

Custom Report with Additional Analysis for
2011 Climate Survey Results
Fresno

Department or Grouping:

Financial Services

Prepared by

Ken DeVane, Project Manager
Quality Initiatives
Office of the Chancellor

Date

9/7/2011

2011 Climate Survey Results

Fresno

Financial Services

Total Number Responding

54

Department	Group	Numer Responding			Total
		Manager	Staff	Unk	
Administration	Aux	0	0	0	0
Auxiliary Services	Aux	0	0	0	0
Bookstore	Aux	0	0	0	0
Courtyard	Aux	0	0	0	0
Dining Services	Aux	0	0	0	0
Foundation Financial Services	Aux	0	0	0	0
HR/PR	Aux	0	0	0	0
MIS	Aux	0	0	0	0
Campus Information Systems	CIS ITS	0	0	0	0
Information Technology Svcs	CIS ITS	0	0	0	0
Facilities	Facilities	0	0	0	0
Financial Services	Financial Services	8	42	4	54
Human Resources	Human Resources	0	0	0	0
Public Safety	Public Safety	0	0	0	0
VP for Administration	VP for Administration	0	0	0	0
Unk	Unk	0	0	0	0
Grand Total		8	42	4	54

2011 Climate Survey Results
Fresno
Financial Services

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.	2	1	6	21	21	51	4.14	5.9%	17.6%
1.b. I have guidelines to assist me in making decisions that affect my work.	2	4	13	22	10	51	3.67	11.8%	37.3%
1.c. My direct supervisor is accessible to me.	3	3	9	14	22	51	3.96	11.8%	29.4%
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.	3	6	12	14	16	51	3.67	17.6%	41.2%
1.e. I take pride in my work.	3	1	1	4	42	51	4.59	7.8%	9.8%
1.f. There is a direct connection between the work I do and the success of the university.	4	1	3	20	23	51	4.12	9.8%	15.7%
1.g. I receive constructive feedback from my supervisor about the quality of my work.	5	7	8	20	11	51	3.49	23.5%	39.2%
2.a. I would recommend Fresno State as a good place to work.	5	2	15	21	8	51	3.49	13.7%	43.1%
2.b. I would recommend The California State University as a good place to work.	2	3	15	21	10	51	3.67	9.8%	39.2%

2011 Climate Survey Results
Fresno
Financial Services

2.c. My department is one of the best places to work.	4	5	17	12	13	51	3.49	17.6%	51.0%
2.d. My division is one of the best places to work.	4	4	19	16	8	51	3.39	15.7%	52.9%
2.e. I feel like my ideas and opinions are listened to by my supervisor.	6	5	12	18	10	51	3.41	21.6%	45.1%
2.f. Employees in my work group respect each others' differences.	6	4	10	19	12	51	3.53	19.6%	39.2%
2.g. My supervisor, or someone at work, seems to care about me as a person.	3	5	9	18	16	51	3.76	15.7%	33.3%
2.h. I see career growth and advancement opportunities for myself at Fresno State.	12	8	19	11	1	51	2.63	39.2%	76.5%
3.a. I am encouraged to be creative to resolve problems or accomplish assignments.	4	7	14	16	10	51	3.41	21.6%	49.0%
3.b. My work group is receptive to my suggestions for improving our work.	4	4	13	20	10	51	3.55	15.7%	41.2%
3.c. Employees in my work group resolve conflicts directly with each other.	5	10	11	17	8	51	3.25	29.4%	51.0%
3.d. Teamwork is encouraged in my department.	3	5	5	23	15	51	3.82	15.7%	25.5%
3.e. My opinions are valued in my work group.	4	3	12	21	11	51	3.63	13.7%	37.3%

2011 Climate Survey Results
Fresno
Financial Services

3.f. There is cooperation between the work groups in my department.	2	4	12	24	9	51	3.67	11.8%	35.3%
3.g. There is cooperation between departments in the division.	5	2	13	28	3	51	3.43	13.7%	39.2%
4.a. I have access to sufficient information to do my job well.	3	8	9	23	8	51	3.49	21.6%	39.2%
4.b. The tools, resources and equipment (including computer equipment) I need to get my work done are readily available.	2	4	8	24	13	51	3.82	11.8%	27.5%
4.c. My department has provided me with opportunities to broaden my skills and knowledge.	4	10	13	17	7	51	3.25	27.5%	52.9%
4.d. I am empowered to make decisions that help me provide better service.	4	6	4	29	8	51	3.61	19.6%	27.5%
4.e. Employees in my immediate work group are highly motivated to contribute to the success of the university.	3	6	11	19	12	51	3.61	17.6%	39.2%
4.f. Meetings are well planned and executed at Fresno State.	7	6	20	15	3	51	3.02	25.5%	64.7%
5.a. Employees in my work group consistently look for more efficient and effective ways of getting the job done.	2	5	8	24	12	51	3.76	13.7%	29.4%
5.b. I handle the resources of the university as if they were my own.	2	0	4	21	24	51	4.27	3.9%	11.8%
6.a. I generally feel informed about changes that affect me.	7	10	15	14	5	51	3.00	33.3%	62.7%

2011 Climate Survey Results
Fresno
Financial Services

6.b. An explanation is provided to me for short deadlines.	5	8	17	15	6	51	3.18	25.5%	58.8%
6.c. My supervisor fairly evaluates my performance.	5	3	17	13	13	51	3.51	15.7%	49.0%
6.d. I trust the employees in my work group.	7	1	7	23	13	51	3.67	15.7%	29.4%
7.a. I am satisfied with the leadership in my department.	9	5	13	18	6	51	3.14	27.5%	52.9%
7.b. My work contributes to the division's mission and vision.	2	1	7	27	14	51	3.98	5.9%	19.6%
7.c. The mission and vision of the division make me feel that my job is important.	6	8	10	19	8	51	3.29	27.5%	47.1%
7.d. I have someone at work who encourages my professional development.	9	6	15	15	6	51	3.06	29.4%	58.8%
7.e. The division clearly communicates its goals and strategies to me.	8	7	15	17	4	51	3.04	29.4%	58.8%
7.f. Employees in my work group consistently put in extra effort beyond what is expected.	2	4	8	20	17	51	3.90	11.8%	27.5%
7.g. My immediate supervisor regularly acknowledges employees for a job well done and their contributions to the department.	4	9	17	14	7	51	3.22	25.5%	58.8%
7.h. My direct supervisor involves me in determining performance goals.	7	7	16	14	7	51	3.14	27.5%	58.8%

2011 Climate Survey Results

Fresno

Financial Services

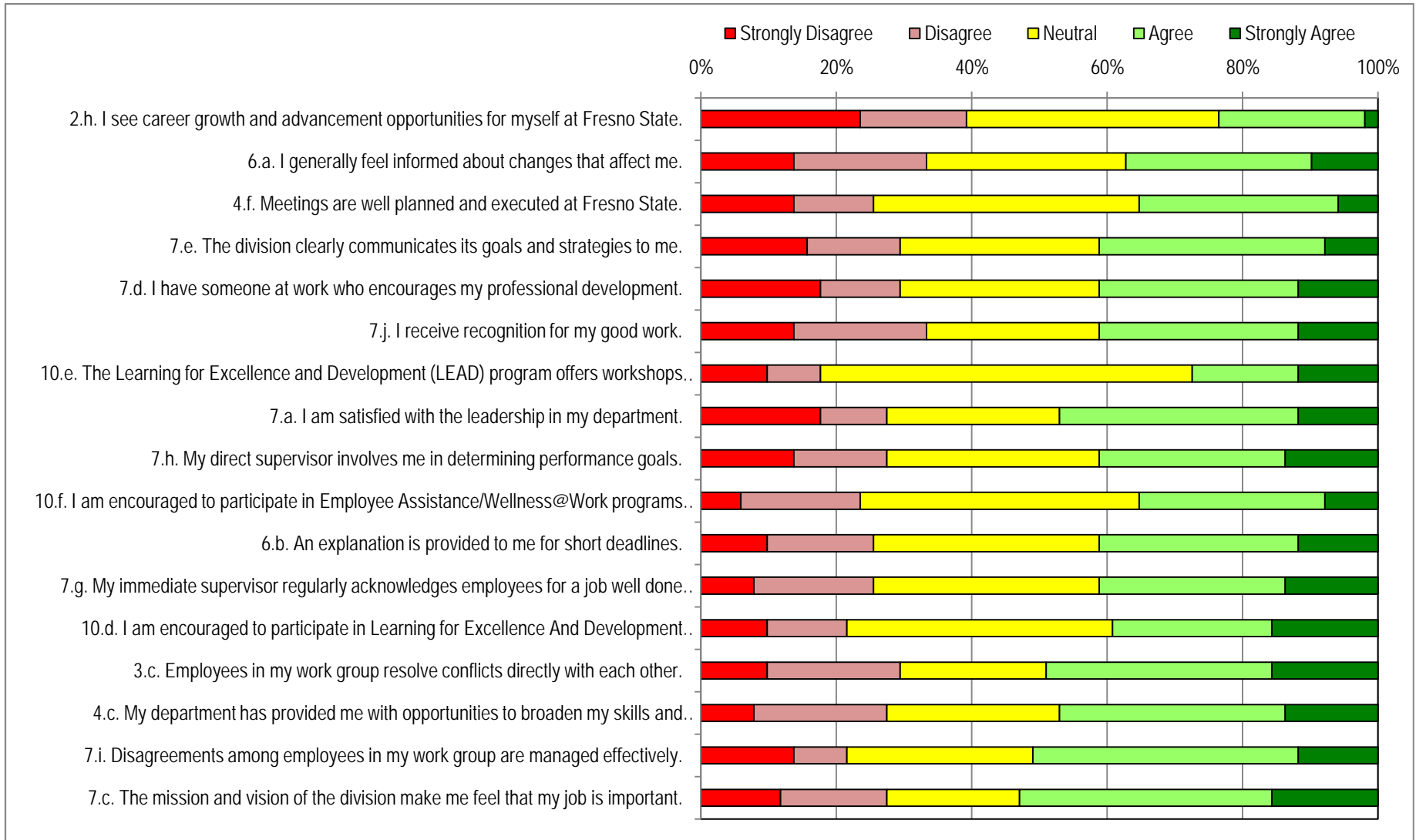
7.i. Disagreements among employees in my work group are managed effectively.	7	4	14	20	6	51	3.27	21.6%	49.0%
7.j. I receive recognition for my good work.	7	10	13	15	6	51	3.06	33.3%	58.8%
10.a. I feel my safety is a priority on campus.	0	2	9	22	18	51	4.10	3.9%	21.6%
10.b. Physically the campus is well maintained?	2	4	13	20	12	51	3.71	11.8%	37.3%
10.c. I find the Division-Wide Meetings useful for communicating information.	4	4	11	25	7	51	3.53	15.7%	37.3%
10.d. I am encouraged to participate in Learning for Excellence And Development (LEAD) workshops.	5	6	20	12	8	51	3.24	21.6%	60.8%
10.e. The Learning for Excellence and Development (LEAD) program offers workshops relevant to the skills I need to progress	5	4	28	8	6	51	3.12	17.6%	72.5%
10.f. I am encouraged to participate in Employee Assistance/Wellness@Work programs and events.	3	9	21	14	4	51	3.14	23.5%	64.7%
10.g. The Wellness@Work program offers workshops and activities of benefit to me:	1	5	19	23	3	51	3.43	11.8%	49.0%

