Callan

2020 - FAS Employee Engagement Survey

Human Resources (including Labor and Employee Relations) - 61000

2018

20207 respondents70% of 10 invited

2019 6 respondents 50% of 12 invited

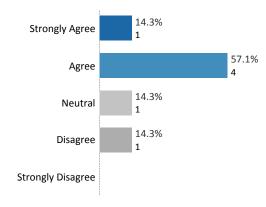
8 respondents 80% of 10 invited

4.02 mean score for 54 questions (scale 1-5)

23 questions in the excellent range (4.3 or greater)

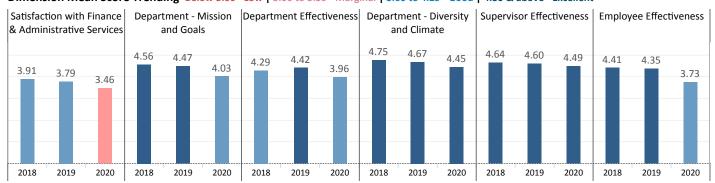
Strengths	Opportunities					
45 Treats with Respect	16 Adequate Staffing					
46 Supportive of Personal Issues	4 Faculty Value Contributions					
20 Spirit of Cooperation	3 Leadership Interested in Staff's Ideas					
21 Ethical Conduct	9 Career Advancement					
25 Balance Work Life	8 Have a Voice					

Overall, I am a satisfied FAS employee.



Mean = 3.71, Std Dev = 0.95

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..."

50 eNPS* 50.0% - 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	Iotai
	5										1		1
	4							1		2			3
Satisfied Employee	3							1					1
	2						1						1
	1												
Total							1	2		2	1		6

*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 Tritonlytics™ Organizational Assessments and Strategy, UC San Diego

CSUSIV

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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 Office of HR (rounded to two decimal places)

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

16 Invited (N)

Office of HR

10 Responded (n) 63% Response Rate

			2018	2019	2020		2020	
	1	Overall Satisfaction	4.25	4.00	3.71	+	3.60	
	2	Valued Member	3.75	3.83	3.57	-	3.30	
	3	Leadership Interested in Staff's Ideas			3.00		2.90	
	4	Faculty Value Contributions	3.00	3.00	2.40	+	2.38	
Satisfaction with Finance	5	Staff Value Contributions	3.88	4.00	3.86		3.60	
& Administrative Services	6	Understand University Mission	4.29	4.50	4.00	+	3.80	
	7	Contributes to FAS Mission	4.38	4.00	4.43	—	4.30	
	8	Have a Voice	3.88	3.50	3.14	+ =	3.10	
	9	Career Advancement	4.00	3.67	3.00	-	2.80	
	10	Understand Dept's Mission	4.38	4.50	4.00	-	4.22	
	11	Contributes to Dept's Mission	4.50	4.40	4.17	-	4.33	
Department - Mission and	12	Annual Dept Goals	4.63	4.50	4.00	—	4.13	
Goals	13	Measures Dept Goals	4.63	4.50	3.83	—	3.78	
	14	Measures Customer Satisfaction	4.63	4.40	4.00	—	4.00	
	15	Improve Services Products	4.63	4.50	4.17	—	4.11	
	16	Adequate Staffing	3.00	3.83	1.50	+	1.56	
	17	Have Tools	3.13	4.17	3.33	+	3.44	
	18	Physical Work Environment	4.38	4.33	3.67	-	3.56	
	19	Safe Environment	4.63	4.50	4.50		4.33	
	20	Spirit of Cooperation	4.63	4.67	4.67		4.67	
D	21	Ethical Conduct	4.75	4.67	4.67		4.67	
Department Effectiveness	22	Collaborate with Units Outside	4.71	4.50	4.50		4.11	
	23	Perform Responsibilities	4.38	4.67	4.33	+=	4.44	
	24	Participate in Decisions	4.63	4.00	3.83		3.78	
	25	Balance Work Life	4.75	4.67	4.67		4.56	
	26	Resolves Staff Issues	4.25	4.67	4.33	↓	4.33	
	27	Better Ways Recognized	4.38	4.33	3.50	-	3.56	
	28	Department Diversity Programs			4.17		4.00	
	29	All Cultures - Fair	4.88	4.83	4.67		4.67	
Department - Diversity	30	Sexual Orientation - Fair	4.88	4.83	4.67		4.63	
and Climate	31	All Welcomed	4.50	4.50	4.00	-	4.11	
and Chinate	32	Support Diversity	4.88	4.83	4.67		4.38	
	33	Treated in a Professional Manner	4.75	4.67	4.67		4.67	
	34	Feel Valued	4.63	4.33	4.33		4.11	
	35	Recommends without Fear	4.75	4.67	4.67		4.67	
	36	Sufficient Freedom	4.75	4.50	4.67	<u> </u>	4.67	
	37	Communicates Essential Info	4.63	4.33	4.50	<u></u>	4.56	
	38	Work Assigned Equitably	4.50	4.50	4.50		4.11	
	39	Gives Praise for Work	4.63	4.50	4.67	<u>*</u>	4.56	
Supervisor Effectiveness	40	Suggestions for Improvement	4.50	4.50	4.17	-	4.22	
oupervisor Encouveriess	41	Evaluated Fairly	4.63	5.00	4.20	-	4.38	
	42	Performance Evaluation	4.43	4.60	4.00	-	4.25	
	43	Advancement Opportunities	4.63	4.60	4.00	-	4.00	
	44	Supports Training	4.75	4.80	4.33	-	4.22	•
	45	Treats with Respect	4.75	4.67	5.00	=1	4.89	
	46	Supportive of Personal Issues	4.75	4.67	5.00	—	4.89	
	47	Appropriate Stress	4.25	4.00	3.17	-	2.78	
	48	Total Compensation	3.88	4.00	3.17	-	2.56	
	49	Get Information	4.63	4.33	4.17		4.33	
Employee Effectiveness	50	Good Use of Skills	4.63	4.17	3.33	-	3.67	
p. 1 / 1 2 2 com c co	51	Know How to Use Tools	4.75	4.67	4.50		4.56	
	52	Manage Workload	4.63	4.50	3.67	-	3.44	
	53	Valuable Training	4.00	4.33	3.33	-	3.22	
	54	Enjoy Working with Coworkers	4.50	4.83	4.50	—	4.67	

