

## Final Results of Recommendation Survey

### Demographics:

<b>Employment Classification*</b>					
	<b>Survey</b>		<b>CSUSM<sup>^</sup></b>		<b>**Difference in %</b>
	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	
Staff (Non-exempt)	150	29.3	374	24.9	4.4
Staff (Exempt)	144	28.1	230	15.3	12.8
Faculty: Tenure Track	104	20.3	290	19.3	1.0
Faculty: Adjunct/Lecturer	62	12.1	474	31.6	-19.5
Administrator	52	10.2	132	8.8	1.4
<b>Total</b>	<b>512</b>	<b>100.0</b>	<b>1500</b>	<b>100.0</b>	<b>-</b>

<b>Division*</b>					
	<b>Survey</b>		<b>CSUSM<sup>^</sup></b>		<b>**Difference in %</b>
	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	
Academic Affairs	317	61.9	1043	69.5	-7.6
Finance & Administrative Services	80	15.6	195	13.0	2.6
Student Affairs	78	15.2	160	10.7	4.6
University Advancement	18	3.5	36	2.4	1.1
President's Office	12	2.3	57	3.8	-1.5
Community Engagement	7	1.4	9	0.6	0.8
<b>Total</b>	<b>512</b>	<b>100.0</b>	<b>1500</b>	<b>100.0</b>	<b>-</b>

### Important observations:

- When looking at employment classification, the Exempt Staff are over represented and Lecturers are under presented.
- When looking at Division representation, Academic Affairs is underrepresented and Student Affairs is overrepresented.

\*The table represents employee headcount and not FTE employee. (This means employees who work less than 1 FTE or more than 1 FTE are still only counted as 1 employee.)

\*\*The "difference in %" is (% of survey respondents) – (% of CSUSM population). This is a quick way to see how well the survey population matched to CSUSM's employee population.

<sup>^</sup>Source: HR PeopleSoft report as of 10/1/2015

Please note: If an employee holds two different position and/or works in two different departments (i.e. staff member who teaches), then the employee is placed in the position and department for which the employee has the most FTE. Lectures who teach for two different departments are put under *Faculty: Adjunct/Lecturer* classification and *Academic Affairs* division.

## Recommendations by Importance

Recommendations	Very Important or Important	
	N	%
Conduct an equity assessment for all employees using both internal and external benchmarks (along with other Total Compensation Philosophy provisions). Remedy inequities identified utilizing various existing mechanisms (independent of pending job offers)	351	88.0
Develop a Total Compensation Philosophy for the university (which includes considerations for appropriate market medians, internal and external equity, and our geographical location)	334	82.7
Develop a total compensation tool for all employees which includes salary, benefits and retirement. Provide Industry benchmarks.	316	79.6
Develop leadership training courses for all MPPs. A part of that training should include a "recognition and rewards" section covering compensation, in-range salary promotions, reclassifications and bonuses in order to support the employees they supervise	281	75.3
Identify professional development plan/curricular pathway for developing leadership skills or expertise for career advancement.	260	69.9
Reassess and compile recommendations to revise the performance evaluation form(s) and process.	235	63.3
Conduct focus groups to better understand results for this area and explore strategies to properly assess and address those concerns. Incorporate findings into the strategic plan for each division.	234	62.6
Revamp new employee orientation/onboarding program and expand	220	59.9
Establish a centralized pool for professional development and encourage the use of the Employee Training Center.	214	57.7
Develop centrally-funded formal mentorship program(s) for all employees.	191	51.2
Conduct focus groups to assess what type of recognition and awards programs will be meaningful to employees and utilize the feedback to establish new recognition programs.	159	40.4
Develop a mechanism to assess existing recognition programs and share best practices.	152	38.4