2011 Climate Survey Results

Fresno

Financial Services

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

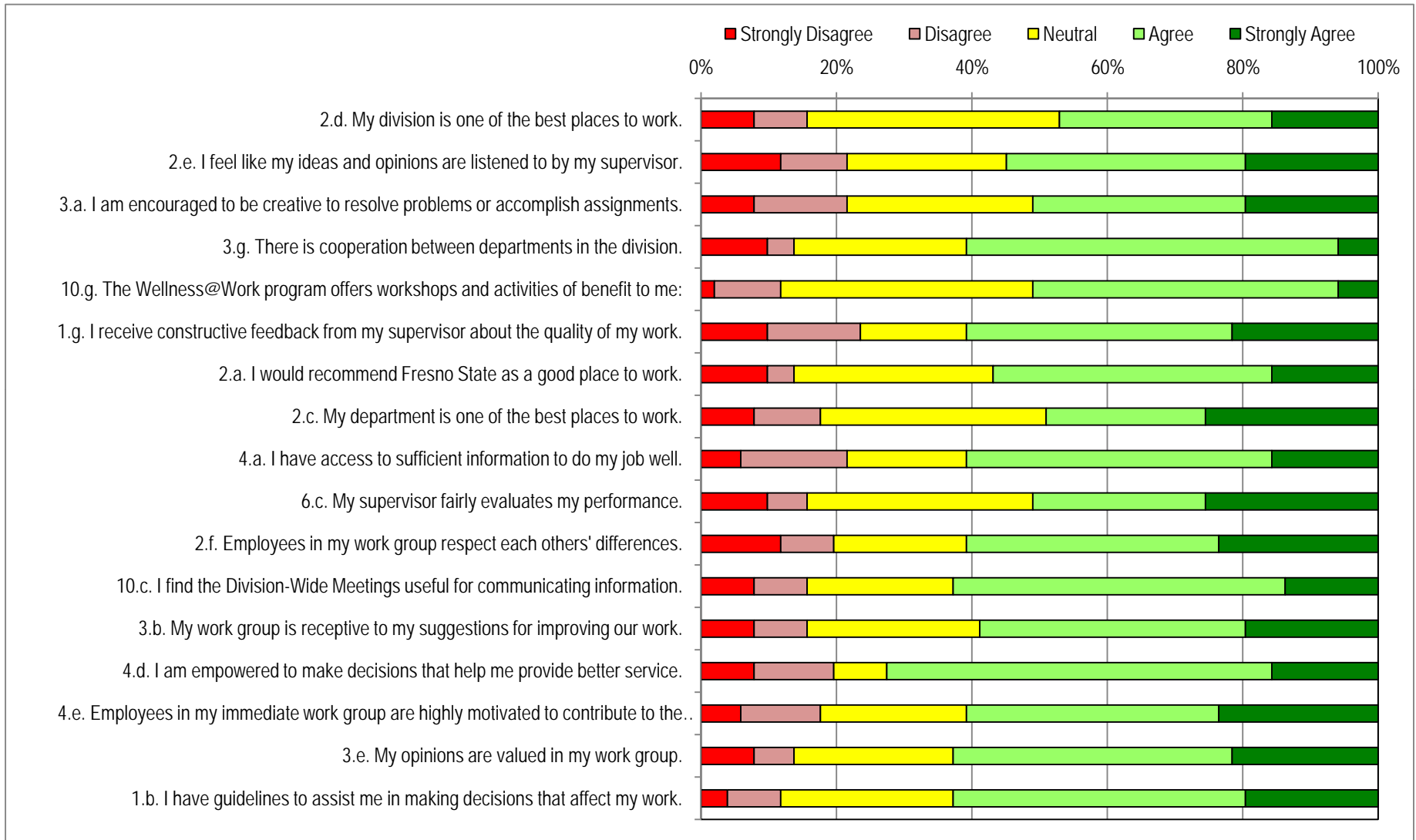


2011 Climate Survey Results

Fresno

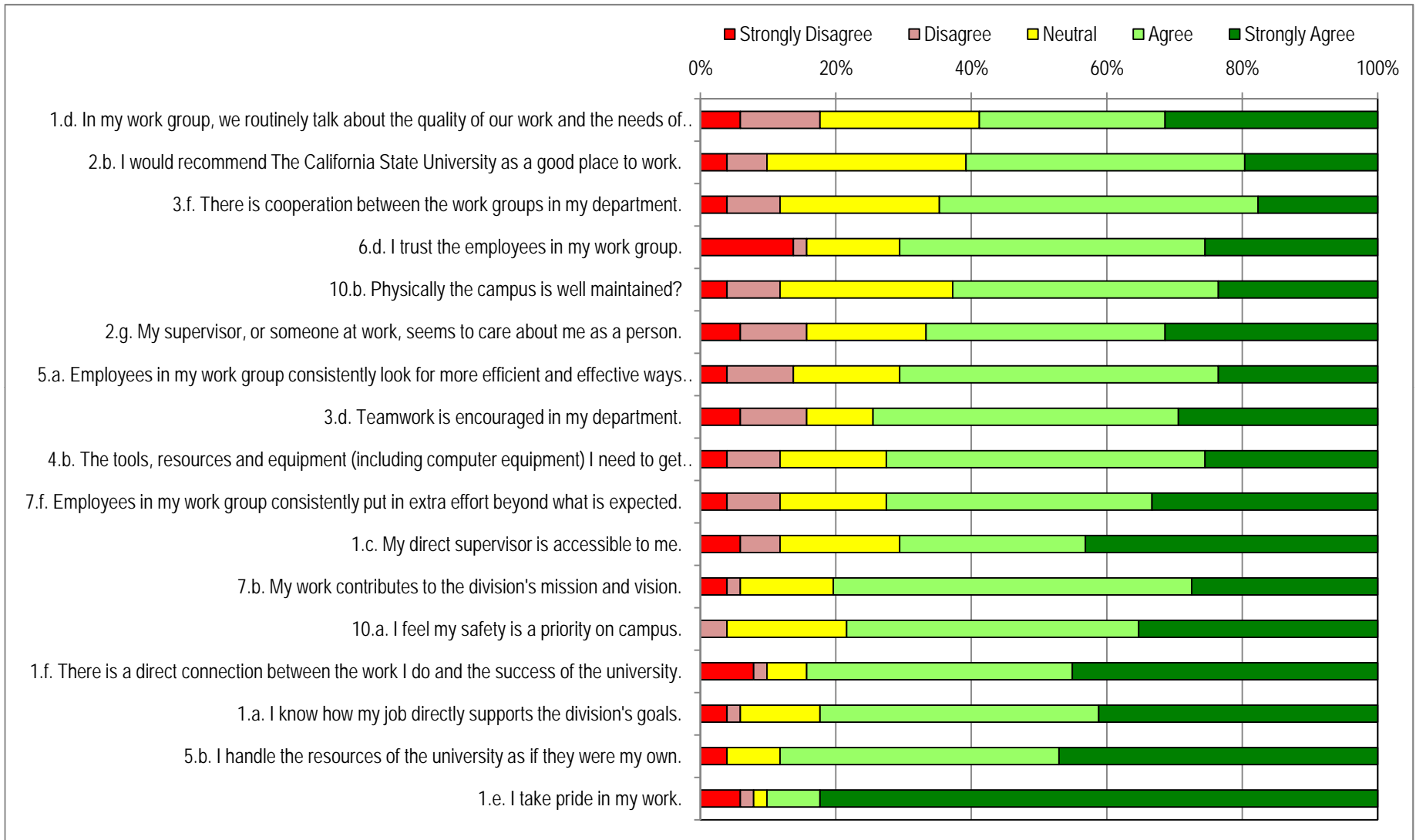
Financial Services

Chart # 2: Continued Responses Sorted with Most Adverse at Top of Chart
Financial Services



2011 Climate Survey Results
Fresno
Financial Services

Chart # 3: Continued Responses Sorted with Most Adverse at Top of Chart
Financial Services



2011 Climate Survey Results

Fresno

Financial Services

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	4.137	0.060	Better	Lower
1.b. I have guidelines to assist me in making decisions that affect my work.	1b	3.667	0.213	Better	Lower
1.c. My direct supervisor is accessible to me.	1c	3.961	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	3.667	0.209	Better	Lower
1.e. I take pride in my work.	1e	4.588	0.093	Better	Lower
1.f. There is a direct connection between the work I do and the success of the university.	1f	4.118	0.056	Better	Lower
1.g. I receive constructive feedback from my supervisor about the quality of my work.	1g	3.490	0.410	Worse	Higher
2.a. I would recommend Fresno State as a good place to work.	2a	3.490	0.259	Worse	Lower
2.b. I would recommend The California State University as a good place to work.	2b	3.667	0.198	Better	Lower
2.c. My department is one of the best places to work.	2c	3.490	0.507	Worse	Higher
2.d. My division is one of the best places to work.	2d	3.392	0.428	Worse	Higher
2.e. I feel like my ideas and opinions are listened to by my supervisor.	2e	3.412	0.508	Worse	Higher
2.f. Employees in my work group respect each others' differences.	2f	3.529	0.239	Better	Lower
2.g. My supervisor, or someone at work, seems to care about me as a person.	2g	3.765	0.447	Better	Higher
2.h. I see career growth and advancement opportunities for myself at Fresno State.	2h	2.627	0.283	Worse	Lower
3.a. I am encouraged to be creative to resolve problems or accomplish assignments.	3a	3.412	0.463	Worse	Higher
3.b. My work group is receptive to my suggestions for improving our work.	3b	3.549	0.363	Better	Higher

