

Custom Report with Additional Analysis for
2011 Climate Survey Results
Fresno

Department or Grouping:
Administrative Services Division

Prepared by

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Quality Initiatives
Office of the Chancellor

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Total Number Responding

332

Department	Group	Numer Responding			Total
		Manager	Staff	Unk	
Administration	Aux	3	7	2	12
Auxiliary Services	Aux	1	0	1	2
Bookstore	Aux	6	10	0	16
Courtyard	Aux	3	5	0	8
Dining Services	Aux	7	5	1	13
Foundation Financial Services	Aux	2	10	1	13
HR/PR	Aux	1	3	1	5
MIS	Aux	2	2	0	4
Campus Information Systems	CIS ITS	3	18	1	22
Information Technology Svcs	CIS ITS	4	51	0	55
Facilities	Facilities	9	39	3	51
Financial Services	Financial Services	8	42	4	54
Human Resources	Human Resources	7	16	2	25
Public Safety	Public Safety	4	43	0	47
VP for Administration	VP for Administration	1	3	0	4
Unk	Unk	0	0	1	1
Grand Total		61	254	17	332

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Agreement: Count of Responses

Weighting Value	1	2	3	4	5				
Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Average Score	Percent Adverse (SD,D)	Percent Adverse (SD,D,N)
1.a. I know how my job directly supports the division's goals.	3	18	28	153	122	324	4.15	6.5%	15.1%
1.b. I have guidelines to assist me in making decisions that affect my work.	8	22	53	178	62	323	3.82	9.3%	25.7%
1.c. My direct supervisor is accessible to me.	7	12	34	107	164	324	4.26	5.9%	16.4%
1.d. In my work group, we routinely talk about the quality of our work and the needs of those who we do business with.	15	22	60	123	104	324	3.86	11.4%	29.9%
1.e. I take pride in my work.	4	3	11	54	252	324	4.69	2.2%	5.6%
1.f. There is a direct connection between the work I do and the success of the university.	8	5	37	122	152	324	4.25	4.0%	15.4%
1.g. I receive constructive feedback from my supervisor about the quality of my work.	21	34	52	117	100	324	3.74	17.0%	33.0%
2.a. I would recommend Fresno State as a good place to work.	16	21	60	146	81	324	3.79	11.4%	29.9%
2.b. I would recommend The California State University as a good place to work.	10	25	79	141	69	324	3.72	10.8%	35.2%

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2.c. My department is one of the best places to work.	18	24	68	105	109	324	3.81	13.0%	34.0%
2.d. My division is one of the best places to work.	17	23	89	121	74	324	3.65	12.3%	39.8%
2.e. I feel like my ideas and opinions are listened to by my supervisor.	18	31	52	122	101	324	3.79	15.1%	31.2%
2.f. Employees in my work group respect each others' differences.	19	20	49	156	80	324	3.80	12.0%	27.2%
2.g. My supervisor, or someone at work, seems to care about me as a person.	14	18	54	118	120	324	3.96	9.9%	26.5%
2.h. I see career growth and advancement opportunities for myself at Fresno State.	57	66	92	71	38	324	2.90	38.0%	66.4%
3.a. I am encouraged to be creative to resolve problems or accomplish assignments.	15	28	49	135	96	323	3.83	13.3%	28.5%
3.b. My work group is receptive to my suggestions for improving our work.	15	22	63	157	66	323	3.73	11.5%	31.0%
3.c. Employees in my work group resolve conflicts directly with each other.	20	38	78	137	50	323	3.49	18.0%	42.1%
3.d. Teamwork is encouraged in my department.	9	24	45	149	96	323	3.93	10.2%	24.1%
3.e. My opinions are valued in my work group.	13	23	48	156	83	323	3.85	11.1%	26.0%

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3.f. There is cooperation between the work groups in my department.	14	27	62	154	66	323	3.72	12.7%	31.9%
3.g. There is cooperation between departments in the division.	14	20	95	153	41	323	3.58	10.5%	39.9%
4.a. I have access to sufficient information to do my job well.	8	30	49	176	60	323	3.77	11.8%	26.9%
4.b. The tools, resources and equipment (including computer equipment) I need to get my work done are readily available.	9	27	49	147	91	323	3.88	11.1%	26.3%
4.c. My department has provided me with opportunities to broaden my skills and knowledge.	21	31	72	135	64	323	3.59	16.1%	38.4%
4.d. I am empowered to make decisions that help me provide better service.	14	31	42	162	74	323	3.78	13.9%	26.9%
4.e. Employees in my immediate work group are highly motivated to contribute to the success of the university.	20	35	76	137	55	323	3.53	17.0%	40.6%
4.f. Meetings are well planned and executed at Fresno State.	22	41	110	119	31	323	3.30	19.5%	53.6%
5.a. Employees in my work group consistently look for more efficient and effective ways of getting the job done.	15	28	66	150	63	322	3.68	13.4%	33.9%
5.b. I handle the resources of the university as if they were my own.	5	3	39	129	146	322	4.27	2.5%	14.6%
6.a. I generally feel informed about changes that affect me.	24	46	87	130	36	323	3.33	21.7%	48.6%

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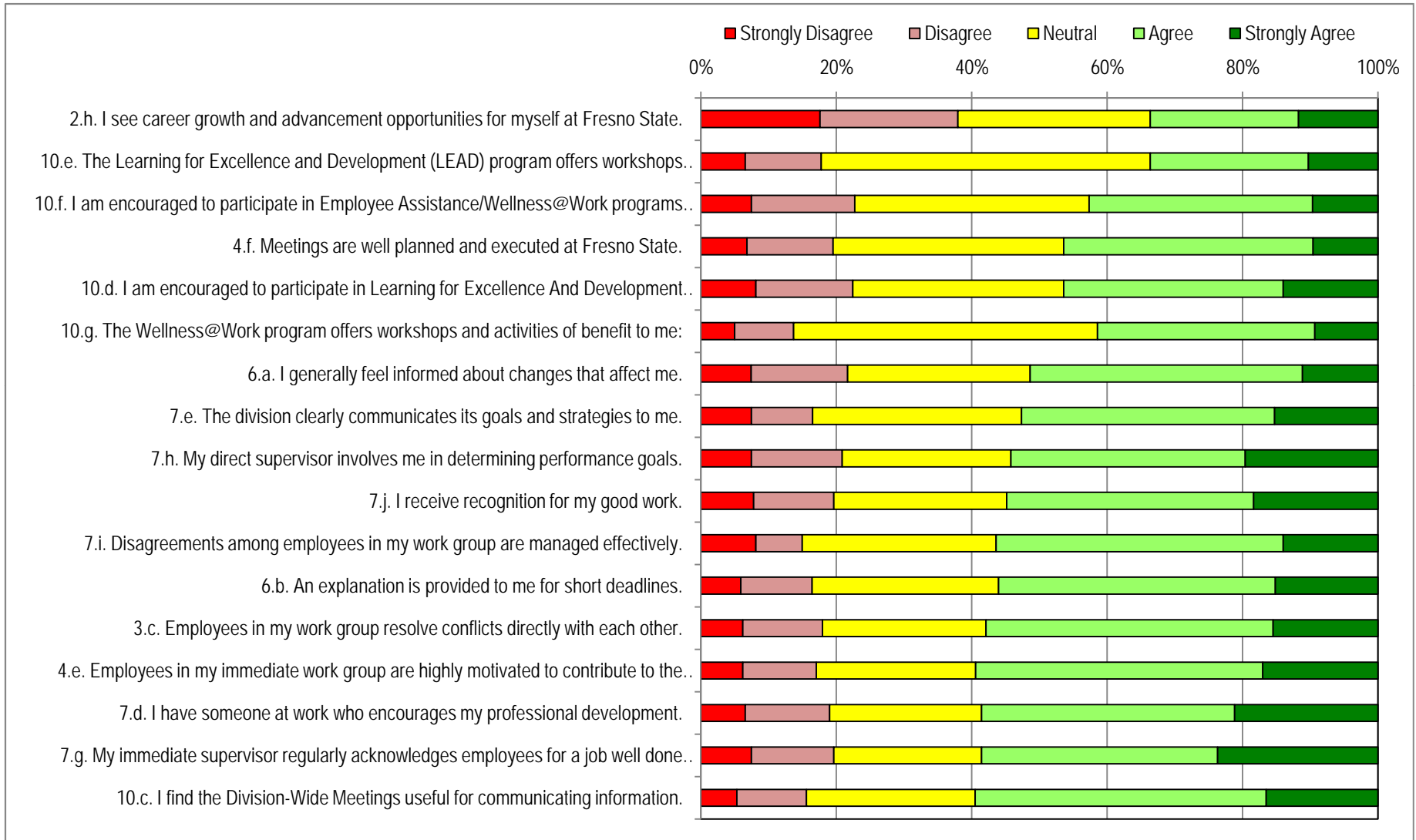
6.b. An explanation is provided to me for short deadlines.	19	34	89	132	49	323	3.49	16.4%	44.0%
6.c. My supervisor fairly evaluates my performance.	28	24	70	119	82	323	3.63	16.1%	37.8%
6.d. I trust the employees in my work group.	19	12	61	152	79	323	3.80	9.6%	28.5%
7.a. I am satisfied with the leadership in my department.	26	29	64	117	85	321	3.64	17.1%	37.1%
7.b. My work contributes to the division's mission and vision.	4	4	54	169	90	321	4.05	2.5%	19.3%
7.c. The mission and vision of the division make me feel that my job is important.	9	23	76	146	67	321	3.74	10.0%	33.6%
7.d. I have someone at work who encourages my professional development.	21	40	72	120	68	321	3.54	19.0%	41.4%
7.e. The division clearly communicates its goals and strategies to me.	24	29	99	120	49	321	3.44	16.5%	47.4%
7.f. Employees in my work group consistently put in extra effort beyond what is expected.	18	28	68	135	72	321	3.67	14.3%	35.5%
7.g. My immediate supervisor regularly acknowledges employees for a job well done and their contributions to the department.	24	39	70	112	76	321	3.55	19.6%	41.4%
7.h. My direct supervisor involves me in determining performance goals.	24	43	80	111	63	321	3.45	20.9%	45.8%

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7.i. Disagreements among employees in my work group are managed effectively.	26	22	92	136	45	321	3.47	15.0%	43.6%
7.j. I receive recognition for my good work.	25	38	82	117	59	321	3.46	19.6%	45.2%
10.a. I feel my safety is a priority on campus.	1	8	58	163	91	321	4.04	2.8%	20.9%
10.b. Physically the campus is well maintained?	14	34	59	161	53	321	3.64	15.0%	33.3%
10.c. I find the Division-Wide Meetings useful for communicating information.	17	33	80	138	53	321	3.55	15.6%	40.5%
10.d. I am encouraged to participate in Learning for Excellence And Development (LEAD) workshops.	26	46	100	104	45	321	3.30	22.4%	53.6%
10.e. The Learning for Excellence and Development (LEAD) program offers workshops relevant to the skills I need to progress	21	36	156	75	33	321	3.20	17.8%	66.4%
10.f. I am encouraged to participate in Employee Assistance/Wellness@Work programs and events.	24	49	111	106	31	321	3.22	22.7%	57.3%
10.g. The Wellness@Work program offers workshops and activities of benefit to me:	16	28	144	103	30	321	3.32	13.7%	58.6%

