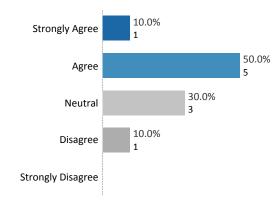
$2020 \\ 10 \text{ respondents} \\ 63\% \text{ of } 16 \text{ invited}$ $2019 \begin{array}{l} 12 \text{ respondents} \\ 63\% \text{ of } 19 \text{ invited} \\ 13 \text{ respondents} \\ 87\% \text{ of } 15 \text{ invited} \\ \end{array}$

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

22 questions in the excellent range (4.3 or greater)

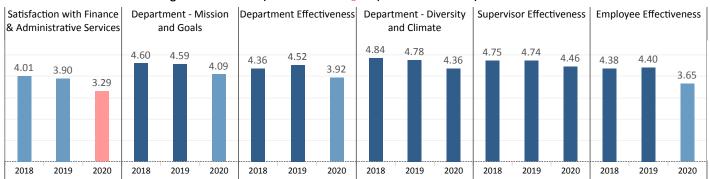
Opportunities
16 Adequate Staffing
4 Faculty Value Contributions
48 Total Compensation
47 Appropriate Stress
9 Career Advancement

Overall, I am a satisfied FAS employee.



Mean = 3.60, Std Dev = 0.84

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..."

44 eNPS*

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	Total
	5										1		1
Satisfied Employee	4							1		3			4
	3							2	1				3
	2						1						1
	1												
Total							1	3	1	3	1		9

*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

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 Finance and Administrative Services (rounded to two decimal places)

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

45

1 0

Finance and Administrative Services 254 Invited (N)

177 Responded (n) 70% Response Rate

4.60

3.58

3.37

4.29

4.15

4.49

4.06

3.97

2020 2018 2019 2020 4.12 Overall Satisfaction 4.25 3.60 4.38 4.05 2 Valued Member 4.00 4.00 3.30 3.94 3 Leadership Interested in Staff's Ideas 2.90 3.72 **Faculty Value Contributions** 3.36 3.17 2.38 Satisfaction with Finance 4.09 Staff Value Contributions 3.92 4.00 3.60 & Administrative Services 4.24 **Understand University Mission** 4.27 4.42 3.80 4.35 Contributes to FAS Mission 4.46 4.33 4.30 3.95 8 3.92 Have a Voice 3.67 3.10 3.57 9 Career Advancement 4.08 3.75 2.80 10 **Understand Dept's Mission** 4.54 4.67 4.22 4.41 4.33 4.49 11 Contributes to Dept's Mission 4.62 4.64 4.23 Department - Mission and 12 Annual Dept Goals 4.62 4.50 4.13 4.04 Goals Measures Dept Goals 4.62 4.50 3.78 4.16 Measures Customer Satisfaction 4.62 4.55 4.00 4.25 15 **Improve Services Products** 4.62 4.67 4.11 3.15 16 Adequate Staffing 2.92 4.08 1.56 4.21 **Have Tools** 17 3.38 4.17 3.44 4.21 **Physical Work Environment** 4.15 4.17 18 3.56 4.37 Safe Environment 4.75 4.58 4.33 19 4.26 20 Spirit of Cooperation 4.77 4.83 4.67 4.43 **Ethical Conduct** 4.85 4.82 4.67 Department Effectiveness 4.40 Collaborate with Units Outside 4.75 4.58 4.11 4.83 4.44 4.28 Perform Responsibilities 4.62 4.13 Participate in Decisions 4.62 4.42 3.78 24 4.69 4.67 4.35 Balance Work Life 4.56 25 4.54 4.75 4.08 26 **Resolves Staff Issues** 4.33 4.38 4.42 3.56 4.11 27 Better Ways Recognized 28 **Department Diversity Programs** 4.00 4.17 29 All Cultures - Fair 4.92 4.83 4.67 4.40 Sexual Orientation - Fair 4.92 4.83 4.63 4.47 Department - Diversity All Welcomed 4.69 4.67 4.11 4.36 and Climate 32 Support Diversity 4.92 4.83 4.38 4.37 33 Treated in a Professional Manner 4.85 4.83 4.67 4.41 34 Feel Valued 4.77 4.67 4.11 4.23 Recommends without Fear 35 4.85 4.83 4.67 4.42 36 Sufficient Freedom 4.85 4.75 4.67 4.46 4.77 4.67 4.56 37 Communicates Essential Info 4.15 4 58 4 67 4.11 38 Work Assigned Equitably 3.99 4.69 4.50 4.56 39 Gives Praise for Work 4 24 4.58 4.67 4.22 Suggestions for Improvement 4.20 40 Supervisor Effectiveness 41 **Evaluated Fairly** 4.77 4.90 4.38 4.22 Performance Evaluation 4.60 4.70 4.25 4.10 4.00 43 **Advancement Opportunities** 4.69 4.70 3.99 4.22 44 **Supports Training** 4.85 4.80 4.29 45 Treats with Respect 4.85 4.83 4.89 4.50