2011 Climate Survey Results

Fresno

Financial Services

3.c. Employees in my work group resolve conflicts directly with each other.	3c	3.255	0.165	Worse	Lower
3.d. Teamwork is encouraged in my department.	3d	3.824	0.395	Better	Higher
3.e. My opinions are valued in my work group.	3e	3.627	0.379	Better	Higher
3.f. There is cooperation between the work groups in my department.	3f	3.667	0.366	Better	Higher
3.g. There is cooperation between departments in the division.	3g	3.431	0.234	Worse	Lower
4.a. I have access to sufficient information to do my job well.	4a	3.490	0.298	Worse	Higher
4.b. The tools, resources and equipment (including computer equipment) I need to get my work done are readily available.	4b	3.824	0.221	Better	Lower
4.c. My department has provided me with opportunities to broaden my skills and knowledge.	4c	3.255	0.371	Worse	Higher
4.d. I am empowered to make decisions that help me provide better service.	4d	3.608	0.343	Better	Higher
4.e. Employees in my immediate work group are highly motivated to contribute to the success of the university.	4e	3.608	0.328	Better	Higher
4.f. Meetings are well planned and executed at Fresno State.	4f	3.020	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	3.765	0.250	Better	Lower
5.b. I handle the resources of the university as if they were my own.	5b	4.275	0.162	Better	Lower
6.a. I generally feel informed about changes that affect me.	6a	3.000	0.405	Worse	Higher
6.b. An explanation is provided to me for short deadlines.	6b	3.176	0.345	Worse	Higher
6.c. My supervisor fairly evaluates my performance.	6c	3.510	0.393	Better	Higher
6.d. I trust the employees in my work group.	6d	3.667	0.258	Better	Lower
7.a. I am satisfied with the leadership in my department.	7a	3.137	1.000	Worse	Higher
7.b. My work contributes to the division's mission and vision.	7b	3.980	0.163	Better	Lower
7.c. The mission and vision of the division make me feel that my job is important.	7c	3.294	0.316	Worse	Higher
7.d. I have someone at work who encourages my professional development.	7d	3.059	0.419	Worse	Higher
7.e. The division clearly communicates its goals and strategies to me.	7e	3.039	0.336	Worse	Higher
7.f. Employees in my work group consistently put in extra effort beyond what is expected.	7f	3.902	0.175	Better	Lower
7.g. My immediate supervisor regularly acknowledges employees for a job well done and their contributions to the department.	7g	3.216	0.476	Worse	Higher
7.h. My direct supervisor involves me in determining performance goals.	7h	3.137	0.505	Worse	Higher

2011 Climate Survey Results

Fresno

Financial Services

7.i. Disagreements among employees in my work group are managed effectively.	7i	3.275	0.350	Worse	Higher
7.j. I receive recognition for my good work.	7j	3.059	0.418	Worse	Higher
10.a. I feel my safety is a priority on campus.	10a	4.098	0.083	Better	Lower
10.b. Physically the campus is well maintained?	10b	3.706	0.107	Better	Lower
10.c. I find the Division-Wide Meetings useful for communicating information.	10c	3.529	0.180	Better	Lower
10.d. I am encouraged to participate in Learning for Excellence And Development (LEAD) workshops.	10d	3.235	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	3.118	0.133	Worse	Lower
10.f. I am encouraged to participate in Employee Assistance/Wellness@Work programs and events.	10f	3.137	0.187	Worse	Lower
10.g. The Wellness@Work program offers workshops and activities of benefit to me:	10g	3.431	0.081	Worse	Lower
Median	M	3.490	0.297		

2011 Climate Survey Results

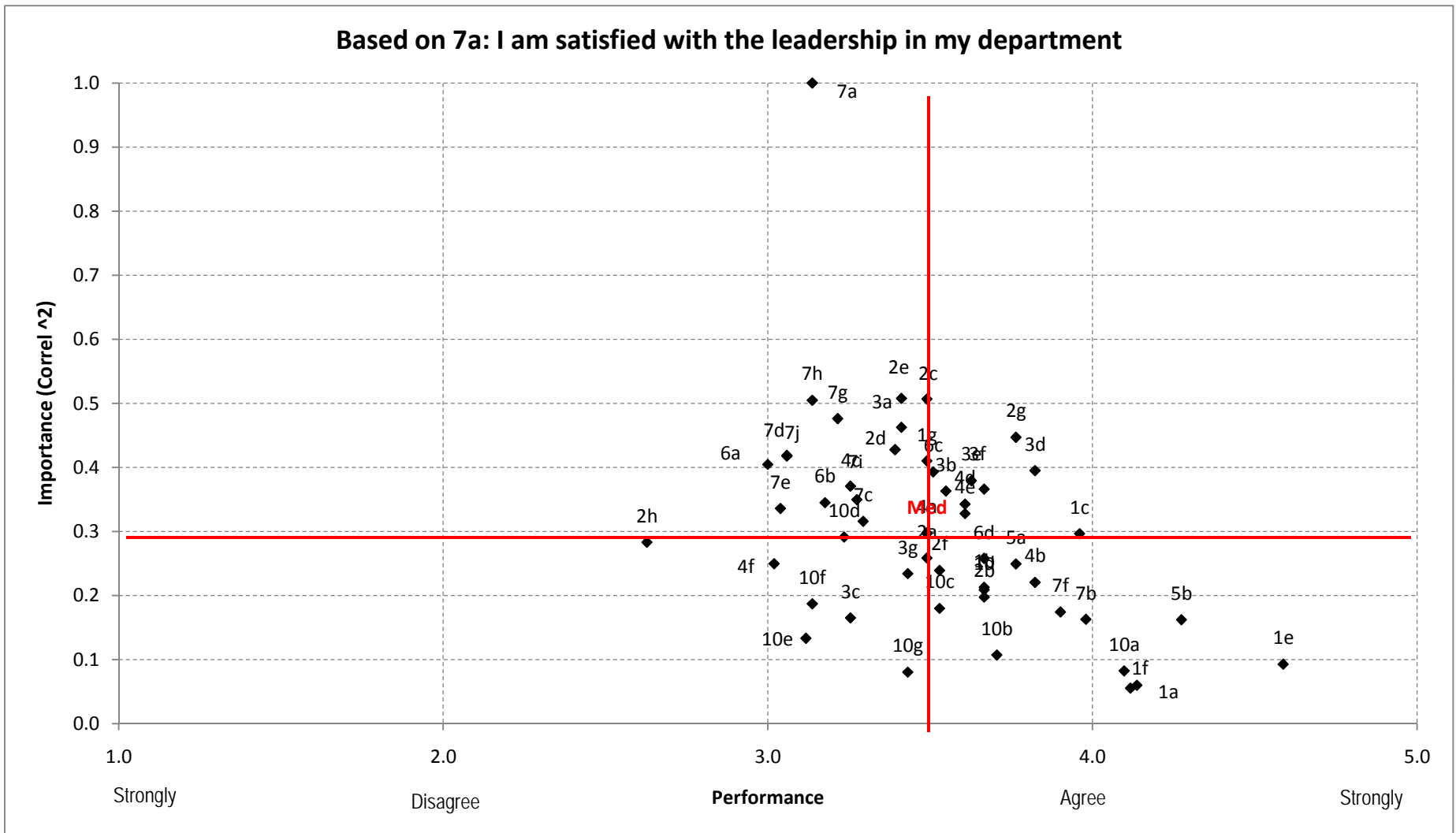
Fresno

Financial Services

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

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."



2011 Climate Survey Results

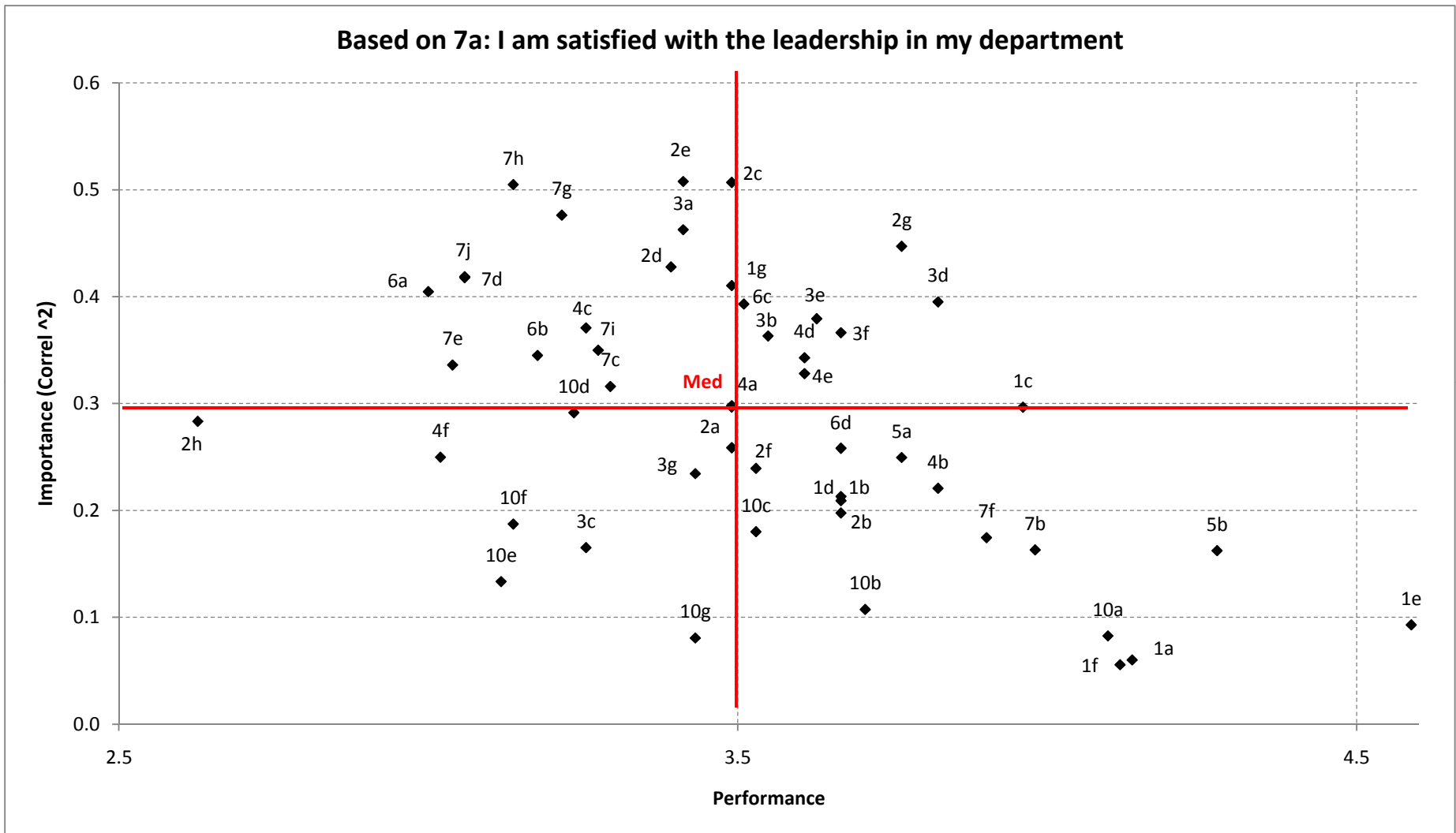
Fresno

Financial Services

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."



2011 Climate Survey Results
Fresno
Financial Services

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."

Correlations for all staff and managers combined.

