

# 2018 Workplace Climate Survey Results

## Human Resources

### 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	<b>1144</b>
% Response Rate	<b>26%</b>

<b>Survey Measures</b> (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

## Human Resources

### Division Comparisons

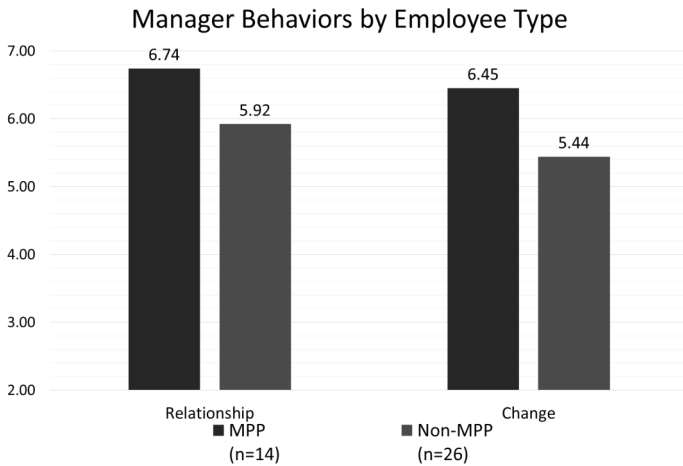
Division employees that completed survey	<b>40</b>
% Response Rate	<b>67%</b>

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)	2.87	4	3.06
	Organizational Orientation	6.44	2	5.96
	Follower Orientation	5.98	1	5.28
Manager Mindsets	Growth Mindset	4.91	1	4.56
	Open Mindset	4.94	1	4.31
	Promotion Mindset	4.88	1	4.11
	Outward Mindset	5.73	2	5.05
Manager Behaviors	Relationship Behaviors	6.25	1	5.74
	Task Behaviors	5.99	2	5.43
	Change Behaviors	5.82	2	5.25
Manager Feedback	Feedback Quality	5.34	1	4.73
	Feedback Quantity (# of Feedback episodes in 2 weeks)	3.54	3	2.47
Manager Relationships	Trust in Manager	5.91	2	5.36
	Leader-Follower Relationship Quality	6.08	2	5.55
Psychological Safety & Inclusiveness	Psychological Safety	5.00	7	4.75
	Inclusiveness	5.30	4	4.85
Engagement	Emotional Engagement	6.00	7	6.17
Turnover Intention	Turnover Intention (Lower Mean = Better)	2.94	5	2.96

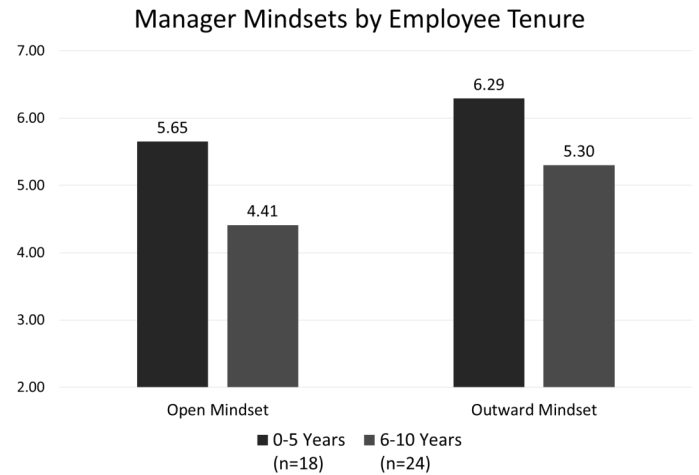
### Key Takeaways:

- HR has much to celebrate. They are among the top performing divisions for supervision effectiveness
  - Areas of concern: psychological safety, emotional engagement, and turnover intention

