

Additional Analysis for
2008 Climate Survey Results
Fresno

Department or Grouping:

Human Resources

Prepared by

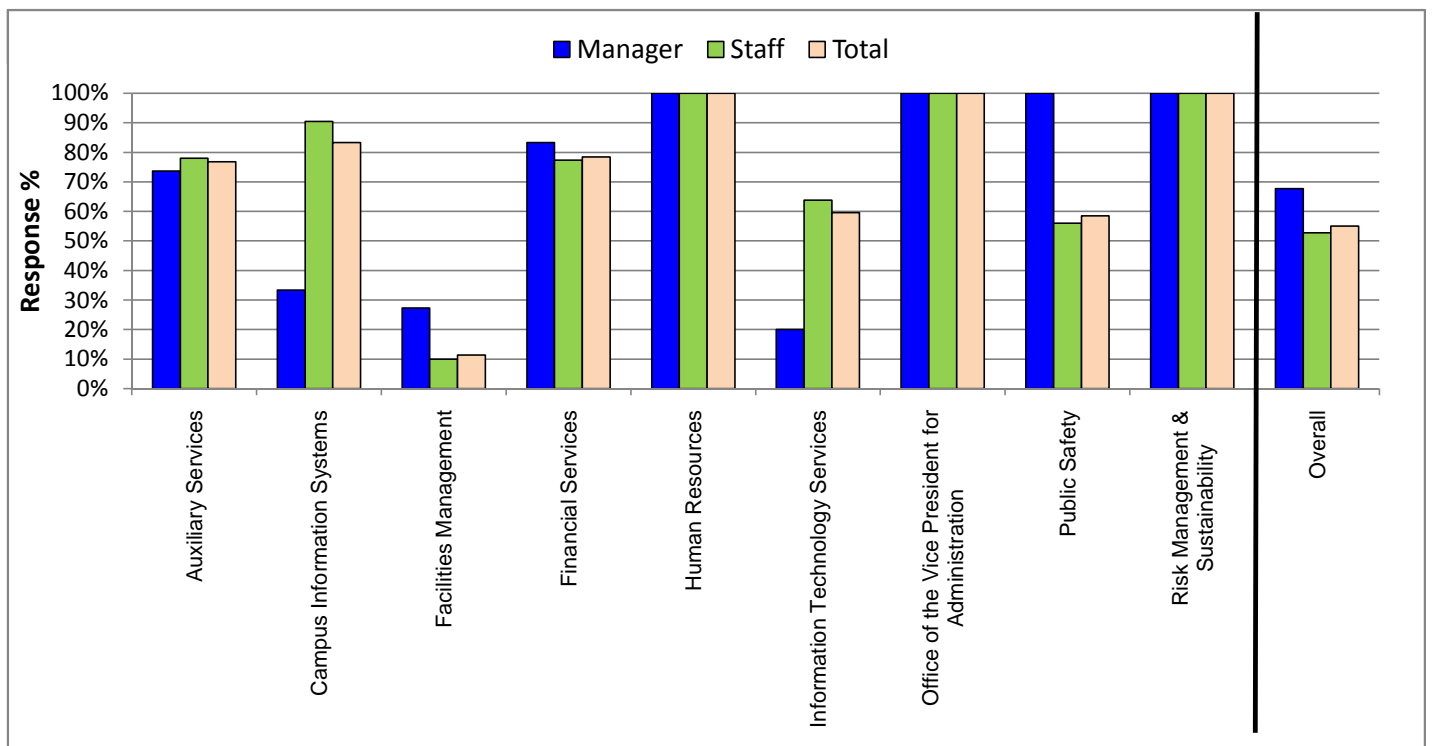
Ken DeVane
Business Solutions Services
Office of the Chancellor

Date
7/23/2009

2008 Fresno Climate Survey
 Survey Administered 10/6/08 to 10/20/08



| Department | Manager | | | Staff | | | Total | | |
|---|------------|-----------|------------|------------|------------|------------|------------|------------|------------|
| | Population | Response | % | Population | Response | % | Population | Response | % |
| Auxiliary Services | 19 | 14 | 74% | 50 | 39 | 78% | 69 | 53 | 77% |
| Campus Information Systems | 3 | 1 | 33% | 21 | 19 | 90% | 24 | 20 | 83% |
| Facilities Management | 11 | 3 | 27% | 121 | 12 | 10% | 132 | 15 | 11% |
| Financial Services | 12 | 10 | 83% | 53 | 41 | 77% | 65 | 51 | 78% |
| Human Resources | 5 | 5 | 100% | 13 | 13 | 100% | 18 | 18 | 100% |
| Information Technology Services | 5 | 1 | 20% | 47 | 30 | 64% | 52 | 31 | 60% |
| Office of the Vice President for Administration | 3 | 3 | 100% | 5 | 5 | 100% | 8 | 8 | 100% |
| Public Safety | 3 | 3 | 100% | 50 | 28 | 56% | 53 | 31 | 58% |
| Risk Management & Sustainability | 4 | 4 | 100% | 6 | 6 | 100% | 10 | 10 | 100% |
| Overall | 65 | 44 | 68% | 366 | 193 | 53% | 431 | 237 | 55% |



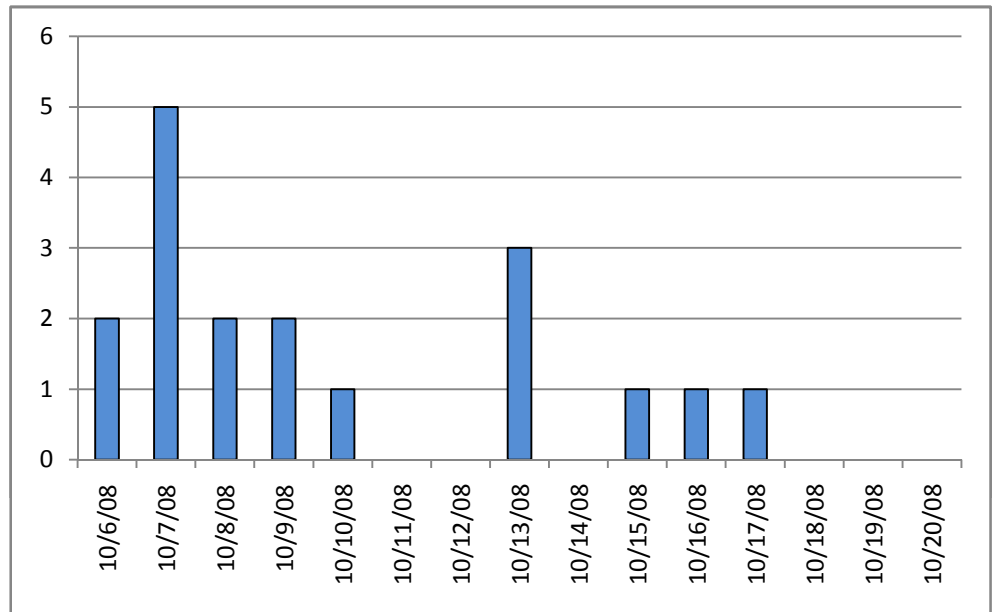
2008 Climate Survey Results
Fresno
Human Resources

Total Number Responding for Group **18**

Responses to Survey

| Date of Response | Count |
|------------------|-----------|
| 10/6/08 | 2 |
| 10/7/08 | 5 |
| 10/8/08 | 2 |
| 10/9/08 | 2 |
| 10/10/08 | 1 |
| 10/11/08 | 0 |
| 10/13/08 | 3 |
| 10/14/08 | 0 |
| 10/15/08 | 1 |
| 10/16/08 | 1 |
| 10/17/08 | 1 |
| 10/20/08 | 0 |
| | |
| | |
| Total | 18 |

(Not including manually input responses from paper surveys)

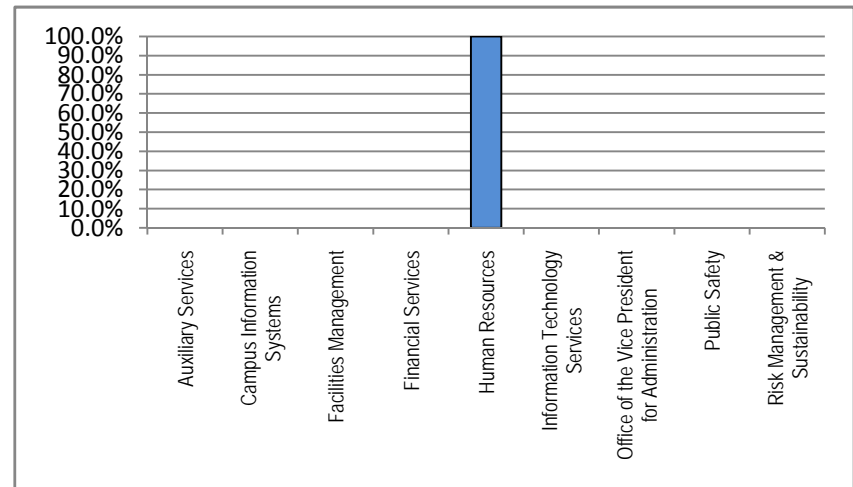


2008 Climate Survey Results

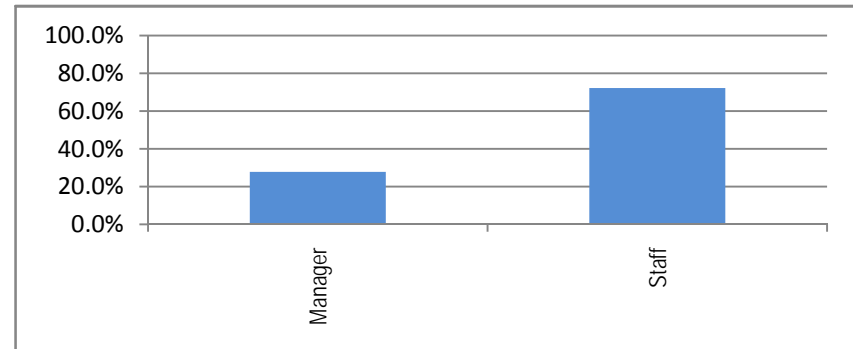
Fresno

Human Resources

| 49_Please select your department | Count | Percent |
|---|-----------|---------------|
| Auxiliary Services | 0 | 0.0% |
| Campus Information Systems | 0 | 0.0% |
| Facilities Management | 0 | 0.0% |
| Financial Services | 0 | 0.0% |
| Human Resources | 18 | 100.0% |
| Information Technology Services | 0 | 0.0% |
| Office of the Vice President for Administration | 0 | 0.0% |
| Public Safety | 0 | 0.0% |
| Risk Management & Sustainability | 0 | 0.0% |
| Grand Total | 18 | 100.0% |

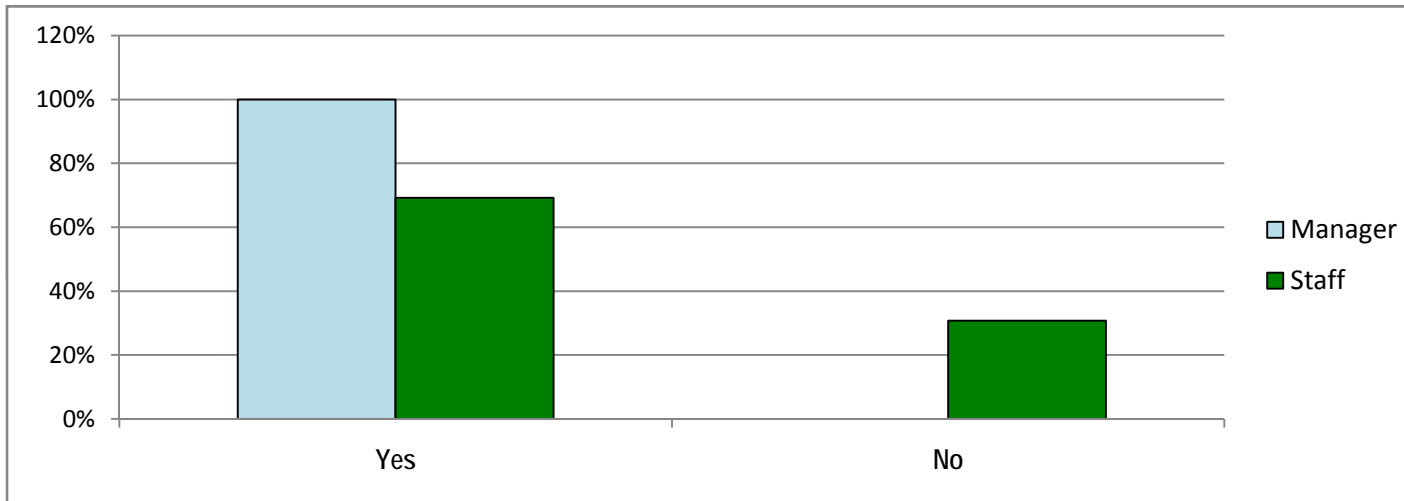


| 50_Please select whether you are MPP or staff | Count | Percent |
|---|-----------|---------------|
| Manager | 5 | 27.8% |
| Staff | 13 | 72.2% |
| Grand Total | 18 | 100.0% |



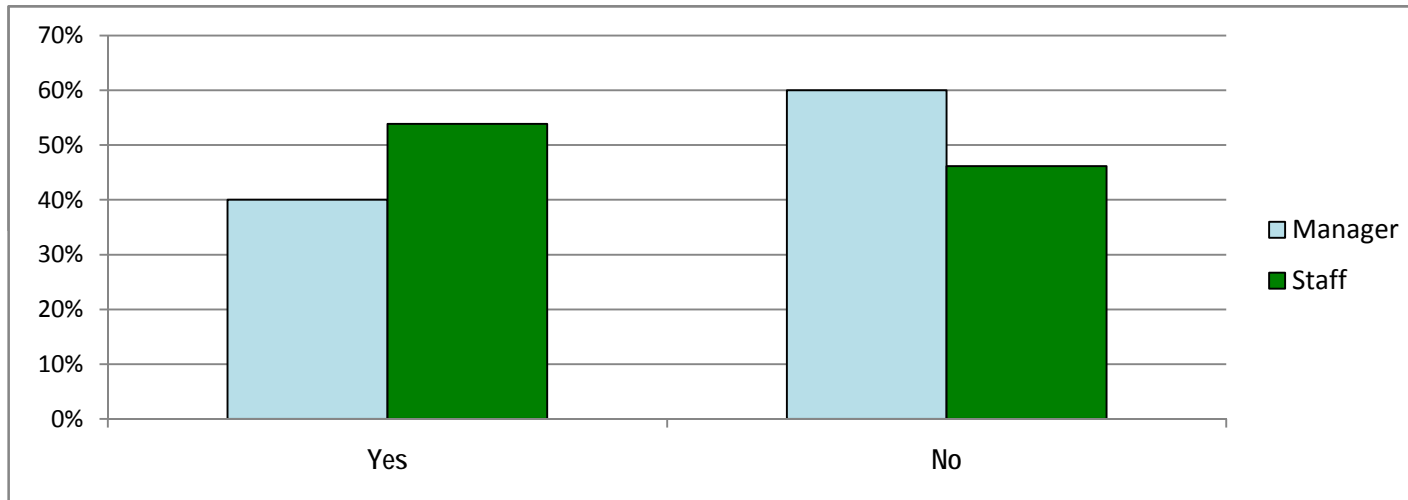
2008 Climate Survey Results
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Human Resources

| 46_Have you participated in any of our Wellness at Work programs? | Manager | | Staff | | Total | |
|---|----------|---------------|-----------|---------------|-----------|---------------|
| | Count | Percent | Count | Percent | Count | Percent |
| Yes | 5 | 100.0% | 9 | 69.2% | 14 | 77.8% |
| No | 0 | 0.0% | 4 | 30.8% | 4 | 22.2% |
| Grand Total | 5 | 100.0% | 13 | 100.0% | 18 | 100.0% |