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Chart # 1: Responses Sorted with Most Adverse at Top of Chart
Administrative Services Division



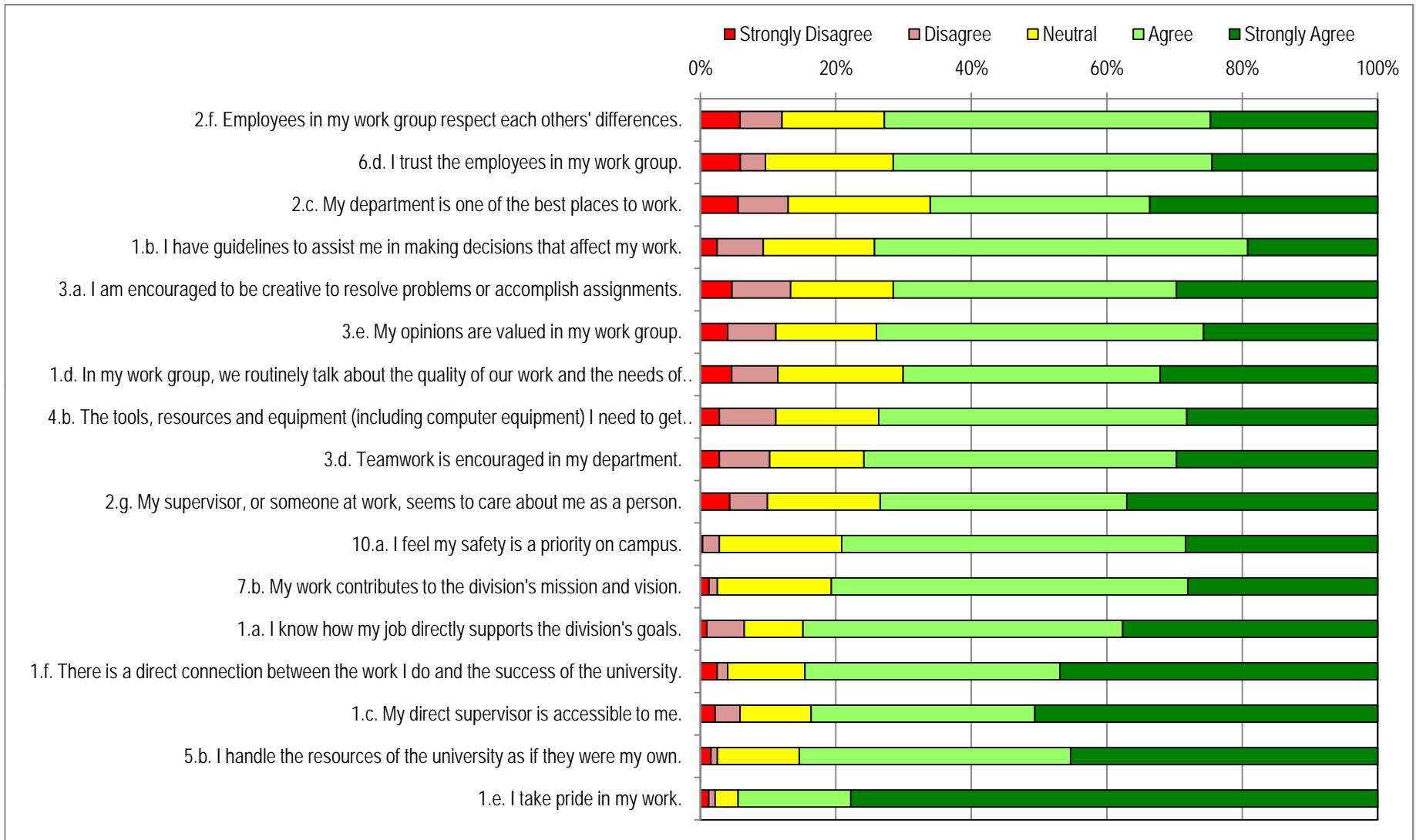
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Chart # 2: Continued Responses Sorted with Most Adverse at Top of Chart
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Chart # 3: Continued Responses Sorted with Most Adverse at Top of Chart
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Average Score & Derived Importance (Correlation ^2)

Correlations based on data for all staff, all departments.

Using correlation to all staff members/all depts response to Question 7a, "I am satisfied with the leadership in my department."

Question	Label Number	This Group	All	Agreement Quadrant	Correl^2 Quadrant
		Performance	Correl^2		
		Average	Re 7.a. sat w/ ldrshp in dept		
1.a. I know how my job directly supports the division's goals.	1a	4.151	0.060	Better	Lower
1.b. I have guidelines to assist me in making decisions that affect my work.	1b	3.817	0.213	Better	Lower
1.c. My direct supervisor is accessible to me.	1c	4.262	0.297	Better	Lower
1.d. In my work group, we routinely talk about the quality of our work and the needs of those who we do business with.	1d	3.861	0.209	Better	Lower
1.e. I take pride in my work.	1e	4.688	0.093	Better	Lower
1.f. There is a direct connection between the work I do and the success of the university.	1f	4.250	0.056	Better	Lower
1.g. I receive constructive feedback from my supervisor about the quality of my work.	1g	3.744	0.410	Better	Higher
2.a. I would recommend Fresno State as a good place to work.	2a	3.787	0.259	Better	Lower
2.b. I would recommend The California State University as a good place to work.	2b	3.722	0.198	Better	Lower
2.c. My department is one of the best places to work.	2c	3.812	0.507	Better	Higher
2.d. My division is one of the best places to work.	2d	3.654	0.428	Worse	Higher
2.e. I feel like my ideas and opinions are listened to by my supervisor.	2e	3.793	0.508	Better	Higher
2.f. Employees in my work group respect each others' differences.	2f	3.796	0.239	Better	Lower
2.g. My supervisor, or someone at work, seems to care about me as a person.	2g	3.963	0.447	Better	Higher
2.h. I see career growth and advancement opportunities for myself at Fresno State.	2h	2.898	0.283	Worse	Lower
3.a. I am encouraged to be creative to resolve problems or accomplish assignments.	3a	3.833	0.463	Better	Higher
3.b. My work group is receptive to my suggestions for improving our work.	3b	3.734	0.363	Better	Higher

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3.c. Employees in my work group resolve conflicts directly with each other.	3c	3.492	0.165	Worse	Lower
3.d. Teamwork is encouraged in my department.	3d	3.926	0.395	Better	Higher
3.e. My opinions are valued in my work group.	3e	3.845	0.379	Better	Higher
3.f. There is cooperation between the work groups in my department.	3f	3.715	0.366	Worse	Higher
3.g. There is cooperation between departments in the division.	3g	3.579	0.234	Worse	Lower
4.a. I have access to sufficient information to do my job well.	4a	3.774	0.298	Better	Higher
4.b. The tools, resources and equipment (including computer equipment) I need to get my work done are readily available.	4b	3.879	0.221	Better	Lower
4.c. My department has provided me with opportunities to broaden my skills and knowledge.	4c	3.588	0.371	Worse	Higher
4.d. I am empowered to make decisions that help me provide better service.	4d	3.777	0.343	Better	Higher
4.e. Employees in my immediate work group are highly motivated to contribute to the success of the university.	4e	3.533	0.328	Worse	Higher
4.f. Meetings are well planned and executed at Fresno State.	4f	3.297	0.250	Worse	Lower
5.a. Employees in my work group consistently look for more efficient and effective ways of getting the job done.	5a	3.677	0.250	Worse	Lower
5.b. I handle the resources of the university as if they were my own.	5b	4.267	0.162	Better	Lower
6.a. I generally feel informed about changes that affect me.	6a	3.334	0.405	Worse	Higher
6.b. An explanation is provided to me for short deadlines.	6b	3.489	0.345	Worse	Higher
6.c. My supervisor fairly evaluates my performance.	6c	3.628	0.393	Worse	Higher
6.d. I trust the employees in my work group.	6d	3.805	0.258	Better	Lower
7.a. I am satisfied with the leadership in my department.	7a	3.642	1.000	Worse	Higher
7.b. My work contributes to the division's mission and vision.	7b	4.050	0.163	Better	Lower
7.c. The mission and vision of the division make me feel that my job is important.	7c	3.745	0.316	Better	Higher
7.d. I have someone at work who encourages my professional development.	7d	3.542	0.419	Worse	Higher
7.e. The division clearly communicates its goals and strategies to me.	7e	3.439	0.336	Worse	Higher
7.f. Employees in my work group consistently put in extra effort beyond what is expected.	7f	3.670	0.175	Worse	Lower
7.g. My immediate supervisor regularly acknowledges employees for a job well done and their contributions to the department.	7g	3.551	0.476	Worse	Higher
7.h. My direct supervisor involves me in determining performance goals.	7h	3.455	0.505	Worse	Higher