Human Resources (including Labor and Employee Relations) - 61000

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.
	_	Senior leadership in FAS are genuinely interested in hearing the ideas and opinions of staff members.
Satisfaction with		Faculty members at CSUSM value my contributions.
Finance &		Staff members at CSUSM value my contributions.
Administrative		I understand the FAS mission.
Services		I understand how my job performance positively contributes to the FAS mission.
		I feel I have a voice to provide ideas and suggestions on how to improve FAS.
		I am satisfied with my opportunities for career advancement at CSUSM.
		I understand my department's mission.
		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		Most people in my department conduct themselves in an ethical manner.
Effectiveness		People in my department are encouraged to work collaboratively with departments outside of my immediate area.
		Most people in my department perform their responsibilities.
		I have the opportunity to participate in making decisions that affect my work.
		My department creates a flexible environment that allows me to balance my work and personal life.
		My department effectively resolves staff-related issues (i.e., staff work interactions).
		People in my department are recognized for finding better ways of doing things.
		I am satisfied with the diversity related initiatives and efforts within my department.
		People of all ethnic groups, cultures, and backgrounds are treated fairly in my department.
Department -		People of all sexual orientations are treated fairly in my department.
Diversity and Climate		FAS promotes a work environment where all people are welcomed. My department actively supports a diverse work environment.
Cililate		My department actively supports a diverse work environment. My department provides an environment where everyone is treated in a professional manner.
		I feel valued by my department. I can make recommendations to my supervisor without fear of negative consequences.
		I have sufficient freedom to decide how to best perform my work.
		My supervisor communicates essential information on a timely basis.
		Work is assigned equitably in my department.
		My supervisor gives me praise for my work.
Supervisor		My supervisor gives me useful suggestions for improvement.
Effectiveness		My performance is evaluated fairly.
		Ny 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.
		I am satisfied with my total compensation, including salary and benefits.
		I know how to get the information I need to be effective in my job.
Employee		My job makes good use of my skills and abilities.
Effectiveness		I know how to use the tools that I have (i.e., equipment and technology) to do my work.
		I am able to manage my work load effectively.
		The training that I receive at CSUSM is valuable for improving my job performance.
- NIDC		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 Human Resources (including Labor and Employee Relations) - 61000 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).