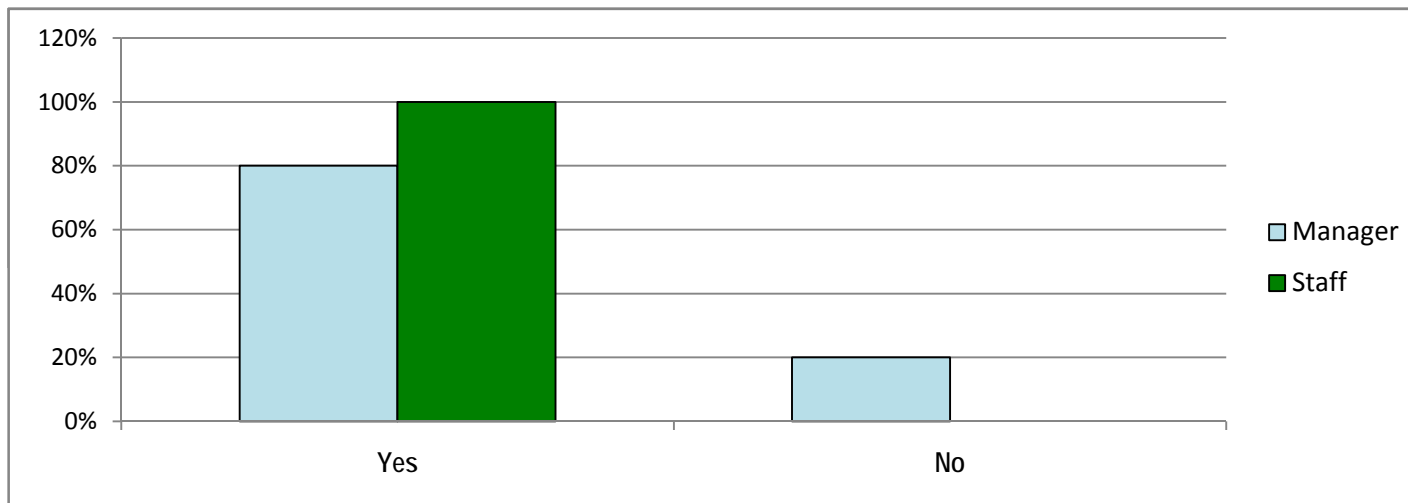
2008 Climate Survey Results
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Human Resources

| 47_As expanded programs become available, are you interested in participating in alternative transportation (bus, carpool, biking) programs? | Manager | | Staff | | Total | |
|--|----------|---------------|-----------|---------------|-----------|---------------|
| | Count | Percent | Count | Percent | Total | Percent |
| Yes | 2 | 40.0% | 7 | 53.8% | 9 | 50.0% |
| No | 3 | 60.0% | 6 | 46.2% | 9 | 50.0% |
| Grand Total | 5 | 100.0% | 13 | 100.0% | 18 | 100.0% |



2008 Climate Survey Results
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Human Resources

| 48_I would be interested in working four 10-hour workdays during the summer | Manager | | Staff | | Total | |
|---|----------|---------------|-----------|---------------|-----------|---------------|
| | Count | Percent | Count | Percent | Total | Percent |
| Yes | 4 | 80.0% | 13 | 100.0% | 17 | 94.4% |
| No | 1 | 20.0% | 0 | 0.0% | 1 | 5.6% |
| Grand Total | 5 | 100.0% | 13 | 100.0% | 18 | 100.0% |



2008 Climate Survey Results
Fresno
Human Resources

The following tables and charts are for all employees in this department group

2008 Climate Survey Results
Fresno
Human Resources

Agreement: Count of Responses

All Employees

For this group

| Question | Weighting Value | | | | | | Total | Average Score | Correlation to | |
|---|-----------------|------------------------|---------------|--------------|------------|---------------------|-------|---------------|----------------------------|------------------------------|
| | | 1 Strongly Disagree | 2 Disagree | 3 Neutral | 4 Agree | 5 Strongly Agree | | | "10...best places to work" | 35...satisfied w/ leadership |
| 1_I know how my job directly supports the division's goals | | 0 | 0 | 3 | 4 | 11 | 18 | 4.44 | 0.199 | 0.298 |
| 2_I have guidelines to assist me in making decisions that affect my work | | 0 | 1 | 3 | 8 | 6 | 18 | 4.06 | 0.476 | 0.499 |
| 3_My direct supervisor is accessible to me | | 0 | 0 | 0 | 6 | 12 | 18 | 4.67 | 0.483 | 0.525 |
| 4_In my work unit, we routinely talk about the quality of our work and the needs of those who we do business with | | 0 | 0 | 2 | 8 | 8 | 18 | 4.33 | 0.299 | 0.325 |
| 5_I take pride in my work | | 0 | 0 | 0 | 2 | 16 | 18 | 4.89 | 0.423 | 0.263 |
| 6_There is a direct connection between the work I do and the success of the university | | 0 | 0 | 1 | 7 | 10 | 18 | 4.50 | 0.213 | 0.309 |
| 7_I receive constructive feedback from my supervisor about the quality of my work | | 0 | 0 | 2 | 10 | 6 | 18 | 4.22 | 0.665 | 0.771 |
| 8_I would recommend Fresno State as a good place to work | | 0 | 0 | 1 | 7 | 10 | 18 | 4.50 | 0.498 | 0.000 |
| 9_I would recommend The California State University as a good place to work | | 0 | 0 | 1 | 7 | 10 | 18 | 4.50 | 0.355 | 0.309 |
| 10_My department is one of the best places to work | | 0 | 0 | 2 | 9 | 7 | 18 | 4.28 | 1.000 | 0.397 |
| 11_My division is one of the best places to work | | 0 | 0 | 2 | 10 | 6 | 18 | 4.22 | 0.257 | 0.476 |
| 12_I feel like my ideas and opinions are listened to by my supervisor | | 0 | 0 | 1 | 8 | 9 | 18 | 4.44 | 0.682 | 0.690 |
| 13_Employees in my work group respect each others' differences | | 0 | 0 | 1 | 8 | 9 | 18 | 4.44 | 0.397 | 0.224 |
| 14_My supervisor, or someone at work, seem to care about me as a person | | 0 | 0 | 1 | 4 | 13 | 18 | 4.67 | 0.395 | 0.429 |
| 15_I see career growth and advancement opportunities for myself at Fresno State | | 0 | 1 | 9 | 2 | 6 | 18 | 3.72 | 0.034 | 0.584 |
| 16_I am encouraged to be creative to resolve problems or accomplish assignments | | 0 | 0 | 2 | 9 | 7 | 18 | 4.28 | 0.343 | 0.254 |
| 17_My work group is receptive to my suggestions for improving our work | | 0 | 0 | 3 | 7 | 8 | 18 | 4.28 | 0.422 | 0.353 |
| 18_Employees in my work group resolve conflicts directly with each other | | 0 | 0 | 4 | 10 | 4 | 18 | 4.00 | 0.513 | 0.279 |
| 19_Teamwork is encouraged in my department | | 0 | 0 | 1 | 9 | 8 | 18 | 4.39 | 0.297 | 0.297 |
| 20_My opinions are valued in my work group | | 0 | 0 | 2 | 11 | 5 | 18 | 4.17 | 0.592 | -0.052 |

2008 Climate Survey Results
Fresno
Human Resources

Agreement: Count of Responses, Continued

All Employees

For this group

| Question | Weighting Value | 1 | 2 | 3 | 4 | 5 | Total | Average Score | Correlation to | |
|--|-------------------|----------|---------|-------|----------------|----------------------------|-------|---------------|------------------------------|--|
| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | "10...best places to work" | | | 35...satisfied w/ leadership | |
| 21_There is cooperation between the work groups in my department | 0 | 0 | 5 | 8 | 5 | 18 | 4.00 | 0.344 | 0.125 | |
| 22_There is cooperation between departments in the division | 0 | 0 | 5 | 9 | 4 | 18 | 3.94 | -0.088 | -0.073 | |
| 23_I have access to sufficient information to do my job well | 0 | 0 | 0 | 14 | 4 | 18 | 4.22 | 0.388 | 0.273 | |
| 24_The tools, resources and equipment (including computer equipment I need to get my work done are readily available | 0 | 0 | 0 | 11 | 7 | 18 | 4.39 | 0.360 | 0.550 | |
| 25_My department has provided me with opportunities to broaden my skills and knowledge | 0 | 1 | 3 | 4 | 10 | 18 | 4.28 | 0.331 | 0.676 | |
| 26_I am empowered to make decisions that help me provide better | 0 | 0 | 3 | 11 | 4 | 18 | 4.06 | 0.650 | 0.531 | |
| 27_Employees in my immediate work unit are highly motivated to contribute to the success of the university | 0 | 0 | 3 | 9 | 6 | 18 | 4.17 | 0.394 | 0.495 | |
| 28_Meetings are well planned and executed at Fresno State | 0 | 1 | 6 | 7 | 4 | 18 | 3.78 | 0.311 | 0.302 | |
| 29_Employees in my immediate work unit consistently look for more efficient and effective ways of getting the job done | 0 | 0 | 5 | 7 | 6 | 18 | 4.06 | 0.627 | 0.423 | |
| 30_I handle the resources of the university as if they were my own | 0 | 0 | 1 | 6 | 11 | 18 | 4.56 | 0.317 | 0.552 | |
| 31_I generally feel informed about changes that affect me | 0 | 1 | 4 | 10 | 3 | 18 | 3.83 | 0.205 | 0.162 | |
| 32_An explanation is provided to me for short deadlines | 0 | 1 | 5 | 9 | 3 | 18 | 3.78 | 0.338 | 0.328 | |
| 33_My supervisor fairly evaluates my performance | 0 | 0 | 1 | 11 | 6 | 18 | 4.28 | 0.553 | 0.628 | |
| 34_I trust the employees in my work group | 0 | 0 | 0 | 9 | 9 | 18 | 4.50 | 0.427 | 0.557 | |
| 35_I am satisfied with the leadership in my department | 0 | 0 | 1 | 8 | 9 | 18 | 4.44 | 0.397 | 1.000 | |
| 36_My work contributes to the division's mission and vision | 0 | 0 | 1 | 7 | 10 | 18 | 4.50 | 0.355 | 0.464 | |
| 37_The mission and vision of the division make me feel that my job is important | 0 | 0 | 3 | 8 | 7 | 18 | 4.22 | 0.227 | 0.290 | |
| 38_I have someone at work who encourages my professional development | 0 | 1 | 3 | 7 | 7 | 18 | 4.11 | 0.336 | 0.542 | |
| 39_The Division clearly communicates its goals and strategies to me | 0 | 1 | 3 | 9 | 5 | 18 | 4.00 | 0.105 | 0.341 | |
| 40_Employees in my immediate work unit consistently put in extra effort beyond what is expected | 0 | 0 | 0 | 10 | 8 | 18 | 4.44 | 0.306 | 0.457 | |

2008 Climate Survey Results
Fresno
Human Resources

Agreement: Count of Responses, Continued

All Employees

For this group

| Question | Weighting Value | 1 | 2 | 3 | 4 | 5 | Total | Average Score | Correlation to | |
|---|-------------------|----------|---------|-------|----------------|----------------------------|-------|---------------|------------------------------|--|
| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | "10...best places to work" | | | 35...satisfied w/ leadership | |
| 41_My immediate supervisor regularly acknowledges employees for a job well done and their contributions to the department | 0 | 1 | 4 | 7 | 6 | 18 | 4.00 | 0.291 | 0.737 | |
| 42_My direct supervisor involves me in determining performance goals | 0 | 1 | 4 | 8 | 5 | 18 | 3.94 | 0.330 | 0.706 | |
| 43_Disagreements among employees in my work group are managed effectively | 0 | 0 | 6 | 9 | 3 | 18 | 3.83 | 0.477 | 0.585 | |
| 44_I receive recognition for my good work | 0 | 1 | 4 | 7 | 6 | 18 | 4.00 | 0.194 | 0.421 | |
| 45_I feel my safety on campus is a priority | 0 | 0 | 1 | 11 | 6 | 18 | 4.28 | 0.094 | -0.037 | |

2008 Climate Survey Results
Fresno
Human Resources

Agreement: % of Responses

All Employees

| Question | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Total | Sum of Adverse (SD + D) | Sum of Positive (A + SA) |
|---|-------------------|----------|---------|-------|----------------|--------|-------------------------|--------------------------|
| 1_I know how my job directly supports the division's goals | 0.0% | 0.0% | 16.7% | 22.2% | 61.1% | 100.0% | 0.0% | 83.3% |
| 2_I have guidelines to assist me in making decisions that affect my work | 0.0% | 5.6% | 16.7% | 44.4% | 33.3% | 100.0% | 5.6% | 77.8% |
| 3_My direct supervisor is accessible to me | 0.0% | 0.0% | 0.0% | 33.3% | 66.7% | 100.0% | 0.0% | 100.0% |
| 4_In my work unit, we routinely talk about the quality of our work and the needs of those who we do business with | 0.0% | 0.0% | 11.1% | 44.4% | 44.4% | 100.0% | 0.0% | 88.9% |
| 5_I take pride in my work | 0.0% | 0.0% | 0.0% | 11.1% | 88.9% | 100.0% | 0.0% | 100.0% |
| 6_There is a direct connection between the work I do and the success of the university | 0.0% | 0.0% | 5.6% | 38.9% | 55.6% | 100.0% | 0.0% | 94.4% |
| 7_I receive constructive feedback from my supervisor about the quality of my work | 0.0% | 0.0% | 11.1% | 55.6% | 33.3% | 100.0% | 0.0% | 88.9% |
| 8_I would recommend Fresno State as a good place to work | 0.0% | 0.0% | 5.6% | 38.9% | 55.6% | 100.0% | 0.0% | 94.4% |
| 9_I would recommend The California State University as a good place to work | 0.0% | 0.0% | 5.6% | 38.9% | 55.6% | 100.0% | 0.0% | 94.4% |
| 10_My department is one of the best places to work | 0.0% | 0.0% | 11.1% | 50.0% | 38.9% | 100.0% | 0.0% | 88.9% |
| 11_My division is one of the best places to work | 0.0% | 0.0% | 11.1% | 55.6% | 33.3% | 100.0% | 0.0% | 88.9% |
| 12_I feel like my ideas and opinions are listened to by my supervisor | 0.0% | 0.0% | 5.6% | 44.4% | 50.0% | 100.0% | 0.0% | 94.4% |
| 13_Employees in my work group respect each others' differences | 0.0% | 0.0% | 5.6% | 44.4% | 50.0% | 100.0% | 0.0% | 94.4% |
| 14_My supervisor, or someone at work, seem to care about me as a person | 0.0% | 0.0% | 5.6% | 22.2% | 72.2% | 100.0% | 0.0% | 94.4% |
| 15_I see career growth and advancement opportunities for myself at Fresno State | 0.0% | 5.6% | 50.0% | 11.1% | 33.3% | 100.0% | 5.6% | 44.4% |
| 16_I am encouraged to be creative to resolve problems or accomplish assignments | 0.0% | 0.0% | 11.1% | 50.0% | 38.9% | 100.0% | 0.0% | 88.9% |
| 17_My work group is receptive to my suggestions for improving our work | 0.0% | 0.0% | 16.7% | 38.9% | 44.4% | 100.0% | 0.0% | 83.3% |
| 18_Employees in my work group resolve conflicts directly with each other | 0.0% | 0.0% | 22.2% | 55.6% | 22.2% | 100.0% | 0.0% | 77.8% |
| 19_Teamwork is encouraged in my department | 0.0% | 0.0% | 5.6% | 50.0% | 44.4% | 100.0% | 0.0% | 94.4% |
| 20_My opinions are valued in my work group | 0.0% | 0.0% | 11.1% | 61.1% | 27.8% | 100.0% | 0.0% | 88.9% |