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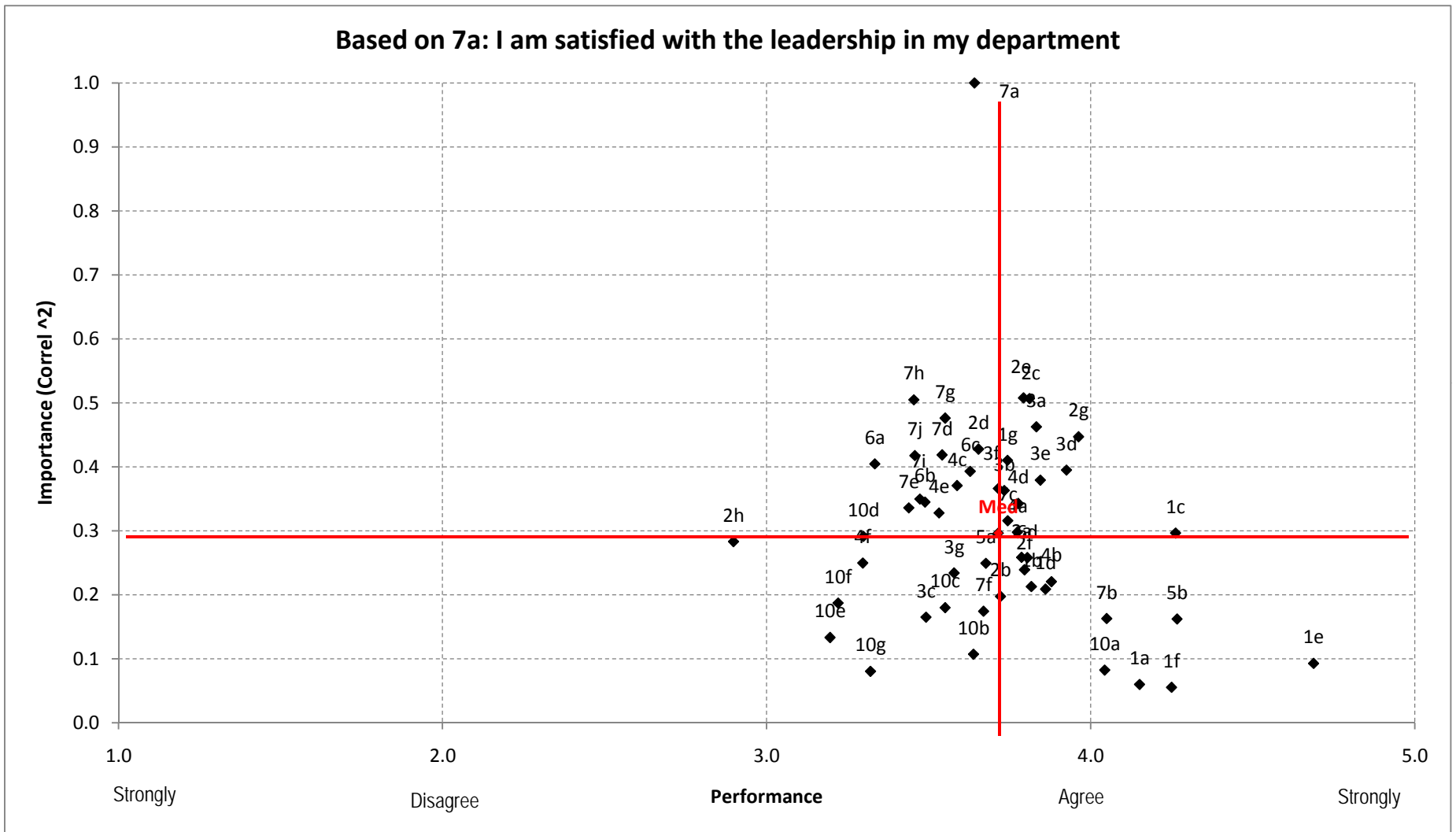
7.i. Disagreements among employees in my work group are managed effectively.	7i	3.474	0.350	Worse	Higher
7.j. I receive recognition for my good work.	7j	3.458	0.418	Worse	Higher
10.a. I feel my safety is a priority on campus.	10a	4.044	0.083	Better	Lower
10.b. Physically the campus is well maintained?	10b	3.639	0.107	Worse	Lower
10.c. I find the Division-Wide Meetings useful for communicating information.	10c	3.551	0.180	Worse	Lower
10.d. I am encouraged to participate in Learning for Excellence And Development (LEAD) workshops.	10d	3.299	0.291	Worse	Lower
10.e. The Learning for Excellence and Development (LEAD) program offers workshops relevant to the skills I need to progress my career:	10e	3.196	0.133	Worse	Lower
10.f. I am encouraged to participate in Employee Assistance/Wellness@Work programs and events.	10f	3.221	0.187	Worse	Lower
10.g. The Wellness@Work program offers workshops and activities of benefit to me:	10g	3.321	0.081	Worse	Lower
Median	M	3.715	0.297		

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Comparison of Performance and Importance (Correlation ^2)

Full Scale Shown (-0.1 to 1, 1 to 5)

Using correlation to all staff members/all depts response to Question 7a, "I am satisfied with the leadership in my department."

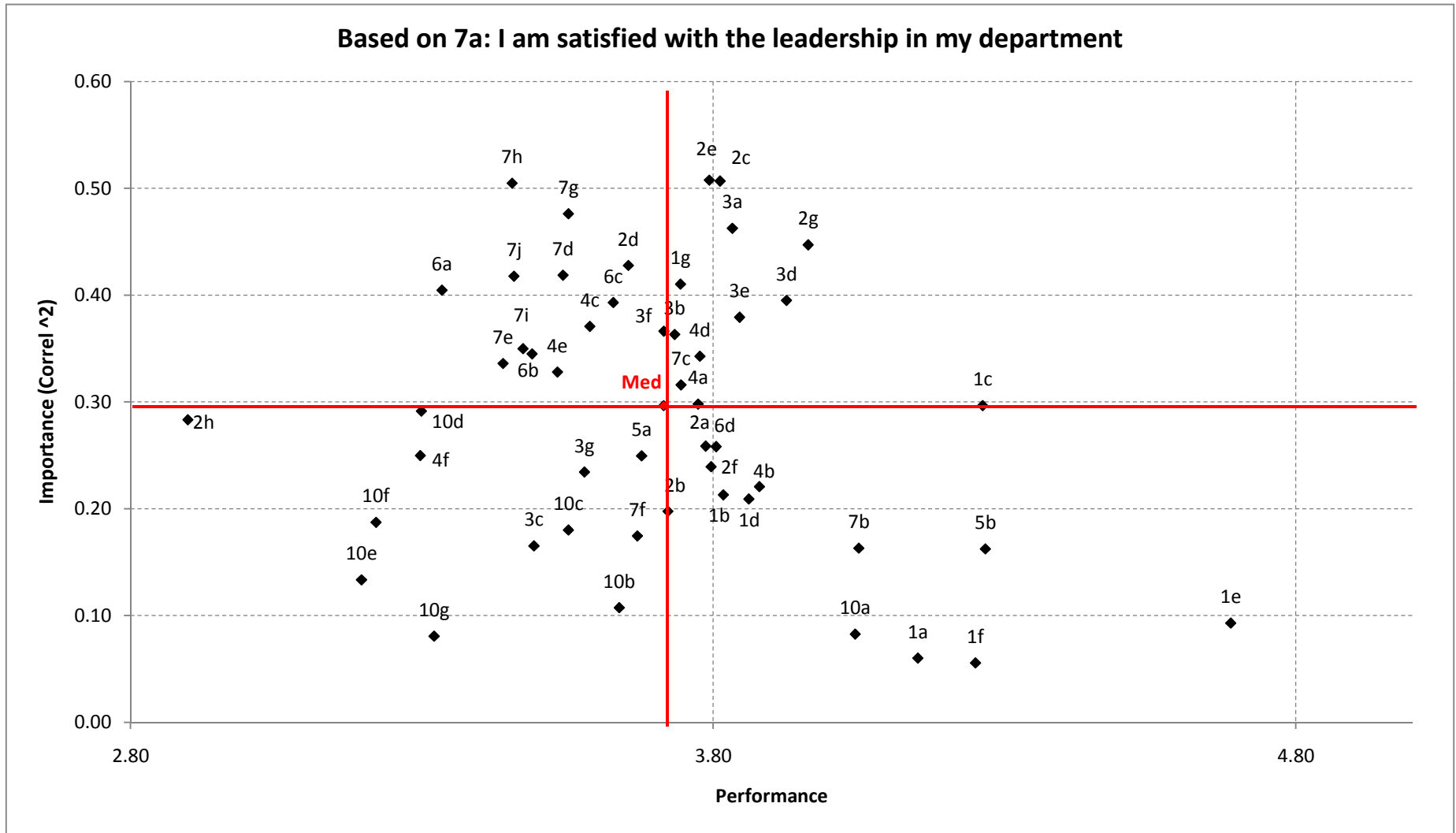


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Comparison of Performance and Importance (Correlation $\wedge 2$)

Limited Scale Shown

Using correlation to all staff members/all depts response to Question 7a, "I am satisfied with the leadership in my department."



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Average Score & Derived Importance (Correlation ^2)

**** Sorted by Quadrant ****

Using correlation to all staff members/all depts response to Question 7a, "I am satisfied with the leadership in my department."

Question	Label Number	This Group	All	Correlations for all staff and managers combined.	
		Performance	Correl^2	Agreement Quadrant	Correl^2 Quadrant
		Average	Re 7.a. sat w/ ldrshp in dept		
2.d. My division is one of the best places to work.	2d	3.654	0.428	Worse	Higher
3.f. There is cooperation between the work groups in my department.	3f	3.715	0.366	Worse	Higher
4.c. My department has provided me with opportunities to broaden my skills and knowledge.	4c	3.588	0.371	Worse	Higher
4.e. Employees in my immediate work group are highly motivated to contribute to the success of the university.	4e	3.533	0.328	Worse	Higher
6.a. I generally feel informed about changes that affect me.	6a	3.334	0.405	Worse	Higher
6.b. An explanation is provided to me for short deadlines.	6b	3.489	0.345	Worse	Higher
6.c. My supervisor fairly evaluates my performance.	6c	3.628	0.393	Worse	Higher
7.a. I am satisfied with the leadership in my department.	7a	3.642	1.000	Worse	Higher
7.d. I have someone at work who encourages my professional development.	7d	3.542	0.419	Worse	Higher
7.e. The division clearly communicates its goals and strategies to me.	7e	3.439	0.336	Worse	Higher
7.g. My immediate supervisor regularly acknowledges employees for a job well done and their contributions to the department.	7g	3.551	0.476	Worse	Higher
7.h. My direct supervisor involves me in determining performance goals.	7h	3.455	0.505	Worse	Higher
7.i. Disagreements among employees in my work group are managed effectively.	7i	3.474	0.350	Worse	Higher
7.j. I receive recognition for my good work.	7j	3.458	0.418	Worse	Higher
2.h. I see career growth and advancement opportunities for myself at Fresno State.	2h	2.898	0.283	Worse	Lower
3.c. Employees in my work group resolve conflicts directly with each other.	3c	3.492	0.165	Worse	Lower
3.g. There is cooperation between departments in the division.	3g	3.579	0.234	Worse	Lower
4.f. Meetings are well planned and executed at Fresno State.	4f	3.297	0.250	Worse	Lower