Human Resources (including Labor and Employee Relations) - 61000

atistaction				
	CSUSM	4.12		● 3.71
-	CSUCO	4.03		
Overall — Satisfaction —	UCSD	4.00		
Satisfaction	UCANR	3.80		
	CSLA	3.66		
	CSUSM	4.05		● 3.57
	CSUCO	3.78		
Valued — Member —	UCSD	3.77		
Member	UCANR	3.60		
	CSLA	3.40		
Leadership	CSUSM	3.94	● 3.0	00
Interested in	CSUCO	3.56		
Staff's Ideas	UCSD	3.51		
	CSUCO	4.18		
6	UCANR	3.74		
Campus — Faculty Value —	CSUSM	3.72	● 2.40	
racuity value	UCSD	3.67		
	CSLA	3.45		
	CSUCO	4.10		
Staff Value	CSUSM	4.09		● 3.86
Contributions —	UCSD	3.98		
Contributions	UCANR	3.95		
	CSLA	3.79		
	CSUCO	4.49		
Contribute to	CSUSM	4.35		• 4.43
University	UCSD	4.31		
Mission	CSLA	4.29		
	UCANR	4.18		

	CSUCO	4.49		
Contribute to	CSUSM	4.35		4.43
University	UCSD	4.31		
Mission	CSLA	4.29		
	UCANR	4.18		
	CSUSM	3.95	● 3.14	
	UCSD	3.51		
Have a Voice	CSUCO	3.43		
	UCANR	3.18		
	CSLA	3.09		
	CSUSM	3.57	● 3.00	
	UCSD	3.26		
Career Advancement —	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



Comparison of Human Resources (including Labor and Employee Relations) - 61000 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).

ூட்டுள்ள Resources (including Jahor and Employee Relations) - 61000

	CSUCO	4.45	
	CSUSM	4.41	● 4.00
Understand	UCANR	4.34	
Dept's Mission —	CSLA	4.29	
	UCSD	4.24	
	CSUCO	4.54	
	CSUSM	4.49	● 4.17
Contribute to	CSLA	4.39	
Dept's Mission —	UCANR	4.38	
	UCSD	4.33	
	CSUSM	4.23	● 4.00
	UCSD	3.83	
Annual Dept Goals	CSUCO	3.76	
Godis	UCANR	3.73	
	CSLA	3.65	
	CSUSM	4.04	● 3.83
	UCSD	3.71	
Measures Dept Goals	CSUCO	3.69	
Godis	UCANR	3.62	
	CSLA	3.47	
	CSUSM	4.16	● 4.00
Measures	UCSD	3.76	
Customer	CSUCO	3.75	
Satisfaction	UCANR	3.44	
	CSLA	3.43	
	CSUSM	4.25	• 4.17
Improve	CSUCO	3.95	
Services	UCSD	3.83	
Products	UCANR	3.65	
	CSLA	3.60	

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Comparison of Human Resources (including Labor and Employee Relations) - 61000 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).

Human Resources (including Labor and Employee Relations) - 61000

	CSUSM		1.50				CSUSM	4.40		● 4.50
dequate	CSUCO					Collaborate	UCANR	4.10		
Staffing —	UCSD					with Units	CSUCO	4.10		
	CSLA					Outside	UCSD			
	UCANR						CSLA			
	CSUSM			● 3.33						
	CSUCO						CSUCO			
Have Tools	UCSD				Perform Respo	CSUSM	4.28		4.33	
	UCANR					nsibilities	UCANR	4.21		
	CSLA			- 2.0	-	- Holometes	UCSD	4.08		
	CSUSM			● 3.6)/		CSLA	3.96		
Physical Work —	UCSD						CSUCO			
Invironment —	UCANR						CSUSM	4.13		3.83
	CSLA					Participate in	UCANR			
	CSUCO	4.39				Decisions	UCSD			
_	CSUSM	4.37			● 4.50					
Safe — Environment —	UCANR 4.24		CSLA			_				
invironment —	UCSD	4.18					CSUSM	4.35		• 4.67
	CSLA	4.00				Deleves Medic	UCANR	4.25		
	CSUSM	4.26			● 4.67	Balance Work Life	CSUCO	4.16		
Spirit of	CSUCO					Life	UCSD	4.10		
Cooperation —	UCANR						CSLA	3.92		
	UCSD	:					CSUSM			4.33
	CSLA						CSUCO			55
	CSUCO					Resolves Staff				
Ethical	CSUSM				● 4.67	Issues	UCANR			
Conduct —	UCANR						UCSD			
	UCSD CSLA	:					CSLA	3.46		
	CSLA	4.03					CSUSM	4.11	● 3.5	0
							CSUCO	3.90		
						Better Ways	UCANR	3.79		
						Recognized	UCSD	3.76		
							CSLA			

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Comparison of Human Resources (including Labor and Employee Relations) - 61000 to other Universities Overall **Department - Diversity and Climate**

CSUSM 4.23

CSUCO 4.08 UCANR 4.04 UCSD 3.90 CSLA 3.84 • 4.33

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).

