CSUCO	4.54	
	CSUSM	4.49	● 4.00
	CSLA	4.39	
	UCANR	4.38	
	UCSD	4.33	
Annual Dept Goals	CSUSM	4.23	● 3.75
	UCSD	3.83	
	CSUCO	3.76	
	UCANR	3.73	
	CSLA	3.65	
Measures Dept Goals	CSUSM	4.04	● 3.38
	UCSD	3.71	
	CSUCO	3.69	
	UCANR	3.62	
	CSLA	3.47	
Measures Customer Satisfaction	CSUSM	4.16	● 3.88
	UCSD	3.76	
	CSUCO	3.75	
	UCANR	3.44	
	CSLA	3.43	
Improve Services Products	CSUSM	4.25	● 4.00
	CSUCO	3.95	
	UCSD	3.83	
	UCANR	3.65	
	CSLA	3.60	

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

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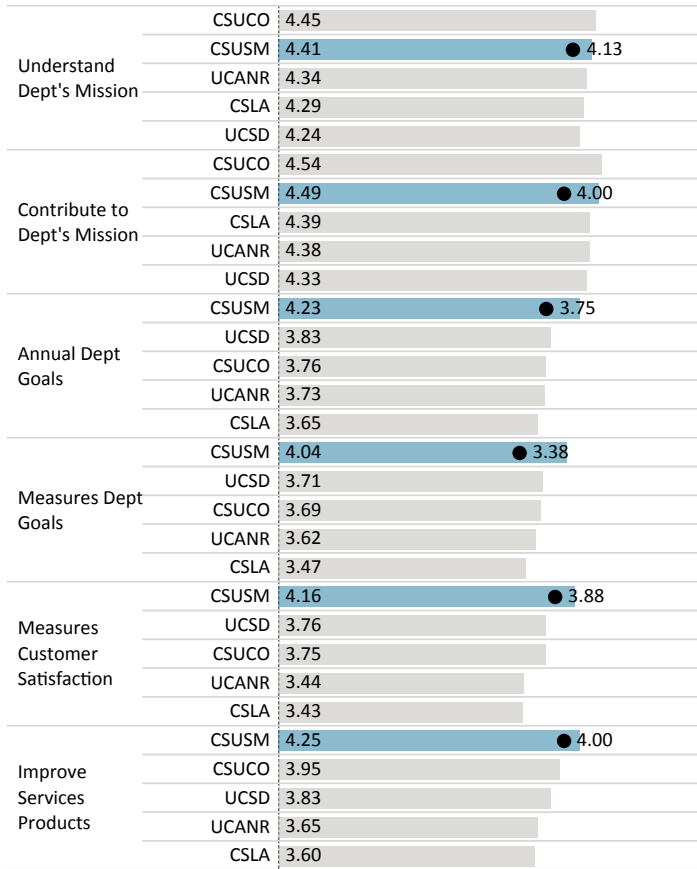
Comparison of Fiscal Services (includes Auxiliary Operations) - 32000 to other Universities Overall

Department Effectiveness

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Fiscal Services (includes Auxiliary Operations) - 32000
Department Effectiveness

Category	Univ	Score		Category	Univ	Score
Adequate Staffing	CSUSM	3.15 ● 2.63		Collaborate with Units Outside	CSUSM	4.40 ● 4.38
	CSUCO	3.07			UCANR	4.10
	UCSD	3.02			CSUCO	4.10
	CSLA	2.92			UCSD	4.04
	UCANR	2.68			CSLA	3.86
Have Tools	CSUSM	4.21 ● 4.00		Perform Responsibilities	CSUCO	4.31
	CSUCO	4.21			CSUSM	4.28 ● 4.00
	UCSD	3.91			UCANR	4.21
	UCANR	3.73			UCSD	4.08
	CSLA	3.73			CSLA	3.96
Physical Work Environment	CSUSM	4.21 ● 4.13		Participate in Decisions	CSUCO	4.17
	CSUCO	4.09			CSUSM	4.13 ● 3.75
	UCSD	4.01			UCANR	3.99
	UCANR	3.87			UCSD	3.89
	CSLA	3.74			CSLA	3.80
Safe Environment	CSUCO	4.39		Balance Work Life	CSUSM	4.35 ● 4.63
	CSUSM	4.37 ● 4.25			UCANR	4.25
	UCANR	4.24			CSUCO	4.16
	UCSD	4.18			UCSD	4.10
	CSLA	4.00			CSLA	3.92
Spirit of Cooperation	CSUSM	4.26 ● 3.88		Resolves Staff Issues	CSUSM	4.08 ● 4.25
	CSUCO	4.17			CSUCO	3.80
	UCANR	4.02			UCANR	3.71
	UCSD	3.92			UCSD	3.68
	CSLA	3.74			CSLA	3.46
Ethical Conduct	CSUCO	4.43		Better Ways Recognized	CSUSM	4.11 ● 4.00
	CSUSM	4.43 ● 4.63			CSUCO	3.90
	UCANR	4.29			UCANR	3.79
	UCSD	4.18			UCSD	3.76
	CSLA	4.03			CSLA	3.45

