2018 Employee Climate Survey

Presentation for the Division of Enrollment and Access

Assessment Group for Diversity Issues
3.25.19

For more information and full results: https://diversity.colostate.edu/2018-employee-climate-survey/
CSU Climate Assessment

• Purpose
  – Assess the current CSU climate

• 2018 Focus
  – Provide results to divisions/colleges and departments/units when possible

• Biennial assessment
  – Survey
  – Open ends
  – Open forums
  – Focus groups
CSU Climate Assessment

• Results
  – Provide an overall picture of CSU’s employment experiences and perceptions
  – Further CSU’s commitment to institutional accountability
  – Be actionable and incite dialogue
    • Inform policies, initiatives, and opportunities that will provide an exceptional and equitable work environment
  – Provide a benchmark for longitudinal data collection and comparison for perceptions of diversity
Methodology

• Administered via Qualtrics in Fall 2018
  – Spanish and hard copy versions available
  – 15 minutes to complete
  – Anonymous
  – Results are reported in aggregate and no identifying information reported
  – Emails sent by deans and vice presidents
## CSU Response Rate Over Time

<table>
<thead>
<tr>
<th>Category</th>
<th>2014 (n = 2,150)</th>
<th>2016 (n = 2,191)</th>
<th>2018 (n = 4,058)</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Employees</td>
<td>26.0%</td>
<td>30.3%</td>
<td><strong>58.5%</strong></td>
</tr>
<tr>
<td>Administrative Professional</td>
<td>28.2%</td>
<td>32.0%</td>
<td>50.5%</td>
</tr>
<tr>
<td>Faculty</td>
<td>29.3%</td>
<td>18.7%</td>
<td>45.6%</td>
</tr>
<tr>
<td>State Classified</td>
<td>30.7%</td>
<td>39.4%</td>
<td>47.3%</td>
</tr>
</tbody>
</table>
## College Response Rates

<table>
<thead>
<tr>
<th>Division</th>
<th>Response Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrollment and Access</td>
<td>83.9% (n = 130)</td>
</tr>
<tr>
<td>Graduate School or International Programs</td>
<td>80.6%</td>
</tr>
<tr>
<td>University Advancement</td>
<td>79.0%</td>
</tr>
<tr>
<td>Student Affairs-Health Network &amp; Wellness Programs</td>
<td>70.8%</td>
</tr>
<tr>
<td>Student Affairs-All other units</td>
<td>68.5%</td>
</tr>
<tr>
<td>External Relations</td>
<td>64.9%</td>
</tr>
<tr>
<td>University Operations</td>
<td>63.0%</td>
</tr>
<tr>
<td>Research</td>
<td>61.4%</td>
</tr>
<tr>
<td>Information Technology &amp; Libraries</td>
<td>60.5%</td>
</tr>
<tr>
<td>Engagement</td>
<td>56.9%</td>
</tr>
<tr>
<td>Office of the Provost and Executive Vice President</td>
<td>56.7%</td>
</tr>
<tr>
<td>Office of the President</td>
<td>51.8%</td>
</tr>
<tr>
<td>Student Affairs-Housing and Dining</td>
<td>32.0%</td>
</tr>
<tr>
<td><strong>Total (n = 4,058)</strong></td>
<td><strong>58.5%</strong></td>
</tr>
</tbody>
</table>
Respondent Characteristics for E&A

**Gender**
- Women, 69.10%
- Men, 30.90%

**Minoritized Race/Ethnicity**
- Non-minoritized, 69.4%
- Minoritized, 30.6%
Employee Characteristics

<table>
<thead>
<tr>
<th>Unit</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registrar</td>
<td>26.6%</td>
</tr>
<tr>
<td>Admissions or Office of the VP for Enrollment &amp; Access</td>
<td>25.8%</td>
</tr>
<tr>
<td>Office of Financial Aid</td>
<td>25.8%</td>
</tr>
<tr>
<td>The Access Center</td>
<td>12.1%</td>
</tr>
<tr>
<td>Prefer not to disclose</td>
<td>9.7%</td>
</tr>
</tbody>
</table>