Eparamento Diversity ding enhanced Employee Relations) - 61000

cpui illiciii	Directionery a				
	CSUSM	4.40	4.67		
All Colleges	CSLA	4.26			
All Cultures - Fair -	csuco	4.25		Feel Valued	
i ali	UCANR	4.19		reer valueu	
	UCSD	4.14			
Department	CSUSM	4.17	• 4.17		
Diversity	csuco	3.99			
Programs	UCSD	3.94			
Sexual Orientation - Fair	CSUSM	4.47	● 4.67		
	CSUCO	4.36			
	CSLA	4.32			
	UCANR	4.27			
	UCSD	4.25			
	CSUSM	4.36	● 4.00		
All Welcomed	CSUCO	4.26			
	CSLA	4.10			
	CSUSM	4.37	● 4.67		
Cummont	csuco	4.27			
Support – Diversity –	CSLA	4.24			
Diversity	UCANR	4.13			
	UCSD	4.13			
Community- Excellence- Professional	CSUSM	4.41	● 4.67		
	csuco	4.22			
	UCSD	4.16			
	UCANR	4.14			
	CSLA	4.04			

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Comparison of Human Resources (including Labor and Employee Relations) - 61000 to other Universities Overall **Supervisor Effectiveness**

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there is of Efficiency lines and Employee Relations) - 61000

	CSUSM	4.42	● 4.67		CSUSM	4.22	• 4.20
Recommends	CSUCO	4.35			CSUCO	4.20	
without Fear —	UCANR			Evaluated	UCANR	4.05	
	UCSD			Fairly	UCSD		
	CSLA						
	CSUSM		● 4.67		CSLA		
Sufficient	ufficient CSUCO				CSUSM		● 4.00
Freedom —	UCANR				CSUCO	4.05	
UCSD			Performance Evaluation	UCSD	3.84		
	CSLA			Lvaluation	CSLA	3.79	
	CSUSM		● 4.50		UCANR		
Communicates	CSUCO				CSUCO		
Essential Info —	UCANR UCSD			Advancement 4 50 Opportunities			4.00
	CSLA				CSUSM		4.00
	CSUSM		● 4.50		UCSD		
Work Assigned	CSUCO		4.30		UCANR		
	UCSD				CSLA	3.71	
Equitably —	UCANR				CSUSM	4.29	• 4.33
	CSLA				CSUCO	4.25	
	CSUSM	4.24	● 4.67	Supports	UCANR	4.17	
	CSUCO	4.13		Training	UCSD	4.10	
Gives Praise —— for Work ——	UCSD	4.06			CSLA		
IOI WOIK	UCANR	3.96					A 5.0
	CSLA	3.95			CSUSM		● 5.0
	CSUSM	4.20	• 4.17	Treats with	CSUCO	4.43	
Suggestions for	CSUCO	4.09		Respect	UCANR	4.40	
Improvement —	UCSD			пеэресс	UCSD	4.36	
	CSLA	!			CSLA	4.25	
	UCANR	3.85				4.60	● 5.0
					CSUCO		U 51.5
				Supportive of	UCANR		
				Personal Issues	UCSD		
					CSLA		

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Comparison of Human Resources (including Labor and Employee Relations) - 61000 to other Universities Overall **Employee Effectiveness**

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Hyprope Relations) - 61000

inployee Li	iectiveness	•	·	•	·
	CSUCO	3.65			
	UCSD	3.61			
Appropriate Stress	CSUSM	3.58		● 3.17	
3t1ess	CSLA	3.49			
	UCANR	3.38			
	CSUSM	3.37		3.17	
	CSUCO	3.19			
Total Compensation	UCSD	3.17			
Compensation	UCANR	3.01			
	CSLA	2.67			
Get -	CSUSM	4.29			4.17
	CSUCO	4.22			
	UCSD	4.06			
illioillation	UCANR	4.05			
	CSLA	4.01			
	CSUSM	4.15		● 3.33	
Caral Usa of	CSUCO	4.12			
Good Use of Skills	UCANR	4.02			
SKIIIS	UCSD	4.00			
	CSLA	3.86			
	CSUSM	4.49			• 4.50
	CSUCO	4.47			
Know How to Use Tools	CSLA	4.34			
Ose Tools	UCANR	4.31			
	UCSD	4.28			
	CSUCO	4.26			
-	CSLA	4.19			
Manage Workload	CSUSM	4.06		● 3.	67
Workload –	UCSD	4.03			
	UCANR	3.85			

	CSUSM	3.97
Valuable Training	UCSD	3.74
	CSUCO	3.64
	UCANR	3.57
	CSLA	3.54
	CSUSM	4.49 • 4.50
Enjoy Working	UCANR	4.40
with Coworkers	CSUCO	4.39
	UCSD	4.31
	CSLA	4.23

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