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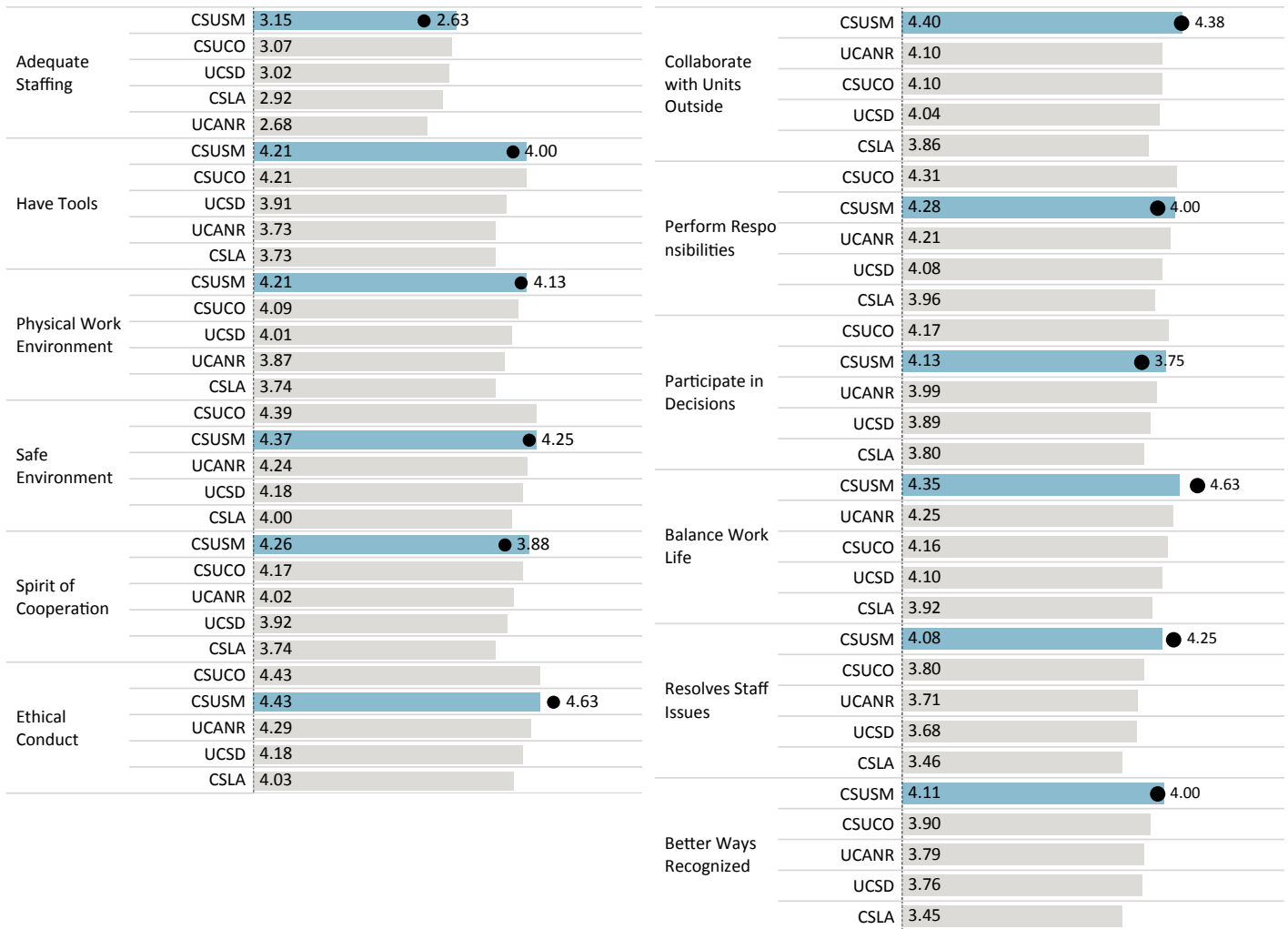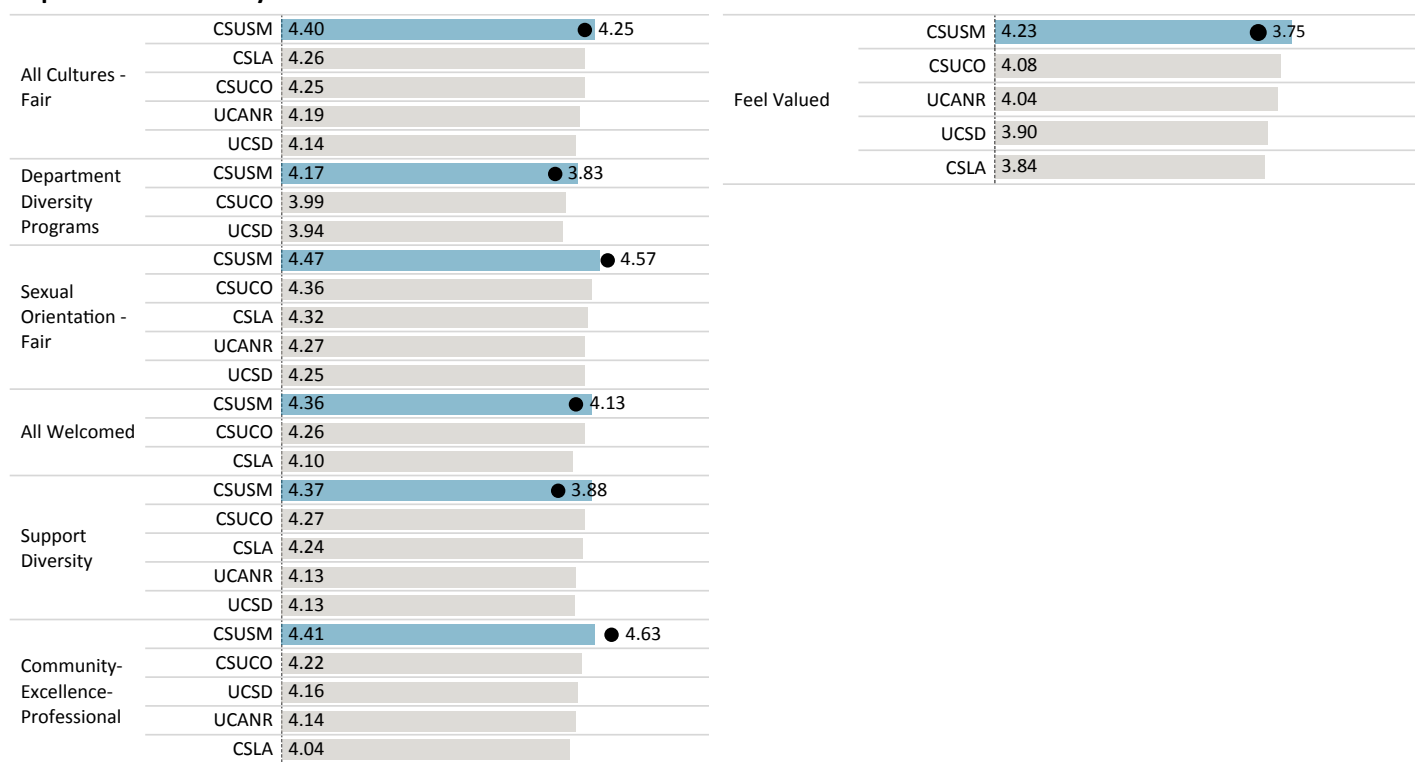
Department - Diversity and Climate