## Over All Recommendations Results

Themes	Recommendations	Unimportant		Of Little Importance		Moderately Important		Important		Very Important		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
Compensation & Benefits	Develop a Total Compensation Philosophy for the university (which includes considerations for appropriate market medians, internal and external equity, and our geographical location)	18	4.5	8	2.0	44	10.9	90	22.3	244	60.4	404	100.0
	Develop a total compensation tool for all employees which includes salary, benefits and retirement. Provide Industry benchmarks.	16	4.0	14	3.5	51	12.8	80	20.2	236	59.4	397	100.0
	Conduct an equity assessment for all employees using both internal and external benchmarks (along with other Total Compensation Philosophy provisions). Remedy inequities identified utilizing various existing mechanisms (independent of pending job offers)	7	1.8	5	1.3	36	9.0	82	20.6	269	67.4	399	100.0
Appreciation	Conduct focus groups to assess what type of recognition and awards programs will be meaningful to employees and utilize the feedback to establish new recognition programs.	25	6.3	66	16.8	144	36.5	92	23.4	67	17.0	394	100.0
	Develop a mechanism to assess existing recognition programs and share best practices.	29	7.3	64	16.2	151	38.1	76	19.2	76	19.2	396	100.0
Talent Development & Management	Develop leadership training courses for all MPPs. A part of that training should include a "recognition and rewards" section covering compensation, in-range salary promotions, reclassifications and bonuses in order to support the employees they supervise	10	2.7	27	7.2	55	14.7	103	27.6	178	47.7	373	100.0
	Develop centrally-funded formal mentorship program(s) for all employees.	11	2.9	59	15.8	112	30.0	115	30.8	76	20.4	373	100.0
	Establish a centralized pool for professional development and encourage the use of the Employee Training Center.	13	3.5	43	11.6	101	27.2	116	31.3	98	26.4	371	100.0
	Revamp new employee orientation/onboarding program and expand	15	4.1	48	13.1	84	22.9	111	30.2	109	29.7	367	100.0
	Identify professional development plan/curricular pathway for developing leadership skills or expertise for career advancement.	9	2.4	24	6.5	79	21.2	126	33.9	134	36.0	372	100.0
	Reassess and compile recommendations to revise the performance evaluation form(s) and process.	16	4.3	35	9.4	85	22.9	101	27.2	134	36.1	371	100.0
Communication & Respect	Conduct focus groups to better understand results for this area and explore strategies to properly assess and address those concerns. Incorporate findings into the strategic plan for each division.	24	6.4	32	8.6	84	22.5	110	29.4	124	33.2	374	100.0

## Recommendations by Importance For Administrators

Recommendations	Very Important or Important	
	N	%
Develop a Total Compensation Philosophy for the university (which includes considerations for appropriate market medians, internal and external equity, and our geographical location)	32	84.2
Develop leadership training courses for all MPPs. A part of that training should include a "recognition and rewards" section covering compensation, in-range salary promotions, reclassifications and bonuses in order to support the employees they supervise	30	83.3
Revamp new employee orientation/onboarding program and expand	25	73.5
Conduct an equity assessment for all employees using both internal and external benchmarks (along with other Total Compensation Philosophy provisions). Remedy inequities identified utilizing various existing mechanisms (independent of pending job offers)	27	73.0
Identify professional development plan/curricular pathway for developing leadership skills or expertise for career advancement.	26	72.2
Develop a total compensation tool for all employees which includes salary, benefits and retirement. Provide Industry benchmarks.	26	70.3
Reassess and compile recommendations to revise the performance evaluation form(s) and process.	20	55.6
Conduct focus groups to better understand results for this area and explore strategies to properly assess and address those concerns. Incorporate findings into the strategic plan for each division.	18	52.9
Develop centrally-funded formal mentorship program(s) for all employees.	17	47.2
Develop a mechanism to assess existing recognition programs and share best practices.	17	45.9
Establish a centralized pool for professional development and encourage the use of the Employee Training Center.	14	41.2
Conduct focus groups to assess what type of recognition and awards programs will be meaningful to employees and utilize the feedback to establish new recognition programs.	14	37.8



## Recommendations by Importance For Faculty: Tenure Track

Recommendations	Very Important or Important	
	N	%
Develop a total compensation tool for all employees which includes salary, benefits and retirement. Provide Industry benchmarks.	38	92.7
Conduct an equity assessment for all employees using both internal and external benchmarks (along with other Total Compensation Philosophy provisions). Remedy inequities identified utilizing various existing mechanisms (independent of pending job offers)	37	90.2
Develop a Total Compensation Philosophy for the university (which includes considerations for appropriate market medians, internal and external equity, and our geographical location)	36	83.7
Identify professional development plan/curricular pathway for developing leadership skills or expertise for career advancement.	27	71.1
Conduct focus groups to better understand results for this area and explore strategies to properly assess and address those concerns. Incorporate findings into the strategic plan for each division.	27	64.3
Revamp new employee orientation/onboarding program and expand	23	63.9
Establish a centralized pool for professional development and encourage the use of the Employee Training Center.	24	60.0
Reassess and compile recommendations to revise the performance evaluation form(s) and process.	21	56.8
Develop leadership training courses for all MPPs. A part of that training should include a "recognition and rewards" section covering compensation, in-range salary promotions, reclassifications and bonuses in order to support the employees they supervise	19	52.8
Develop centrally-funded formal mentorship program(s) for all employees.	20	52.6
Develop a mechanism to assess existing recognition programs and share best practices.	19	45.2
Conduct focus groups to assess what type of recognition and awards programs will be meaningful to employees and utilize the feedback to establish new recognition programs.	16	37.2

	<b>Compensation &amp; Benefits</b>
	<b>Appreciation</b>
	<b>Talent Development &amp; Management</b>
	<b>Communication &amp; Respect</b>