2008 Climate Survey Results
Fresno
Human Resources

Agreement: % of Responses, continued **All Employees**

| Question | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Total | Sum of Adverse (SD + D) | Sum of Positive (A + SA) |
|--|-------------------|----------|---------|-------|----------------|--------|-------------------------|--------------------------|
| 21_There is cooperation between the work groups in my department | 0.0% | 0.0% | 27.8% | 44.4% | 27.8% | 100.0% | 0.0% | 72.2% |
| 22_There is cooperation between departments in the division | 0.0% | 0.0% | 27.8% | 50.0% | 22.2% | 100.0% | 0.0% | 72.2% |
| 23_I have access to sufficient information to do my job well | 0.0% | 0.0% | 0.0% | 77.8% | 22.2% | 100.0% | 0.0% | 100.0% |
| 24_The tools, resources and equipment (including computer equipment I need to get my work done are readily available | 0.0% | 0.0% | 0.0% | 61.1% | 38.9% | 100.0% | 0.0% | 100.0% |
| 25_My department has provided me with opportunities to broaden my skills and knowledge | 0.0% | 5.6% | 16.7% | 22.2% | 55.6% | 100.0% | 5.6% | 77.8% |
| 26_I am empowered to make decisions that help me provide better | 0.0% | 0.0% | 16.7% | 61.1% | 22.2% | 100.0% | 0.0% | 83.3% |
| 27_Employees in my immediate work unit are highly motivated to contribute to the success of the university | 0.0% | 0.0% | 16.7% | 50.0% | 33.3% | 100.0% | 0.0% | 83.3% |
| 28_Meetings are well planned and executed at Fresno State | 0.0% | 5.6% | 33.3% | 38.9% | 22.2% | 100.0% | 5.6% | 61.1% |
| 29_Employees in my immediate work unit consistently look for more efficient and effective ways of getting the job done | 0.0% | 0.0% | 27.8% | 38.9% | 33.3% | 100.0% | 0.0% | 72.2% |
| 30_I handle the resources of the university as if they were my own | 0.0% | 0.0% | 5.6% | 33.3% | 61.1% | 100.0% | 0.0% | 94.4% |
| 31_I generally feel informed about changes that affect me | 0.0% | 5.6% | 22.2% | 55.6% | 16.7% | 100.0% | 5.6% | 72.2% |
| 32_An explanation is provided to me for short deadlines | 0.0% | 5.6% | 27.8% | 50.0% | 16.7% | 100.0% | 5.6% | 66.7% |
| 33_My supervisor fairly evaluates my performance | 0.0% | 0.0% | 5.6% | 61.1% | 33.3% | 100.0% | 0.0% | 94.4% |
| 34_I trust the employees in my work group | 0.0% | 0.0% | 0.0% | 50.0% | 50.0% | 100.0% | 0.0% | 100.0% |
| 35_I am satisfied with the leadership in my department | 0.0% | 0.0% | 5.6% | 44.4% | 50.0% | 100.0% | 0.0% | 94.4% |
| 36_My work contributes to the division's mission and vision | 0.0% | 0.0% | 5.6% | 38.9% | 55.6% | 100.0% | 0.0% | 94.4% |
| 37_The mission and vision of the division make me feel that my job is important | 0.0% | 0.0% | 16.7% | 44.4% | 38.9% | 100.0% | 0.0% | 83.3% |
| 38_I have someone at work who encourages my professional development | 0.0% | 5.6% | 16.7% | 38.9% | 38.9% | 100.0% | 5.6% | 77.8% |
| 39_The Division clearly communicates its goals and strategies to me | 0.0% | 5.6% | 16.7% | 50.0% | 27.8% | 100.0% | 5.6% | 77.8% |
| 40_Employees in my immediate work unit consistently put in extra effort beyond what is expected | 0.0% | 0.0% | 0.0% | 55.6% | 44.4% | 100.0% | 0.0% | 100.0% |

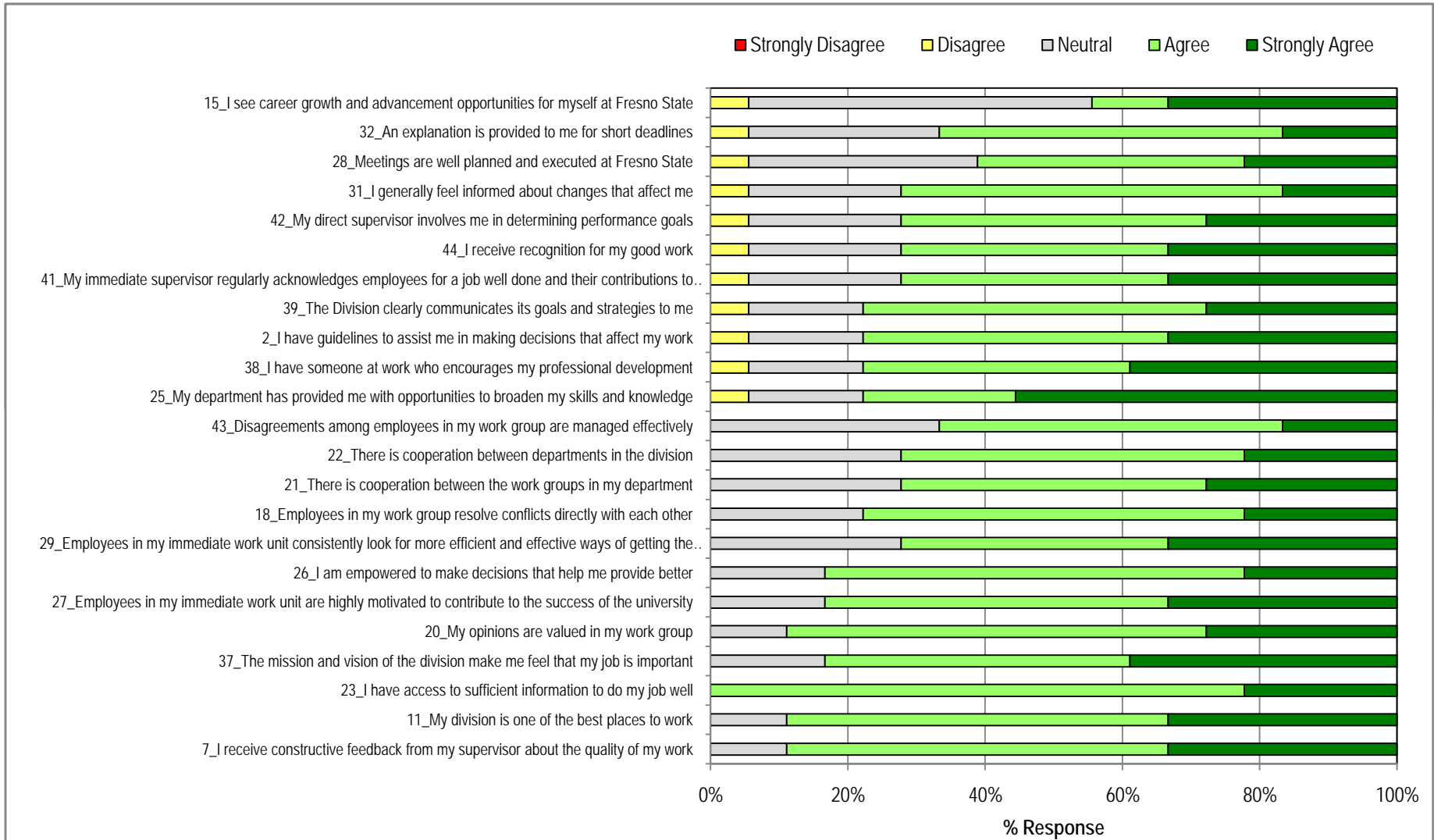
2008 Climate Survey Results
Fresno
Human Resources

Agreement: % of Responses, continued **All Employees**

| Question | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Total | Sum of Adverse (SD + D) | Sum of Positive (A + SA) |
|---|-------------------|----------|---------|-------|----------------|--------|-------------------------|--------------------------|
| 41_My immediate supervisor regularly acknowledges employees for a job well done and their contributions to the department | 0.0% | 5.6% | 22.2% | 38.9% | 33.3% | 100.0% | 5.6% | 72.2% |
| 42_My direct supervisor involves me in determining performance goals | 0.0% | 5.6% | 22.2% | 44.4% | 27.8% | 100.0% | 5.6% | 72.2% |
| 43_Disagreements among employees in my work group are managed effectively | 0.0% | 0.0% | 33.3% | 50.0% | 16.7% | 100.0% | 0.0% | 66.7% |
| 44_I receive recognition for my good work | 0.0% | 5.6% | 22.2% | 38.9% | 33.3% | 100.0% | 5.6% | 72.2% |
| 45_I feel my safety on campus is a priority | 0.0% | 0.0% | 5.6% | 61.1% | 33.3% | 100.0% | 0.0% | 94.4% |

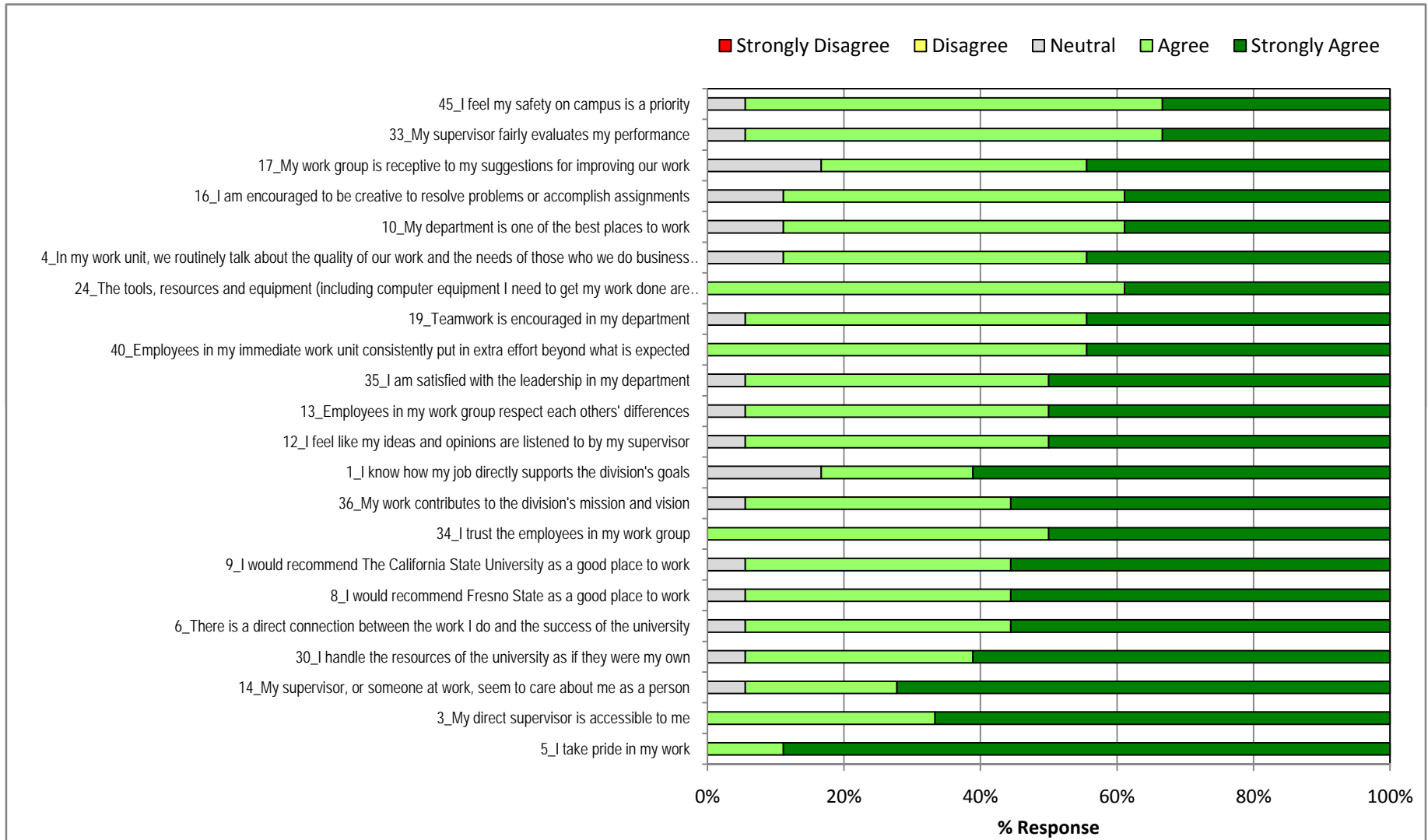
2008 Climate Survey Results
Fresno
Human Resources

Chart # 1: Responses Sorted with Most Adverse at Top of Chart
All Employees



2008 Climate Survey Results
Fresno
Human Resources

Chart # 2: Continued Responses Sorted with Most Adverse at Top of Chart
All Employees



2008 Climate Survey Results
Fresno
Human Resources

The following tables and charts are for Staff Only in this department group

2008 Climate Survey Results
Fresno
Human Resources

Agreement: Count of Responses

Staff

For this group

| Question | Weighting Value | 1 | 2 | 3 | 4 | 5 | Total | Average Score | Correlation to | |
|---|-------------------|----------|---------|-------|----------------|----------------------------|-------|---------------|------------------------------|--|
| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | "10...best places to work" | | | 35...satisfied w/ leadership | |
| 1_I know how my job directly supports the division's goals | 0 | 0 | 2 | 3 | 8 | 13 | 4.46 | 0.237 | 0.279 | |
| 2_I have guidelines to assist me in making decisions that affect my work | 0 | 0 | 1 | 7 | 5 | 13 | 4.31 | 0.596 | 0.703 | |
| 3_My direct supervisor is accessible to me | 0 | 0 | 0 | 3 | 10 | 13 | 4.77 | 0.533 | 0.629 | |
| 4_In my work unit, we routinely talk about the quality of our work and the needs of those who we do business with | 0 | 0 | 1 | 5 | 7 | 13 | 4.46 | 0.278 | 0.522 | |
| 5_I take pride in my work | 0 | 0 | 0 | 1 | 12 | 13 | 4.92 | 0.542 | 0.640 | |
| 6_There is a direct connection between the work I do and the success of the university | 0 | 0 | 1 | 4 | 8 | 13 | 4.54 | 0.215 | 0.448 | |
| 7_I receive constructive feedback from my supervisor about the quality of my work | 0 | 0 | 2 | 5 | 6 | 13 | 4.31 | 0.645 | 0.932 | |
| 8_I would recommend Fresno State as a good place to work | 0 | 0 | 0 | 4 | 9 | 13 | 4.69 | 0.573 | 0.410 | |
| 9_I would recommend The California State University as a good place to work | 0 | 0 | 0 | 5 | 8 | 13 | 4.62 | 0.412 | 0.740 | |
| 10_My department is one of the best places to work | 0 | 0 | 2 | 4 | 7 | 13 | 4.38 | 1.000 | 0.513 | |
| 11_My division is one of the best places to work | 0 | 0 | 2 | 6 | 5 | 13 | 4.23 | 0.276 | 0.503 | |
| 12_I feel like my ideas and opinions are listened to by my supervisor | 0 | 0 | 1 | 4 | 8 | 13 | 4.54 | 0.708 | 0.836 | |
| 13_Employees in my work group respect each others' differences | 0 | 0 | 0 | 6 | 7 | 13 | 4.54 | 0.483 | 0.570 | |
| 14_My supervisor, or someone at work, seem to care about me as a person | 0 | 0 | 1 | 2 | 10 | 13 | 4.69 | 0.437 | 0.313 | |
| 15_I see career growth and advancement opportunities for myself at Fresno State | 0 | 1 | 6 | 1 | 5 | 13 | 3.77 | 0.015 | 0.722 | |
| 16_I am encouraged to be creative to resolve problems or accomplish assignments | 0 | 0 | 1 | 6 | 6 | 13 | 4.38 | 0.346 | 0.606 | |
| 17_My work group is receptive to my suggestions for improving our work | 0 | 0 | 2 | 3 | 8 | 13 | 4.46 | 0.376 | 0.609 | |
| 18_Employees in my work group resolve conflicts directly with each other | 0 | 0 | 2 | 7 | 4 | 13 | 4.15 | 0.509 | 0.415 | |
| 19_Teamwork is encouraged in my department | 0 | 0 | 0 | 5 | 8 | 13 | 4.62 | 0.198 | 0.487 | |
| 20_My opinions are valued in my work group | 0 | 0 | 1 | 7 | 5 | 13 | 4.31 | 0.596 | 0.094 | |