Employee Type

- Administrative Professional, 74.4%
- State Classified, 14.4%
Survey Framework

- Culture
- Respect
- Favoritism
- Leadership & Accountability
- Misconduct
- Bias Incidents
- Principles of Community
- Employee Councils
- Freedom of Speech
- Perceptions of CSU and Department/Unit
- Discriminatory Attitudes
- Work Stressors
- Care Challenges
- Employee Characteristics
- Three words to describe your division/college culture
- Open ends

Items were asked on a five-point Likert 1 = Strongly Disagree and 5 = Strongly Agree
Culture Items

Department Culture

- My dept. promotes a work environment where all employees feel included
- My dept. treats all employees equitably
- My dept. is open and transparent in communication
- My dept. values employee input in major department decisions
- I feel valued as an employee
E & A Culture

Average Perceptions for Department/Unit Culture

- **Men (n=34)**: 3.86
- **Women (n=76)**: 3.22
- **Non-minoritized (n=75)**: 3.34
- **Minoritized (n=33)**: 3.53
- **Admin Pro (n=93)**: 3.49
- **SC (n=18)**: 2.93

- **Gender**
- **Minoritized Race/Ethnicity**
- **Employee Type**

- **CSU Overall**
- **E & A Overall**
Culture Items

Department Diversity Culture

• My department promotes respect for cultural differences +
• My department understands the value of diversity +
• My department communicates the importance of valuing diversity +
Average Perceptions for Department/Unit Diversity Culture +

<table>
<thead>
<tr>
<th>Gender</th>
<th>Men (n=34)</th>
<th>Women (n=76)</th>
<th>Non-minoritized (n=75)</th>
<th>Minoritized (n=33)</th>
<th>Admin Pro (n=93)</th>
<th>SC (n=18)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strongly Agree</strong></td>
<td>4.64</td>
<td>4.22</td>
<td>4.35</td>
<td>4.3</td>
<td>4.38</td>
<td>4.23</td>
</tr>
<tr>
<td><strong>CSU Overall</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>E &amp; A Overall</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

Colorado State University
Culture Items

Sense of Belonging

• I feel a strong sense of belonging to CSU +
• I feel a strong sense of belonging to my division/college
• I feel a strong sense of belonging to my department/unit
E & A Culture

Average Perceptions for Sense of Belonging

<table>
<thead>
<tr>
<th>Category</th>
<th>Men (n=34)</th>
<th>Women (n=76)</th>
<th>Non-minoritized (n=75)</th>
<th>Minoritized (n=33)</th>
<th>Admin Pro (n=93)</th>
<th>SC (n=18)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>3.87</td>
<td>3.80</td>
<td>3.74</td>
<td>4.00</td>
<td>3.84</td>
<td>3.85</td>
</tr>
<tr>
<td>Minoritized Race/Ethnicity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee Type</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Legend:
- CSU Overall
- E & A Overall
<table>
<thead>
<tr>
<th>Statement</th>
<th>E &amp; A</th>
<th>CSU</th>
</tr>
</thead>
<tbody>
<tr>
<td>My department/office is treated with respect by other departments/offices within my division/college</td>
<td>74.0%</td>
<td>64.3%</td>
</tr>
<tr>
<td>My division/college is treated with respect by CSU</td>
<td>80.7%</td>
<td>67.0%</td>
</tr>
<tr>
<td>The people I interact with treat each other with respect</td>
<td>82.0%</td>
<td>78.9%</td>
</tr>
<tr>
<td>There is respect for religious differences in my department/office</td>
<td>64.9%</td>
<td>71.7%</td>
</tr>
<tr>
<td>There is respect for liberal perspectives in my department/office</td>
<td>81.6%</td>
<td>79.0%</td>
</tr>
<tr>
<td>There is respect for conservative perspectives in my department/office</td>
<td>44.9%</td>
<td>55.1%</td>
</tr>
</tbody>
</table>