Question	Label Number	This Group	All	Agreement Quadrant	Correl^2 Quadrant
		Performance	Correl^2		
		Average	Re 7.a. sat w/ ldrshp in dept		
1.g. I receive constructive feedback from my supervisor about the quality of my work.	1g	3.490	0.410	Worse	Higher
2.c. My department is one of the best places to work.	2c	3.490	0.507	Worse	Higher
2.d. My division is one of the best places to work.	2d	3.392	0.428	Worse	Higher
2.e. I feel like my ideas and opinions are listened to by my supervisor.	2e	3.412	0.508	Worse	Higher
3.a. I am encouraged to be creative to resolve problems or accomplish assignments.	3a	3.412	0.463	Worse	Higher
4.a. I have access to sufficient information to do my job well.	4a	3.490	0.298	Worse	Higher
4.c. My department has provided me with opportunities to broaden my skills and knowledge.	4c	3.255	0.371	Worse	Higher
6.a. I generally feel informed about changes that affect me.	6a	3.000	0.405	Worse	Higher
6.b. An explanation is provided to me for short deadlines.	6b	3.176	0.345	Worse	Higher
7.a. I am satisfied with the leadership in my department.	7a	3.137	1.000	Worse	Higher
7.c. The mission and vision of the division make me feel that my job is important.	7c	3.294	0.316	Worse	Higher
7.d. I have someone at work who encourages my professional development.	7d	3.059	0.419	Worse	Higher
7.e. The division clearly communicates its goals and strategies to me.	7e	3.039	0.336	Worse	Higher
7.g. My immediate supervisor regularly acknowledges employees for a job well done and their contributions to the department.	7g	3.216	0.476	Worse	Higher
7.h. My direct supervisor involves me in determining performance goals.	7h	3.137	0.505	Worse	Higher
7.i. Disagreements among employees in my work group are managed effectively.	7i	3.275	0.350	Worse	Higher
7.j. I receive recognition for my good work.	7j	3.059	0.418	Worse	Higher
2.a. I would recommend Fresno State as a good place to work.	2a	3.490	0.259	Worse	Lower

2011 Climate Survey Results

Fresno

Financial Services

2.h. I see career growth and advancement opportunities for myself at Fresno State.	2h	2.627	0.283	Worse	Lower
3.c. Employees in my work group resolve conflicts directly with each other.	3c	3.255	0.165	Worse	Lower
3.g. There is cooperation between departments in the division.	3g	3.431	0.234	Worse	Lower
4.f. Meetings are well planned and executed at Fresno State.	4f	3.020	0.250	Worse	Lower
10.d. I am encouraged to participate in Learning for Excellence And Development (LEAD) workshops.	10d	3.235	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	3.118	0.133	Worse	Lower
10.f. I am encouraged to participate in Employee Assistance/Wellness@Work programs and events.	10f	3.137	0.187	Worse	Lower
10.g. The Wellness@Work program offers workshops and activities of benefit to me:	10g	3.431	0.081	Worse	Lower
2.g. My supervisor, or someone at work, seems to care about me as a person.	2g	3.765	0.447	Better	Higher
3.b. My work group is receptive to my suggestions for improving our work.	3b	3.549	0.363	Better	Higher
3.d. Teamwork is encouraged in my department.	3d	3.824	0.395	Better	Higher
3.e. My opinions are valued in my work group.	3e	3.627	0.379	Better	Higher
3.f. There is cooperation between the work groups in my department.	3f	3.667	0.366	Better	Higher
4.d. I am empowered to make decisions that help me provide better service.	4d	3.608	0.343	Better	Higher
4.e. Employees in my immediate work group are highly motivated to contribute to the success of the university.	4e	3.608	0.328	Better	Higher
6.c. My supervisor fairly evaluates my performance.	6c	3.510	0.393	Better	Higher
1.a. I know how my job directly supports the division's goals.	1a	4.137	0.060	Better	Lower
1.b. I have guidelines to assist me in making decisions that affect my work.	1b	3.667	0.213	Better	Lower
1.c. My direct supervisor is accessible to me.	1c	3.961	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	3.667	0.209	Better	Lower
1.e. I take pride in my work.	1e	4.588	0.093	Better	Lower
1.f. There is a direct connection between the work I do and the success of the university.	1f	4.118	0.056	Better	Lower

2011 Climate Survey Results

Fresno

Financial Services

2.b. I would recommend The California State University as a good place to work.	2b	3.667	0.198	Better	Lower
2.f. Employees in my work group respect each others' differences.	2f	3.529	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	3.824	0.221	Better	Lower
5.a. Employees in my work group consistently look for more efficient and effective ways of getting the job done.	5a	3.765	0.250	Better	Lower
5.b. I handle the resources of the university as if they were my own.	5b	4.275	0.162	Better	Lower
6.d. I trust the employees in my work group.	6d	3.667	0.258	Better	Lower
7.b. My work contributes to the division's mission and vision.	7b	3.980	0.163	Better	Lower
7.f. Employees in my work group consistently put in extra effort beyond what is expected.	7f	3.902	0.175	Better	Lower
10.a. I feel my safety is a priority on campus.	10a	4.098	0.083	Better	Lower
10.b. Physically the campus is well maintained?	10b	3.706	0.107	Better	Lower
10.c. I find the Division-Wide Meetings useful for communicating information.	10c	3.529	0.180	Better	Lower
Median	M	3.490	0.297		

2011 Climate Survey Results

Fresno

Financial Services

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	4.137	0.064	Better	Lower
1.b. I have guidelines to assist me in making decisions that affect my work.	1b	3.667	0.226	Better	Lower
1.c. My direct supervisor is accessible to me.	1c	3.961	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	3.667	0.182	Better	Lower
1.e. I take pride in my work.	1e	4.588	0.076	Better	Lower
1.f. There is a direct connection between the work I do and the success of the university.	1f	4.118	0.075	Better	Lower
1.g. I receive constructive feedback from my supervisor about the quality of my work.	1g	3.490	0.335	Worse	Higher
2.a. I would recommend Fresno State as a good place to work.	2a	3.490	0.346	Worse	Higher
2.b. I would recommend The California State University as a good place to work.	2b	3.667	0.293	Better	Lower
2.c. My department is one of the best places to work.	2c	3.490	1.000	Worse	Higher
2.d. My division is one of the best places to work.	2d	3.392	0.606	Worse	Higher
2.e. I feel like my ideas and opinions are listened to by my supervisor.	2e	3.412	0.415	Worse	Higher
2.f. Employees in my work group respect each others' differences.	2f	3.529	0.249	Better	Lower
2.g. My supervisor, or someone at work, seems to care about me as a person.	2g	3.765	0.359	Better	Higher
2.h. I see career growth and advancement opportunities for myself at Fresno State.	2h	2.627	0.332	Worse	Higher
3.a. I am encouraged to be creative to resolve problems or accomplish assignments.	3a	3.412	0.392	Worse	Higher
3.b. My work group is receptive to my suggestions for improving our work.	3b	3.549	0.313	Better	Higher

2011 Climate Survey Results

Fresno

Financial Services

3.c. Employees in my work group resolve conflicts directly with each other.	3c	3.255	0.194	Worse	Lower
3.d. Teamwork is encouraged in my department.	3d	3.824	0.307	Better	Higher
3.e. My opinions are valued in my work group.	3e	3.627	0.331	Better	Higher
3.f. There is cooperation between the work groups in my department.	3f	3.667	0.349	Better	Higher
3.g. There is cooperation between departments in the division.	3g	3.431	0.252	Worse	Lower
4.a. I have access to sufficient information to do my job well.	4a	3.490	0.264	Worse	Lower
4.b. The tools, resources and equipment (including computer equipment) I need to get my work done are readily available.	4b	3.824	0.166	Better	Lower
4.c. My department has provided me with opportunities to broaden my skills and knowledge.	4c	3.255	0.411	Worse	Higher
4.d. I am empowered to make decisions that help me provide better service.	4d	3.608	0.343	Better	Higher
4.e. Employees in my immediate work group are highly motivated to contribute to the success of the university.	4e	3.608	0.321	Better	Higher
4.f. Meetings are well planned and executed at Fresno State.	4f	3.020	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	3.765	0.205	Better	Lower
5.b. I handle the resources of the university as if they were my own.	5b	4.275	0.126	Better	Lower
6.a. I generally feel informed about changes that affect me.	6a	3.000	0.254	Worse	Lower
6.b. An explanation is provided to me for short deadlines.	6b	3.176	0.299	Worse	Higher
6.c. My supervisor fairly evaluates my performance.	6c	3.510	0.290	Better	Lower
6.d. I trust the employees in my work group.	6d	3.667	0.279	Better	Lower
7.a. I am satisfied with the leadership in my department.	7a	3.137	0.507	Worse	Higher
7.b. My work contributes to the division's mission and vision.	7b	3.980	0.153	Better	Lower
7.c. The mission and vision of the division make me feel that my job is important.	7c	3.294	0.246	Worse	Lower
7.d. I have someone at work who encourages my professional development.	7d	3.059	0.347	Worse	Higher
7.e. The division clearly communicates its goals and strategies to me.	7e	3.039	0.284	Worse	Lower
7.f. Employees in my work group consistently put in extra effort beyond what is expected.	7f	3.902	0.127	Better	Lower
7.g. My immediate supervisor regularly acknowledges employees for a job well done and their contributions to the department.	7g	3.216	0.365	Worse	Higher
7.h. My direct supervisor involves me in determining performance goals.	7h	3.137	0.362	Worse	Higher

2011 Climate Survey Results

Fresno

Financial Services

7.i. Disagreements among employees in my work group are managed effectively.	7i	3.275	0.275	Worse	Lower
7.j. I receive recognition for my good work.	7j	3.059	0.373	Worse	Higher
10.a. I feel my safety is a priority on campus.	10a	4.098	0.065	Better	Lower
10.b. Physically the campus is well maintained?	10b	3.706	0.093	Better	Lower
10.c. I find the Division-Wide Meetings useful for communicating information.	10c	3.529	0.158	Better	Lower
10.d. I am encouraged to participate in Learning for Excellence And Development (LEAD) workshops.	10d	3.235	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	3.118	0.099	Worse	Lower
10.f. I am encouraged to participate in Employee Assistance/Wellness@Work programs and events.	10f	3.137	0.167	Worse	Lower
10.g. The Wellness@Work program offers workshops and activities of benefit to me:	10g	3.431	0.073	Worse	Lower
Median	M	3.490	0.275		