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5.a. Employees in my work group consistently look for more efficient and effective ways of getting the job done.	5a	3.677	0.250	Worse	Lower
7.f. Employees in my work group consistently put in extra effort beyond what is expected.	7f	3.670	0.175	Worse	Lower
10.b. Physically the campus is well maintained?	10b	3.639	0.107	Worse	Lower
10.c. I find the Division-Wide Meetings useful for communicating information.	10c	3.551	0.180	Worse	Lower
10.d. I am encouraged to participate in Learning for Excellence And Development (LEAD) workshops.	10d	3.299	0.291	Worse	Lower
10.e. The Learning for Excellence and Development (LEAD) program offers workshops relevant to the skills I need to progress my career:	10e	3.196	0.133	Worse	Lower
10.f. I am encouraged to participate in Employee Assistance/Wellness@Work programs and events.	10f	3.221	0.187	Worse	Lower
10.g. The Wellness@Work program offers workshops and activities of benefit to me:	10g	3.321	0.081	Worse	Lower
1.g. I receive constructive feedback from my supervisor about the quality of my work.	1g	3.744	0.410	Better	Higher
2.c. My department is one of the best places to work.	2c	3.812	0.507	Better	Higher
2.e. I feel like my ideas and opinions are listened to by my supervisor.	2e	3.793	0.508	Better	Higher
2.g. My supervisor, or someone at work, seems to care about me as a person.	2g	3.963	0.447	Better	Higher
3.a. I am encouraged to be creative to resolve problems or accomplish assignments.	3a	3.833	0.463	Better	Higher
3.b. My work group is receptive to my suggestions for improving our work.	3b	3.734	0.363	Better	Higher
3.d. Teamwork is encouraged in my department.	3d	3.926	0.395	Better	Higher
3.e. My opinions are valued in my work group.	3e	3.845	0.379	Better	Higher
4.a. I have access to sufficient information to do my job well.	4a	3.774	0.298	Better	Higher
4.d. I am empowered to make decisions that help me provide better service.	4d	3.777	0.343	Better	Higher
7.c. The mission and vision of the division make me feel that my job is important.	7c	3.745	0.316	Better	Higher
1.a. I know how my job directly supports the division's goals.	1a	4.151	0.060	Better	Lower
1.b. I have guidelines to assist me in making decisions that affect my work.	1b	3.817	0.213	Better	Lower

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1.c. My direct supervisor is accessible to me.	1c	4.262	0.297	Better	Lower
1.d. In my work group, we routinely talk about the quality of our work and the needs of those who we do business with.	1d	3.861	0.209	Better	Lower
1.e. I take pride in my work.	1e	4.688	0.093	Better	Lower
1.f. There is a direct connection between the work I do and the success of the university.	1f	4.250	0.056	Better	Lower
2.a. I would recommend Fresno State as a good place to work.	2a	3.787	0.259	Better	Lower
2.b. I would recommend The California State University as a good place to work.	2b	3.722	0.198	Better	Lower
2.f. Employees in my work group respect each others' differences.	2f	3.796	0.239	Better	Lower
4.b. The tools, resources and equipment (including computer equipment) I need to get my work done are readily available.	4b	3.879	0.221	Better	Lower
5.b. I handle the resources of the university as if they were my own.	5b	4.267	0.162	Better	Lower
6.d. I trust the employees in my work group.	6d	3.805	0.258	Better	Lower
7.b. My work contributes to the division's mission and vision.	7b	4.050	0.163	Better	Lower
10.a. I feel my safety is a priority on campus.	10a	4.044	0.083	Better	Lower
Median	M	3.715	0.297		

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Average Score & Derived Importance (Correlation ^2)

**** Not Sorted ****

Using correlation to all staff members/all depts response to Question 2.c. "My department is one of the best places to work."

Correlations for all staff and managers combined.

Question	Label Number	This Group	All	Agreement Quadrant	Correl^2 Quadrant
		Performance	Correl^2		
		Average	Re 2c. My dept one of best...		
1.a. I know how my job directly supports the division's goals.	1a	4.151	0.064	Better	Lower
1.b. I have guidelines to assist me in making decisions that affect my work.	1b	3.817	0.226	Better	Lower
1.c. My direct supervisor is accessible to me.	1c	4.262	0.188	Better	Lower
1.d. In my work group, we routinely talk about the quality of our work and the needs of those who we do business with.	1d	3.861	0.182	Better	Lower
1.e. I take pride in my work.	1e	4.688	0.076	Better	Lower
1.f. There is a direct connection between the work I do and the success of the university.	1f	4.250	0.075	Better	Lower
1.g. I receive constructive feedback from my supervisor about the quality of my work.	1g	3.744	0.335	Better	Higher
2.a. I would recommend Fresno State as a good place to work.	2a	3.787	0.346	Better	Higher
2.b. I would recommend The California State University as a good place to work.	2b	3.722	0.293	Better	Lower
2.c. My department is one of the best places to work.	2c	3.812	1.000	Better	Higher
2.d. My division is one of the best places to work.	2d	3.654	0.606	Worse	Higher
2.e. I feel like my ideas and opinions are listened to by my supervisor.	2e	3.793	0.415	Better	Higher
2.f. Employees in my work group respect each others' differences.	2f	3.796	0.249	Better	Lower
2.g. My supervisor, or someone at work, seems to care about me as a person.	2g	3.963	0.359	Better	Higher
2.h. I see career growth and advancement opportunities for myself at Fresno State.	2h	2.898	0.332	Worse	Higher
3.a. I am encouraged to be creative to resolve problems or accomplish assignments.	3a	3.833	0.392	Better	Higher
3.b. My work group is receptive to my suggestions for improving our work.	3b	3.734	0.313	Better	Higher

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3.c. Employees in my work group resolve conflicts directly with each other.	3c	3.492	0.194	Worse	Lower
3.d. Teamwork is encouraged in my department.	3d	3.926	0.307	Better	Higher
3.e. My opinions are valued in my work group.	3e	3.845	0.331	Better	Higher
3.f. There is cooperation between the work groups in my department.	3f	3.715	0.349	Worse	Higher
3.g. There is cooperation between departments in the division.	3g	3.579	0.252	Worse	Lower
4.a. I have access to sufficient information to do my job well.	4a	3.774	0.264	Better	Lower
4.b. The tools, resources and equipment (including computer equipment) I need to get my work done are readily available.	4b	3.879	0.166	Better	Lower
4.c. My department has provided me with opportunities to broaden my skills and knowledge.	4c	3.588	0.411	Worse	Higher
4.d. I am empowered to make decisions that help me provide better service.	4d	3.777	0.343	Better	Higher
4.e. Employees in my immediate work group are highly motivated to contribute to the success of the university.	4e	3.533	0.321	Worse	Higher
4.f. Meetings are well planned and executed at Fresno State.	4f	3.297	0.215	Worse	Lower
5.a. Employees in my work group consistently look for more efficient and effective ways of getting the job done.	5a	3.677	0.205	Worse	Lower
5.b. I handle the resources of the university as if they were my own.	5b	4.267	0.126	Better	Lower
6.a. I generally feel informed about changes that affect me.	6a	3.334	0.254	Worse	Lower
6.b. An explanation is provided to me for short deadlines.	6b	3.489	0.299	Worse	Higher
6.c. My supervisor fairly evaluates my performance.	6c	3.628	0.290	Worse	Lower
6.d. I trust the employees in my work group.	6d	3.805	0.279	Better	Lower
7.a. I am satisfied with the leadership in my department.	7a	3.642	0.507	Worse	Higher
7.b. My work contributes to the division's mission and vision.	7b	4.050	0.153	Better	Lower
7.c. The mission and vision of the division make me feel that my job is important.	7c	3.745	0.246	Better	Lower
7.d. I have someone at work who encourages my professional development.	7d	3.542	0.347	Worse	Higher
7.e. The division clearly communicates its goals and strategies to me.	7e	3.439	0.284	Worse	Lower
7.f. Employees in my work group consistently put in extra effort beyond what is expected.	7f	3.670	0.127	Worse	Lower
7.g. My immediate supervisor regularly acknowledges employees for a job well done and their contributions to the department.	7g	3.551	0.365	Worse	Higher
7.h. My direct supervisor involves me in determining performance goals.	7h	3.455	0.362	Worse	Higher

2011 Climate Survey Results
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Administrative Services Division

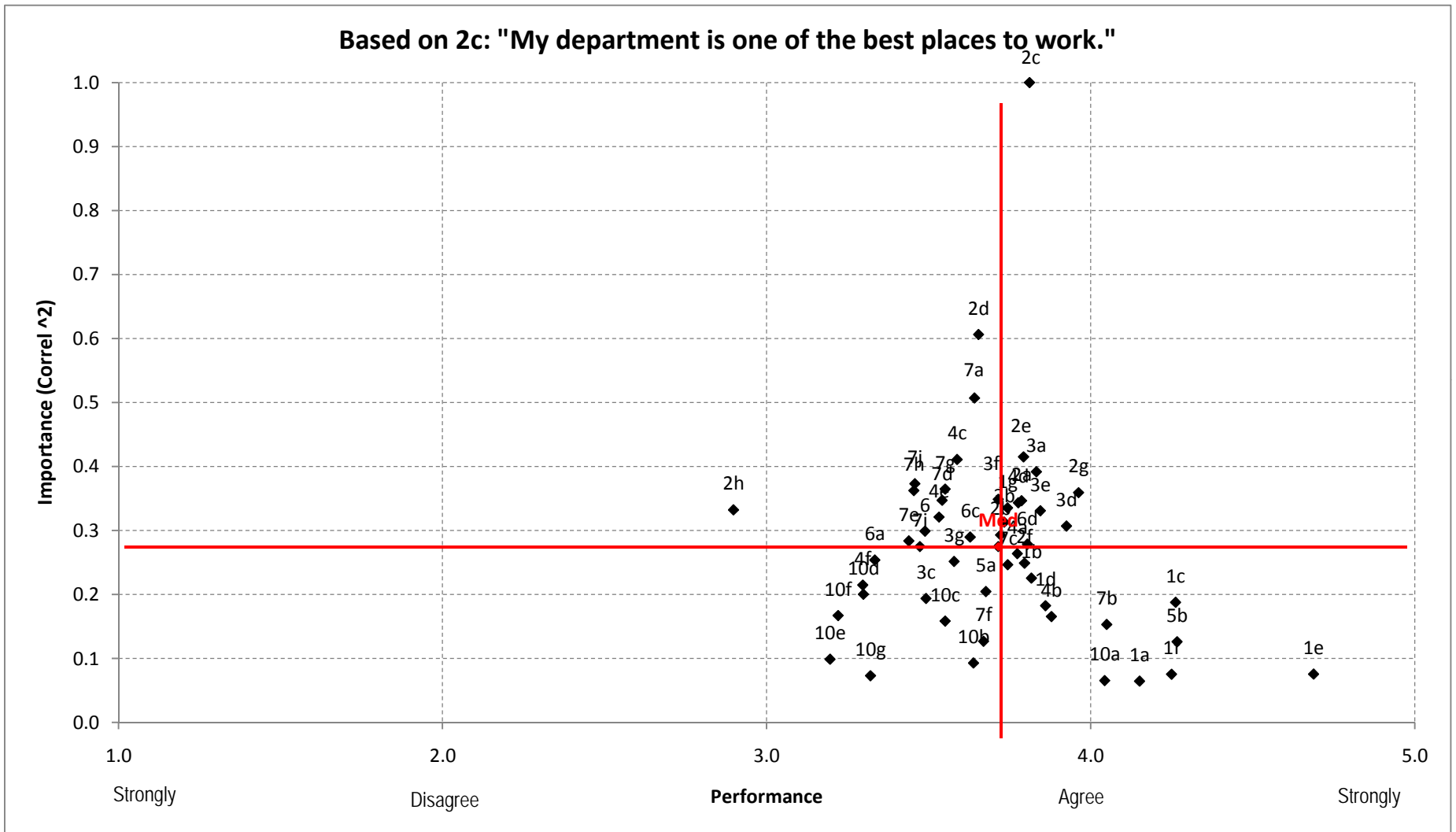
7.i. Disagreements among employees in my work group are managed effectively.	7i	3.474	0.275	Worse	Lower
7.j. I receive recognition for my good work.	7j	3.458	0.373	Worse	Higher
10.a. I feel my safety is a priority on campus.	10a	4.044	0.065	Better	Lower
10.b. Physically the campus is well maintained?	10b	3.639	0.093	Worse	Lower
10.c. I find the Division-Wide Meetings useful for communicating information.	10c	3.551	0.158	Worse	Lower
10.d. I am encouraged to participate in Learning for Excellence And Development (LEAD) workshops.	10d	3.299	0.200	Worse	Lower
10.e. The Learning for Excellence and Development (LEAD) program offers workshops relevant to the skills I need to progress my career:	10e	3.196	0.099	Worse	Lower
10.f. I am encouraged to participate in Employee Assistance/Wellness@Work programs and events.	10f	3.221	0.167	Worse	Lower
10.g. The Wellness@Work program offers workshops and activities of benefit to me:	10g	3.321	0.073	Worse	Lower
Median	M	3.715	0.275		

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Comparison of Performance and Importance (Correlation ^2)

Full Scale Shown (-0.1 to 1, 1 to 5)

Using correlation to all staff members/all depts response to Question 2c, "My department is one of the best places to work."