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).

● Fiscal Services (includes Auxiliary Operations) - 32000

Department - Diversity and Climate

All Cultures - Fair	CSUSM	4.40	● 4.25
	CSLA	4.26	
	CSUCO	4.25	
	UCANR	4.19	
	UCSD	4.14	
Department Diversity Programs	CSUSM	4.17	● 3.83
	CSUCO	3.99	
	UCSD	3.94	
Sexual Orientation - Fair	CSUSM	4.47	● 4.57
	CSUCO	4.36	
	CSLA	4.32	
	UCANR	4.27	
	UCSD	4.25	
All Welcomed	CSUSM	4.36	● 4.13
	CSUCO	4.26	
	CSLA	4.10	
Support Diversity	CSUSM	4.37	● 3.88
	CSUCO	4.27	
	CSLA	4.24	
	UCANR	4.13	
	UCSD	4.13	
Community-Excellence-Professional	CSUSM	4.41	● 4.63
	CSUCO	4.22	
	UCSD	4.16	
	UCANR	4.14	
	CSLA	4.04	

Feel Valued	CSUSM	4.23	● 3.75
	CSUCO	4.08	
	UCANR	4.04	
	UCSD	3.90	
	CSLA	3.84	

Comparison of Fiscal Services (includes Auxiliary Operations) - 32000 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).

Fiscal Services (includes Auxiliary Operations) - 32000
Supervisor Effectiveness

Category	Unit	Score		Dot
Recommends without Fear	CSUSM	4.42		4.38
	CSUCO	4.35		
	UCANR	4.15		
	UCSD	4.13		
	CSLA	4.09		
Sufficient Freedom	CSUSM	4.46		4.25
	CSUCO	4.37		
	UCANR	4.30		
	UCSD	4.15		
	CSLA	4.09		
Communicates Essential Info	CSUSM	4.15		4.00
	CSUCO	4.10		
	UCANR	4.07		
	UCSD	4.03		
	CSLA	3.87		
Work Assigned Equitably	CSUSM	3.99		3.75
	CSUCO	3.93		
	UCSD	3.92		
	UCANR	3.85		
	CSLA	3.70		
Gives Praise for Work	CSUSM	4.24		4.25
	CSUCO	4.13		
	UCSD	4.06		
	UCANR	3.96		
	CSLA	3.95		
Suggestions for Improvement	CSUSM	4.20		4.13
	CSUCO	4.09		
	UCSD	3.96		
	CSLA	3.88		
	UCANR	3.85		

Category	Unit	Score		Dot
Evaluated Fairly	CSUSM	4.22		3.88
	CSUCO	4.20		
	UCANR	4.05		
	UCSD	4.02		
	CSLA	3.98		
Performance Evaluation	CSUSM	4.10		3.63
	CSUCO	4.05		
	UCSD	3.84		
	CSLA	3.79		
	UCANR	3.71		
Advancement Opportunities	CSUCO	4.03		
	CSUSM	3.99		3.38
	UCSD	3.81		
	UCANR	3.74		
	CSLA	3.71		
Supports Training	CSUSM	4.29		3.88
	CSUCO	4.25		
	UCANR	4.17		
	UCSD	4.10		
	CSLA	4.04		
Treats with Respect	CSUSM	4.50		4.63
	CSUCO	4.43		
	UCANR	4.40		
	UCSD	4.36		
	CSLA	4.25		
Supportive of Personal Issues	CSUSM	4.60		4.75
	CSUCO	4.52		
	UCANR	4.45		
	UCSD	4.43		
	CSLA	4.36		