2008 Climate Survey Results
Fresno
Human Resources

Agreement: Count of Responses, Continued

Staff

For this group

| Question | Weighting Value | 1 | 2 | 3 | 4 | 5 | Total | Average Score | Correlation to | |
|--|-------------------|----------|---------|-------|----------------|----------------------------|-------|---------------|------------------------------|--|
| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | "10...best places to work" | | | 35...satisfied w/ leadership | |
| 21_There is cooperation between the work groups in my department | 0 | 0 | 3 | 5 | 5 | 13 | 4.15 | 0.302 | 0.357 | |
| 22_There is cooperation between departments in the division | 0 | 0 | 3 | 6 | 4 | 13 | 4.08 | -0.198 | 0.104 | |
| 23_I have access to sufficient information to do my job well | 0 | 0 | 0 | 10 | 3 | 13 | 4.23 | 0.457 | 0.539 | |
| 24_The tools, resources and equipment (including computer equipment I need to get my work done are readily available | 0 | 0 | 0 | 7 | 6 | 13 | 4.46 | 0.354 | 0.665 | |
| 25_My department has provided me with opportunities to broaden my skills and knowledge | 0 | 1 | 3 | 2 | 7 | 13 | 4.15 | 0.430 | 0.747 | |
| 26_I am empowered to make decisions that help me provide better | 0 | 0 | 2 | 8 | 3 | 13 | 4.08 | 0.782 | 0.723 | |
| 27_Employees in my immediate work unit are highly motivated to contribute to the success of the university | 0 | 0 | 3 | 5 | 5 | 13 | 4.15 | 0.438 | 0.517 | |
| 28_Meetings are well planned and executed at Fresno State | 0 | 0 | 3 | 6 | 4 | 13 | 4.08 | 0.231 | 0.778 | |
| 29_Employees in my immediate work unit consistently look for more efficient and effective ways of getting the job done | 0 | 0 | 5 | 3 | 5 | 13 | 4.00 | 0.713 | 0.421 | |
| 30_I handle the resources of the university as if they were my own | 0 | 0 | 1 | 4 | 8 | 13 | 4.54 | 0.379 | 0.642 | |
| 31_I generally feel informed about changes that affect me | 0 | 1 | 3 | 6 | 3 | 13 | 3.85 | 0.214 | 0.252 | |
| 32_An explanation is provided to me for short deadlines | 0 | 1 | 3 | 6 | 3 | 13 | 3.85 | 0.334 | 0.537 | |
| 33_My supervisor fairly evaluates my performance | 0 | 0 | 1 | 7 | 5 | 13 | 4.31 | 0.596 | 0.703 | |
| 34_I trust the employees in my work group | 0 | 0 | 0 | 7 | 6 | 13 | 4.46 | 0.563 | 0.665 | |
| 35_I am satisfied with the leadership in my department | 0 | 0 | 1 | 6 | 6 | 13 | 4.38 | 0.513 | 1.000 | |
| 36_My work contributes to the division's mission and vision | 0 | 0 | 1 | 5 | 7 | 13 | 4.46 | 0.443 | 0.522 | |
| 37_The mission and vision of the division make me feel that my job is important | 0 | 0 | 2 | 5 | 6 | 13 | 4.31 | 0.211 | 0.420 | |
| 38_I have someone at work who encourages my professional development | 0 | 1 | 2 | 4 | 6 | 13 | 4.15 | 0.355 | 0.549 | |
| 39_The Division clearly communicates its goals and strategies to me | 0 | 0 | 3 | 5 | 5 | 13 | 4.15 | 0.031 | 0.357 | |
| 40_Employees in my immediate work unit consistently put in extra effort beyond what is expected | 0 | 0 | 0 | 7 | 6 | 13 | 4.46 | 0.354 | 0.665 | |

2008 Climate Survey Results
Fresno
Human Resources

Agreement: Count of Responses, Continued

Staff

For this group

| Question | Weighting Value | 1 | 2 | 3 | 4 | 5 | Total | Average Score | Correlation to | |
|---|-------------------|----------|---------|-------|----------------|----------------------------|-------|---------------|------------------------------|--|
| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | "10...best places to work" | | | 35...satisfied w/ leadership | |
| 41_My immediate supervisor regularly acknowledges employees for a job well done and their contributions to the department | 0 | 1 | 3 | 4 | 5 | 13 | 4.00 | 0.326 | 0.769 | |
| 42_My direct supervisor involves me in determining performance goals | 0 | 1 | 4 | 4 | 4 | 13 | 3.85 | 0.414 | 0.749 | |
| 43_Disagreements among employees in my work group are managed effectively | 0 | 0 | 5 | 5 | 3 | 13 | 3.85 | 0.511 | 0.763 | |
| 44_I receive recognition for my good work | 0 | 1 | 3 | 5 | 4 | 13 | 3.92 | 0.271 | 0.455 | |
| 45_I feel my safety on campus is a priority | 0 | 0 | 1 | 7 | 5 | 13 | 4.31 | 0.079 | -0.109 | |

2008 Climate Survey Results
Fresno
Human Resources

Agreement: % of Responses

Staff

| Question | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Total | Sum of Adverse (SD + D) | Sum of Positive (A + SA) |
|---|-------------------|----------|---------|-------|----------------|--------|-------------------------|--------------------------|
| 1_I know how my job directly supports the division's goals | 0.0% | 0.0% | 15.4% | 23.1% | 61.5% | 100.0% | 0.0% | 84.6% |
| 2_I have guidelines to assist me in making decisions that affect my work | 0.0% | 0.0% | 7.7% | 53.8% | 38.5% | 100.0% | 0.0% | 92.3% |
| 3_My direct supervisor is accessible to me | 0.0% | 0.0% | 0.0% | 23.1% | 76.9% | 100.0% | 0.0% | 100.0% |
| 4_In my work unit, we routinely talk about the quality of our work and the needs of those who we do business with | 0.0% | 0.0% | 7.7% | 38.5% | 53.8% | 100.0% | 0.0% | 92.3% |
| 5_I take pride in my work | 0.0% | 0.0% | 0.0% | 7.7% | 92.3% | 100.0% | 0.0% | 100.0% |
| 6_There is a direct connection between the work I do and the success of the university | 0.0% | 0.0% | 7.7% | 30.8% | 61.5% | 100.0% | 0.0% | 92.3% |
| 7_I receive constructive feedback from my supervisor about the quality of my work | 0.0% | 0.0% | 15.4% | 38.5% | 46.2% | 100.0% | 0.0% | 84.6% |
| 8_I would recommend Fresno State as a good place to work | 0.0% | 0.0% | 0.0% | 30.8% | 69.2% | 100.0% | 0.0% | 100.0% |
| 9_I would recommend The California State University as a good place to work | 0.0% | 0.0% | 0.0% | 38.5% | 61.5% | 100.0% | 0.0% | 100.0% |
| 10_My department is one of the best places to work | 0.0% | 0.0% | 15.4% | 30.8% | 53.8% | 100.0% | 0.0% | 84.6% |
| 11_My division is one of the best places to work | 0.0% | 0.0% | 15.4% | 46.2% | 38.5% | 100.0% | 0.0% | 84.6% |
| 12_I feel like my ideas and opinions are listened to by my supervisor | 0.0% | 0.0% | 7.7% | 30.8% | 61.5% | 100.0% | 0.0% | 92.3% |
| 13_Employees in my work group respect each others' differences | 0.0% | 0.0% | 0.0% | 46.2% | 53.8% | 100.0% | 0.0% | 100.0% |
| 14_My supervisor, or someone at work, seem to care about me as a person | 0.0% | 0.0% | 7.7% | 15.4% | 76.9% | 100.0% | 0.0% | 92.3% |
| 15_I see career growth and advancement opportunities for myself at Fresno State | 0.0% | 7.7% | 46.2% | 7.7% | 38.5% | 100.0% | 7.7% | 46.2% |
| 16_I am encouraged to be creative to resolve problems or accomplish assignments | 0.0% | 0.0% | 7.7% | 46.2% | 46.2% | 100.0% | 0.0% | 92.3% |
| 17_My work group is receptive to my suggestions for improving our work | 0.0% | 0.0% | 15.4% | 23.1% | 61.5% | 100.0% | 0.0% | 84.6% |
| 18_Employees in my work group resolve conflicts directly with each other | 0.0% | 0.0% | 15.4% | 53.8% | 30.8% | 100.0% | 0.0% | 84.6% |
| 19_Teamwork is encouraged in my department | 0.0% | 0.0% | 0.0% | 38.5% | 61.5% | 100.0% | 0.0% | 100.0% |
| 20_My opinions are valued in my work group | 0.0% | 0.0% | 7.7% | 53.8% | 38.5% | 100.0% | 0.0% | 92.3% |

2008 Climate Survey Results
Fresno
Human Resources

Agreement: % of Responses, continued

Staff

| Question | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Total | Sum of Adverse (SD + D) | Sum of Positive (A + SA) |
|--|-------------------|----------|---------|-------|----------------|--------|-------------------------|--------------------------|
| 21_There is cooperation between the work groups in my department | 0.0% | 0.0% | 23.1% | 38.5% | 38.5% | 100.0% | 0.0% | 76.9% |
| 22_There is cooperation between departments in the division | 0.0% | 0.0% | 23.1% | 46.2% | 30.8% | 100.0% | 0.0% | 76.9% |
| 23_I have access to sufficient information to do my job well | 0.0% | 0.0% | 0.0% | 76.9% | 23.1% | 100.0% | 0.0% | 100.0% |
| 24_The tools, resources and equipment (including computer equipment I need to get my work done are readily available | 0.0% | 0.0% | 0.0% | 53.8% | 46.2% | 100.0% | 0.0% | 100.0% |
| 25_My department has provided me with opportunities to broaden my skills and knowledge | 0.0% | 7.7% | 23.1% | 15.4% | 53.8% | 100.0% | 7.7% | 69.2% |
| 26_I am empowered to make decisions that help me provide better | 0.0% | 0.0% | 15.4% | 61.5% | 23.1% | 100.0% | 0.0% | 84.6% |
| 27_Employees in my immediate work unit are highly motivated to contribute to the success of the university | 0.0% | 0.0% | 23.1% | 38.5% | 38.5% | 100.0% | 0.0% | 76.9% |
| 28_Meetings are well planned and executed at Fresno State | 0.0% | 0.0% | 23.1% | 46.2% | 30.8% | 100.0% | 0.0% | 76.9% |
| 29_Employees in my immediate work unit consistently look for more efficient and effective ways of getting the job done | 0.0% | 0.0% | 38.5% | 23.1% | 38.5% | 100.0% | 0.0% | 61.5% |
| 30_I handle the resources of the university as if they were my own | 0.0% | 0.0% | 7.7% | 30.8% | 61.5% | 100.0% | 0.0% | 92.3% |
| 31_I generally feel informed about changes that affect me | 0.0% | 7.7% | 23.1% | 46.2% | 23.1% | 100.0% | 7.7% | 69.2% |
| 32_An explanation is provided to me for short deadlines | 0.0% | 7.7% | 23.1% | 46.2% | 23.1% | 100.0% | 7.7% | 69.2% |
| 33_My supervisor fairly evaluates my performance | 0.0% | 0.0% | 7.7% | 53.8% | 38.5% | 100.0% | 0.0% | 92.3% |
| 34_I trust the employees in my work group | 0.0% | 0.0% | 0.0% | 53.8% | 46.2% | 100.0% | 0.0% | 100.0% |
| 35_I am satisfied with the leadership in my department | 0.0% | 0.0% | 7.7% | 46.2% | 46.2% | 100.0% | 0.0% | 92.3% |
| 36_My work contributes to the division's mission and vision | 0.0% | 0.0% | 7.7% | 38.5% | 53.8% | 100.0% | 0.0% | 92.3% |
| 37_The mission and vision of the division make me feel that my job is important | 0.0% | 0.0% | 15.4% | 38.5% | 46.2% | 100.0% | 0.0% | 84.6% |
| 38_I have someone at work who encourages my professional development | 0.0% | 7.7% | 15.4% | 30.8% | 46.2% | 100.0% | 7.7% | 76.9% |
| 39_The Division clearly communicates its goals and strategies to me | 0.0% | 0.0% | 23.1% | 38.5% | 38.5% | 100.0% | 0.0% | 76.9% |
| 40_Employees in my immediate work unit consistently put in extra effort beyond what is expected | 0.0% | 0.0% | 0.0% | 53.8% | 46.2% | 100.0% | 0.0% | 100.0% |

