

2018 Workplace Climate Survey Results

Admin & Finance - Facilities Management

Survey Information—Data Collected June & July 2018

Purpose: Help CSUF leaders better understand the climate of CSUF as a workplace

Two Primary Areas of Focus:

1. CSUF Supervision
2. CSUF Climate

University employees that completed survey	1144
% Response Rate	26%

Survey Measures		
(Manager Measures are Evaluated by Manager’s Subordinates)		
Category	Measure	Definitions
Manager Orientations	Self Orientation (Lower Mean = Better)	Degree to which leader is focused on personal success
	Organizational Orientation	Degree to which leader is focused on organizational success
	Follower Orientation	Degree to which leader is focused on followers’ success
Manager Mindsets	Growth Mindset	Degree to which leader believes that people can change talents & abilities
	Open Mindset	Degree to which leader is open to the ideas and suggestions of others
	Promotion Mindset	Degree to which leader is focused on winning and gains
	Outward Mindset	Degree to which leader sees others as people and values them as such
Manager Behaviors	Relationship Behaviors	Degree to which leaders build positive job relationships
	Task Behaviors	Degree to which leaders effectively direct followers toward goal achievement
	Change Behaviors	Degree to which leaders facilitate and drive change in group/organization
Manager Feedback	Feedback Quality	Degree to which leaders provide high-quality feedback
	Feedback Quantity	Number of feedback episodes in prior two weeks
Manager Relationships	Trust in Manager	Belief in the reliability and ability of manager
	Leader-Follower Relationship Quality	Employee’s subjective evaluation of the association they have with their manager
Psychological Safety & Inclusiveness	Psychological Safety	Belief that one can express ideas and take risks without fear of repercussion
	Inclusiveness	Belief that one is fairly treated, valued for who they are, and included in core decision making
Engagement	Emotional Engagement	The emotional energy employees are exerting in their job
Turnover Intention	Turnover Intention (Lower Mean = Better)	The degree to which employees plan to leave CSUF

2018 Workplace Climate Survey Results

Admin & Finance - Facilities Management

Division Comparisons

Division employees that completed survey	58
% Response Rate	23%

Division Results (with ranked comparisons to 11 other divisions)				
Category	Measure	Division Mean	Rank	University Mean
(Means based on 1-7 scale)				
Manager Orientations	Self Orientation (Lower Mean = Better)	3.62	10	3.06
	Organizational Orientation	5.38	12	5.96
	Follower Orientation	4.75	10	5.28
Manager Mindsets	Growth Mindset	4.51	8	4.56
	Open Mindset	4.06	9	4.31
	Promotion Mindset	4.00	10	4.11
	Outward Mindset	4.57	10	5.05
Manager Behaviors	Relationship Behaviors	5.23	12	5.74
	Task Behaviors	5.04	11	5.43
	Change Behaviors	4.73	12	5.25
Manager Feedback	Feedback Quality	4.02	12	4.73
	Feedback Quantity (# of Feedback episodes in 2 weeks)	1.62	12	2.47
Manager Relationships	Trust in Manager	5.14	8	5.36
	Leader-Follower Relationship Quality	5.09	11	5.55
Psychological Safety & Inclusiveness	Psychological Safety	4.55	10	4.75
	Inclusiveness	4.50	10	4.85
Engagement	Emotional Engagement	5.98	9	6.17
Turnover Intention	Turnover Intention (Lower Mean = Better)	2.98	6	2.96

Key Takeaways:

- Relative to the other divisions across the campus, there is no noticeable area where Facilities Management stands out
- Areas of greatest concern involve employees perceptions that managers are not focused on the organization's success, nor do they seem to be engaging in positive leadership behaviors

2018 Workplace Climate Survey Results

A&F - Other

Division Comparisons

Employees that completed survey	20
% Response Rate	32%

Division Results (with ranked comparisons to 11 other divisions)				
Category	Measure	Division Mean	Rank	University Mean
(Means based on 1-7 scale)				
Manager Orientations	Self Orientation (Lower Mean = Better)	2.77	3	3.06
	Organizational Orientation	6.04	4	5.96
	Follower Orientation	5.41	5	5.28
Manager Mindsets	Growth Mindset	4.49	9	4.56
	Open Mindset	4.00	10	4.31
	Promotion Mindset	4.20	6	4.11
	Outward Mindset	5.21	4	5.05
Manager Behaviors	Relationship Behaviors	5.99	4	5.74
	Task Behaviors	5.59	4	5.43
	Change Behaviors	5.28	6	5.25
Manager Feedback	Feedback Quality	5.26	2	4.73
	Feedback Quantity (# of Feedback episodes in 2 weeks)	3.76	2	2.47
Manager Relationships	Trust in Manager	5.88	3	5.36
	Leader-Follower Relationship Quality	6.09	1	5.55
Psychological Safety & Inclusiveness	Psychological Safety	5.10	3	4.75
	Inclusiveness	5.07	6	4.85
Engagement	Emotional Engagement	6.40	2	6.17
Turnover Intention	Turnover Intention (Lower Mean = Better)	2.67	2	2.96