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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
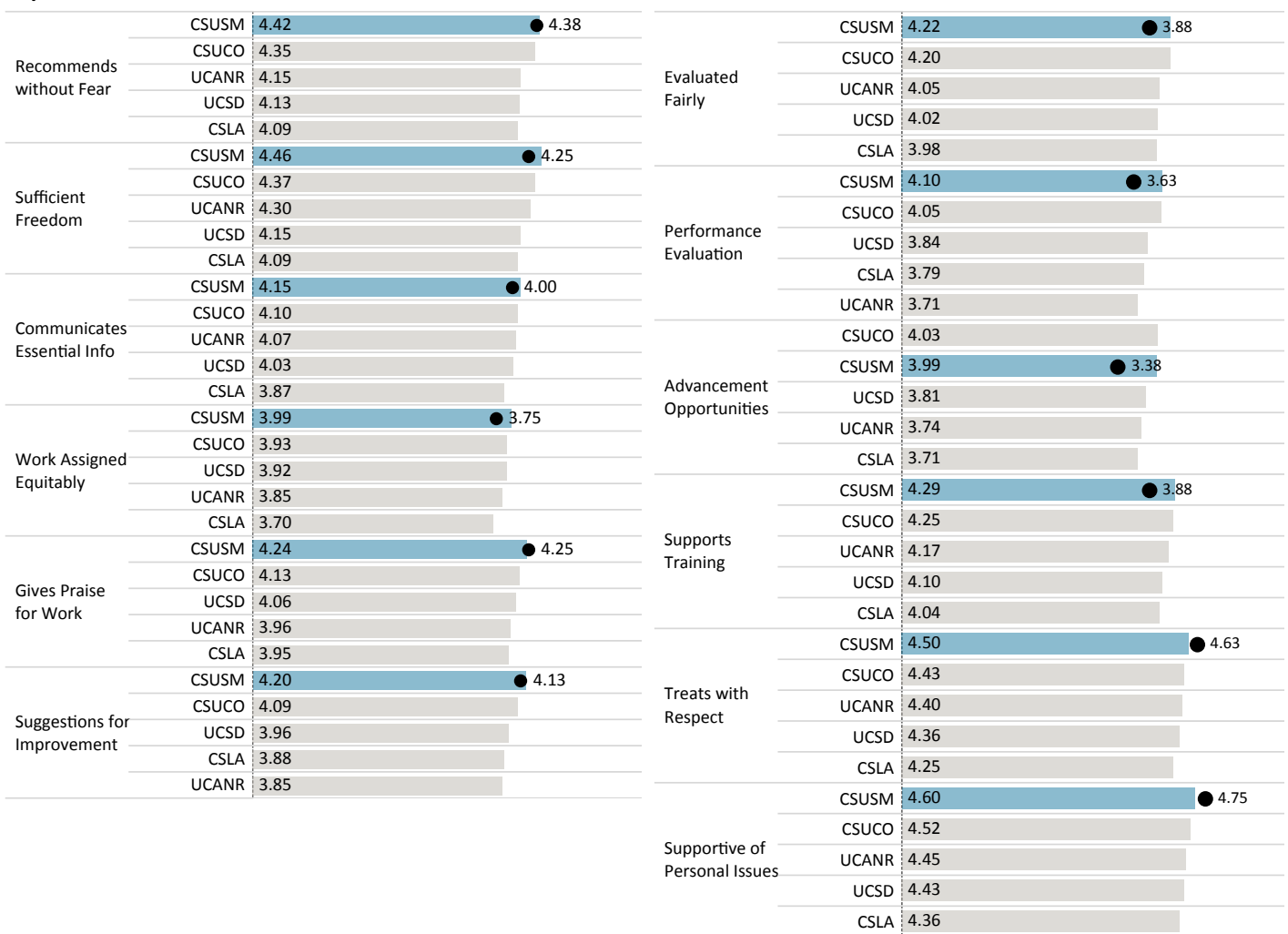