2008 Climate Survey Results
Fresno
Human Resources

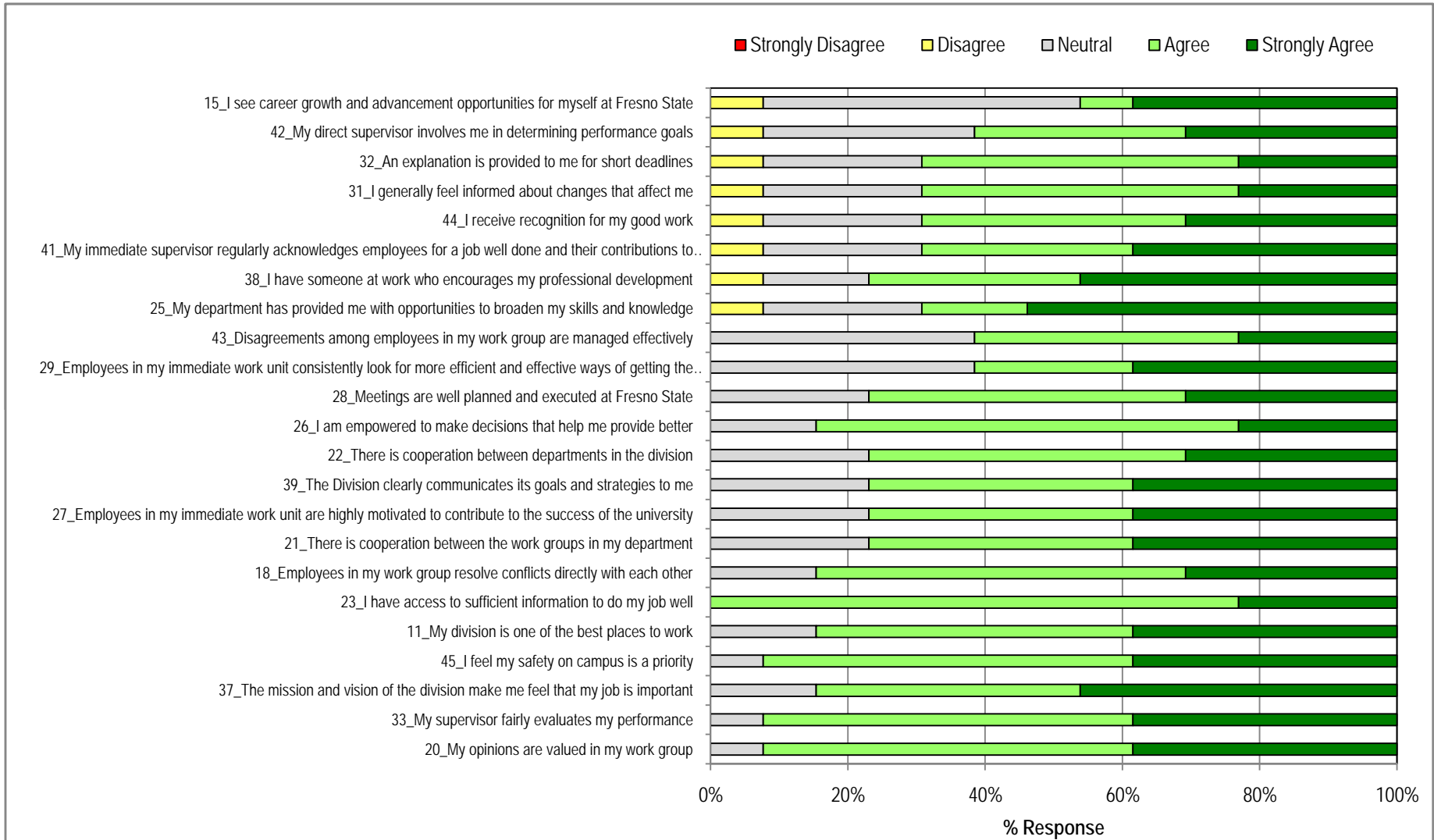
Agreement: % of Responses, continued

Staff

| Question | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Total | Sum of Adverse (SD + D) | Sum of Positive (A + SA) |
|---|-------------------|----------|---------|-------|----------------|--------|-------------------------|--------------------------|
| 41_My immediate supervisor regularly acknowledges employees for a job well done and their contributions to the department | 0.0% | 7.7% | 23.1% | 30.8% | 38.5% | 100.0% | 7.7% | 69.2% |
| 42_My direct supervisor involves me in determining performance goals | 0.0% | 7.7% | 30.8% | 30.8% | 30.8% | 100.0% | 7.7% | 61.5% |
| 43_Disagreements among employees in my work group are managed effectively | 0.0% | 0.0% | 38.5% | 38.5% | 23.1% | 100.0% | 0.0% | 61.5% |
| 44_I receive recognition for my good work | 0.0% | 7.7% | 23.1% | 38.5% | 30.8% | 100.0% | 7.7% | 69.2% |
| 45_I feel my safety on campus is a priority | 0.0% | 0.0% | 7.7% | 53.8% | 38.5% | 100.0% | 0.0% | 92.3% |

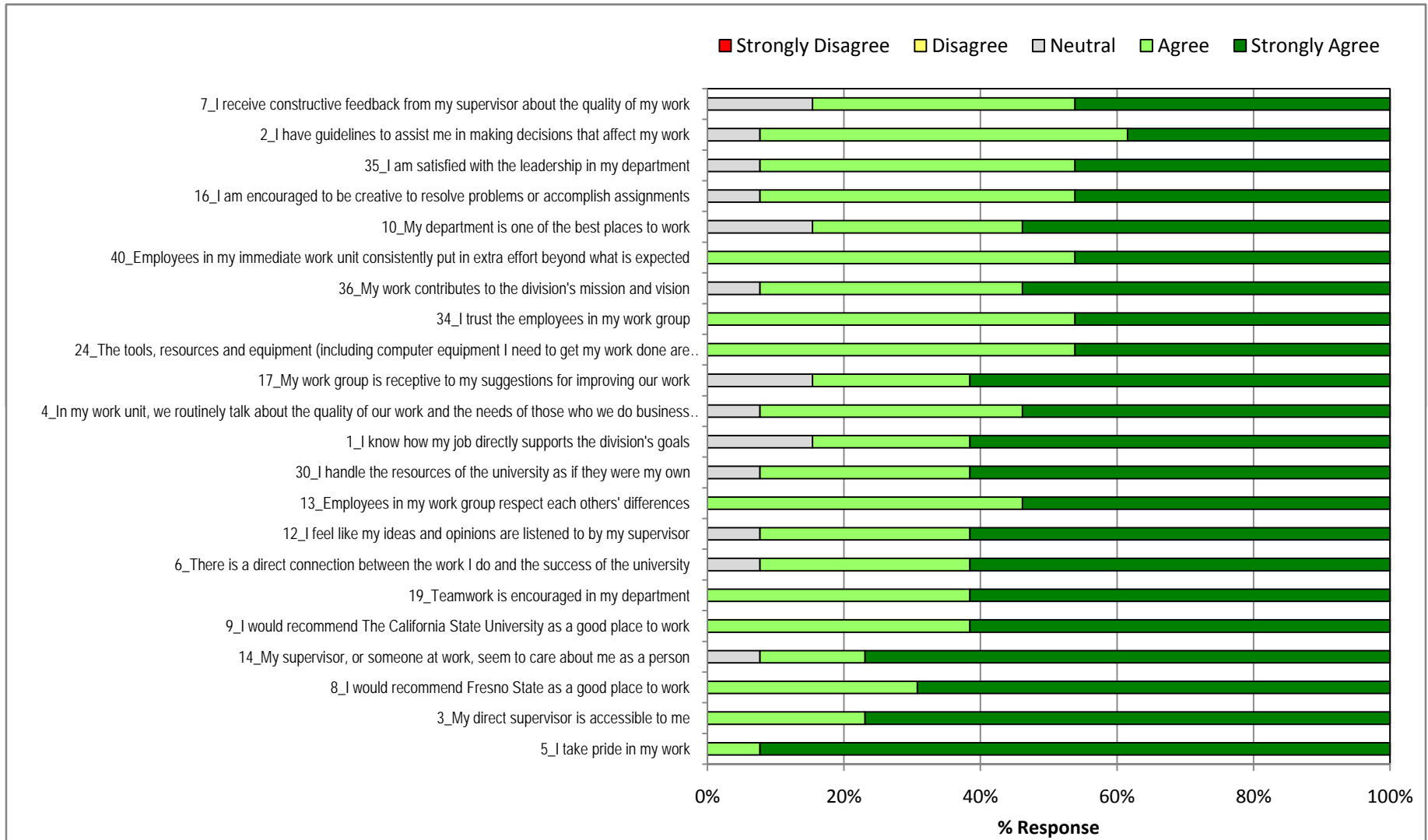
2008 Climate Survey Results
Fresno
Human Resources

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



2008 Climate Survey Results
Fresno
Human Resources

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



2008 Climate Survey Results
Fresno
Human Resources

Comparison of Performance and Importance (Correlation)

Staff

Used for Scatter Chart
 Correlations for all staff.

For Comparison Only
 Correlations for this dept.

| Question | Label Number | This Group | All Staff | All Staff |
|---|--------------|-------------|------------------------|----------------------------|
| | | Performance | Correlation | Correlation |
| | | Average | 10_best places to work | 35_satisfied w/ leadership |
| 1_I know how my job directly supports the division's goals | 1 | 4.462 | 0.456 | 0.469 |
| 2_I have guidelines to assist me in making decisions that affect my work | 2 | 4.308 | 0.481 | 0.500 |
| 3_My direct supervisor is accessible to me | 3 | 4.769 | 0.399 | 0.470 |
| 4_In my work unit, we routinely talk about the quality of our work and the needs of those who we do business with | 4 | 4.462 | 0.460 | 0.497 |
| 5_I take pride in my work | 5 | 4.923 | 0.416 | 0.346 |
| 6_There is a direct connection between the work I do and the success of the university | 6 | 4.538 | 0.320 | 0.308 |
| 7_I receive constructive feedback from my supervisor about the quality of my work | 7 | 4.308 | 0.562 | 0.597 |
| 8_I would recommend Fresno State as a good place to work | 8 | 4.692 | 0.699 | 0.645 |
| 9_I would recommend The California State University as a good place to work | 9 | 4.615 | 0.589 | 0.506 |
| 10_My department is one of the best places to work | 10 | 4.385 | 1.000 | 0.786 |
| 11_My division is one of the best places to work | 11 | 4.231 | 0.813 | 0.662 |
| 12_I feel like my ideas and opinions are listened to by my supervisor | 12 | 4.538 | 0.603 | 0.635 |
| 13_Employees in my work group respect each others' differences | 13 | 4.538 | 0.486 | 0.445 |
| 14_My supervisor, or someone at work, seem to care about me as a person | 14 | 4.692 | 0.595 | 0.542 |
| 15_I see career growth and advancement opportunities for myself at Fresno State | 15 | 3.769 | 0.587 | 0.605 |
| 16_I am encouraged to be creative to resolve problems or accomplish assignments | 16 | 4.385 | 0.617 | 0.628 |
| 17_My work group is receptive to my suggestions for improving our work | 17 | 4.462 | 0.564 | 0.535 |
| 18_Employees in my work group resolve conflicts directly with each other | 18 | 4.154 | 0.443 | 0.380 |
| 19_Teamwork is encouraged in my department | 19 | 4.615 | 0.637 | 0.670 |
| 20_My opinions are valued in my work group | 20 | 4.308 | 0.552 | 0.508 |
| 21_There is cooperation between the work groups in my department | 21 | 4.154 | 0.598 | 0.606 |
| 22_There is cooperation between departments in the division | 22 | 4.077 | 0.454 | 0.551 |
| 23_I have access to sufficient information to do my job well | 23 | 4.231 | 0.498 | 0.537 |

| This Dept | This Dept |
|------------------------|----------------------------|
| Correlation | Correlation |
| 10_best places to work | 35_satisfied w/ leadership |
| 0.237 | 0.279 |
| 0.596 | 0.703 |
| 0.533 | 0.629 |
| 0.278 | 0.522 |
| 0.542 | 0.640 |
| 0.215 | 0.448 |
| 0.645 | 0.932 |
| 0.573 | 0.410 |
| 0.412 | 0.740 |
| 1.000 | 0.513 |
| 0.276 | 0.503 |
| 0.708 | 0.836 |
| 0.483 | 0.570 |
| 0.437 | 0.313 |
| 0.015 | 0.722 |
| 0.346 | 0.606 |
| 0.376 | 0.609 |
| 0.509 | 0.415 |
| 0.198 | 0.487 |
| 0.596 | 0.094 |
| 0.302 | 0.357 |
| -0.198 | 0.104 |
| 0.457 | 0.539 |

2008 Climate Survey Results

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Human Resources

| | | | | |
|---|----------|--------------|--------------|--------------|
| 24_The tools, resources and equipment (including computer equipment I need to get my work done are readily available | 24 | 4.462 | 0.478 | 0.488 |
| 25_My department has provided me with opportunities to broaden my skills and knowledge | 25 | 4.154 | 0.563 | 0.652 |
| 26_I am empowered to make decisions that help me provide better | 26 | 4.077 | 0.565 | 0.615 |
| 27_Employees in my immediate work unit are highly motivated to contribute to the success of the university | 27 | 4.154 | 0.652 | 0.599 |
| 28_Meetings are well planned and executed at Fresno State | 28 | 4.077 | 0.539 | 0.551 |
| 29_Employees in my immediate work unit consistently look for more efficient and effective ways of getting the job done | 29 | 4.000 | 0.526 | 0.444 |
| 30_I handle the resources of the university as if they were my own | 30 | 4.538 | 0.344 | 0.295 |
| 31_I generally feel informed about changes that affect me | 31 | 3.846 | 0.558 | 0.662 |
| 32_An explanation is provided to me for short deadlines | 32 | 3.846 | 0.572 | 0.655 |
| 33_My supervisor fairly evaluates my performance | 33 | 4.308 | 0.575 | 0.616 |
| 34_I trust the employees in my work group | 34 | 4.462 | 0.495 | 0.521 |
| 35_I am satisfied with the leadership in my department | 35 | 4.385 | 0.786 | 1.000 |
| 36_My work contributes to the division's mission and vision | 36 | 4.462 | 0.467 | 0.449 |
| 37_The mission and vision of the division make me feel that my job is important | 37 | 4.308 | 0.539 | 0.544 |
| 38_I have someone at work who encourages my professional development | 38 | 4.154 | 0.595 | 0.572 |
| 39_The Division clearly communicates its goals and strategies to me | 39 | 4.154 | 0.541 | 0.615 |
| 40_Employees in my immediate work unit consistently put in extra effort beyond what is expected | 40 | 4.462 | 0.415 | 0.338 |
| 41_My immediate supervisor regularly acknowledges employees for a job well done and their contributions to the department | 41 | 4.000 | 0.503 | 0.607 |
| 42_My direct supervisor involves me in determining performance goals | 42 | 3.846 | 0.473 | 0.572 |
| 43_Disagreements among employees in my work group are managed effectively | 43 | 3.846 | 0.549 | 0.600 |
| 44_I receive recognition for my good work | 44 | 3.923 | 0.569 | 0.675 |
| 45_I feel my safety on campus is a priority | 45 | 4.308 | 0.379 | 0.349 |
| Median | M | 4.308 | 0.549 | 0.551 |

| | |
|-------|--------|
| 0.354 | 0.665 |
| 0.430 | 0.747 |
| 0.782 | 0.723 |
| 0.438 | 0.517 |
| 0.231 | 0.778 |
| 0.713 | 0.421 |
| 0.379 | 0.642 |
| 0.214 | 0.252 |
| 0.334 | 0.537 |
| 0.596 | 0.703 |
| 0.563 | 0.665 |
| 0.513 | 1.000 |
| 0.443 | 0.522 |
| 0.211 | 0.420 |
| 0.355 | 0.549 |
| 0.031 | 0.357 |
| 0.354 | 0.665 |
| 0.326 | 0.769 |
| 0.414 | 0.749 |
| 0.511 | 0.763 |
| 0.271 | 0.455 |
| 0.079 | -0.109 |

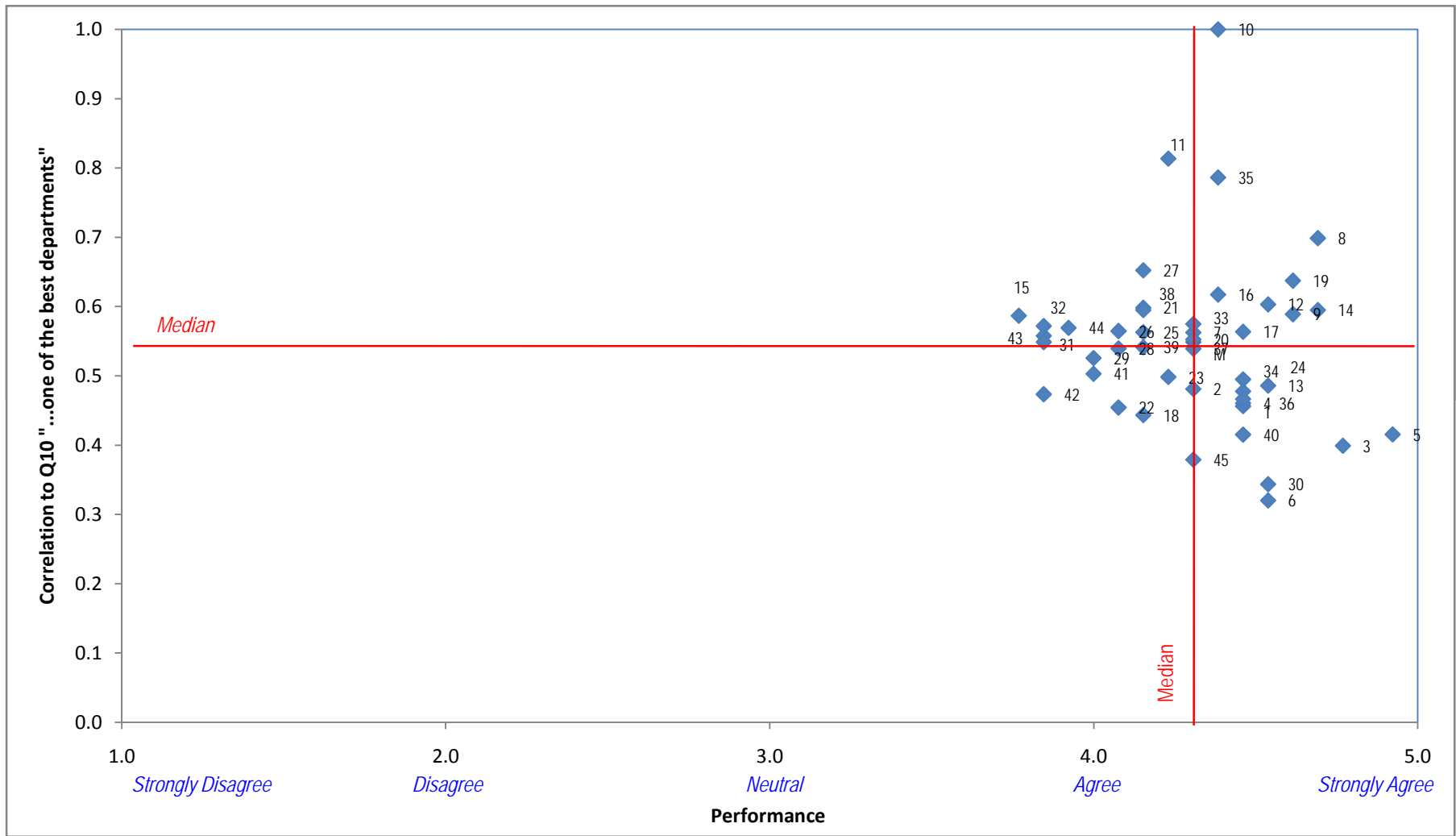
2008 Climate Survey Results
Fresno
Human Resources

Comparison of Performance and Importance (Correlation)

Staff

Full Scale Shown (0 to 1, 1 to 5)

Using correlation to all staff members/all depts response fo Question 10, "My department is one of the best places to work."