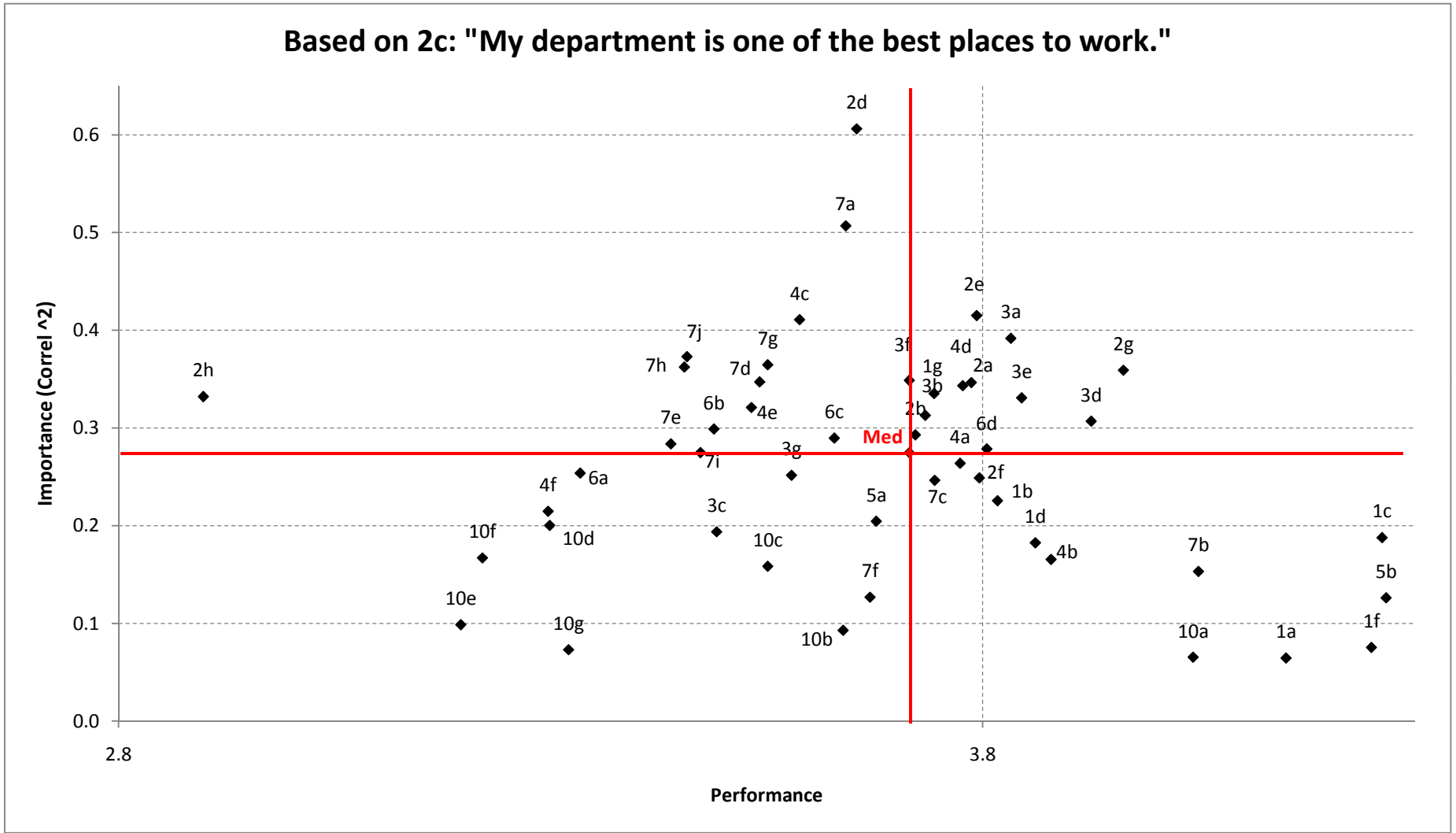


2011 Climate Survey Results
Fresno
Administrative Services Division

Comparison of Performance and Importance (Correlation $\wedge 2$)

Limited Scale Shown

Using correlation to all staff members/all depts response to Question 2c, "My department is one of the best places to work."



Compare Climate Survey Results

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Average Scores in Question Order

2011 Question	Average Score		
	2008	2011	Dif (11-08)
1.a. I know how my job directly supports the division's goals.	4.17	4.15	-0.02
1.b. I have guidelines to assist me in making decisions that affect my work.	3.92	3.82	-0.10
1.c. My direct supervisor is accessible to me.	4.41	4.26	-0.15
1.d. In my work group, we routinely talk about the quality of our work and the needs of those who we do business with.	3.88	3.86	-0.02
1.e. I take pride in my work.	4.74	4.69	-0.05
1.f. There is a direct connection between the work I do and the success of the university.	4.21	4.25	0.04
1.g. I receive constructive feedback from my supervisor about the quality of my work.	3.84	3.74	-0.10
2.a. I would recommend Fresno State as a good place to work.	4.10	3.79	-0.31
2.b. I would recommend The California State University as a good place to work.	4.14	3.72	-0.42
2.c. My department is one of the best places to work.	3.81	3.81	0.00
2.d. My division is one of the best places to work.	3.87	3.65	-0.21

Adverse (SD&D)		
2008	2011	Dif (11-08)
3.8%	6.5%	2.7%
8.4%	9.3%	0.8%
3.8%	5.9%	2.1%
13.1%	11.4%	-1.7%
0.0%	2.2%	2.2%
3.0%	4.0%	1.1%
14.3%	17.0%	2.6%
5.9%	11.4%	5.5%
2.1%	10.8%	8.7%
16.0%	13.0%	-3.1%
8.9%	12.3%	3.5%

Compare Climate Survey Results
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2.e. I feel like my ideas and opinions are listened to by my supervisor.	3.82	3.79	-0.03
2.f. Employees in my work group respect each others' differences.	3.81	3.80	-0.01
2.g. My supervisor, or someone at work, seems to care about me as a person.	4.03	3.96	-0.06
2.h. I see career growth and advancement opportunities for myself at Fresno State.	3.12	2.90	-0.22
3.a. I am encouraged to be creative to resolve problems or accomplish assignments.	3.91	3.83	-0.08
3.b. My work group is receptive to my suggestions for improving our work.	3.91	3.73	-0.18
3.c. Employees in my work group resolve conflicts directly with each other.	3.59	3.49	-0.09
3.d. Teamwork is encouraged in my department.	3.89	3.93	0.03
3.e. My opinions are valued in my work group.	3.90	3.85	-0.05
3.f. There is cooperation between the work groups in my department.	3.70	3.72	0.01
3.g. There is cooperation between departments in the division.	3.55	3.58	0.03
4.a. I have access to sufficient information to do my job well.	3.89	3.77	-0.11
4.b. The tools, resources and equipment (including computer equipment) I need to get my work done are readily available.	3.97	3.88	-0.09

16.5%	15.1%	-1.3%
11.8%	12.0%	0.2%
10.1%	9.9%	-0.3%
31.2%	38.0%	6.7%
11.4%	13.3%	1.9%
7.6%	11.5%	3.9%
14.3%	18.0%	3.6%
13.5%	10.2%	-3.3%
8.0%	11.1%	3.1%
13.9%	12.7%	-1.2%
10.1%	10.5%	0.4%
6.3%	11.8%	5.4%
8.4%	11.1%	2.7%

Compare Climate Survey Results
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4.c. My department has provided me with opportunities to broaden my skills and knowledge.	3.56	3.59	0.03
4.d. I am empowered to make decisions that help me provide better service.	3.80	3.78	-0.02
4.e. Employees in my immediate work group are highly motivated to contribute to the success of the university.	3.63	3.53	-0.10
4.f. Meetings are well planned and executed at Fresno State.	3.45	3.30	-0.15
5.a. Employees in my work group consistently look for more efficient and effective ways of getting the job done.	3.80	3.68	-0.12
5.b. I handle the resources of the university as if they were my own.	4.32	4.27	-0.05
6.a. I generally feel informed about changes that affect me.	3.43	3.33	-0.10
6.b. An explanation is provided to me for short deadlines.	3.49	3.49	0.00
6.c. My supervisor fairly evaluates my performance.	3.78	3.63	-0.16
6.d. I trust the employees in my work group.	3.87	3.80	-0.06
7.a. I am satisfied with the leadership in my department.	3.57	3.64	0.07
7.b. My work contributes to the division's mission and vision.	4.16	4.05	-0.11
7.c. The mission and vision of the division make me feel that my job is important.	3.82	3.74	-0.08

16.9%	16.1%	-0.8%
12.2%	13.9%	1.7%
13.9%	17.0%	3.1%
16.9%	19.5%	2.6%
8.4%	13.4%	4.9%
0.8%	2.5%	1.6%
21.1%	21.7%	0.6%
19.0%	16.4%	-2.6%
13.5%	16.1%	2.6%
10.5%	9.6%	-1.0%
21.9%	17.1%	-4.8%
2.1%	2.5%	0.4%
8.0%	10.0%	2.0%

Compare Climate Survey Results
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Administrative Services Division