**Respect**

Colorado State University
Favoritism Items

• Favoritism plays a role in who gets recognized within my department/office
• Favoritism plays a role in who gets resources in my department/office
• Favoritism plays a role in who gets professional development opportunities
• Favoritism plays a role in who gets promoted in my department/office
• Favoritism plays a role in who gets hired in my department/office
E & A Favoritism

Average Perceptions for Favoritism

<table>
<thead>
<tr>
<th>Gender</th>
<th>Men (n=34)</th>
<th>Strongly Agree: 2.54</th>
<th>Women (n=76)</th>
<th>Strongly Agree: 3.27</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minoritized Race/Ethnicity</td>
<td>Non-minoritized (n=75)</td>
<td>Strongly Agree: 3.18</td>
<td>Minoritized (n=33)</td>
<td>Strongly Agree: 2.80</td>
</tr>
<tr>
<td>Employee Type</td>
<td>Admin Pro (n=93)</td>
<td>Strongly Agree: 2.99</td>
<td>SC (n=18)</td>
<td>Strongly Agree: 3.48</td>
</tr>
</tbody>
</table>

- CSU Overall
- E & A Overall
Leadership and Accountability Items

- Items asked each for Division and Department/Unit

- Leadership adequately addresses inappropriate behavior +
- Leadership holds employees accountable for inappropriate behavior
- Leadership holds employees accountable for poor performance
- Leadership acts ethically and honestly in the workplace +
- Leadership addresses issues of inequity
- Leaders hold all employees to the same standards
E & A Leadership & Accountability

Average Perceptions for Division Leadership's Accountability

<table>
<thead>
<tr>
<th>Gender</th>
<th>Men (n=34)</th>
<th>Women (n=76)</th>
<th>Non-minoritized (n=75)</th>
<th>Minoritized (n=33)</th>
<th>Admin Pro (n=93)</th>
<th>SC (n=18)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>3.73</td>
<td>3.46</td>
<td>3.55</td>
<td>3.56</td>
<td>3.62</td>
<td>3.17</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- CSU Overall
- E & A Overall
## E & A Leadership & Accountability

<table>
<thead>
<tr>
<th>Gender</th>
<th>Men (n=34)</th>
<th>Women (n=76)</th>
<th>Non-minoritized (n=75)</th>
<th>Minoritized (n=33)</th>
<th>Admin Pro (n=93)</th>
<th>SC (n=18)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Average Perceptions for Unit Leadership's Accountability</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>3.87</td>
<td>3.39</td>
<td>3.49</td>
<td>3.56</td>
<td></td>
<td>2.96</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **CSU Overall**
- **E & A Overall**
Percentage of respondents who indicated misconduct is problematic in their division

- Sexual Harassment: 0.8% (E & A), 2.8% (CSU)
- Sexual Misconduct: 0.0% (E & A), 1.3% (CSU)
- Bullying: 10.0% (E & A), 10.3% (CSU)
- Bias: 27.7% (E & A), 24.1% (CSU)
- Physical Assault: 0.0% (E & A), 0.2% (CSU)
- Verbal Assault: 1.5% (E & A), 5.1% (CSU)
There are people I avoid because of misconduct.
I find it is worthwhile to know about bias incidents at CSU

The university is transparent in reporting bias incidents at CSU

I am alarmed about the number of bias incidents reported at CSU

The number of bias incidents have increased at CSU in the past year

CSU handles incidents of bias well
Principles of Community

Percentage of respondent agreement to items related to Principles of Community

- I am familiar with the Principles of Community
  - Strongly Agree/Agree: 98.5%
  - Agree: 77.2%

- Within my department/office, the Principles of Community are visible in my daily working environment
  - Agree: 81.9%
  - Partially Agree: 58.4%

- I feel the Principles of Community have made a positive impact on the climate in my department/office
  - Partially Agree: 55.9%
  - Partially Disagree: 36.0%

- I feel the Principles of Community have made a positive impact on the climate in my division/college
  - Agree: 62.3%
  - Partially Agree: 38.4%
Freedom of Speech