2011 Climate Survey Results

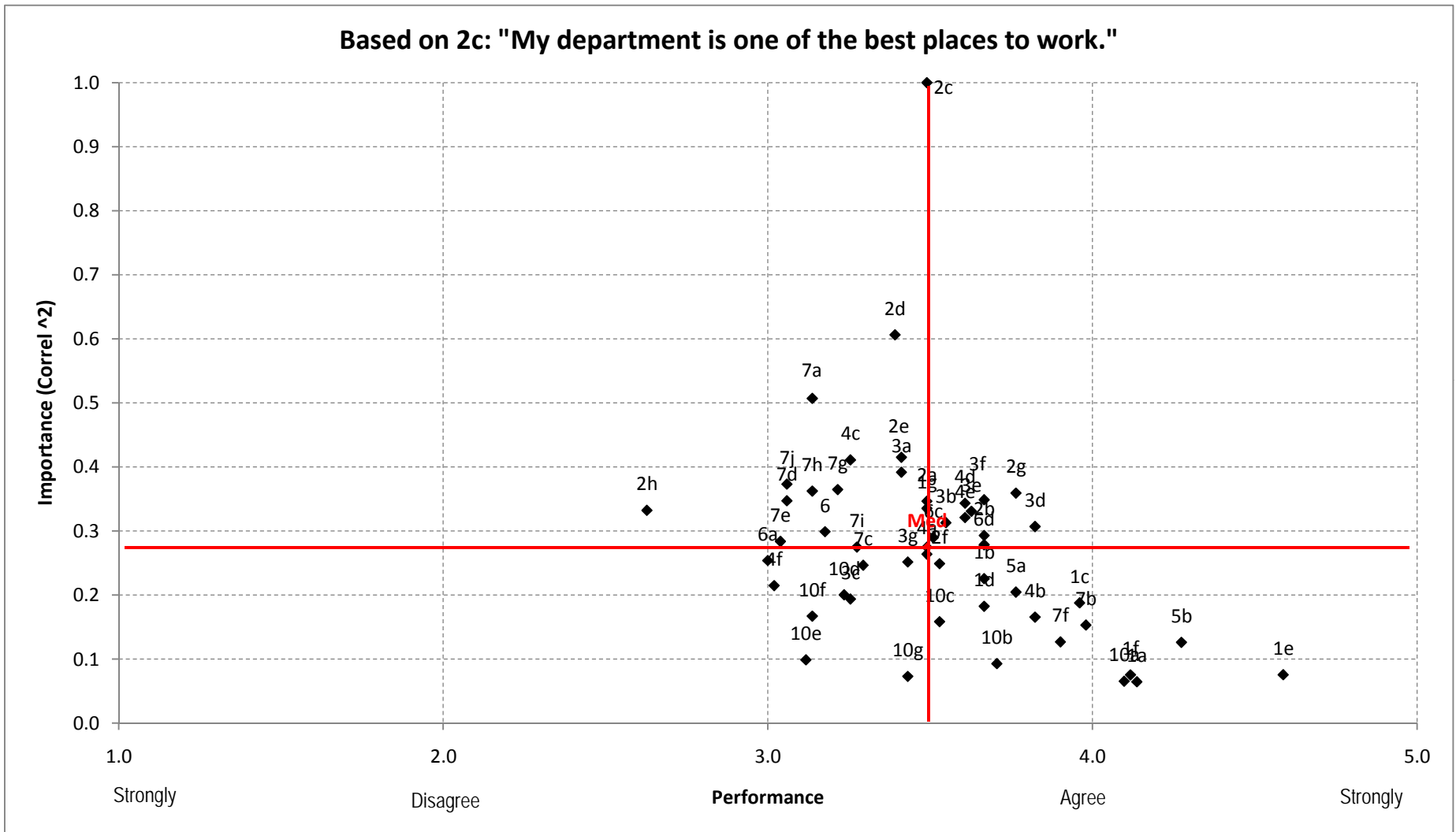
Fresno

Financial Services

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

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

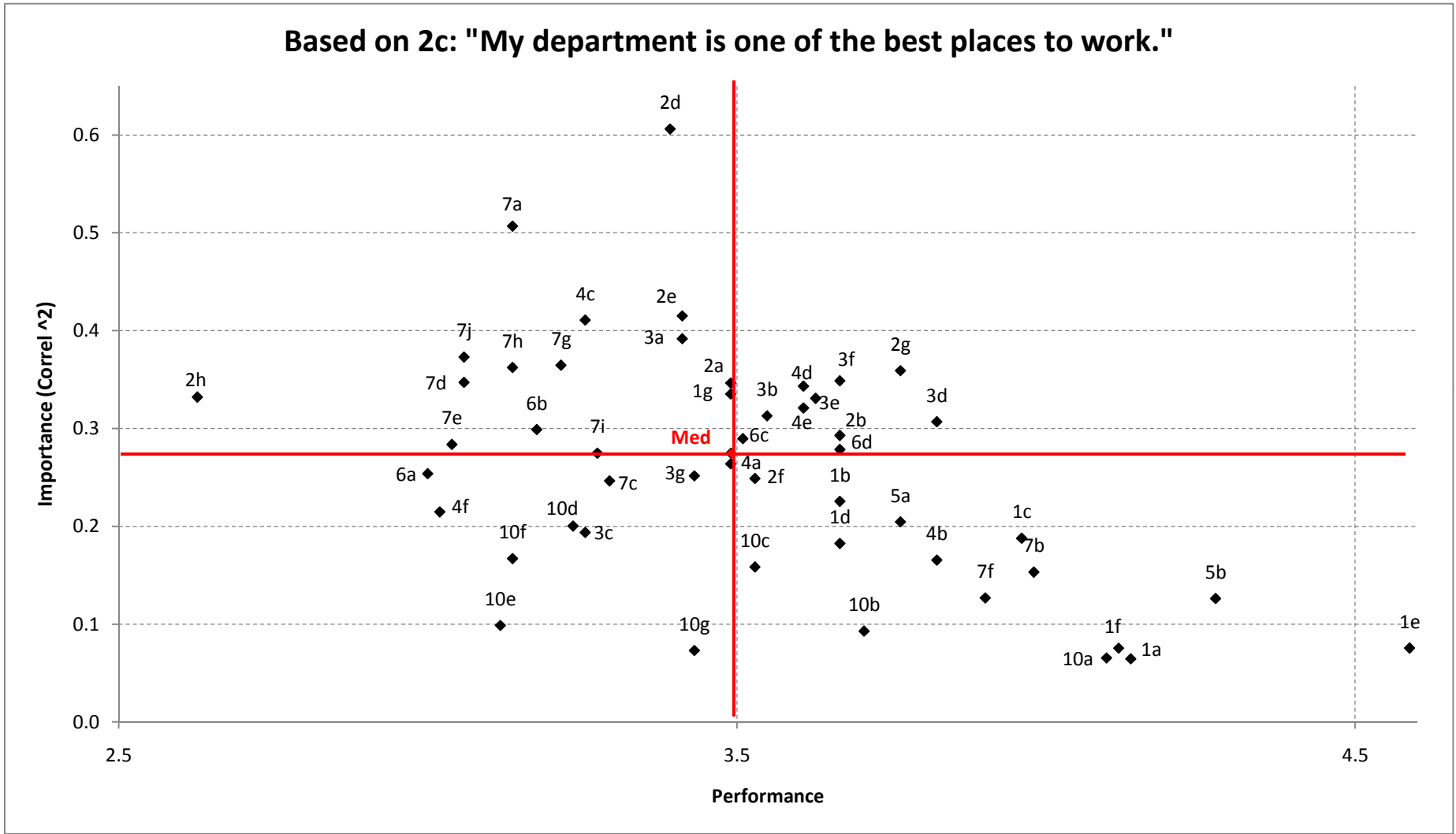
Fresno

Financial Services

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

Fresno

Financial Services

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.	4.29	4.14	-0.16
1.b. I have guidelines to assist me in making decisions that affect my work.	4.00	3.67	-0.33
1.c. My direct supervisor is accessible to me.	4.47	3.96	-0.51
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.	3.73	3.67	-0.06
1.e. I take pride in my work.	4.73	4.59	-0.14
1.f. There is a direct connection between the work I do and the success of the university.	4.31	4.12	-0.20
1.g. I receive constructive feedback from my supervisor about the quality of my work.	3.65	3.49	-0.16
2.a. I would recommend Fresno State as a good place to work.	4.29	3.49	-0.80
2.b. I would recommend The California State University as a good place to work.	4.33	3.67	-0.67
2.c. My department is one of the best places to work.	3.96	3.49	-0.47
2.d. My division is one of the best places to work.	3.98	3.39	-0.59

Adverse (SD&D)		
2008	2011	Dif (11-08)
2.0%	5.9%	3.9%
9.8%	11.8%	2.0%
3.9%	11.8%	7.8%
19.6%	17.6%	-2.0%
0.0%	7.8%	7.8%
2.0%	9.8%	7.8%
21.6%	23.5%	2.0%
3.9%	13.7%	9.8%
0.0%	9.8%	9.8%
15.7%	17.6%	2.0%
9.8%	15.7%	5.9%

Compare Climate Survey Results

Fresno

Financial Services

2.e. I feel like my ideas and opinions are listened to by my supervisor.	3.78	3.41	-0.37
2.f. Employees in my work group respect each others' differences.	3.76	3.53	-0.24
2.g. My supervisor, or someone at work, seems to care about me as a person.	3.90	3.76	-0.14
2.h. I see career growth and advancement opportunities for myself at Fresno State.	3.12	2.63	-0.49
3.a. I am encouraged to be creative to resolve problems or accomplish assignments.	3.98	3.41	-0.57
3.b. My work group is receptive to my suggestions for improving our work.	3.80	3.55	-0.25
3.c. Employees in my work group resolve conflicts directly with each other.	3.63	3.25	-0.37
3.d. Teamwork is encouraged in my department.	3.90	3.82	-0.08
3.e. My opinions are valued in my work group.	3.86	3.63	-0.24
3.f. There is cooperation between the work groups in my department.	3.76	3.67	-0.10
3.g. There is cooperation between departments in the division.	3.61	3.43	-0.18
4.a. I have access to sufficient information to do my job well.	4.02	3.49	-0.53
4.b. The tools, resources and equipment (including computer equipment) I need to get my work done are readily available.	4.16	3.82	-0.33

13.7%	21.6%	7.8%
15.7%	19.6%	3.9%
15.7%	15.7%	0.0%
33.3%	39.2%	5.9%
15.7%	21.6%	5.9%
11.8%	15.7%	3.9%
13.7%	29.4%	15.7%
17.6%	15.7%	-2.0%
7.8%	13.7%	5.9%
17.6%	11.8%	-5.9%
9.8%	13.7%	3.9%
5.9%	21.6%	15.7%
5.9%	11.8%	5.9%

Compare Climate Survey Results

Fresno

Financial Services

4.c. My department has provided me with opportunities to broaden my skills and knowledge.	3.57	3.25	-0.31
4.d. I am empowered to make decisions that help me provide better service.	3.71	3.61	-0.10
4.e. Employees in my immediate work group are highly motivated to contribute to the success of the university.	3.88	3.61	-0.27
4.f. Meetings are well planned and executed at Fresno State.	3.49	3.02	-0.47
5.a. Employees in my work group consistently look for more efficient and effective ways of getting the job done.	3.98	3.76	-0.22
5.b. I handle the resources of the university as if they were my own.	4.43	4.27	-0.16
6.a. I generally feel informed about changes that affect me.	3.45	3.00	-0.45
6.b. An explanation is provided to me for short deadlines.	3.59	3.18	-0.41
6.c. My supervisor fairly evaluates my performance.	3.86	3.51	-0.35
6.d. I trust the employees in my work group.	3.82	3.67	-0.16
7.a. I am satisfied with the leadership in my department.	3.57	3.14	-0.43
7.b. My work contributes to the division's mission and vision.	4.22	3.98	-0.24
7.c. The mission and vision of the division make me feel that my job is important.	4.02	3.29	-0.73