7.d. I have someone at work who encourages my professional development.	3.50	3.54	0.04
7.e. The division clearly communicates its goals and strategies to me.	3.59	3.44	-0.15
7.f. Employees in my work group consistently put in extra effort beyond what is expected.	3.84	3.67	-0.17
7.g. My immediate supervisor regularly acknowledges employees for a job well done and their contributions to the department.	3.56	3.55	-0.01
7.h. My direct supervisor involves me in determining performance goals.	3.43	3.45	0.02
7.i. Disagreements among employees in my work group are managed effectively.	3.41	3.47	0.06
7.j. I receive recognition for my good work.	3.45	3.46	0.01
10.a. I feel my safety is a priority on campus.	4.12	4.04	-0.07

20.7%	19.0%	-1.7%
14.8%	16.5%	1.7%
11.0%	14.3%	3.4%
19.4%	19.6%	0.2%
19.8%	20.9%	1.0%
16.0%	15.0%	-1.1%
21.5%	19.6%	-1.9%
2.5%	2.8%	0.3%

Compare Climate Survey Results

Fresno

Administrative Services Division

Average Scores in Sorted with Largest Decrease in Score at Top

2011 Question	Average Score		
	Year 2008	Year 2011	Dif (11-08)
2.b. I would recommend The California State University as a good place to work.	4.14	3.72	-0.42
2.a. I would recommend Fresno State as a good place to work.	4.10	3.79	-0.31
2.h. I see career growth and advancement opportunities for myself at Fresno State.	3.12	2.90	-0.22
2.d. My division is one of the best places to work.	3.87	3.65	-0.21
3.b. My work group is receptive to my suggestions for improving our work.	3.91	3.73	-0.18
7.f. Employees in my work group consistently put in extra effort beyond what is expected.	3.84	3.67	-0.17
6.c. My supervisor fairly evaluates my performance.	3.78	3.63	-0.16
7.e. The division clearly communicates its goals and strategies to me.	3.59	3.44	-0.15
4.f. Meetings are well planned and executed at Fresno State.	3.45	3.30	-0.15
1.c. My direct supervisor is accessible to me.	4.41	4.26	-0.15
5.a. Employees in my work group consistently look for more efficient and effective ways of getting the job done.	3.80	3.68	-0.12
4.a. I have access to sufficient information to do my job well.	3.89	3.77	-0.11

Adverse (SD&D)		
Year 2008	Year 2011	Dif (11-08)
2.1%	10.8%	8.7%
5.9%	11.4%	5.5%
31.2%	38.0%	6.7%
8.9%	12.3%	3.5%
7.6%	11.5%	3.9%
11.0%	14.3%	3.4%
13.5%	16.1%	2.6%
14.8%	16.5%	1.7%
16.9%	19.5%	2.6%
3.8%	5.9%	2.1%
8.4%	13.4%	4.9%
6.3%	11.8%	5.4%

Compare Climate Survey Results
Fresno
Administrative Services Division

7.b. My work contributes to the division's mission and vision.	4.16	4.05	-0.11
1.b. I have guidelines to assist me in making decisions that affect my work.	3.92	3.82	-0.10
4.e. Employees in my immediate work group are highly motivated to contribute to the success of the university.	3.63	3.53	-0.10
1.g. I receive constructive feedback from my supervisor about the quality of my work.	3.84	3.74	-0.10
6.a. I generally feel informed about changes that affect me.	3.43	3.33	-0.10
3.c. Employees in my work group resolve conflicts directly with each other.	3.59	3.49	-0.09
4.b. The tools, resources and equipment (including computer equipment) I need to get my work done are readily available.	3.97	3.88	-0.09
3.a. I am encouraged to be creative to resolve problems or accomplish assignments.	3.91	3.83	-0.08
7.c. The mission and vision of the division make me feel that my job is important.	3.82	3.74	-0.08
10.a. I feel my safety is a priority on campus.	4.12	4.04	-0.07
6.d. I trust the employees in my work group.	3.87	3.80	-0.06
2.g. My supervisor, or someone at work, seems to care about me as a person.	4.03	3.96	-0.06
5.b. I handle the resources of the university as if they were my own.	4.32	4.27	-0.05

2.1%	2.5%	0.4%
8.4%	9.3%	0.8%
13.9%	17.0%	3.1%
14.3%	17.0%	2.6%
21.1%	21.7%	0.6%
14.3%	18.0%	3.6%
8.4%	11.1%	2.7%
11.4%	13.3%	1.9%
8.0%	10.0%	2.0%
2.5%	2.8%	0.3%
10.5%	9.6%	-1.0%
10.1%	9.9%	-0.3%
0.8%	2.5%	1.6%

Compare Climate Survey Results
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3.e. My opinions are valued in my work group.	3.90	3.85	-0.05
1.e. I take pride in my work.	4.74	4.69	-0.05
2.e. I feel like my ideas and opinions are listened to by my supervisor.	3.82	3.79	-0.03
1.a. I know how my job directly supports the division's goals.	4.17	4.15	-0.02
1.d. In my work group, we routinely talk about the quality of our work and the needs of those who we do business with.	3.88	3.86	-0.02
4.d. I am empowered to make decisions that help me provide better service.	3.80	3.78	-0.02
7.g. My immediate supervisor regularly acknowledges employees for a job well done and their contributions to the department.	3.56	3.55	-0.01
2.f. Employees in my work group respect each others' differences.	3.81	3.80	-0.01
6.b. An explanation is provided to me for short deadlines.	3.49	3.49	0.00
2.c. My department is one of the best places to work.	3.81	3.81	0.00
3.f. There is cooperation between the work groups in my department.	3.70	3.72	0.01
7.j. I receive recognition for my good work.	3.45	3.46	0.01
7.h. My direct supervisor involves me in determining performance goals.	3.43	3.45	0.02

8.0%	11.1%	3.1%
0.0%	2.2%	2.2%
16.5%	15.1%	-1.3%
3.8%	6.5%	2.7%
13.1%	11.4%	-1.7%
12.2%	13.9%	1.7%
19.4%	19.6%	0.2%
11.8%	12.0%	0.2%
19.0%	16.4%	-2.6%
16.0%	13.0%	-3.1%
13.9%	12.7%	-1.2%
21.5%	19.6%	-1.9%
19.8%	20.9%	1.0%

Compare Climate Survey Results
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3.g. There is cooperation between departments in the division.	3.55	3.58	0.03
4.c. My department has provided me with opportunities to broaden my skills and knowledge.	3.56	3.59	0.03
3.d. Teamwork is encouraged in my department.	3.89	3.93	0.03
1.f. There is a direct connection between the work I do and the success of the university.	4.21	4.25	0.04
7.d. I have someone at work who encourages my professional development.	3.50	3.54	0.04
7.i. Disagreements among employees in my work group are managed effectively.	3.41	3.47	0.06
7.a. I am satisfied with the leadership in my department.	3.57	3.64	0.07

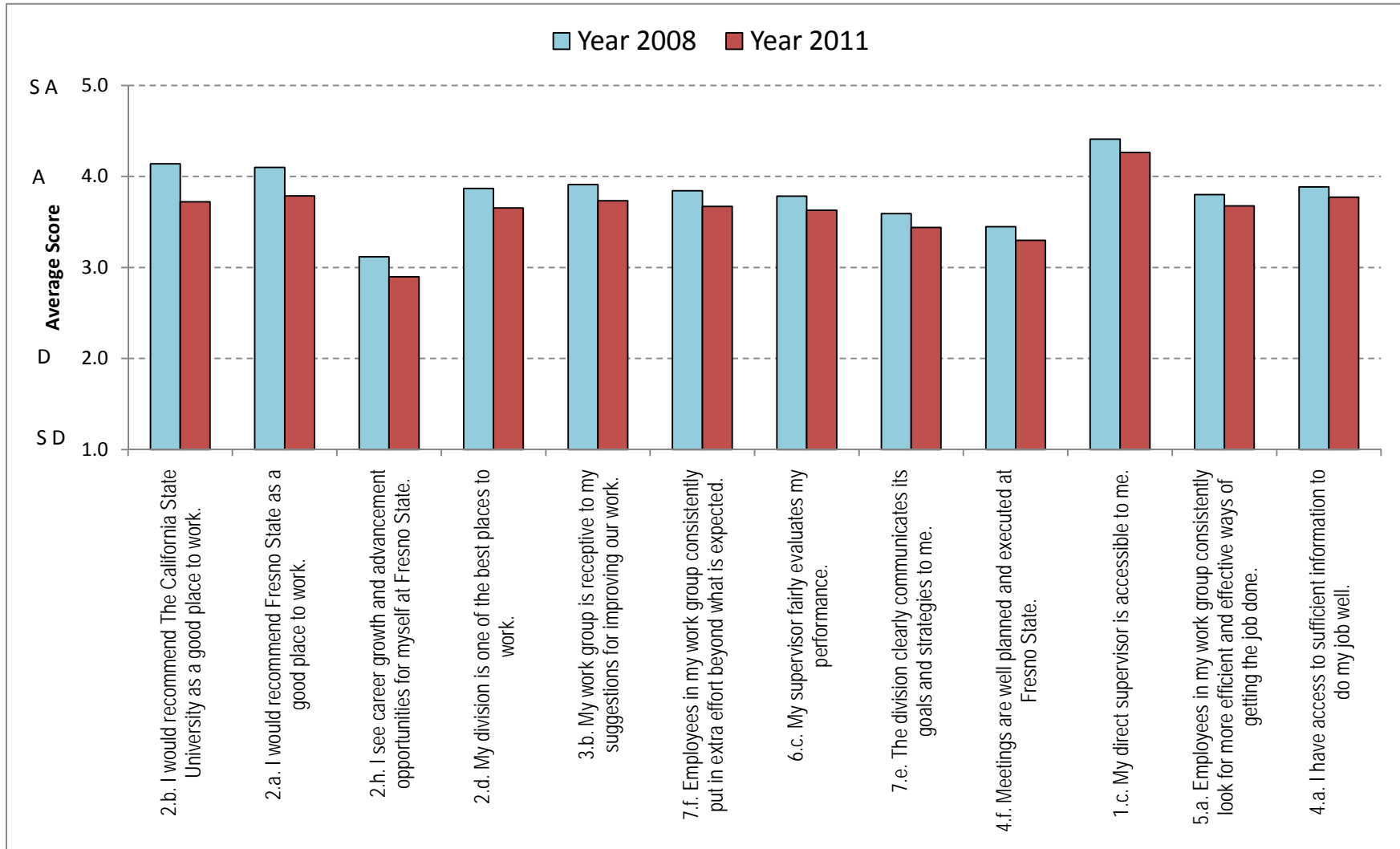
10.1%	10.5%	0.4%
16.9%	16.1%	-0.8%
13.5%	10.2%	-3.3%
3.0%	4.0%	1.1%
20.7%	19.0%	-1.7%
16.0%	15.0%	-1.1%
21.9%	17.1%	-4.8%