Percentage of respondent agreement to items related to freedom of speech

- My division/college supports people speaking freely: 61.2% E & A, 66.7% CSU
- Free speech is an important issue on campus: 93.0% E & A, 89.5% CSU
- I have the skills to navigate free speech questions on campus: 53.2% E & A, 59.8% CSU
- I know who to ask/where to go if I have questions about free speech: 62.7% E & A, 50.3% CSU
- Issues related to freedom of speech impact my work: 32.0% E & A, 33.5% CSU

My division/college supports people speaking freely
Free speech is an important issue on campus
I have the skills to navigate free speech questions on campus
I know who to ask/where to go if I have questions about free speech
Issues related to freedom of speech impact my work

Strongly Agree/Agree

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Perception Items

• Items asked each for CSU and Department/Unit

  – Recruits employees from a diverse set of backgrounds
  – Improves the campus climate for all employees
  – Retains diverse employees
  – Creates a supportive environment for employees from diverse backgrounds
  – Encourages discussions related to diversity
  – Provides employees with a positive work experience
  – Climate has become consistently more inclusive of all employees
  – I would recommend as a place of employment

  CSU Dept.
E & A Perceptions of Department

### Perceptions of CSU

<table>
<thead>
<tr>
<th>Category</th>
<th>Strongly Agree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men (n=34)</td>
<td>3.83</td>
<td></td>
</tr>
<tr>
<td>Women (n=76)</td>
<td>3.81</td>
<td></td>
</tr>
<tr>
<td>Non-minoritized (n=75)</td>
<td>3.86</td>
<td></td>
</tr>
<tr>
<td>Minoritized (n=33)</td>
<td>3.80</td>
<td></td>
</tr>
<tr>
<td>Admin Pro (n=93)</td>
<td>3.83</td>
<td></td>
</tr>
<tr>
<td>SC (n=18)</td>
<td>3.81</td>
<td></td>
</tr>
</tbody>
</table>

**Gender**

- **Men**: 3.83
- **Women**: 3.81

**Minoritized Race/Ethnicity**

- **Non-minoritized**: 3.86
- **Minoritized**: 3.80

**Employee Type**

- **Admin Pro**: 3.83
- **SC**: 3.81
## E & A Perceptions of CSU

<table>
<thead>
<tr>
<th>Gender</th>
<th>Men (n=34)</th>
<th>Women (n=76)</th>
<th>Non-minoritized (n=75)</th>
<th>Minoritized (n=33)</th>
<th>Admin Pro (n=93)</th>
<th>SC (n=18)</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSU Overall</td>
<td>4.02</td>
<td>3.70</td>
<td>3.80</td>
<td>3.77</td>
<td>3.83</td>
<td>3.66</td>
</tr>
<tr>
<td>E &amp; A Overall</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Perceptions of Department/Unit**

- **Strongly Agree**
- **Strongly Disagree**

*Employee Type: CSU Overall, E & A Overall*
CSU recruits employees from a diverse set of backgrounds
CSU improves the campus climate for all employees
CSU retains diverse employees
CSU creates a supportive environment for employees from diverse backgrounds
CSU encourages discussions related to diversity
CSU provides employees with a positive work experience
CSU climate has become consistently more inclusive of all employees
I would recommend CSU as a place of employment

Percentage of respondent agreement to items related to CSU perceptions over time

- I would recommend CSU as a place of employment: 79% (2014), 81% (2016), 80% (2018)
- CSU climate has become consistently more inclusive of all employees: 58% (2014), 67% (2016), 67% (2018)
- CSU provides employees with a positive work experience: 69% (2014), 74% (2016), 74% (2018)
- CSU creates a supportive environment for employees from diverse backgrounds: 53% (2014), 70% (2016), 70% (2018)
- CSU retains diverse employees: 61% (2014), 67% (2016), 75% (2018)
- CSU improves the campus climate for all employees: 62% (2014), 70% (2016), 70% (2018)
- CSU recruits employees from a diverse set of backgrounds: 57% (2014), 67% (2016), 75% (2018)
Department/Unit Perceptions over Time

Percentage of respondent agreement to items related to Department/Unit perceptions over time