15.7%	27.5%	11.8%
15.7%	19.6%	3.9%
7.8%	17.6%	9.8%
15.7%	25.5%	9.8%
5.9%	13.7%	7.8%
0.0%	3.9%	3.9%
29.4%	33.3%	3.9%
17.6%	25.5%	7.8%
17.6%	15.7%	-2.0%
11.8%	15.7%	3.9%
23.5%	27.5%	3.9%
2.0%	5.9%	3.9%
7.8%	27.5%	19.6%

Compare Climate Survey Results
Fresno
Financial Services

7.d. I have someone at work who encourages my professional development.	3.57	3.06	-0.51
7.e. The division clearly communicates its goals and strategies to me.	3.63	3.04	-0.59
7.f. Employees in my work group consistently put in extra effort beyond what is expected.	4.04	3.90	-0.14
7.g. My immediate supervisor regularly acknowledges employees for a job well done and their contributions to the department.	3.67	3.22	-0.45
7.h. My direct supervisor involves me in determining performance goals.	3.53	3.14	-0.39
7.i. Disagreements among employees in my work group are managed effectively.	3.78	3.27	-0.51
7.j. I receive recognition for my good work.	3.45	3.06	-0.39
10.a. I feel my safety is a priority on campus.	4.25	4.10	-0.16

21.6%	29.4%	7.8%
11.8%	29.4%	17.6%
9.8%	11.8%	2.0%
21.6%	25.5%	3.9%
17.6%	27.5%	9.8%
13.7%	21.6%	7.8%
21.6%	33.3%	11.8%
2.0%	3.9%	2.0%

Compare Climate Survey Results

Fresno

Financial Services

Average Scores in Sorted with Largest Decrease in Score at Top

2011 Question	Average Score		
	Year 2008	Year 2011	Dif (11-08)
2.a. I would recommend Fresno State as a good place to work.	4.29	3.49	-0.80
7.c. The mission and vision of the division make me feel that my job is important.	4.02	3.29	-0.73
2.b. I would recommend The California State University as a good place to work.	4.33	3.67	-0.67
2.d. My division is one of the best places to work.	3.98	3.39	-0.59
7.e. The division clearly communicates its goals and strategies to me.	3.63	3.04	-0.59
3.a. I am encouraged to be creative to resolve problems or accomplish assignments.	3.98	3.41	-0.57
4.a. I have access to sufficient information to do my job well.	4.02	3.49	-0.53
7.d. I have someone at work who encourages my professional development.	3.57	3.06	-0.51
1.c. My direct supervisor is accessible to me.	4.47	3.96	-0.51
7.i. Disagreements among employees in my work group are managed effectively.	3.78	3.27	-0.51
2.h. I see career growth and advancement opportunities for myself at Fresno State.	3.12	2.63	-0.49
2.c. My department is one of the best places to work.	3.96	3.49	-0.47

Adverse (SD&D)		
Year 2008	Year 2011	Dif (11-08)
3.9%	13.7%	9.8%
7.8%	27.5%	19.6%
0.0%	9.8%	9.8%
9.8%	15.7%	5.9%
11.8%	29.4%	17.6%
15.7%	21.6%	5.9%
5.9%	21.6%	15.7%
21.6%	29.4%	7.8%
3.9%	11.8%	7.8%
13.7%	21.6%	7.8%
33.3%	39.2%	5.9%
15.7%	17.6%	2.0%

Compare Climate Survey Results

Fresno

Financial Services

4.f. Meetings are well planned and executed at Fresno State.	3.49	3.02	-0.47
6.a. I generally feel informed about changes that affect me.	3.45	3.00	-0.45
7.g. My immediate supervisor regularly acknowledges employees for a job well done and their contributions to the department.	3.67	3.22	-0.45
7.a. I am satisfied with the leadership in my department.	3.57	3.14	-0.43
6.b. An explanation is provided to me for short deadlines.	3.59	3.18	-0.41
7.j. I receive recognition for my good work.	3.45	3.06	-0.39
7.h. My direct supervisor involves me in determining performance goals.	3.53	3.14	-0.39
2.e. I feel like my ideas and opinions are listened to by my supervisor.	3.78	3.41	-0.37
3.c. Employees in my work group resolve conflicts directly with each other.	3.63	3.25	-0.37
6.c. My supervisor fairly evaluates my performance.	3.86	3.51	-0.35
1.b. I have guidelines to assist me in making decisions that affect my work.	4.00	3.67	-0.33
4.b. The tools, resources and equipment (including computer equipment) I need to get my work done are readily available.	4.16	3.82	-0.33
4.c. My department has provided me with opportunities to broaden my skills and knowledge.	3.57	3.25	-0.31

15.7%	25.5%	9.8%
29.4%	33.3%	3.9%
21.6%	25.5%	3.9%
23.5%	27.5%	3.9%
17.6%	25.5%	7.8%
21.6%	33.3%	11.8%
17.6%	27.5%	9.8%
13.7%	21.6%	7.8%
13.7%	29.4%	15.7%
17.6%	15.7%	-2.0%
9.8%	11.8%	2.0%
5.9%	11.8%	5.9%
15.7%	27.5%	11.8%

Compare Climate Survey Results

Fresno

Financial Services

4.e. Employees in my immediate work group are highly motivated to contribute to the success of the university.	3.88	3.61	-0.27
3.b. My work group is receptive to my suggestions for improving our work.	3.80	3.55	-0.25
2.f. Employees in my work group respect each others' differences.	3.76	3.53	-0.24
3.e. My opinions are valued in my work group.	3.86	3.63	-0.24
7.b. My work contributes to the division's mission and vision.	4.22	3.98	-0.24
5.a. Employees in my work group consistently look for more efficient and effective ways of getting the job done.	3.98	3.76	-0.22
1.f. There is a direct connection between the work I do and the success of the university.	4.31	4.12	-0.20
3.g. There is cooperation between departments in the division.	3.61	3.43	-0.18
5.b. I handle the resources of the university as if they were my own.	4.43	4.27	-0.16
6.d. I trust the employees in my work group.	3.82	3.67	-0.16
10.a. I feel my safety is a priority on campus.	4.25	4.10	-0.16
1.g. I receive constructive feedback from my supervisor about the quality of my work.	3.65	3.49	-0.16
1.a. I know how my job directly supports the division's goals.	4.29	4.14	-0.16

7.8%	17.6%	9.8%
11.8%	15.7%	3.9%
15.7%	19.6%	3.9%
7.8%	13.7%	5.9%
2.0%	5.9%	3.9%
5.9%	13.7%	7.8%
2.0%	9.8%	7.8%
9.8%	13.7%	3.9%
0.0%	3.9%	3.9%
11.8%	15.7%	3.9%
2.0%	3.9%	2.0%
21.6%	23.5%	2.0%
2.0%	5.9%	3.9%

Compare Climate Survey Results
Fresno
Financial Services

1.e. I take pride in my work.	4.73	4.59	-0.14
2.g. My supervisor, or someone at work, seems to care about me as a person.	3.90	3.76	-0.14
7.f. Employees in my work group consistently put in extra effort beyond what is expected.	4.04	3.90	-0.14
3.f. There is cooperation between the work groups in my department.	3.76	3.67	-0.10
4.d. I am empowered to make decisions that help me provide better service.	3.71	3.61	-0.10
3.d. Teamwork is encouraged in my department.	3.90	3.82	-0.08
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.	3.73	3.67	-0.06

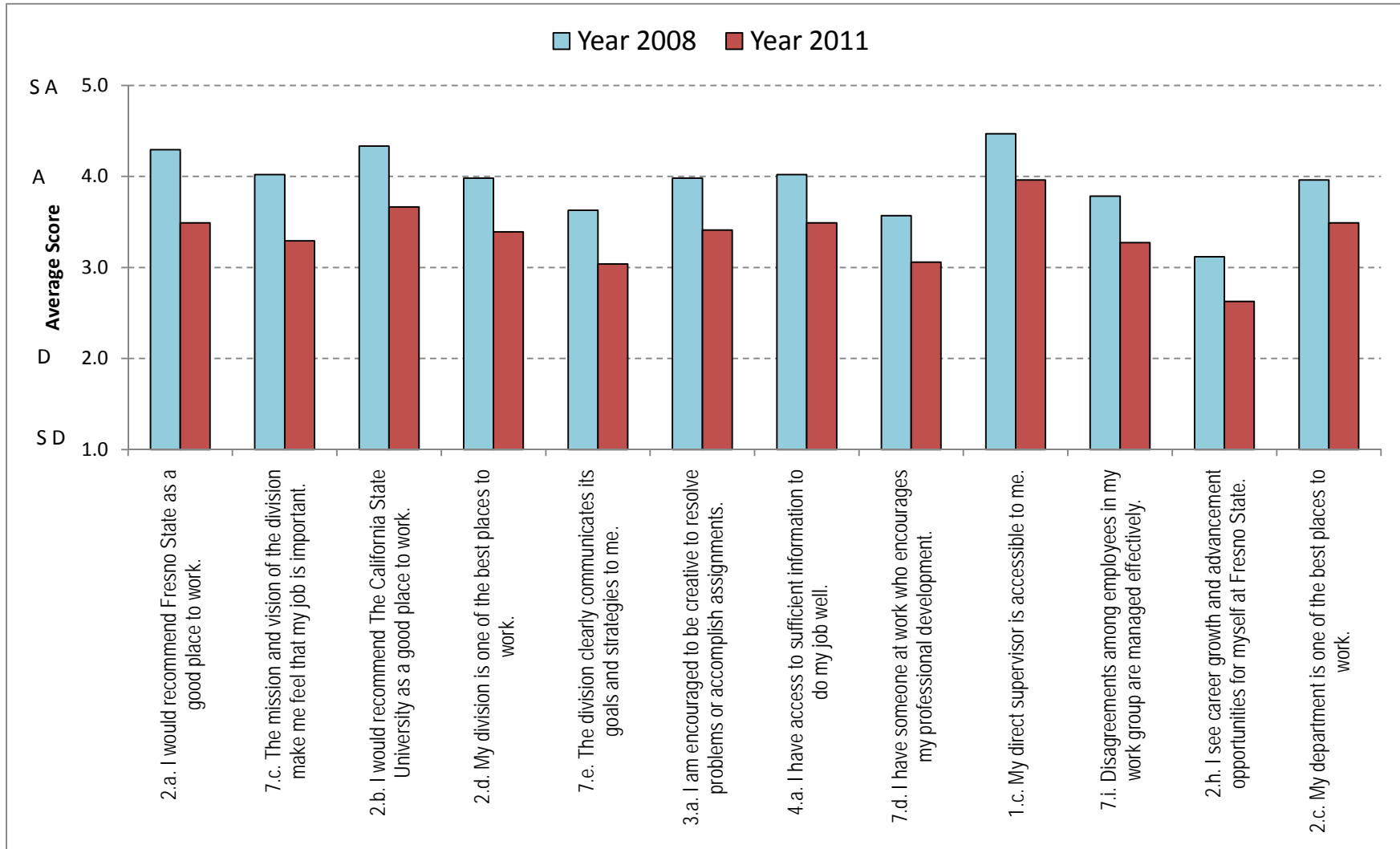
0.0%	7.8%	7.8%
15.7%	15.7%	0.0%
9.8%	11.8%	2.0%
17.6%	11.8%	-5.9%
15.7%	19.6%	3.9%
17.6%	15.7%	-2.0%
19.6%	17.6%	-2.0%