4.85

4.15

3.77

4.54

4.54

4.69

4.54

4.18

4.62

4.83

4.00

3.92

4.42

4.33

4.58

4.67

4.45

4.83

4.89

2.78

2.56

4.33

3.67

4.56

3.44

3.22

4.67

Enjoy Working with Coworkers

Supportive of Personal Issues

Appropriate Stress

Total Compensation

Get Information

Good Use of Skills

Manage Workload

Valuable Training

Know How to Use Tools

46

47

48

49

50

51

52

53

Employee Effectiveness

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 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).
	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.
	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.
Supervisor	40 My supervisor gives me useful suggestions for improvement.
Effectiveness	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.
	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.
	77 11 1 71
	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.
Employee Effectiveness	51 I know how to use the tools that I have (i.e., equipment and technology) to do my work.
LITECTIVELIESS	52 I am able to manage my work load effectively.
	Tall able to manage my work load effectively. The training that I receive at CSUSM is valuable for improving my job performance.
	54 Lenjoy working with my coworkers.
eNPS	55 How likely is it that you would recommend working in the Finance & Administrative Services (FAS) Division?
CINES	100 many is a diactyou would recommend working in the finance & Administrative services (FAS) Division:





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).

• 4.30

Affifector Human Resources - 60000

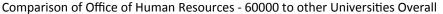
atistaction								
	CSUSM	4.12	•	3.60		CSUCO	4.49	
Overall Satisfaction	CSUCO	4.03			Contribute to	CSUSM	4.35	
	UCSD	4.00			University	UCSD	4.31	
	UCANR				Mission	CSLA		
	CSLA							
	CSUSM		3 .	30		UCANR		
Valued	CSUCO				Have a Voice	CSUSM	3.95	● 3.10
Member ———	UCSD					UCSD	3.51	
	UCANR					CSUCO	3.43	
	CSLA			_		UCANR	3.18	
Leadership	CSUSM		● 2.90			CSLA		
Interested in Staff's Ideas	CSUCO							2.00
Stam's ideas	0 COD 5.51				CSUSM		● 2.80	
	CSUCO				Career	UCSD		
Campus	UCANR				Advancement	UCANR	3.13	
Faculty Value —	CSUSM		● 2.38			CSUCO	2.99	
	UCSD					CSLA	2.86	
	CSLA			_			į	
	CSUCO							
Staff Value	CSUSM		•	3.60				
Contributions —	UCSD							
	UCANR							
	CSLA							
	CSUCO							
Contribute to	CSUSM			• 4.30				
University	UCSD							
Mission	CSLA							
	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





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).

● Popiale We HATING Set 2011 12 CONTROL OF CONTROL OF

- cpui iiiiciii			
	CSUCO	4.45	
Understand Dept's Mission	CSUSM	4.41	• 4.22
	UCANR	4.34	
Dept 3 Wilssion	CSLA	4.29	
	UCSD	4.24	
	CSUCO	4.54	
	CSUSM	4.49	• 4.33
Contribute to — Dept's Mission —	CSLA	4.39	
Dept's Mission	UCANR	4.38	
	UCSD	4.33	
Annual Dept Goals	CSUSM	4.23	• 4.13
	UCSD	3.83	
	CSUCO	3.76	
	UCANR	3.73	
	CSLA	3.65	
	CSUSM	4.04	● 3.78
	UCSD	3.71	
Measures Dept Goals	CSUCO	3.69	
Juais	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	• 4.11
mprove	CSUCO	3.95	
Services	UCSD	3.83	
Products	UCANR	3.65	
	CSLA	3.60	

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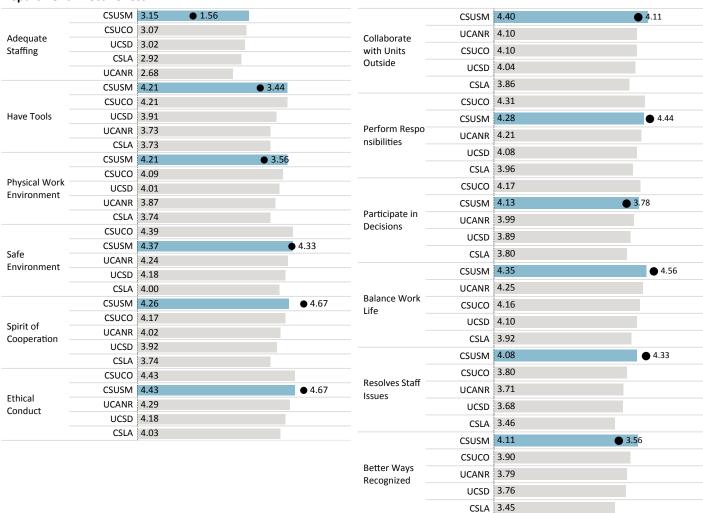




Department Effectiveness

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).

epartment refrectiveness - 60000

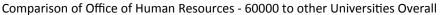


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Department - Diversity and Climate

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).