This "Other" category includes:

- Internal Auditor
- Resource Planning and Budget
- University Police

VP Administration & Finance

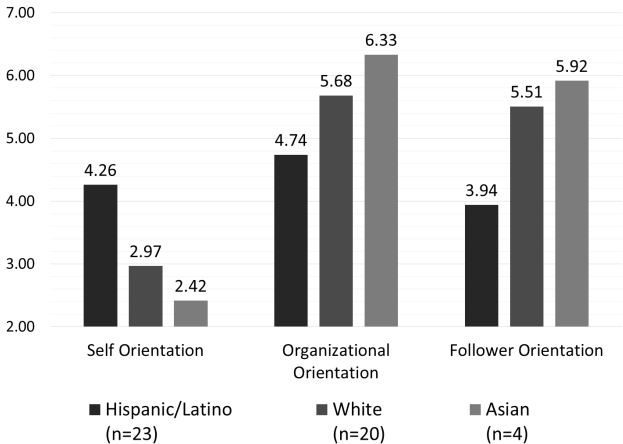
2018 Workplace Climate Survey Results

Admin & Finance - Facilities Management & Other

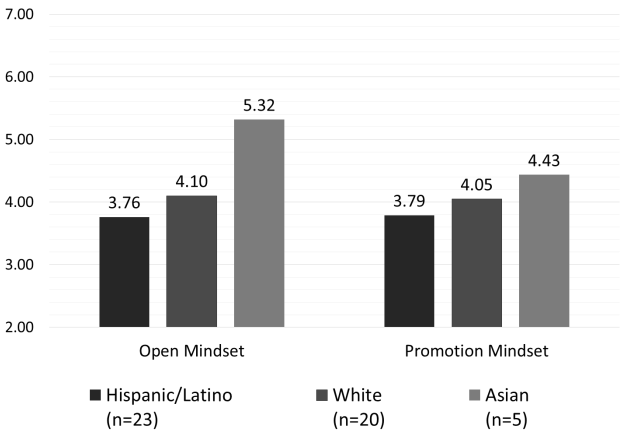
Division Findings

By Ethnicity

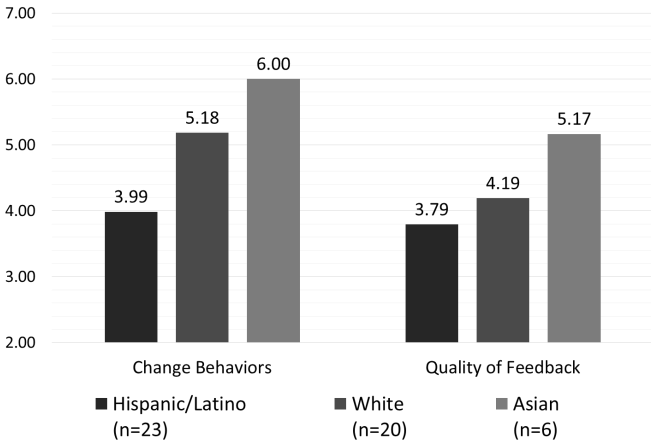
Manager Orientations by Ethnicity



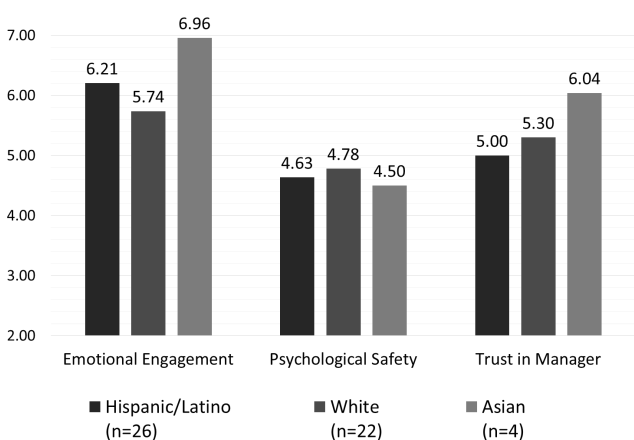
Manager Mindsets by Ethnicity



Manager Behaviors by Ethnicity



Manager Orientations by Ethnicity

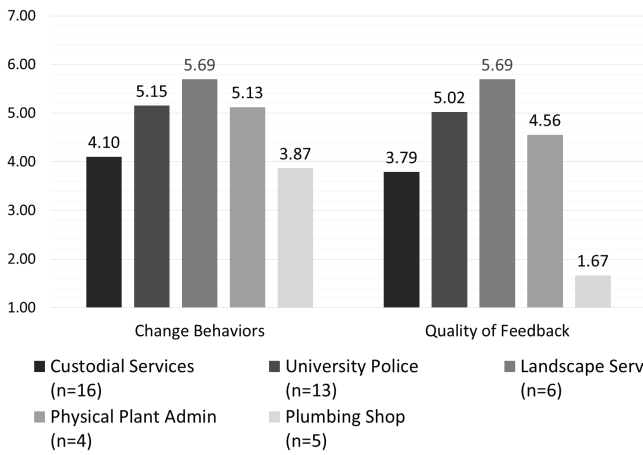


Across perceptions of manager effectiveness and workplace climate, it appears that:

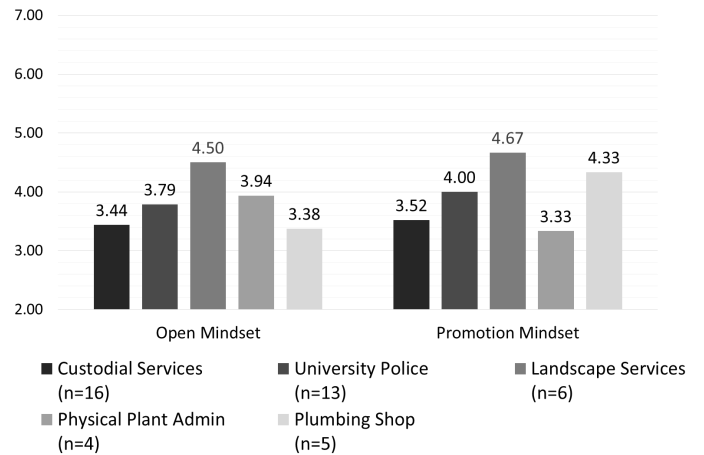
- Those that identify as Asian are having the most positive experiences
- Those that identify as Hispanic/Latino are having the least positive experiences

By Department

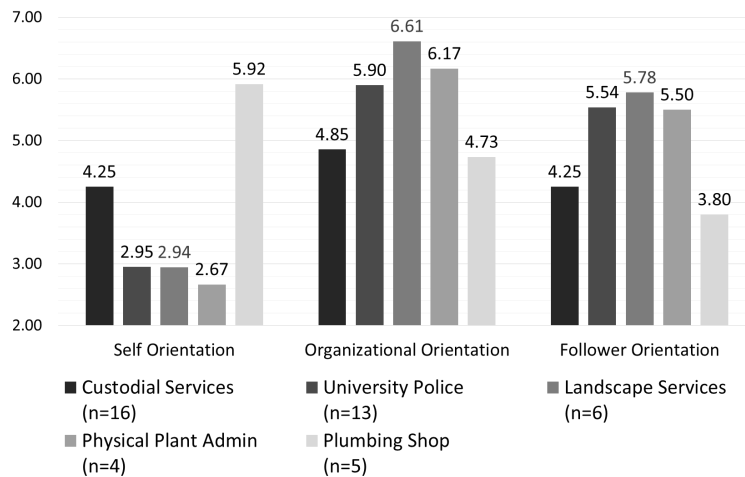
Manager Behaviors by Department



Manager Mindsets by Department

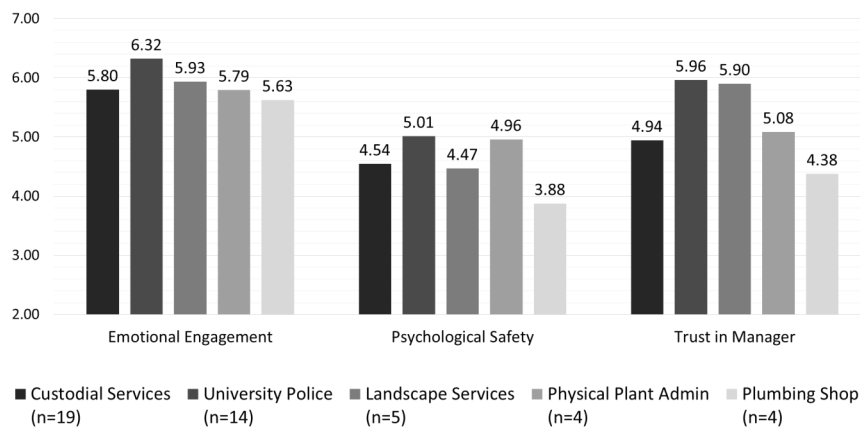


Manager Orientations by Department



Employees in the Plumbing Shop feel their managers are strongly focused on their own success, and possess little focus on the organiza-

Employee Climate by Department



Across perceptions of manager effectiveness and workplace climate, it appears that employees within University Police, Landscape Services, and Physical Plant administration are having a much more positive experience than employees in Custodial Services and Plumbing Shop