

CSUSB Administration & Finance
Employee Climate Survey – June 2002
Report for CSUSB WASC Committee

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In June and July 2002, the Division of Administration and Finance conducted an employee climate survey to examine how the department employees feel about their jobs. This survey met one of the goals in the (Workplace/Employee) Innovation and Learning Perspective of the division's Balanced Scorecard. The aim was to help the departments assess their as-is situation and note what areas may need improvement in order to reach their goals.

The eight-page survey was duplicated and distributed to all (full-time, part-time, and hourly) employees in the department. The survey asked the importance and satisfaction/agreement of 86 statements in nine areas, with a scale of 5 (very important) to 1 (not at all important) and 5 (strongly agree) to 1 (strongly disagree), with 0 representing no basis for judgment. The survey also included 11 areas for hand-written suggestions.

Of the 173 submissions, approximately half submitted hard copies and half submitted data online. Hard copies were then submitted online by facilitators. Though the survey was very successful with nearly a 78% return rate (a 20% return rate is considered average), there were some areas for possible improvement for the next survey: fewer statements/questions and the revision or reduction of some of the demographic questions.

Of the 86 statements, the mean score for the division as a whole was 3.60 (remembering that 3 is "neutral" and 4 is "satisfied"). People were most satisfied or in agreement with statements such as, "I believe that the quality of my work is important to the overall success of my department" and "I understand how my department contributes to the campus as a whole". Additional statements with which they agreed tended to center around pride in work, consistency in receiving annual performance evaluations, health benefits, ability to handle work-related pressure, being able to work independently, job satisfaction, and availability of resources needed to do their jobs.

The lowest scores were related to disagreement with statements such as "My relationship with long-term members of the department determines my merit increase and/or incentive award" – which are quite positive considering that our employees disagree with those types of statements. Beyond those, there was dissatisfaction with the awards for process improvement, and reward and recognition. Disagreement with the following areas: "there are opportunities for employees with leadership abilities to be mentored", that accomplishing their goals or overall job performance impacts merit increases, and understanding how promotions and reclassifications occur. There was a general neutral feeling that employees were *not* "in the know", not recognized, or that there was not a lot of coaching and communication occurring between them and their leaders.

The difference between importance and satisfaction has been noted on the Survey Results as Gaps, allowing management to see what areas have the greatest gap between importance to, and satisfaction of, the employees. Gaps are important to analyze as they often identify areas that may need immediate attention. (The larger the gap, the higher priority it may have.) Gaps existed most in with some of the following statements:

- Statements regarding rate of pay, promotions, understanding of job performance and how merit increases are obtained.
- Opportunities for mentoring.
- "My team is recognized for doing outstanding work."
- Fair distribution of work.

- Feeling in “the know” or a part of decisions.

There seemed to be some trends in the gaps: lack of understanding of how to obtain a pay increase, promotion, reclassification, or other job-related opportunities; recognition in general; lack of understanding for decisions; and lack of communication of information the employee finds valuable to do their job successfully. There may be ways to address some of these overall gaps, possible ideas may include: 1) distribution of information on job-related opportunities (i.e., current PBSI and PSI information, reclassification information, fee-waiver program, and possible training opportunities) to the employees; 2) help employees discover possible career paths (as desired) and avenues of training for those areas; 3) more communication regarding why and how decisions are made; 4) more opportunities for employees to contribute ideas for decisions; and 5) more frequent recognition or praise for doing good work.

Some applicable written comments/requests from employees:

- “Better communication flow between upper management and represented bargaining employees.”
- “Opportunity to further one’s skills in creative ways....”
- “Recognizing employee efforts throughout the year, providing positive feedback,....”
- “I’m very satisfied.”

The survey results have been shared with the staff management team of the Administration and Finance Division. Department managers have been sharing the findings with their department employees and together, they are seeking methods to address the issues that were identified in the findings of each individual dept.

The survey, in some form, will be repeated in two years to determine the results of efforts made to address issues in the previous survey and to determine any new issues that may arise.