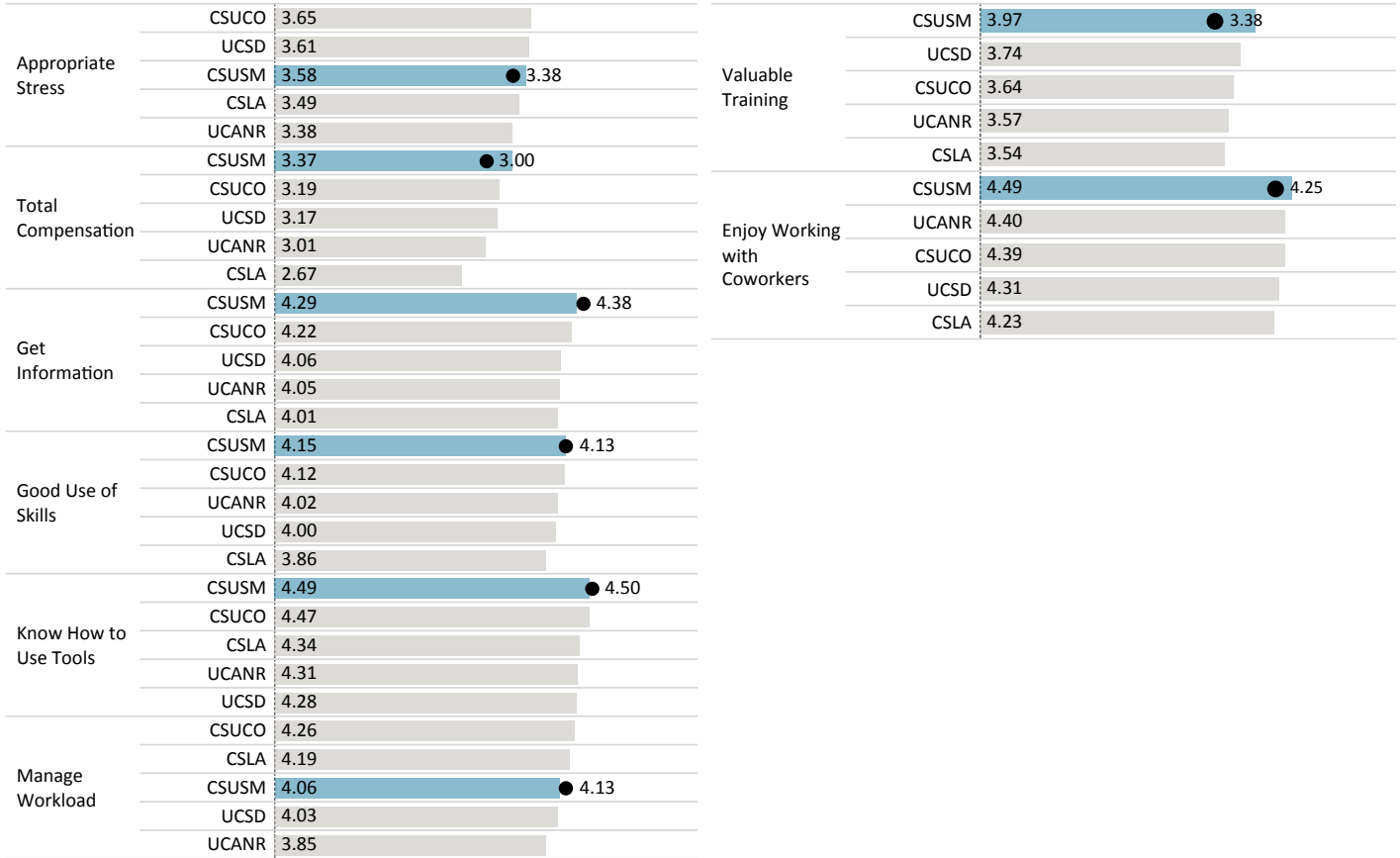
Comparison of Fiscal Services (includes Auxiliary Operations) - 32000 to other Universities Overall