Compare Climate Survey Results

Fresno

Financial Services

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

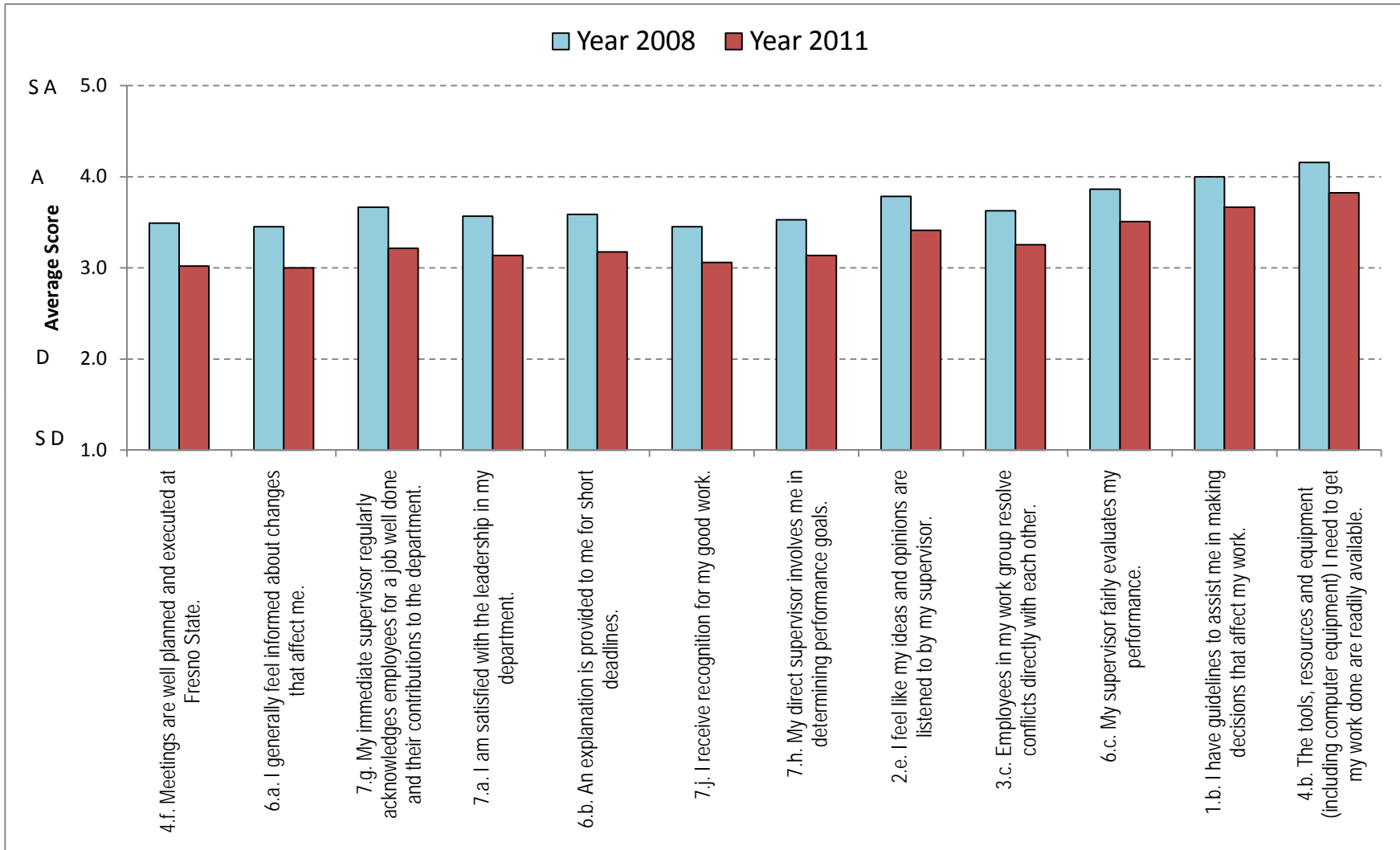


Compare Climate Survey Results

Fresno

Financial Services

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

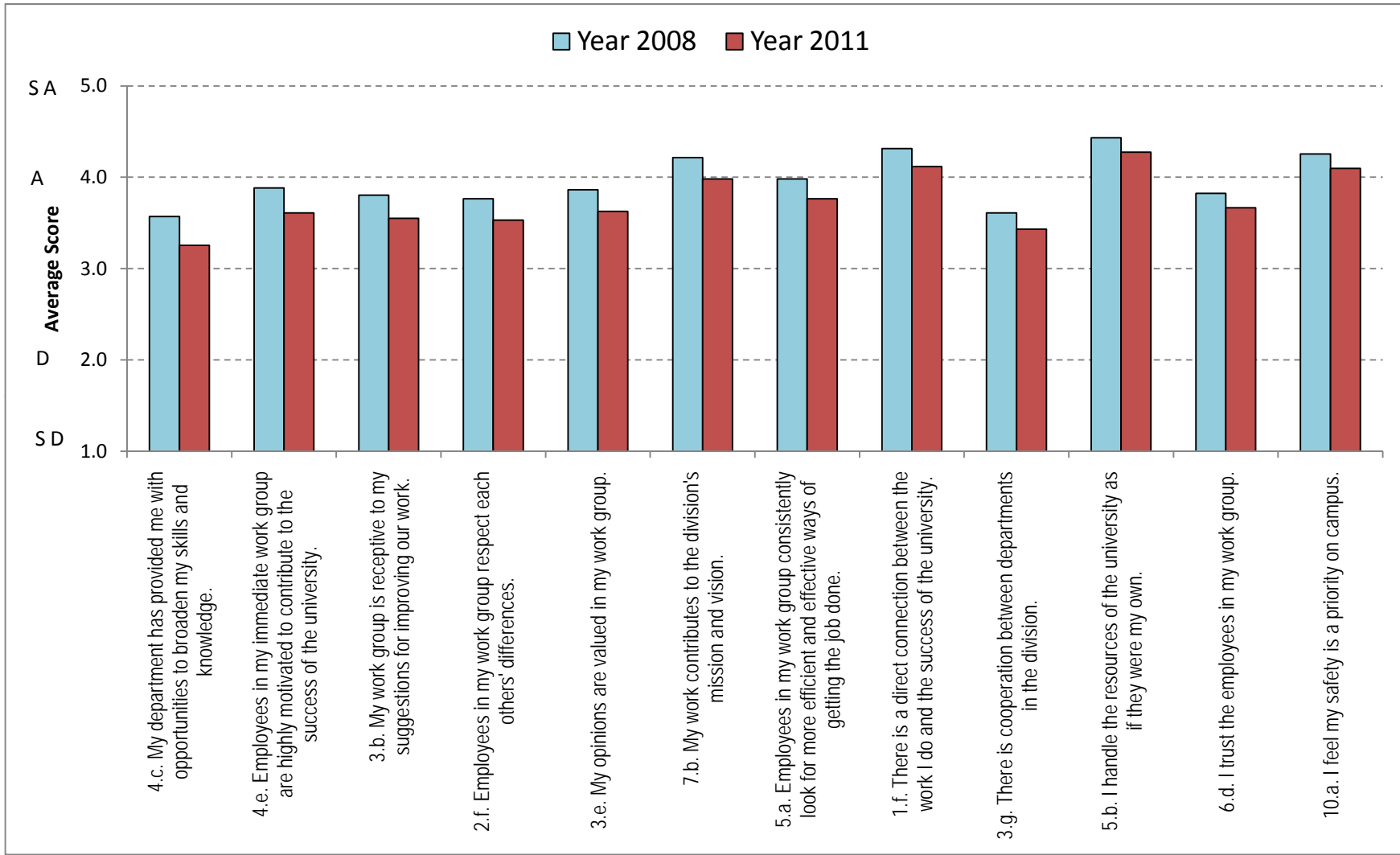


Compare Climate Survey Results

Fresno

Financial Services

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

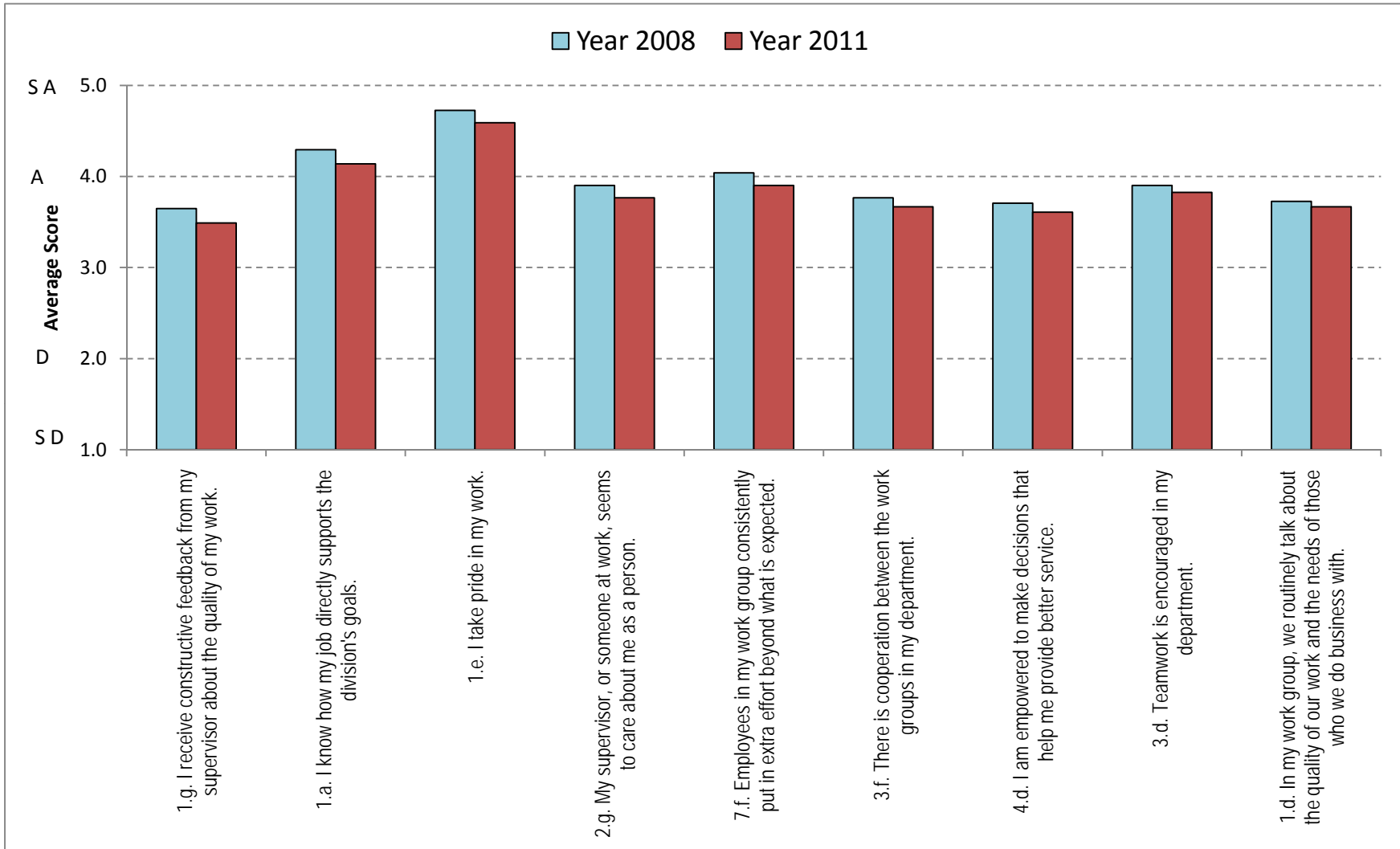


Compare Climate Survey Results

Fresno

Financial Services

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



Financial Services

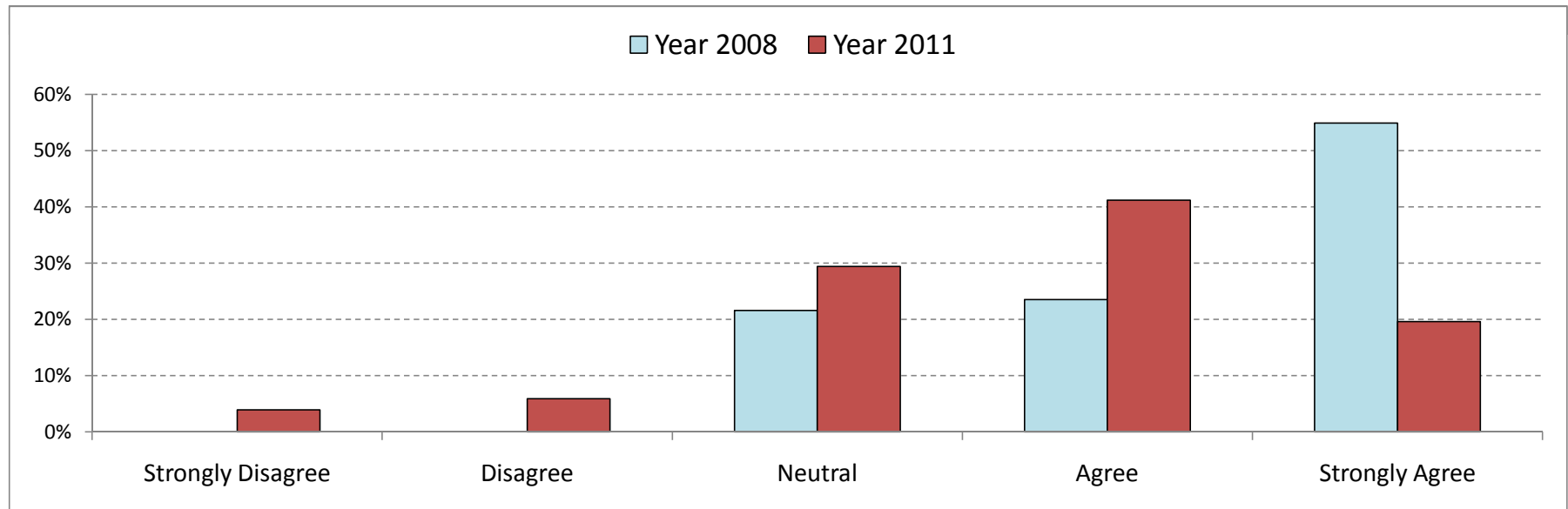
Example Change in Distribution

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	0	0	11	12	28	51	4.33	0.0%	
		0%	0%	22%	24%	55%				

2011	2.b. I would recommend The California State University as a good place to work.	2	3	15	21	10	51	3.67	9.8%
		4%	6%	29%	41%	20%			



Financial Services