Compare Climate Survey Results

Fresno

Administrative Services Division

Chart # 1: Responses Sorted with Largest Decrease at Left Side of Chart
Administrative Services Division

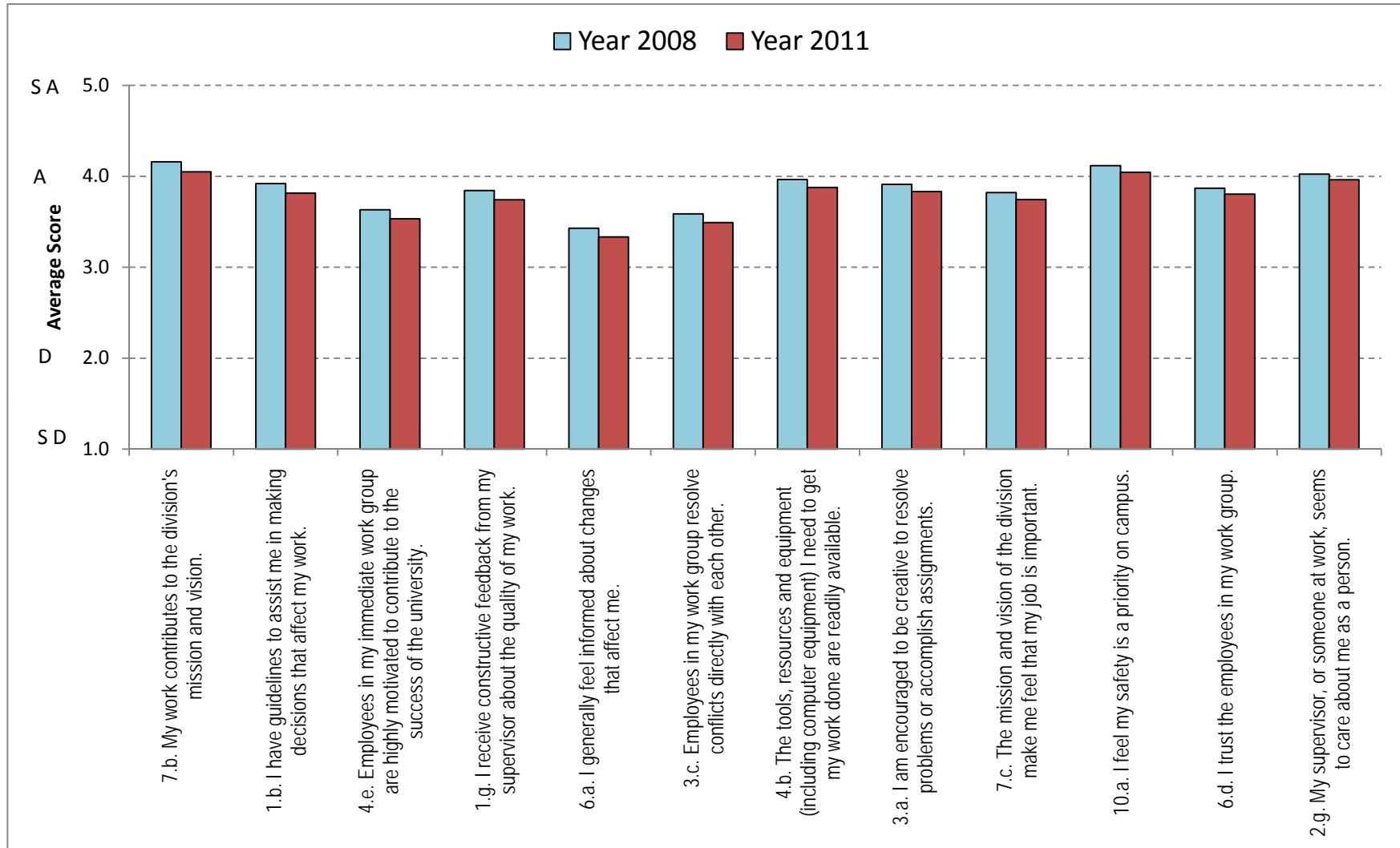


Compare Climate Survey Results

Fresno

Administrative Services Division

Chart # 2: Responses Sorted with Largest Decrease at Left Side of Chart
Administrative Services Division

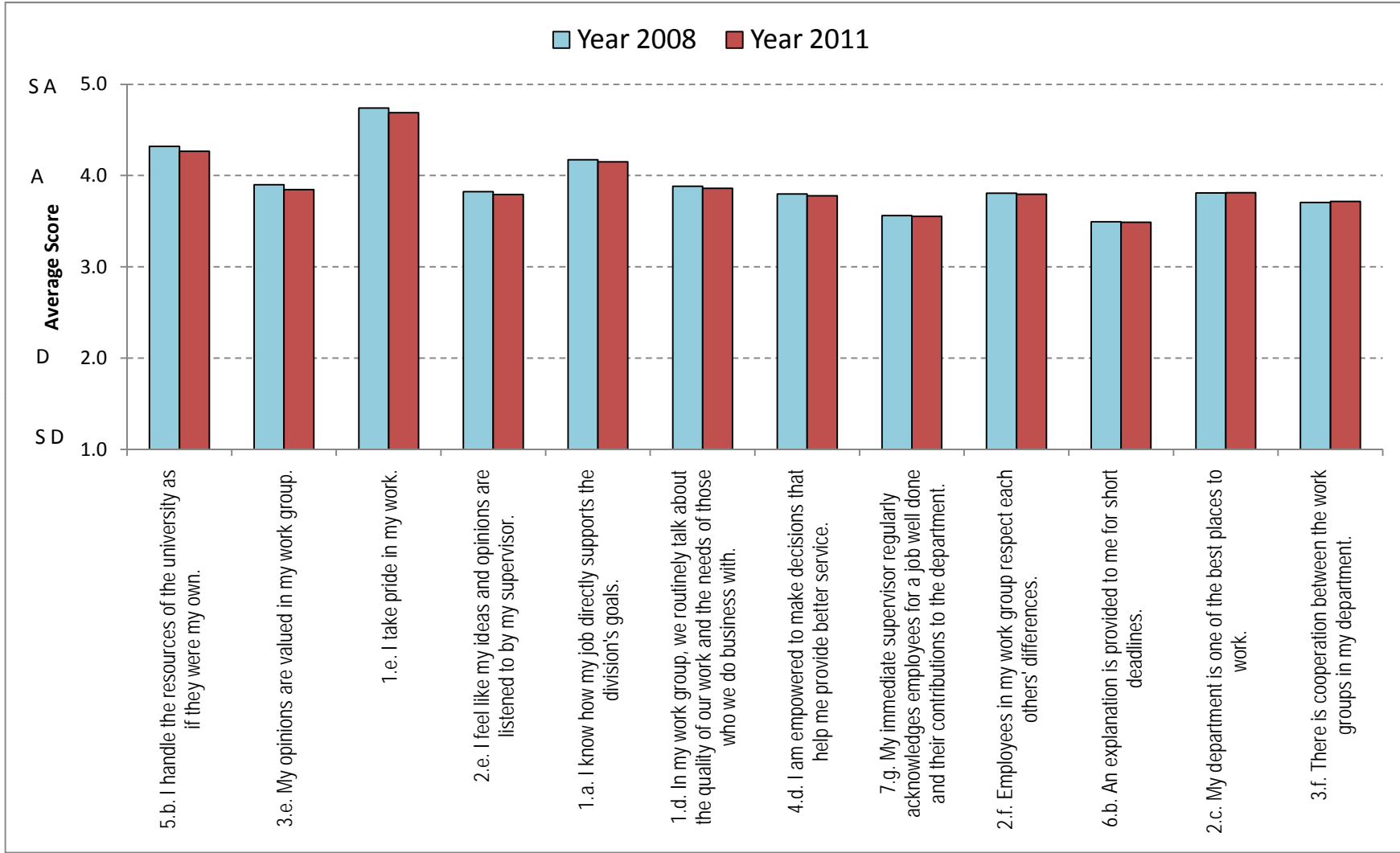


Compare Climate Survey Results

Fresno

Administrative Services Division

Chart # 3: Responses Sorted with Largest Decrease at Left Side of Chart
 Administrative Services Division

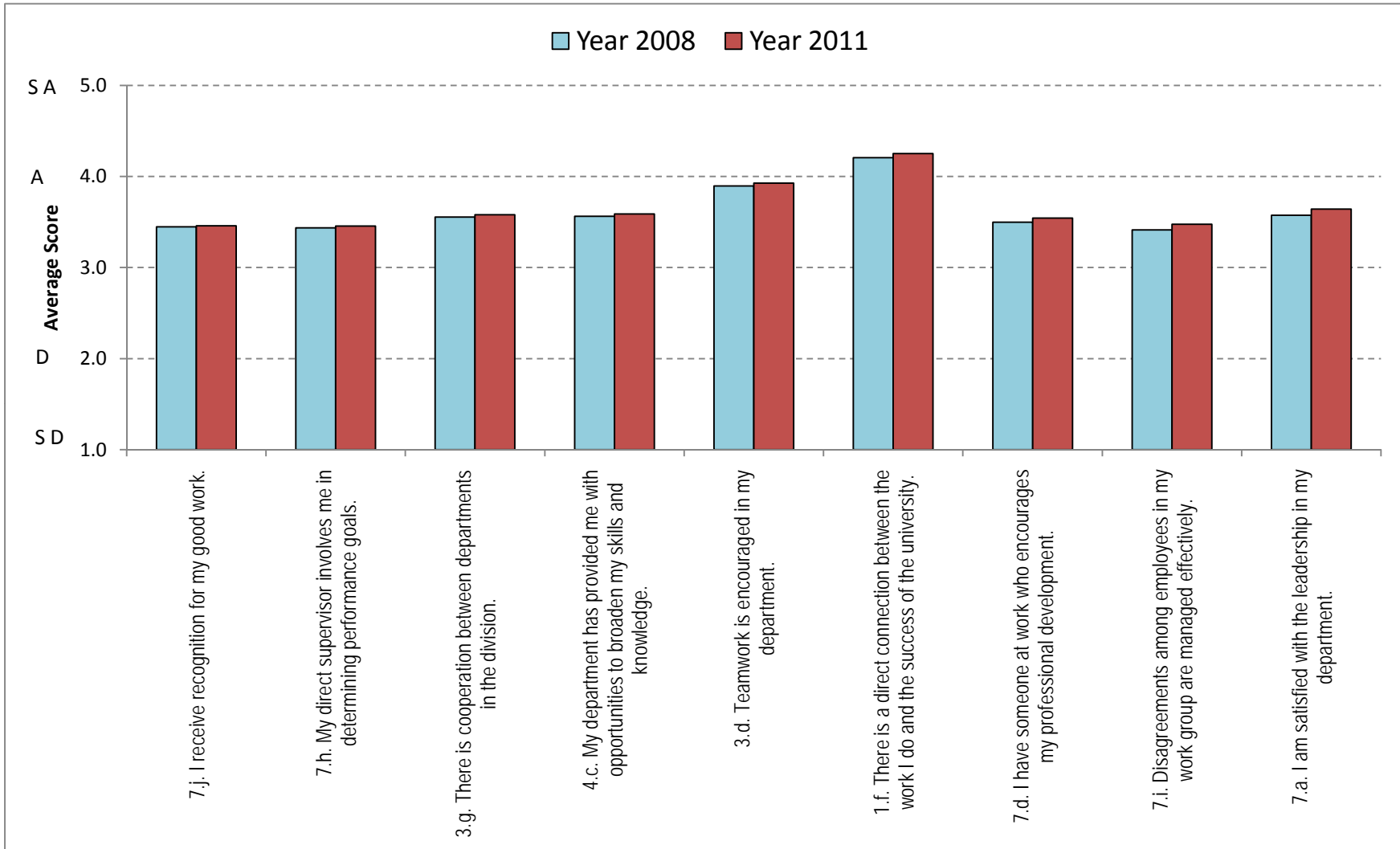


Compare Climate Survey Results

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Administrative Services Division