I would recommend my department/office as a place of employment
Department/office climate has become consistently more inclusive of all employees
Department/office provides employees with a positive work experience
Department/office encourages discussions related to diversity
Department/office creates a supportive environment for employees from diverse backgrounds
Department/office retains diverse employees
Department/office improves the campus climate for all employees
Department/office recruits employees from a diverse set of backgrounds

<table>
<thead>
<tr>
<th>Item</th>
<th>2014</th>
<th>2016</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>I would recommend my department/office as a place of employment</td>
<td>56%</td>
<td>64%</td>
<td>71%</td>
</tr>
<tr>
<td>Department/office climate has become consistently more inclusive of all employees</td>
<td>59%</td>
<td>63%</td>
<td>68%</td>
</tr>
<tr>
<td>Department/office provides employees with a positive work experience</td>
<td>49%</td>
<td>50%</td>
<td>62%</td>
</tr>
<tr>
<td>Department/office encourages discussions related to diversity</td>
<td>50%</td>
<td>51%</td>
<td>57%</td>
</tr>
<tr>
<td>Department/office creates a supportive environment for employees from diverse backgrounds</td>
<td>57%</td>
<td>58%</td>
<td>58%</td>
</tr>
<tr>
<td>Department/office retains diverse employees</td>
<td>55%</td>
<td>57%</td>
<td>59%</td>
</tr>
<tr>
<td>Department/office improves the campus climate for all employees</td>
<td>58%</td>
<td>58%</td>
<td>64%</td>
</tr>
<tr>
<td>Department/office recruits employees from a diverse set of backgrounds</td>
<td>59%</td>
<td>59%</td>
<td>67%</td>
</tr>
</tbody>
</table>
• **Perceived Discriminatory Attitudes in Department/Office:**
  – 31% indicated no discriminatory attitudes present (CSU: 36%)
  – **32%** Age (CSU: 19%), 30% Job title (CSU: 31%), **29%** Political Affiliation (CSU: 20%),
  – Also: 19% Employment classification (CSU: 29%), 18% Gender (CSU: 17%), **18%** Appearance (CSU: 9%)

• **Top 3 Work Stressors in E & A**
  – Low salary (48%), workload (36%), lack of growth /promotion (28%)
  – Work/life balance (23%), office/department climate (23%), Email overload (21%)
Three words to describe E&A culture
Key Findings for E & A

- Enrollment and Access had similar perceptions compared to CSU and Unit Perceptions, Unit Leadership, Sense of Belonging, and Unit Culture
  - Enrollment and Access had more favorable perceptions compared to the average CSU respondent for Division Leadership and Unit Diversity Culture
  - Enrollment and Access had less favorable perceptions compared to the average CSU respondent for Favoritism

- Women had less favorable responses compared to men for Unit Culture, Unit Diversity Culture, and Favoritism

- Minimal differences by minoritized race/ethnicity
Key Findings for E & A

• State Classified respondents had less favorable perceptions of their Unit leadership compared to Administrative Professional respondents and, to a lesser extent but worth noting, for Department culture, Division leadership and Favoritism

• 28% of E & A respondents reported bias as problematic in their division compared to 24% of all respondents

• 99% of all E & A respondents were familiar with POC, 82% indicated they were visible in their office, and 56% felt they have made an impact on their department.

• Age (31%) was reported as a discriminatory attitude in respondents’ department at a higher rate than the rest of CSU (19%)
More Information

Please visit VPD’s 2018 Employee Climate Survey Website: https://diversity.colostate.edu/2018-employee-climate-survey/

- Download CSU Report
- Download Division Report
- Download Employee Type Report
- Special division reports
- Coming Soon:
  - Open end reports
  - Intersectionality reports
  - Open forum reports
  - Focus group reports

- Report Contents:
  - Item percentages
  - Mean comparisons by employee characteristics at the item and factor level
  - College comparisons to CSU at the item and factor level
    - Each item is noted as being higher, similar, or lower than the CSU average
Thank you for your participation

https://diversity.colostate.edu/2018-employee-climate-survey/