

2018 Workplace Climate Survey Results

Student Affairs - Athletics

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

SAO - Athletics

Division Comparisons

Division employees that completed survey	17
% Response Rate	28%

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)	2.45	1	3.06
	Organizational Orientation	6.61	1	5.96
	Follower Orientation	5.98	2	5.28
Manager Mindsets	Growth Mindset	4.64	4	4.56
	Open Mindset	4.32	5	4.31
	Promotion Mindset	4.51	2	4.11
	Outward Mindset	5.82	1	5.05
Manager Behaviors	Relationship Behaviors	6.24	2	5.74
	Task Behaviors	6.06	1	5.43
	Change Behaviors	6.12	1	5.25
Manager Feedback	Feedback Quality	5.18	3	4.73
	Feedback Quantity (# of Feedback episodes in 2 weeks)	3.21	5	2.47
Manager Relationships	Trust in Manager	6.02	1	5.36
	Leader-Follower Relationship Quality	5.96	3	5.55
Psychological Safety & Inclusiveness	Psychological Safety	5.26	1	4.75
	Inclusiveness	5.60	2	4.85
Engagement	Emotional Engagement	6.61	1	6.17
Turnover Intention	Turnover Intention (Lower Mean = Better)	2.39	1	2.96

Key Takeaways:

- Compared to the other divisions, Athletics stands out as being a leader across essentially all of the metrics measured

2018 Workplace Climate Survey Results

Student Affairs - Student Engagement

Division Comparisons

Division employees that completed survey	34
% Response Rate	51%

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)	3.78	11	3.06
	Organizational Orientation	5.90	7	5.96
	Follower Orientation	5.34	6	5.28
Manager Mindsets	Growth Mindset	4.25	10	4.56
	Open Mindset	4.29	6	4.31
	Promotion Mindset	4.28	4	4.11
	Outward Mindset	5.19	5	5.05
Manager Behaviors	Relationship Behaviors	5.88	5	5.74
	Task Behaviors	5.60	3	5.43
	Change Behaviors	5.46	3	5.25
Manager Feedback	Feedback Quality	5.00	6	4.73
	Feedback Quantity (# of Feedback episodes in 2 weeks)	4.78	1	2.47
Manager Relationships	Trust in Manager	5.53	5	5.36
	Leader-Follower Relationship Quality	5.92	4	5.55
Psychological Safety & Inclusiveness	Psychological Safety	5.22	2	4.75
	Inclusiveness	5.70	1	4.85
Engagement	Emotional Engagement	6.32	4	6.17
Turnover Intention	Turnover Intention (Lower Mean = Better)	3.04	8	2.96

Key Takeaways:

- Within Student engagement, there are some bright spots that include feedback quantity, inclusiveness and psychological safety
- But, there are also a couple managerial weak spots, including managing having a strong self-focus and being challenge-adverse (low growth mindset)

2018 Workplace Climate Survey Results

Student Affairs - Transitions

Division Comparisons

Division employees that completed survey	46
% Response Rate	59%

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)	2.93	5	3.06
	Organizational Orientation	5.90	6	5.96
	Follower Orientation	5.48	3	5.28
Manager Mindsets	Growth Mindset	4.57	5	4.56
	Open Mindset	4.06	8	4.31
	Promotion Mindset	4.34	3	4.11
	Outward Mindset	5.14	6	5.05
Manager Behaviors	Relationship Behaviors	5.50	8	5.74
	Task Behaviors	5.55	6	5.43
	Change Behaviors	5.34	5	5.25
Manager Feedback	Feedback Quality	4.61	10	4.73
	Feedback Quantity (# of Feedback episodes in 2 weeks)	2.30	9	2.47
Manager Relationships	Trust in Manager	4.97	10	5.36
	Leader-Follower Relationship Quality	5.00	12	5.55
Psychological Safety & Inclusiveness	Psychological Safety	4.38	12	4.75
	Inclusiveness	4.30	12	4.85
Engagement	Emotional Engagement	5.81	12	6.17
Turnover Intention	Turnover Intention (Lower Mean = Better)	3.77	12	2.96

Key Takeaways:

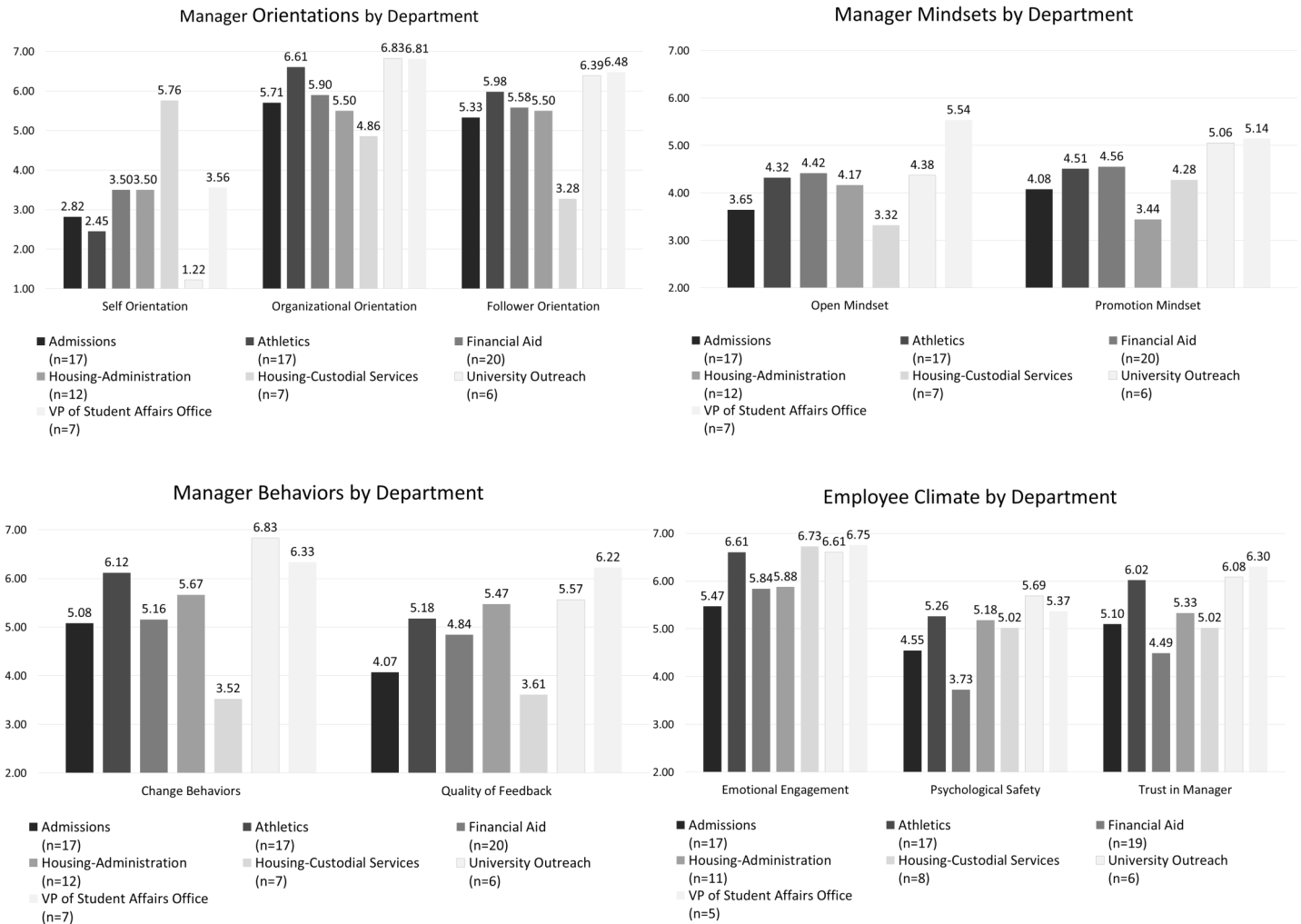
- Compared to other divisions, Transitions has the least favorable climate, despite its managers having a stronger follower orientation and promotion mindset

2018 Workplace Climate Survey Results

Student Affairs - Athletics, Student Engagement, & Transitions

Division (Athletics, Student Engagement, & Transitions) Findings

By Department



Key Findings:

- The strongest management appears to be located in University Outreach and VP of Student Affairs Office
 - The weakest management appears to be in Admissions and Housing-Custodial Services
 - The department with the least positive climate is Financial Aid, followed by Admissions