Deffice methymbiversity and compate

-cpartment	J. 10.0.0.0, 0	and cimiate	
	CSUSM	4.40	● 4.67
	CSLA	4.26	
All Cultures - Fair -	CSUCO	4.25	
raii —	UCANR	4.19	
	UCSD	4.14	
Department	CSUSM	4.17	● 4.00
Diversity	CSUCO	3.99	
Programs	UCSD	3.94	
	CSUSM	4.47	● 4.63
Sexual	CSUCO	4.36	
Orientation -	CSLA	4.32	
Fair	UCANR	4.27	
	UCSD	4.25	
	CSUSM	4.36	4.11
All Welcomed	CSUCO	4.26	
	CSLA	4.10	
	CSUSM	4.37	• 4.38
	CSUCO	4.27	
Support — Diversity —	CSLA	4.24	
Diversity	UCANR	4.13	
	UCSD	4.13	
	CSUSM	4.41	● 4.67
Community-	CSUCO	4.22	
Excellence-	UCSD	4.16	
Professional	UCANR	4.14	
	CSLA	4.04	

Feel Valued	CSUSM	4.23	4.11
	CSUCO	4.08	
	UCANR	4.04	
	UCSD	3.90	
	CSLA	3.84	

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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).

Office is 6 Hemen Resources - 60000

Recommends UCANR without Fear UCSD CSLA	CSUSM		● 4.67		CSUSM	4.22	● 4.38
	CSUCO				CSUCO	4.20	
	UCANR			Evaluated	UCANR	4.05	
	UCSD			Fairly	UCSD		
	CSLA						
	CSUSM	!	● 4.67		CSLA		
Sufficient	CSUCO				CSUSM		● 4.25
reedom	UCANR	1		Performance	CSUCO	4.05	
	UCSD			Evaluation	UCSD	3.84	
	CSLA		0.456	Evaluation	CSLA	3.79	
	CSUSM		● 4.56		UCANR		
Communicates Essential Info	CSUCO				CSUCO		
	UCANR UCSD				CSUSM		4.00
	CSLA			Advancement			4.00
	CSUSM		• 4.11	Opportunities	UCSD		
	CSUCO		U 1.11		UCANR		
Work Assigned	UCSD				CSLA	3.71	
equitably —	UCANR				CSUSM	4.29	• 4.22
	CSLA	3.70			CSUCO	4.25	
	CSUSM	4.24	● 4.56	Supports	UCANR	4.17	
	CSUCO	4.13		Training	UCSD	4.10	
Gives Praise or Work	UCSD	4.06			CSLA		
OI WOIK	UCANR	3.96					● 4.89
	CSLA	3.95			CSUSM		4.85
	CSUSM		• 4.22	Treats with	CSUCO		
Suggestions for	CSUCO			Respect	UCANR	4.40	
mprovement —	UCSD	l .			UCSD	4.36	
	CSLA	!			CSLA	4.25	
	UCANR	3.85			CSUSM	4.60	● 4.89
					CSUCO		
				Supportive of	UCANR		
				Personal Issues	UCSD	4.43	
					CSLA		

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Comparison of Office of Human Resources - 60000 to other Universities Overall

Employee Effectiveness

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Afficyef Hyreativeness - 60000

inployee En	icctiveness		
	CSUCO	3.65	
	UCSD	3.61	
Appropriate Stress	CSUSM	3.58	● 2.78
30.635	CSLA	3.49	
	UCANR	3.38	
	CSUSM	3.37	● 2.56
Total	CSUCO	3.19	
Total Compensation -	UCSD	3.17	
Compensation	UCANR	3.01	
	CSLA	2.67	
	CSUSM	4.29	• 4.33
C-1	CSUCO	4.22	
Get Information	UCSD	4.06	
illolliation	UCANR	4.05	
	CSLA	4.01	
	CSUSM	4.15	● 3.67
C	CSUCO	4.12	
Good Use of Skills	UCANR	4.02	
SKIIIS	UCSD	4.00	
	CSLA	3.86	
	CSUSM	4.49	● 4.56
	CSUCO	4.47	
Know How to Use Tools	CSLA	4.34	
Ose roois	UCANR	4.31	
	UCSD	4.28	
	CSUCO	4.26	
	CSLA	4.19	
Manage Workload	CSUSM	4.06	● 3.44
vv OI KIOdu –	UCSD	4.03	
	UCANR	3.85	

CSUSM	3.97
UCSD	3.74
CSUCO	3.64
UCANR	3.57
CSLA	3.54
CSUSM	4.49 • 4.67
UCANR	4.40
CSUCO	4.39
UCSD	4.31
CSLA	4.23
	UCSD CSUCO UCANR CSLA CSUSM UCANR CSUCO

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