Chart # 4: Responses Sorted with Largest Decrease at Left Side of Chart
Administrative Services Division

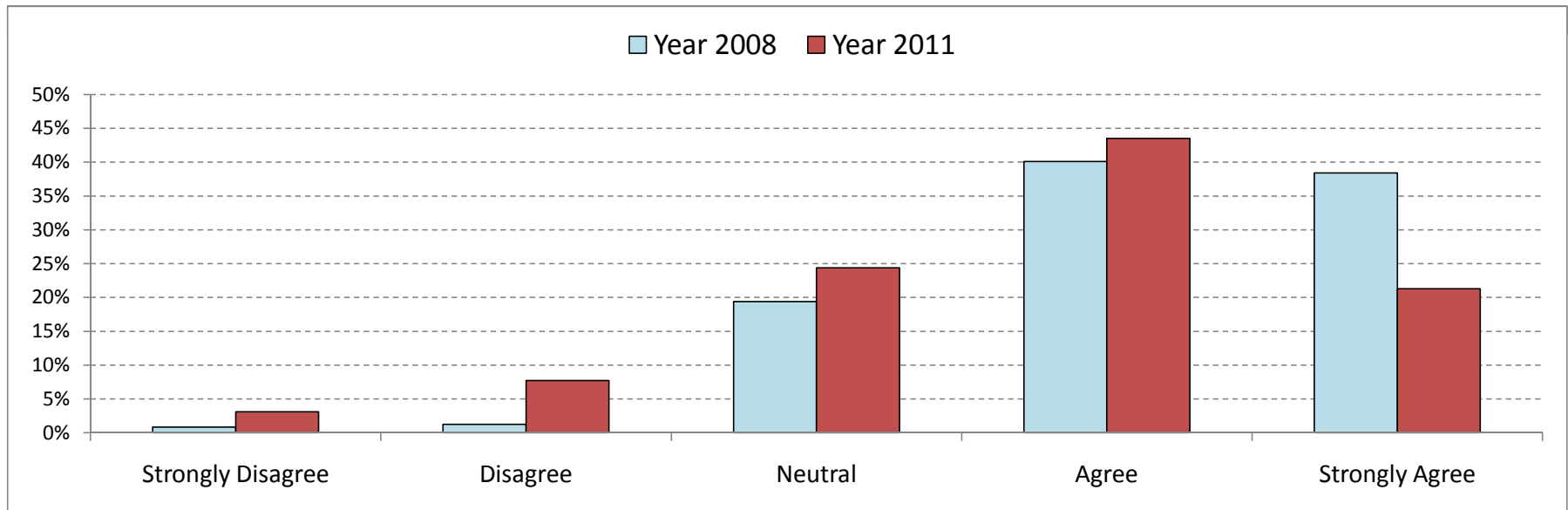


Compare Question 2b

I would recommend The California State University as a good place to work

		Weighting Value								
Year	Question	1	2	3	4	5	Total	Average Score	Percent Adverse (SD&D)	
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree				
2008	9_I would recommend The California State University as a good place to work	2	3	46	95	91	237	4.14	2.1%	
		1%	1%	19%	40%	38%				

2011	2.b. I would recommend The California State University as a good place to work.	10	25	79	141	69	324	3.72	10.8%
		3%	8%	24%	44%	21%			

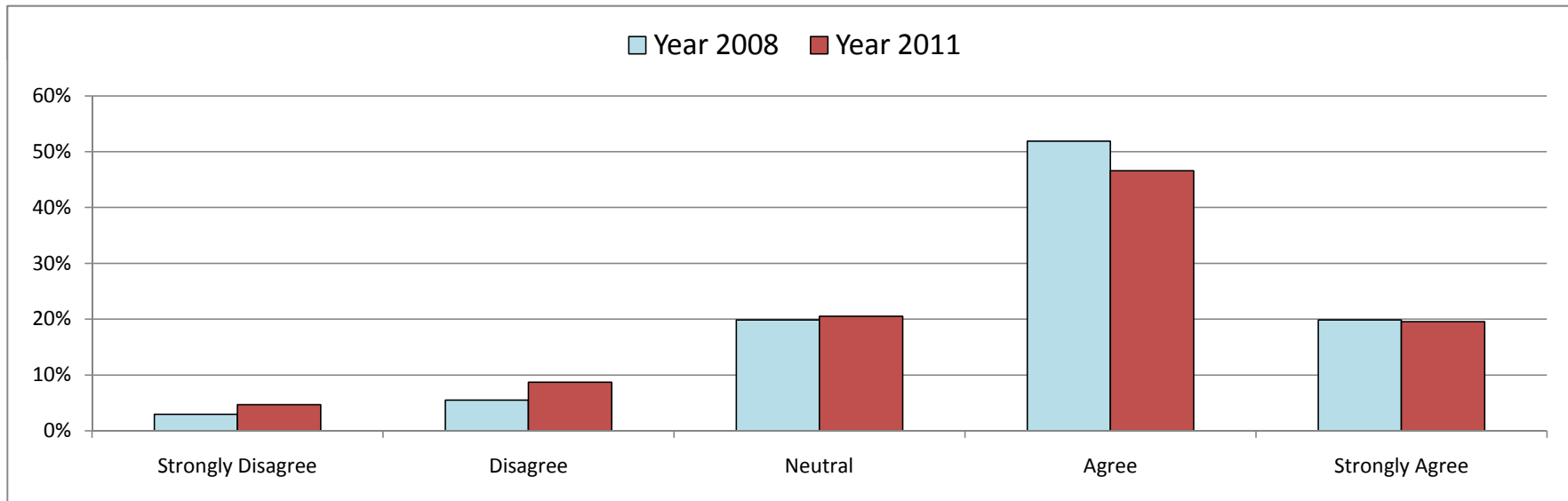


Compare Question 5a

Employees in my immediate work unit consistently look for more efficient and effective ways of getting the job done

		Weighting Value							
Year	Question	1	2	3	4	5	Total	Average Score	Percent Adverse (SD&D)
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree			
2008	29_Employees in my immediate work unit consistently look for more efficient and effective ways of getting the job done	7	13	47	123	47	237	3.80	8.4%
		3%	5%	20%	52%	20%			

2011	5.a. Employees in my work group consistently look for more efficient and effective ways of getting the job done.	15	28	66	150	63	322	3.68	13.4%
		5%	9%	20%	47%	20%			

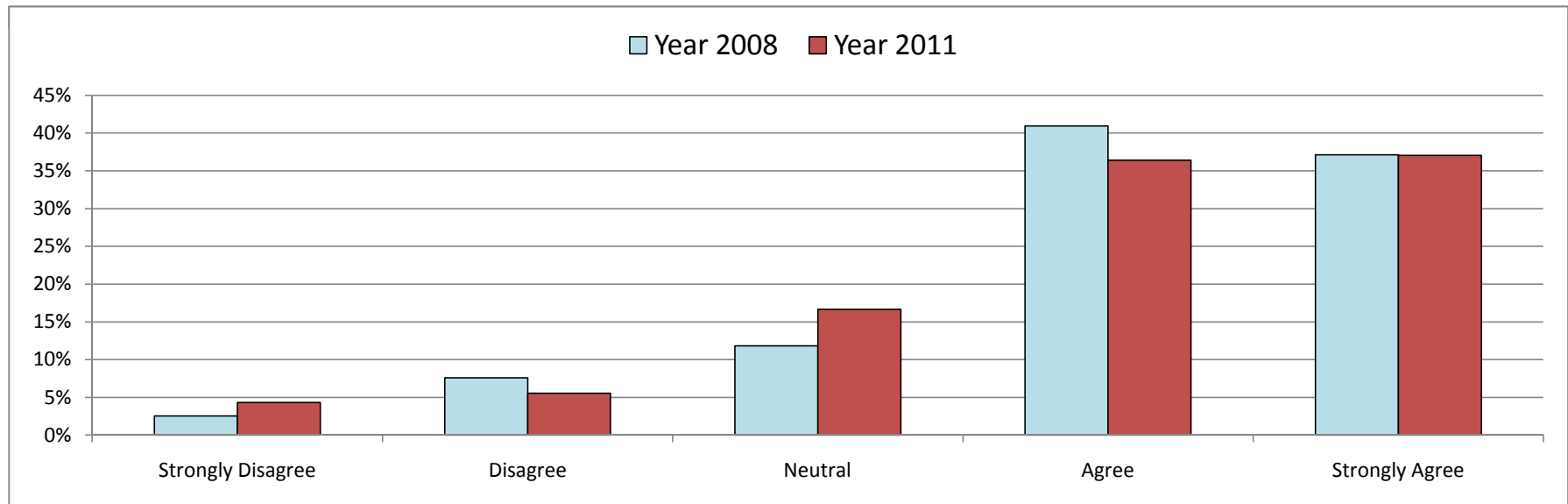


Compare Question 2g

My supervisor, or someone at work, seem to care about me as a person

		Weighting Value							
Year	Question	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	Total	Average Score	Percent Adverse (SD&D)
2008	14_My supervisor, or someone at work, seem to care about me as a person	6	18	28	97	88	237	4.03	10.1%
		3%	8%	12%	41%	37%			

2011	2.g. My supervisor, or someone at work, seems to care about me as a person.	14	18	54	118	120	324	3.96	9.9%
		4%	6%	17%	36%	37%			



Compare Question 2c

My department is one of the best places to work

		Weighting Value							
Year	Question	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	Total	Average Score	Percent Adverse (SD&D)
2008	10_My department is one of the best places to work	13	25	41	73	85	237	3.81	16.0%
		5%	11%	17%	31%	36%			

2011	2.c. My department is one of the best places to work.	18	24	68	105	109	324	3.81	13.0%
		6%	7%	21%	32%	34%			