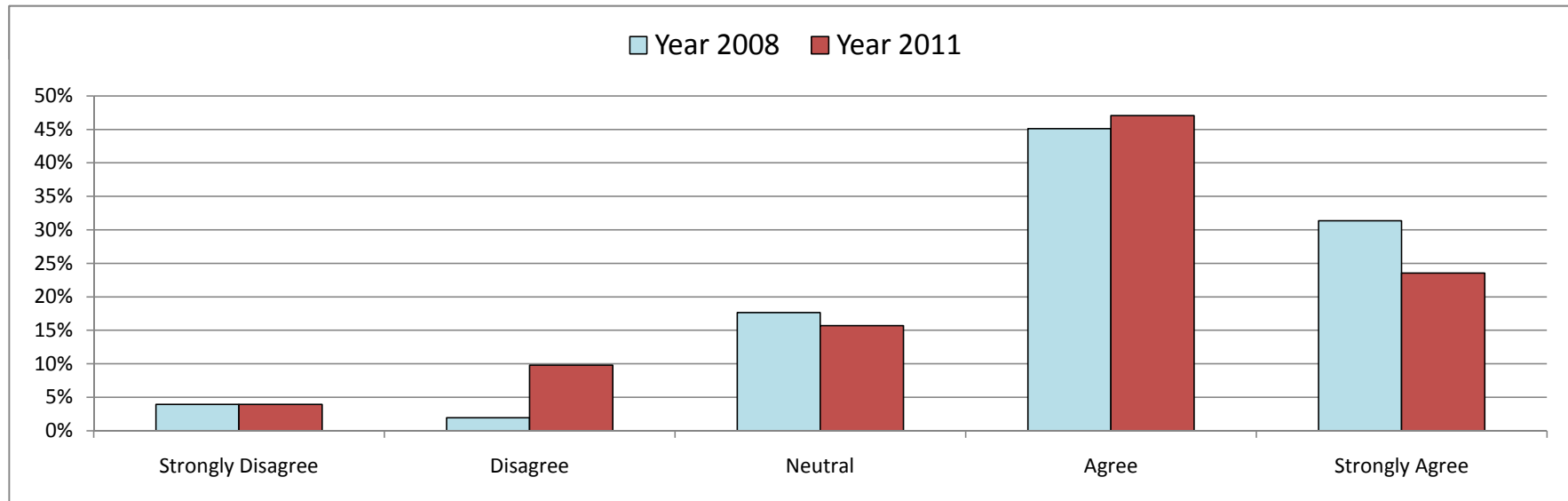
Example Change in Distribution

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	2	1	9	23	16	51	3.98	5.9%	
		4%	2%	18%	45%	31%				

2011	5.a. Employees in my work group consistently look for more efficient and effective ways of getting the job done.	2	5	8	24	12	51	3.76	13.7%
		4%	10%	16%	47%	24%			



Financial Services

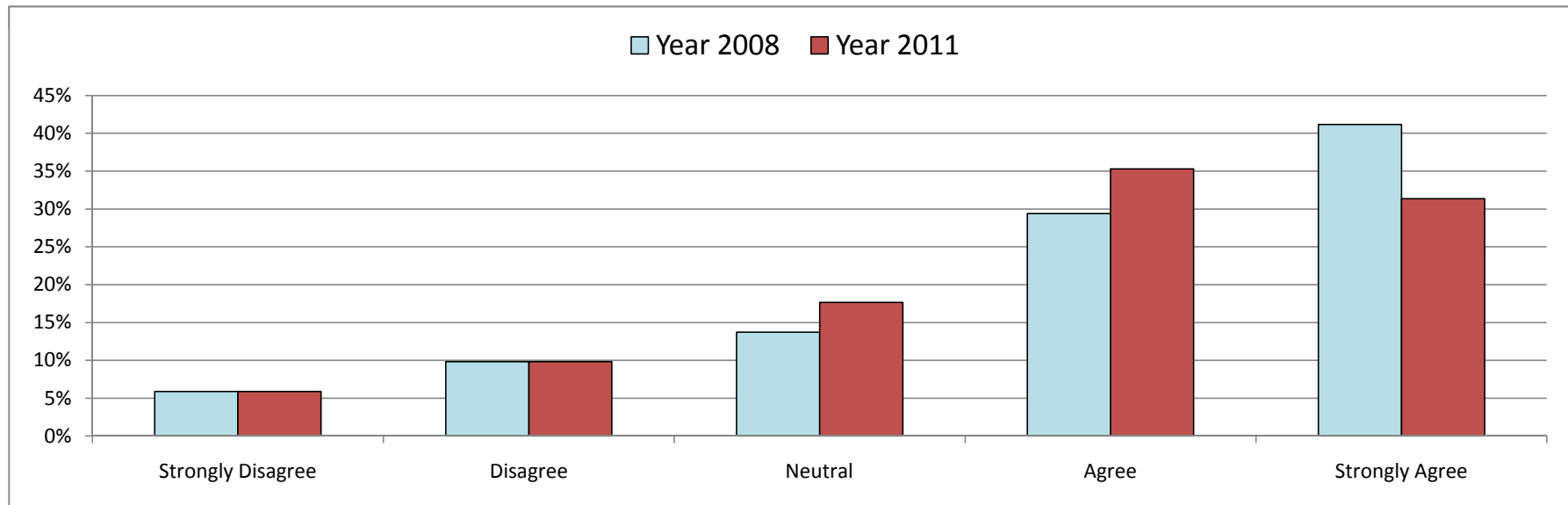
Example Change in Distribution

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	3	5	7	15	21	51	3.90	15.7%	
		6%	10%	14%	29%	41%				

2011	2.g. My supervisor, or someone at work, seems to care about me as a person.	3	5	9	18	16	51	3.76	15.7%
		6%	10%	18%	35%	31%			



Financial Services

Example Change in Distribution

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	2	6	6	15	22	51	3.96	15.7%
		4%	12%	12%	29%	43%			

2011	2.c. My department is one of the best places to work.	4	5	17	12	13	51	3.49	17.6%
		8%	10%	33%	24%	25%			