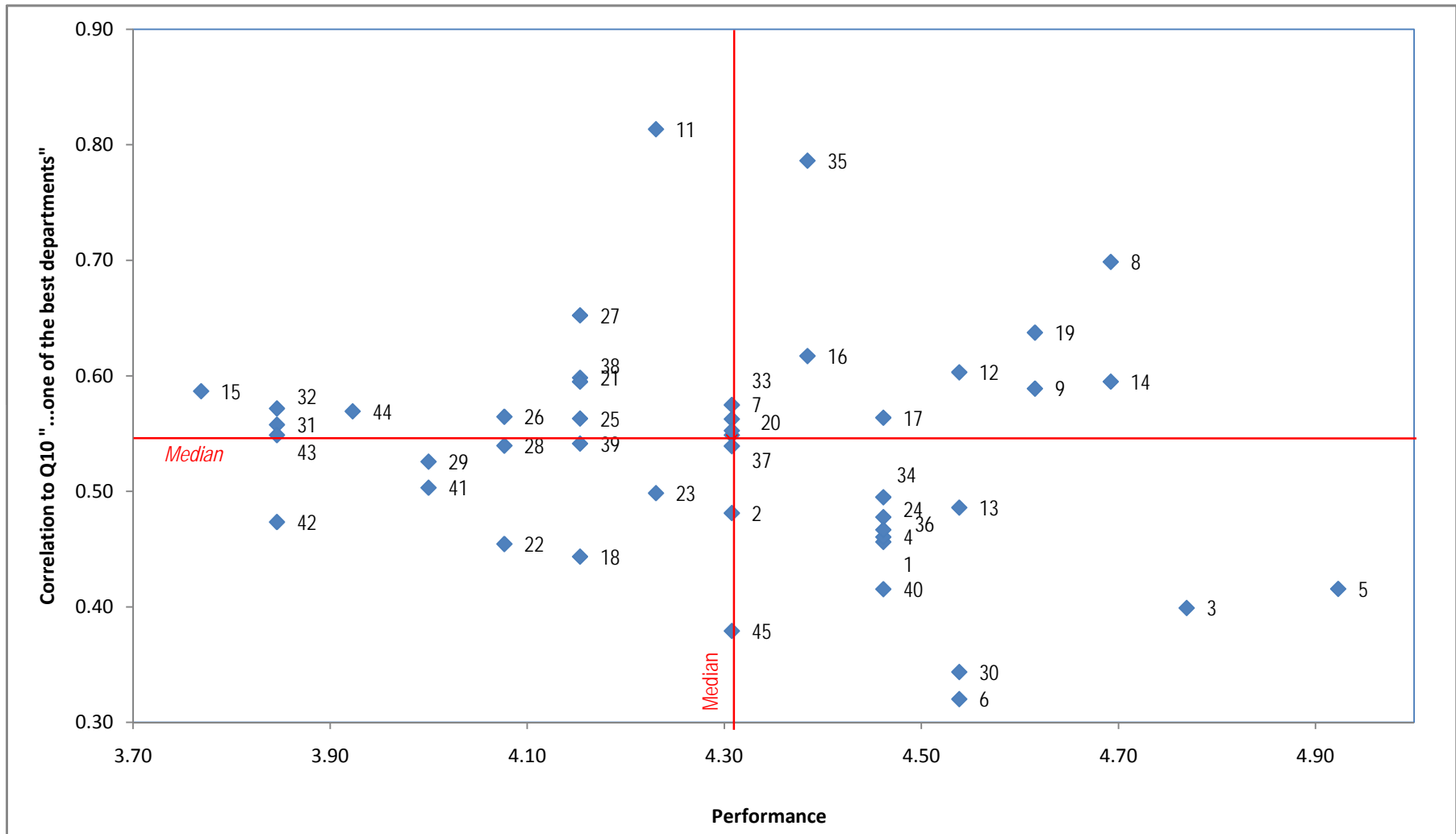
2008 Climate Survey Results
Fresno
Human Resources

Comparison of Performance and Importance (Correlation)

Staff

Magnified scale

Using correlation to all staff members/all depts response fo Question 10, "My department is one of the best places to work."



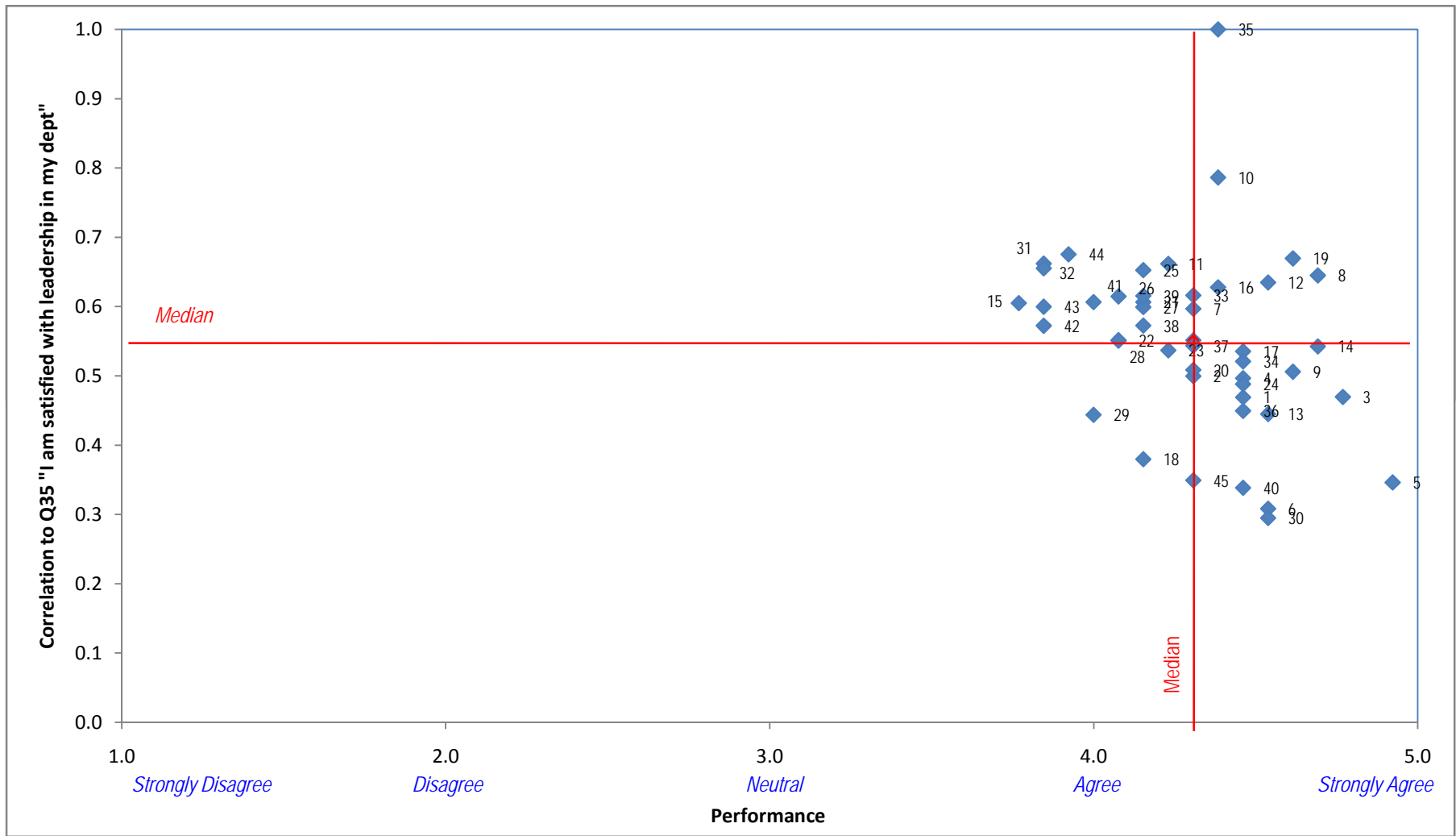
2008 Climate Survey Results
Fresno
Human Resources

Comparison of Performance and Importance (Correlation)

Staff

Full Scale Shown (0 to 1, 1 to 5)

Using correlation to all staff members/all depts response fo Question 35, "I am satisfied with the leadership in my department."



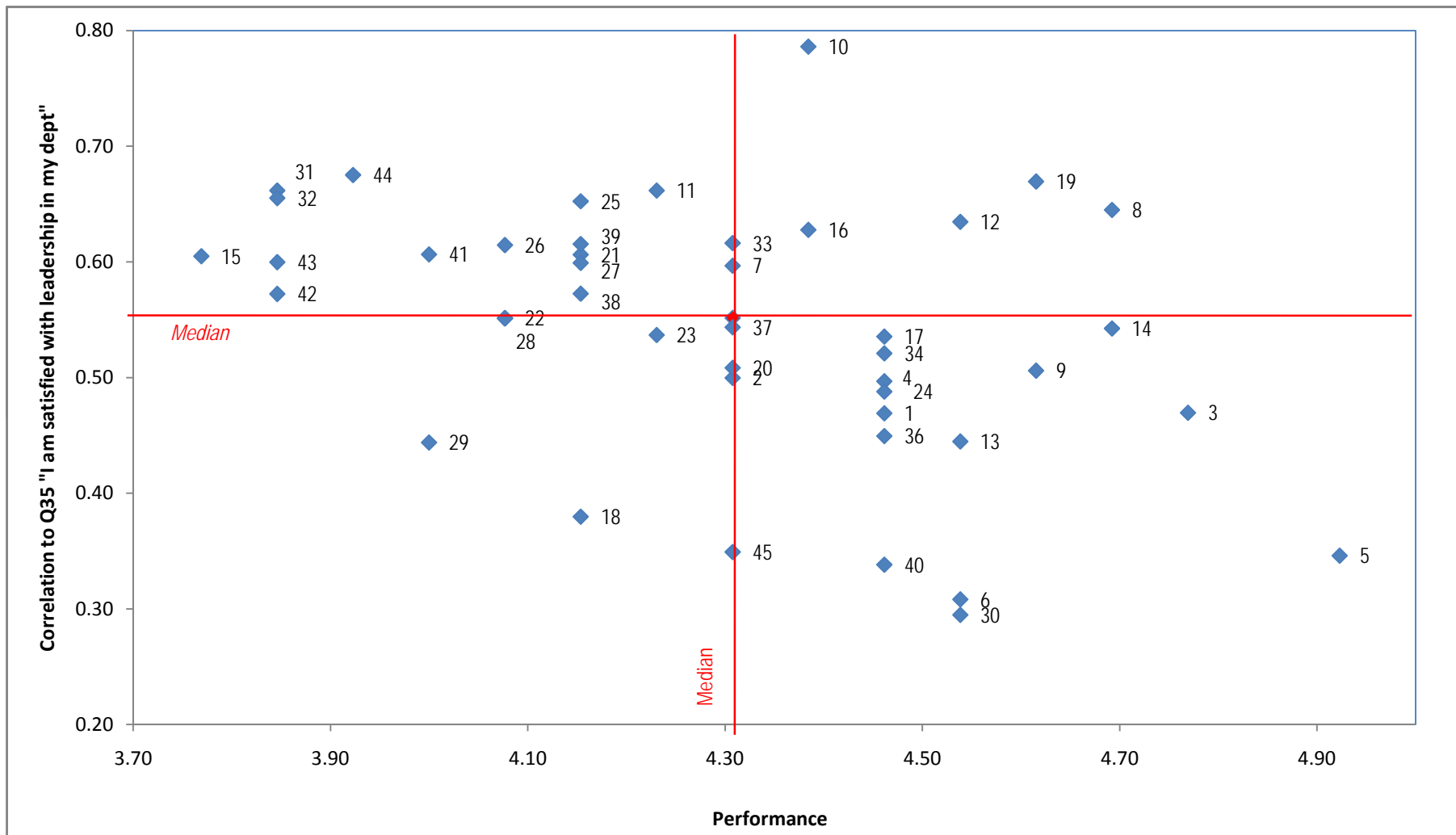
2008 Climate Survey Results
Fresno
Human Resources

Comparison of Performance and Importance (Correlation)

Staff

Magnified scale

Using correlation to all staff members/all depts response for Question 35, "I am satisfied with the leadership in my department."