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).

Fiscal Services (includes Auxiliary Operations) - 32000

mployee Effectiveness

Category	Univ	Score		Category	Univ	Score
Appropriate Stress	CSUCO	3.65		Valuable Training	CSUSM	3.97 ● 3.38
	UCSD	3.61			UCSD	3.74
	CSUSM	3.58 ● 3.38			CSUCO	3.64
	CSLA	3.49			UCANR	3.57
	UCANR	3.38			CSLA	3.54
Total Compensation	CSUSM	3.37 ● 3.00		Enjoy Working with Coworkers	CSUSM	4.49 ● 4.25
	CSUCO	3.19			UCANR	4.40
	UCSD	3.17			CSUCO	4.39
	UCANR	3.01			UCSD	4.31
	CSLA	2.67			CSLA	4.23
Get Information	CSUSM	4.29 ● 4.38				
	CSUCO	4.22				
	UCSD	4.06				
	UCANR	4.05				
	CSLA	4.01				
Good Use of Skills	CSUSM	4.15 ● 4.13				
	CSUCO	4.12				
	UCANR	4.02				
	UCSD	4.00				
	CSLA	3.86				
Know How to Use Tools	CSUSM	4.49 ● 4.50				
	CSUCO	4.47				
	CSLA	4.34				
	UCANR	4.31				
	UCSD	4.28				
Manage Workload	CSUCO	4.26				
	CSLA	4.19				
	CSUSM	4.06 ● 4.13				
	UCSD	4.03				
	UCANR	3.85				

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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