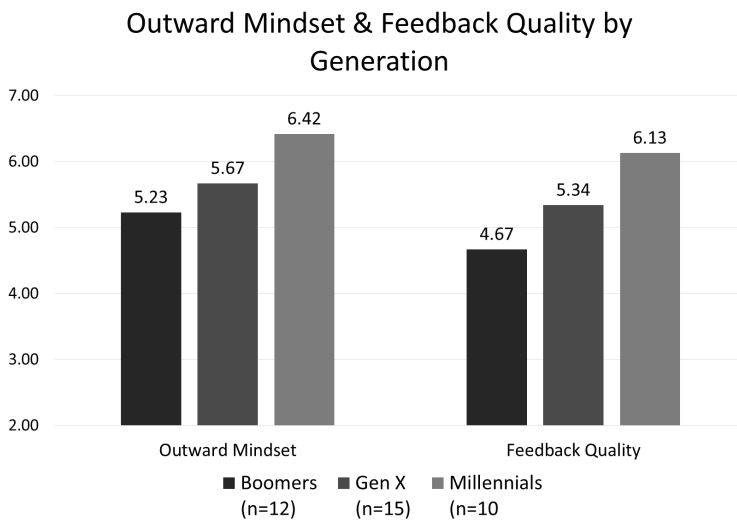
### Division Findings



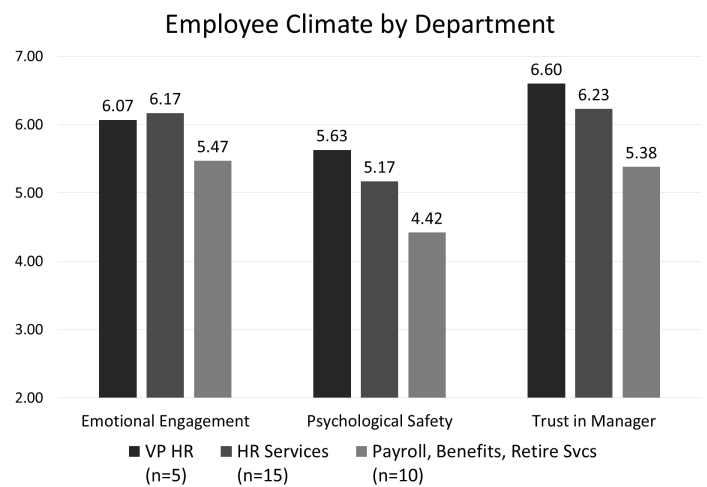
MPP employees feel they get higher quality supervision than Non-MPP employees.



High-tenured employees find their managers to be less open-minded and outward than their low-tenured counterparts. This suggests tenure-related politics may be occurring within the department.



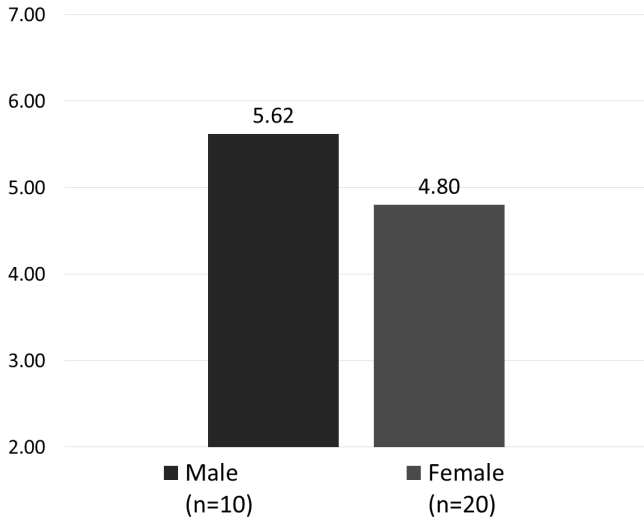
Older generations feel their managers approach their management with less personal touch than younger generations.



Across the three largest departments, Payroll, Benefits, and Retire Services seems to have a noticeably worse climate.

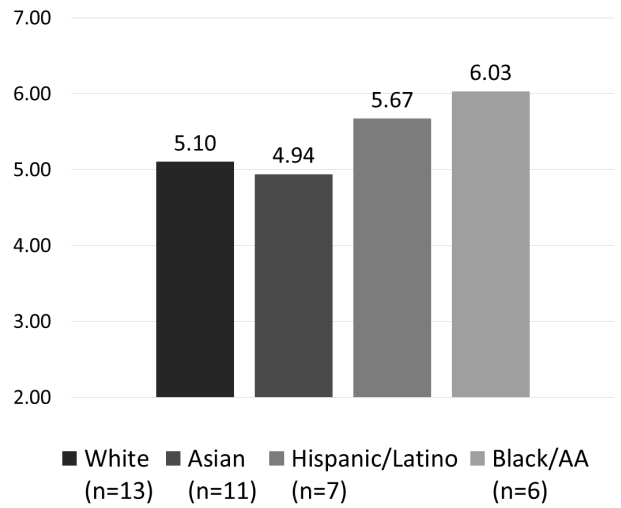
## Division Findings

### Psychological Safety



Females in the department do not feel as psychologically safe as men.

### Inclusiveness



Whites and Asians do not feel they are included in the department to the degree that Hispanic/Latinos and Black/AAs do.

### Turnover Intention



Turnover intention data follows the findings above. The more positively employees feel about their work climate, the less likely they are to turnover.

Areas of particular concern include:

- Those in Payroll, Benefits, and Retirement Services
  - Females
  - Asians