The following tables and charts are for Managers Only in this department group

2008 Climate Survey Results
Fresno
Human Resources

Agreement: Count of Responses

Manager

For this group

| Question | Weighting Value | | | | | | Total | Average Score | Correlation to | |
|---|-----------------|------------------------|---------------|--------------|------------|---------------------|-------|---------------|----------------------------|------------------------------|
| | | 1 Strongly Disagree | 2 Disagree | 3 Neutral | 4 Agree | 5 Strongly Agree | | | "10...best places to work" | 35...satisfied w/ leadership |
| 1_I know how my job directly supports the division's goals | | 0 | 0 | 1 | 1 | 3 | 5 | 4.40 | #DIV/0! | 0.408 |
| 2_I have guidelines to assist me in making decisions that affect my work | | 0 | 1 | 2 | 1 | 1 | 5 | 3.40 | #DIV/0! | 0.721 |
| 3_My direct supervisor is accessible to me | | 0 | 0 | 0 | 3 | 2 | 5 | 4.40 | #DIV/0! | 0.667 |
| 4_In my work unit, we routinely talk about the quality of our work and the needs of those who we do business with | | 0 | 0 | 1 | 3 | 1 | 5 | 4.00 | #DIV/0! | 0.000 |
| 5_I take pride in my work | | 0 | 0 | 0 | 1 | 4 | 5 | 4.80 | #DIV/0! | -0.408 |
| 6_There is a direct connection between the work I do and the success of the university | | 0 | 0 | 0 | 3 | 2 | 5 | 4.40 | #DIV/0! | -0.167 |
| 7_I receive constructive feedback from my supervisor about the quality of my work | | 0 | 0 | 0 | 5 | 0 | 5 | 4.00 | #DIV/0! | #DIV/0! |
| 8_I would recommend Fresno State as a good place to work | | 0 | 0 | 1 | 3 | 1 | 5 | 4.00 | #DIV/0! | -0.645 |
| 9_I would recommend The California State University as a good place to work | | 0 | 0 | 1 | 2 | 2 | 5 | 4.20 | #DIV/0! | -0.327 |
| 10_My department is one of the best places to work | | 0 | 0 | 0 | 5 | 0 | 5 | 4.00 | #DIV/0! | #DIV/0! |
| 11_My division is one of the best places to work | | 0 | 0 | 0 | 4 | 1 | 5 | 4.20 | #DIV/0! | 0.408 |
| 12_I feel like my ideas and opinions are listened to by my supervisor | | 0 | 0 | 0 | 4 | 1 | 5 | 4.20 | #DIV/0! | 0.408 |
| 13_Employees in my work group respect each others' differences | | 0 | 0 | 1 | 2 | 2 | 5 | 4.20 | #DIV/0! | -0.327 |
| 14_My supervisor, or someone at work, seem to care about me as a person | | 0 | 0 | 0 | 2 | 3 | 5 | 4.60 | #DIV/0! | 1.000 |
| 15_I see career growth and advancement opportunities for myself at Fresno State | | 0 | 0 | 3 | 1 | 1 | 5 | 3.60 | #DIV/0! | 0.102 |
| 16_I am encouraged to be creative to resolve problems or accomplish assignments | | 0 | 0 | 1 | 3 | 1 | 5 | 4.00 | #DIV/0! | -0.645 |
| 17_My work group is receptive to my suggestions for improving our work | | 0 | 0 | 1 | 4 | 0 | 5 | 3.80 | #DIV/0! | -0.408 |
| 18_Employees in my work group resolve conflicts directly with each other | | 0 | 0 | 2 | 3 | 0 | 5 | 3.60 | #DIV/0! | 0.167 |
| 19_Teamwork is encouraged in my department | | 0 | 0 | 1 | 4 | 0 | 5 | 3.80 | #DIV/0! | 0.612 |
| 20_My opinions are valued in my work group | | 0 | 0 | 1 | 4 | 0 | 5 | 3.80 | #DIV/0! | -0.408 |

2008 Climate Survey Results
Fresno
Human Resources

Agreement: Count of Responses, Continued

Manager

For this group

| Question | Weighting Value | 1 | 2 | 3 | 4 | 5 | Total | Average Score | Correlation to | |
|--|-------------------|----------|---------|-------|----------------|----------------------------|-------|---------------|------------------------------|--|
| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | "10...best places to work" | | | 35...satisfied w/ leadership | |
| 21_There is cooperation between the work groups in my department | 0 | 0 | 2 | 3 | 0 | 5 | 3.60 | #DIV/0! | -0.667 | |
| 22_There is cooperation between departments in the division | 0 | 0 | 2 | 3 | 0 | 5 | 3.60 | #DIV/0! | -0.667 | |
| 23_I have access to sufficient information to do my job well | 0 | 0 | 0 | 4 | 1 | 5 | 4.20 | #DIV/0! | -0.612 | |
| 24_The tools, resources and equipment (including computer equipment I need to get my work done are readily available | 0 | 0 | 0 | 4 | 1 | 5 | 4.20 | #DIV/0! | 0.408 | |
| 25_My department has provided me with opportunities to broaden my skills and knowledge | 0 | 0 | 0 | 2 | 3 | 5 | 4.60 | #DIV/0! | 0.167 | |
| 26_I am empowered to make decisions that help me provide better | 0 | 0 | 1 | 3 | 1 | 5 | 4.00 | #DIV/0! | 0.000 | |
| 27_Employees in my immediate work unit are highly motivated to contribute to the success of the university | 0 | 0 | 0 | 4 | 1 | 5 | 4.20 | #DIV/0! | 0.408 | |
| 28_Meetings are well planned and executed at Fresno State | 0 | 1 | 3 | 1 | 0 | 5 | 3.00 | #DIV/0! | -0.645 | |
| 29_Employees in my immediate work unit consistently look for more efficient and effective ways of getting the job done | 0 | 0 | 0 | 4 | 1 | 5 | 4.20 | #DIV/0! | 0.408 | |
| 30_I handle the resources of the university as if they were my own | 0 | 0 | 0 | 2 | 3 | 5 | 4.60 | #DIV/0! | 0.167 | |
| 31_I generally feel informed about changes that affect me | 0 | 0 | 1 | 4 | 0 | 5 | 3.80 | #DIV/0! | -0.408 | |
| 32_An explanation is provided to me for short deadlines | 0 | 0 | 2 | 3 | 0 | 5 | 3.60 | #DIV/0! | -0.667 | |
| 33_My supervisor fairly evaluates my performance | 0 | 0 | 0 | 4 | 1 | 5 | 4.20 | #DIV/0! | 0.408 | |
| 34_I trust the employees in my work group | 0 | 0 | 0 | 2 | 3 | 5 | 4.60 | #DIV/0! | 0.167 | |
| 35_I am satisfied with the leadership in my department | 0 | 0 | 0 | 2 | 3 | 5 | 4.60 | #DIV/0! | 1.000 | |
| 36_My work contributes to the division's mission and vision | 0 | 0 | 0 | 2 | 3 | 5 | 4.60 | #DIV/0! | 0.167 | |
| 37_The mission and vision of the division make me feel that my job is important | 0 | 0 | 1 | 3 | 1 | 5 | 4.00 | #DIV/0! | 0.000 | |
| 38_I have someone at work who encourages my professional development | 0 | 0 | 1 | 3 | 1 | 5 | 4.00 | #DIV/0! | 0.645 | |
| 39_The Division clearly communicates its goals and strategies to me | 0 | 1 | 0 | 4 | 0 | 5 | 3.60 | #DIV/0! | 0.612 | |
| 40_Employees in my immediate work unit consistently put in extra effort beyond what is expected | 0 | 0 | 0 | 3 | 2 | 5 | 4.40 | #DIV/0! | -0.167 | |

2008 Climate Survey Results
Fresno
Human Resources

Agreement: Count of Responses, Continued

Manager

For this group

| Question | Weighting Value | 1 | 2 | 3 | 4 | 5 | Total | Average Score | Correlation to | |
|---|-------------------|----------|---------|-------|----------------|----------------------------|-------|---------------|------------------------------|--------|
| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | "10...best places to work" | | | 35...satisfied w/ leadership | |
| 41_My immediate supervisor regularly acknowledges employees for a job well done and their contributions to the department | | 0 | 0 | 1 | 3 | 1 | 5 | 4.00 | #DIV/0! | 0.645 |
| 42_My direct supervisor involves me in determining performance goals | | 0 | 0 | 0 | 4 | 1 | 5 | 4.20 | #DIV/0! | 0.408 |
| 43_Disagreements among employees in my work group are managed effectively | | 0 | 0 | 1 | 4 | 0 | 5 | 3.80 | #DIV/0! | -0.408 |
| 44_I receive recognition for my good work | | 0 | 0 | 1 | 2 | 2 | 5 | 4.20 | #DIV/0! | 0.218 |
| 45_I feel my safety on campus is a priority | | 0 | 0 | 0 | 4 | 1 | 5 | 4.20 | #DIV/0! | 0.408 |

2008 Climate Survey Results
Fresno
Human Resources

Agreement: % of Responses

Manager

| Question | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Total | Sum of Adverse (SD + D) | Sum of Positive (A + SA) |
|---|-------------------|----------|---------|--------|----------------|--------|-------------------------|--------------------------|
| 1_I know how my job directly supports the division's goals | 0.0% | 0.0% | 20.0% | 20.0% | 60.0% | 100.0% | 0.0% | 80.0% |
| 2_I have guidelines to assist me in making decisions that affect my work | 0.0% | 20.0% | 40.0% | 20.0% | 20.0% | 100.0% | 20.0% | 40.0% |
| 3_My direct supervisor is accessible to me | 0.0% | 0.0% | 0.0% | 60.0% | 40.0% | 100.0% | 0.0% | 100.0% |
| 4_In my work unit, we routinely talk about the quality of our work and the needs of those who we do business with | 0.0% | 0.0% | 20.0% | 60.0% | 20.0% | 100.0% | 0.0% | 80.0% |
| 5_I take pride in my work | 0.0% | 0.0% | 0.0% | 20.0% | 80.0% | 100.0% | 0.0% | 100.0% |
| 6_There is a direct connection between the work I do and the success of the university | 0.0% | 0.0% | 0.0% | 60.0% | 40.0% | 100.0% | 0.0% | 100.0% |
| 7_I receive constructive feedback from my supervisor about the quality of my work | 0.0% | 0.0% | 0.0% | 100.0% | 0.0% | 100.0% | 0.0% | 100.0% |
| 8_I would recommend Fresno State as a good place to work | 0.0% | 0.0% | 20.0% | 60.0% | 20.0% | 100.0% | 0.0% | 80.0% |
| 9_I would recommend The California State University as a good place to work | 0.0% | 0.0% | 20.0% | 40.0% | 40.0% | 100.0% | 0.0% | 80.0% |
| 10_My department is one of the best places to work | 0.0% | 0.0% | 0.0% | 100.0% | 0.0% | 100.0% | 0.0% | 100.0% |
| 11_My division is one of the best places to work | 0.0% | 0.0% | 0.0% | 80.0% | 20.0% | 100.0% | 0.0% | 100.0% |
| 12_I feel like my ideas and opinions are listened to by my supervisor | 0.0% | 0.0% | 0.0% | 80.0% | 20.0% | 100.0% | 0.0% | 100.0% |
| 13_Employees in my work group respect each others' differences | 0.0% | 0.0% | 20.0% | 40.0% | 40.0% | 100.0% | 0.0% | 80.0% |
| 14_My supervisor, or someone at work, seem to care about me as a person | 0.0% | 0.0% | 0.0% | 40.0% | 60.0% | 100.0% | 0.0% | 100.0% |
| 15_I see career growth and advancement opportunities for myself at Fresno State | 0.0% | 0.0% | 60.0% | 20.0% | 20.0% | 100.0% | 0.0% | 40.0% |
| 16_I am encouraged to be creative to resolve problems or accomplish assignments | 0.0% | 0.0% | 20.0% | 60.0% | 20.0% | 100.0% | 0.0% | 80.0% |
| 17_My work group is receptive to my suggestions for improving our work | 0.0% | 0.0% | 20.0% | 80.0% | 0.0% | 100.0% | 0.0% | 80.0% |
| 18_Employees in my work group resolve conflicts directly with each other | 0.0% | 0.0% | 40.0% | 60.0% | 0.0% | 100.0% | 0.0% | 60.0% |
| 19_Teamwork is encouraged in my department | 0.0% | 0.0% | 20.0% | 80.0% | 0.0% | 100.0% | 0.0% | 80.0% |
| 20_My opinions are valued in my work group | 0.0% | 0.0% | 20.0% | 80.0% | 0.0% | 100.0% | 0.0% | 80.0% |

2008 Climate Survey Results
Fresno
Human Resources

Agreement: % of Responses, continued

Manager

| Question | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Total | Sum of Adverse (SD + D) | Sum of Positive (A + SA) |
|---|-------------------|----------|---------|-------|----------------|--------|-------------------------|--------------------------|
| 21_ There is cooperation between the work groups in my department | 0.0% | 0.0% | 40.0% | 60.0% | 0.0% | 100.0% | 0.0% | 60.0% |
| 22_ There is cooperation between departments in the division | 0.0% | 0.0% | 40.0% | 60.0% | 0.0% | 100.0% | 0.0% | 60.0% |
| 23_ I have access to sufficient information to do my job well | 0.0% | 0.0% | 0.0% | 80.0% | 20.0% | 100.0% | 0.0% | 100.0% |
| 24_ The tools, resources and equipment (including computer equipment I need to get my work done are readily available | 0.0% | 0.0% | 0.0% | 80.0% | 20.0% | 100.0% | 0.0% | 100.0% |
| 25_ My department has provided me with opportunities to broaden my skills and knowledge | 0.0% | 0.0% | 0.0% | 40.0% | 60.0% | 100.0% | 0.0% | 100.0% |
| 26_ I am empowered to make decisions that help me provide better | 0.0% | 0.0% | 20.0% | 60.0% | 20.0% | 100.0% | 0.0% | 80.0% |
| 27_ Employees in my immediate work unit are highly motivated to contribute to the success of the university | 0.0% | 0.0% | 0.0% | 80.0% | 20.0% | 100.0% | 0.0% | 100.0% |
| 28_ Meetings are well planned and executed at Fresno State | 0.0% | 20.0% | 60.0% | 20.0% | 0.0% | 100.0% | 20.0% | 20.0% |
| 29_ Employees in my immediate work unit consistently look for more efficient and effective ways of getting the job done | 0.0% | 0.0% | 0.0% | 80.0% | 20.0% | 100.0% | 0.0% | 100.0% |
| 30_ I handle the resources of the university as if they were my own | 0.0% | 0.0% | 0.0% | 40.0% | 60.0% | 100.0% | 0.0% | 100.0% |
| 31_ I generally feel informed about changes that affect me | 0.0% | 0.0% | 20.0% | 80.0% | 0.0% | 100.0% | 0.0% | 80.0% |
| 32_ An explanation is provided to me for short deadlines | 0.0% | 0.0% | 40.0% | 60.0% | 0.0% | 100.0% | 0.0% | 60.0% |
| 33_ My supervisor fairly evaluates my performance | 0.0% | 0.0% | 0.0% | 80.0% | 20.0% | 100.0% | 0.0% | 100.0% |
| 34_ I trust the employees in my work group | 0.0% | 0.0% | 0.0% | 40.0% | 60.0% | 100.0% | 0.0% | 100.0% |
| 35_ I am satisfied with the leadership in my department | 0.0% | 0.0% | 0.0% | 40.0% | 60.0% | 100.0% | 0.0% | 100.0% |
| 36_ My work contributes to the division's mission and vision | 0.0% | 0.0% | 0.0% | 40.0% | 60.0% | 100.0% | 0.0% | 100.0% |
| 37_ The mission and vision of the division make me feel that my job is important | 0.0% | 0.0% | 20.0% | 60.0% | 20.0% | 100.0% | 0.0% | 80.0% |
| 38_ I have someone at work who encourages my professional development | 0.0% | 0.0% | 20.0% | 60.0% | 20.0% | 100.0% | 0.0% | 80.0% |
| 39_ The Division clearly communicates its goals and strategies to me | 0.0% | 20.0% | 0.0% | 80.0% | 0.0% | 100.0% | 20.0% | 80.0% |
| 40_ Employees in my immediate work unit consistently put in extra effort beyond what is expected | 0.0% | 0.0% | 0.0% | 60.0% | 40.0% | 100.0% | 0.0% | 100.0% |