## Recommendations by Importance For Faculty: Adjunct/Lecturer

Recommendations	Very Important or Important	
	N	%
Develop a total compensation tool for all employees which includes salary, benefits and retirement. Provide Industry benchmarks.	39	92.9
Conduct an equity assessment for all employees using both internal and external benchmarks (along with other Total Compensation Philosophy provisions). Remedy inequities identified utilizing various existing mechanisms (independent of pending job offers)	38	90.5
Develop a Total Compensation Philosophy for the university (which includes considerations for appropriate market medians, internal and external equity, and our geographical location)	37	84.1
Identify professional development plan/curricular pathway for developing leadership skills or expertise for career advancement.	28	71.8
Conduct focus groups to better understand results for this area and explore strategies to properly assess and address those concerns. Incorporate findings into the strategic plan for each division.	28	65.1
Revamp new employee orientation/onboarding program and expand	24	64.9
Establish a centralized pool for professional development and encourage the use of the Employee Training Center.	25	61.0
Reassess and compile recommendations to revise the performance evaluation form(s) and process.	22	57.9
Develop leadership training courses for all MPPs. A part of that training should include a "recognition and rewards" section covering compensation, in-range salary promotions, reclassifications and bonuses in order to support the employees they supervise	20	54.1
Develop centrally-funded formal mentorship program(s) for all employees.	21	53.8
Develop a mechanism to assess existing recognition programs and share best practices.	19	44.2
Conduct focus groups to assess what type of recognition and awards programs will be meaningful to employees and utilize the feedback to establish new recognition programs.	16	36.4



## Recommendations by Importance For Staff: Exempt

Recommendations	Very Important or Important	
	N	%
Conduct an equity assessment for all employees using both internal and external benchmarks (along with other Total Compensation Philosophy provisions). Remedy inequities identified utilizing various existing mechanisms (independent of pending job offers)	104	88.9
Identify professional development plan/curricular pathway for developing leadership skills or expertise for career advancement.	91	83.5
Develop a Total Compensation Philosophy for the university (which includes considerations for appropriate market medians, internal and external equity, and our geographical location)	99	82.5
Develop leadership training courses for all MPPs. A part of that training should include a "recognition and rewards" section covering compensation, in-range salary promotions, reclassifications and bonuses in order to support the employees they supervise	88	78.6
Develop a total compensation tool for all employees which includes salary, benefits and retirement. Provide Industry benchmarks.	93	77.5
Establish a centralized pool for professional development and encourage the use of the Employee Training Center.	79	70.5
Revamp new employee orientation/onboarding program and expand	77	69.4
Reassess and compile recommendations to revise the performance evaluation form(s) and process.	74	67.9
Conduct focus groups to better understand results for this area and explore strategies to properly assess and address those concerns. Incorporate findings into the strategic plan for each division.	73	65.8
Develop centrally-funded formal mentorship program(s) for all employees.	67	60.9
Conduct focus groups to assess what type of recognition and awards programs will be meaningful to employees and utilize the feedback to establish new recognition programs.	50	43.1
Develop a mechanism to assess existing recognition programs and share best practices.	48	40.7

	<b>Compensation &amp; Benefits</b>
	<b>Appreciation</b>
	<b>Talent Development &amp; Management</b>
	<b>Communication &amp; Respect</b>

## Recommendations by Importance For Staff: Non-Exempt

Recommendations	Very Important or Important	
	N	%
Develop leadership training courses for all MPPs. A part of that training should include a "recognition and rewards" section covering compensation, in-range salary promotions, reclassifications and bonuses in order to support the employees they supervise	97	90.7
Conduct an equity assessment for all employees using both internal and external benchmarks (along with other Total Compensation Philosophy provisions). Remedy inequities identified utilizing various existing mechanisms (independent of pending job offers)	101	87.8
Develop a total compensation tool for all employees which includes salary, benefits and retirement. Provide Industry benchmarks.	88	78.6
Develop a Total Compensation Philosophy for the university (which includes considerations for appropriate market medians, internal and external equity, and our geographical location)	90	78.3
Identify professional development plan/curricular pathway for developing leadership skills or expertise for career advancement.	76	71.7
Conduct focus groups to better understand results for this area and explore strategies to properly assess and address those concerns. Incorporate findings into the strategic plan for each division.	73	69.5
Reassess and compile recommendations to revise the performance evaluation form(s) and process.	73	68.2
Establish a centralized pool for professional development and encourage the use of the Employee Training Center.	67	63.8
Revamp new employee orientation/onboarding program and expand	63	60.0
Develop centrally-funded formal mentorship program(s) for all employees.	59	55.7
Conduct focus groups to assess what type of recognition and awards programs will be meaningful to employees and utilize the feedback to establish new recognition programs.	58	52.3
Develop a mechanism to assess existing recognition programs and share best practices.	42	37.8