2008 Climate Survey Results
Fresno
Human Resources

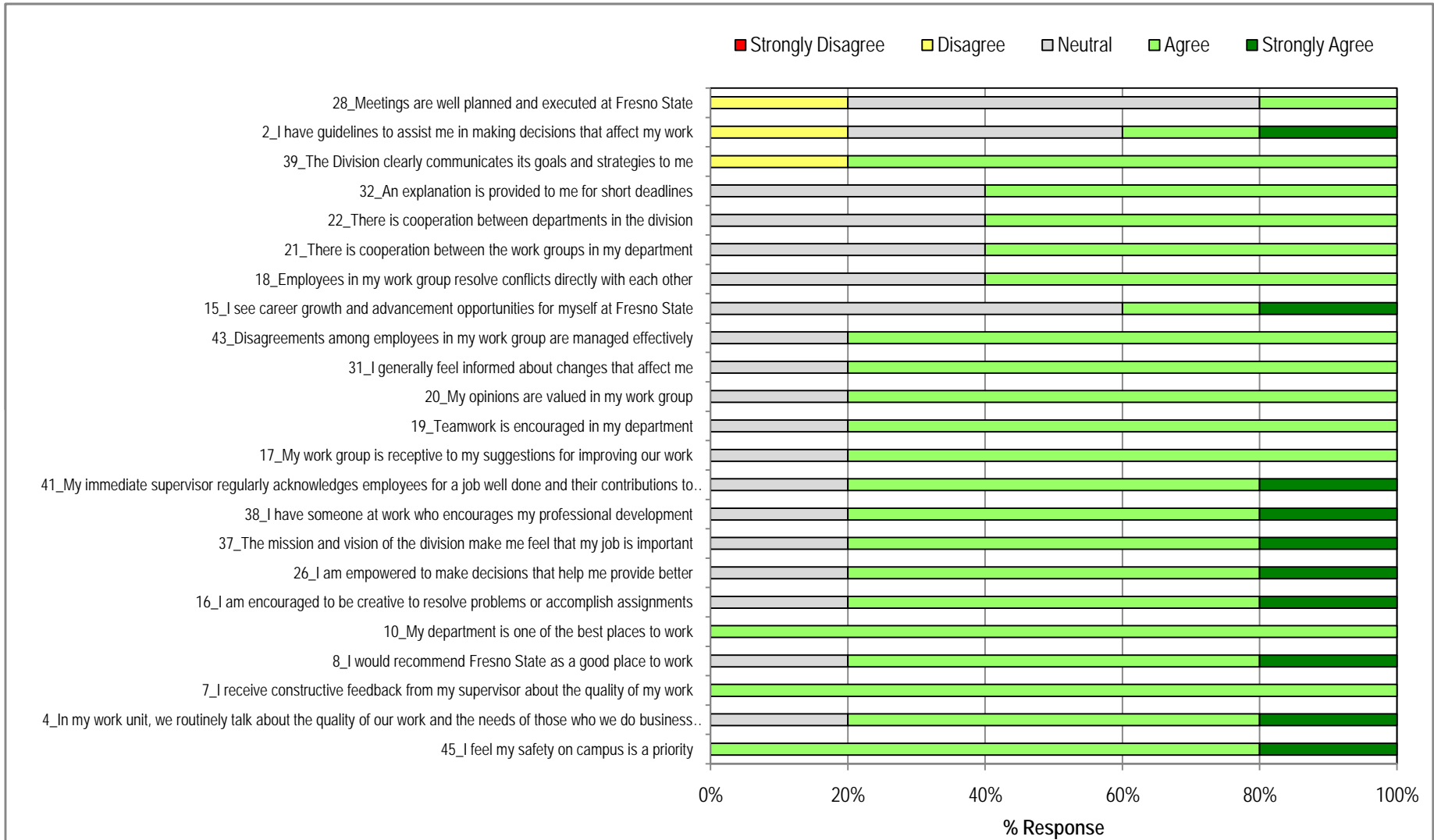
Agreement: % of Responses, continued

Manager

| Question | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Total | Sum of Adverse (SD + D) | Sum of Positive (A + SA) |
|---|-------------------|----------|---------|-------|----------------|--------|-------------------------|--------------------------|
| 41_My immediate supervisor regularly acknowledges employees for a job well done and their contributions to the department | 0.0% | 0.0% | 20.0% | 60.0% | 20.0% | 100.0% | 0.0% | 80.0% |
| 42_My direct supervisor involves me in determining performance goals | 0.0% | 0.0% | 0.0% | 80.0% | 20.0% | 100.0% | 0.0% | 100.0% |
| 43_Disagreements among employees in my work group are managed effectively | 0.0% | 0.0% | 20.0% | 80.0% | 0.0% | 100.0% | 0.0% | 80.0% |
| 44_I receive recognition for my good work | 0.0% | 0.0% | 20.0% | 40.0% | 40.0% | 100.0% | 0.0% | 80.0% |
| 45_I feel my safety on campus is a priority | 0.0% | 0.0% | 0.0% | 80.0% | 20.0% | 100.0% | 0.0% | 100.0% |

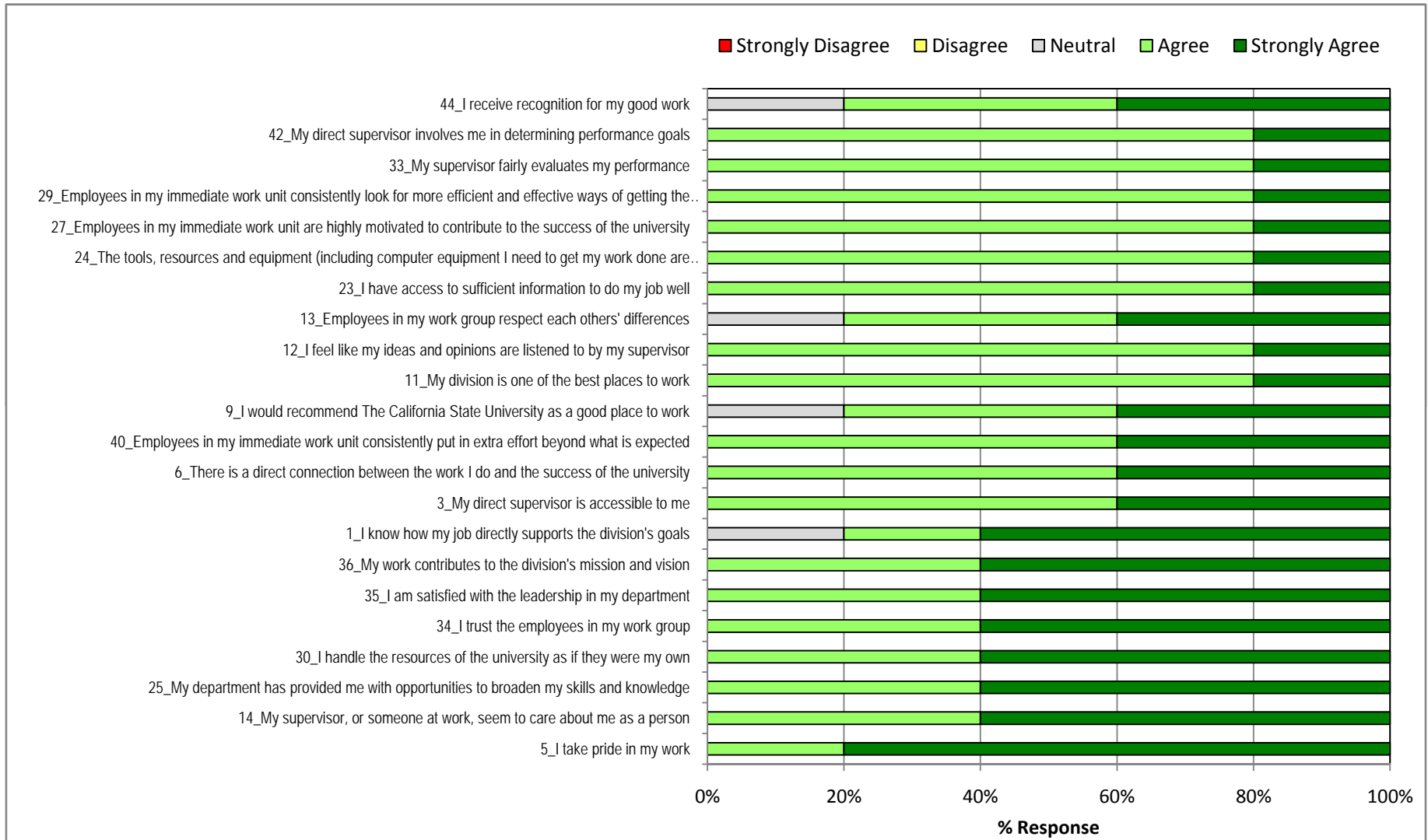
2008 Climate Survey Results
Fresno
Human Resources

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



2008 Climate Survey Results
Fresno
Human Resources

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



2008 Climate Survey Results
Fresno
Human Resources

Comparison of Performance and Importance (Correlation)

Manager

Used for Scatter Chart
 Correlations for all staff.

For Comparison Only
 Correlations for this dept.

| Question | Label Number | This Group | All Managers | All Managers |
|---|--------------|-------------|------------------------|----------------------------|
| | | Performance | Correlation | Correlation |
| | | Average | 10_best places to work | 35_satisfied w/ leadership |
| 1_I know how my job directly supports the division's goals | 1 | 4.400 | 0.118 | 0.193 |
| 2_I have guidelines to assist me in making decisions that affect my work | 2 | 3.400 | 0.589 | 0.349 |
| 3_My direct supervisor is accessible to me | 3 | 4.400 | 0.199 | 0.472 |
| 4_In my work unit, we routinely talk about the quality of our work and the needs of those who we do business with | 4 | 4.000 | 0.361 | 0.441 |
| 5_I take pride in my work | 5 | 4.800 | -0.052 | 0.133 |
| 6_There is a direct connection between the work I do and the success of the university | 6 | 4.400 | 0.103 | 0.201 |
| 7_I receive constructive feedback from my supervisor about the quality of my work | 7 | 4.000 | 0.541 | 0.803 |
| 8_I would recommend Fresno State as a good place to work | 8 | 4.000 | 0.554 | 0.233 |
| 9_I would recommend The California State University as a good place to work | 9 | 4.200 | 0.252 | 0.088 |
| 10_My department is one of the best places to work | 10 | 4.000 | 1.000 | 0.441 |
| 11_My division is one of the best places to work | 11 | 4.200 | 0.480 | 0.162 |
| 12_I feel like my ideas and opinions are listened to by my supervisor | 12 | 4.200 | 0.448 | 0.713 |
| 13_Employees in my work group respect each others' differences | 13 | 4.200 | 0.652 | 0.476 |
| 14_My supervisor, or someone at work, seem to care about me as a person | 14 | 4.600 | 0.291 | 0.671 |
| 15_I see career growth and advancement opportunities for myself at Fresno State | 15 | 3.600 | 0.165 | 0.495 |
| 16_I am encouraged to be creative to resolve problems or accomplish assignments | 16 | 4.000 | 0.459 | 0.480 |
| 17_My work group is receptive to my suggestions for improving our work | 17 | 3.800 | 0.380 | 0.504 |
| 18_Employees in my work group resolve conflicts directly with each other | 18 | 3.600 | 0.631 | 0.419 |
| 19_Teamwork is encouraged in my department | 19 | 3.800 | 0.679 | 0.525 |
| 20_My opinions are valued in my work group | 20 | 3.800 | 0.409 | 0.485 |
| 21_There is cooperation between the work groups in my department | 21 | 3.600 | 0.643 | 0.476 |
| 22_There is cooperation between departments in the division | 22 | 3.600 | 0.288 | 0.075 |
| 23_I have access to sufficient information to do my job well | 23 | 4.200 | 0.641 | 0.161 |

| This Dept | This Dept |
|------------------------|----------------------------|
| Correlation | Correlation |
| 10_best places to work | 35_satisfied w/ leadership |
| #DIV/0! | 0.408 |
| #DIV/0! | 0.721 |
| #DIV/0! | 0.667 |
| #DIV/0! | 0.000 |
| #DIV/0! | -0.408 |
| #DIV/0! | -0.167 |
| #DIV/0! | #DIV/0! |
| #DIV/0! | -0.645 |
| #DIV/0! | -0.327 |
| #DIV/0! | #DIV/0! |
| #DIV/0! | 0.408 |
| #DIV/0! | 0.408 |
| #DIV/0! | -0.327 |
| #DIV/0! | 1.000 |
| #DIV/0! | 0.102 |
| #DIV/0! | -0.645 |
| #DIV/0! | -0.408 |
| #DIV/0! | 0.167 |
| #DIV/0! | 0.612 |
| #DIV/0! | -0.408 |
| #DIV/0! | -0.667 |
| #DIV/0! | -0.667 |
| #DIV/0! | -0.612 |

2008 Climate Survey Results

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Human Resources

| | | | | |
|---|----------|--------------|--------------|--------------|
| 24_The tools, resources and equipment (including computer equipment I need to get my work done are readily available | 24 | 4.200 | 0.391 | 0.094 |
| 25_My department has provided me with opportunities to broaden my skills and knowledge | 25 | 4.600 | 0.402 | 0.532 |
| 26_I am empowered to make decisions that help me provide better | 26 | 4.000 | 0.527 | 0.468 |
| 27_Employees in my immediate work unit are highly motivated to contribute to the success of the university | 27 | 4.200 | 0.353 | 0.168 |
| 28_Meetings are well planned and executed at Fresno State | 28 | 3.000 | 0.276 | 0.325 |
| 29_Employees in my immediate work unit consistently look for more efficient and effective ways of getting the job done | 29 | 4.200 | 0.067 | -0.056 |
| 30_I handle the resources of the university as if they were my own | 30 | 4.600 | 0.042 | 0.340 |
| 31_I generally feel informed about changes that affect me | 31 | 3.800 | 0.202 | 0.564 |
| 32_An explanation is provided to me for short deadlines | 32 | 3.600 | 0.185 | 0.475 |
| 33_My supervisor fairly evaluates my performance | 33 | 4.200 | 0.219 | 0.651 |
| 34_I trust the employees in my work group | 34 | 4.600 | 0.394 | 0.496 |
| 35_I am satisfied with the leadership in my department | 35 | 4.600 | 0.441 | 1.000 |
| 36_My work contributes to the division's mission and vision | 36 | 4.600 | 0.236 | 0.347 |
| 37_The mission and vision of the division make me feel that my job is important | 37 | 4.000 | 0.161 | 0.194 |
| 38_I have someone at work who encourages my professional development | 38 | 4.000 | 0.426 | 0.589 |
| 39_The Division clearly communicates its goals and strategies to me | 39 | 3.600 | 0.209 | 0.306 |
| 40_Employees in my immediate work unit consistently put in extra effort beyond what is expected | 40 | 4.400 | 0.264 | 0.130 |
| 41_My immediate supervisor regularly acknowledges employees for a job well done and their contributions to the department | 41 | 4.000 | 0.397 | 0.825 |
| 42_My direct supervisor involves me in determining performance goals | 42 | 4.200 | 0.445 | 0.680 |
| 43_Disagreements among employees in my work group are managed effectively | 43 | 3.800 | 0.591 | 0.475 |
| 44_I receive recognition for my good work | 44 | 4.200 | 0.447 | 0.705 |
| 45_I feel my safety on campus is a priority | 45 | 4.200 | 0.029 | 0.125 |
| Median | M | 4.200 | 0.391 | 0.468 |

| | |
|---------|--------|
| #DIV/0! | 0.408 |
| #DIV/0! | 0.167 |
| #DIV/0! | 0.000 |
| #DIV/0! | 0.408 |
| #DIV/0! | -0.645 |
| #DIV/0! | 0.408 |
| #DIV/0! | 0.167 |
| #DIV/0! | -0.408 |
| #DIV/0! | -0.667 |
| #DIV/0! | 0.408 |
| #DIV/0! | 0.167 |
| #DIV/0! | 1.000 |
| #DIV/0! | 0.167 |
| #DIV/0! | 0.000 |
| #DIV/0! | 0.645 |
| #DIV/0! | 0.612 |
| #DIV/0! | -0.167 |
| #DIV/0! | 0.645 |
| #DIV/0! | 0.408 |
| #DIV/0! | -0.408 |
| #DIV/0! | 0.218 |
| #DIV/0! | 0.408 |

2008 Climate Survey Results
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Human Resources

Comparison of Performance and Importance (Correlation)

Manager

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

Using correlation to all staff members/all depts response fo Question 10, "My department is one of the best places to work."

