2018 Employee Climate Survey

Presentation for
The Office of the Vice President for External Relations

Assessment Group for Diversity Issues
6.11.19

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></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>
## Division Response Rates

<table>
<thead>
<tr>
<th>Division</th>
<th>Response Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrollment and Access</td>
<td>83.9%</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><strong>External Relations</strong></td>
<td><strong>64.9% (n=48)</strong></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 Operations

Gender
- Women, 55.6%
- Men, 42.2%

Minoritized Race/Ethnicity
- Minoritized, 9.5%
- Non-minoritized, 90.5%
Employee Characteristics

Administrative Professional, 72.3%
State Classified, 17.0%
Other, 4.2%
Prefer not to disclose, 6.4%
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
External Relations Culture

Average Perceptions for Department/Unit Culture

<table>
<thead>
<tr>
<th>Gender</th>
<th>Unit</th>
<th>CSU Overall</th>
<th>External Relations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men (n=25)</td>
<td>Communications &amp; Creative Services or Web Communications (n = 20)</td>
<td>3.99</td>
<td>3.68</td>
</tr>
<tr>
<td>Women (n=19)</td>
<td>Office of the VP for External Relations or Public Relations (n = 16)</td>
<td>3.89</td>
<td>3.96</td>
</tr>
</tbody>
</table>
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
External Relations Culture

Average Perceptions for Department/Unit Diversity Culture

<table>
<thead>
<tr>
<th>Gender</th>
<th>CSU Overall</th>
<th>External Relations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men (n=25)</td>
<td>4.42</td>
<td>4.45</td>
</tr>
<tr>
<td>Women (n=19)</td>
<td>4.01</td>
<td>4.07</td>
</tr>
<tr>
<td>Communications &amp; Creative</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Services or Web Communications</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(n = 20)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office of the VP for External</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Relations or Public Relations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(n = 16)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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 +
Respect

- **My department/office is treated with respect by other departments/offices within my division/college:** 83.0%
- **My division/college is treated with respect by CSU:** 85.1%
- **The people I interact with treat each other with respect:** 87.5%
- **There is respect for religious differences in my department/office:** 78.9%
- **There is respect for liberal perspectives in my department/office:** 79.1%
- **There is respect for conservative perspectives in my department/office:** 79.0%

External Relations

- 64.3%
- 67.0%
- 78.9%
- 69.0%
- 71.7%
- 47.6%

CSU

- 85.0%
- 67.0%
- 78.9%
- 71.7%
- 79.0%
- 55.1%
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
External Relations Favoritism

Average Perceptions for Favoritism

<table>
<thead>
<tr>
<th>Gender</th>
<th>Communications &amp; Creative Office of the VP for External Relations or Public Relations (n = 16)</th>
<th>Men (n=25)</th>
<th>Women (n=19)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>CSU Overall</td>
<td>2.61</td>
<td>3.00</td>
</tr>
<tr>
<td>Unit</td>
<td>External Relations</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Men (n=25) | Women (n=19) | Communications & Creative Office of the VP for External Relations or Public Relations (n = 20) | Men (n=25) | Women (n=19) | Communications & Creative Office of the VP for External Relations or Public Relations (n = 20) |
Leadership and Accountability Items

- Items asked each for Division and 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
External Relations Leadership & Accountability

Average Perceptions for Division Leadership's Accountability

<table>
<thead>
<tr>
<th>Gender</th>
<th>CSU Overall</th>
<th>External Relations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men (n=25)</td>
<td>3.40</td>
<td></td>
</tr>
<tr>
<td>Women (n=19)</td>
<td>3.07</td>
<td>3.21</td>
</tr>
<tr>
<td>Communications &amp; Creative Services or Web Communications (n = 20)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office of the VP for External Relations or Public Relations (n = 16)</td>
<td>3.60</td>
<td></td>
</tr>
</tbody>
</table>
External Relations Leadership & Accountability

Average Perceptions for Unit Leadership's Accountability

- **Men** (n=25): 3.75
- **Women** (n=19): 3.57
- Communications & Creative Services or Web Communications (n = 20): 3.59
- Office of the VP for External Relations or Public Relations (n = 16): 3.89

Gender: **Men** (n=25) | **Women** (n=19)

Unit: **Communications & Creative Services or Web Communications** (n = 20) | **Office of the VP for External Relations or Public Relations** (n = 16)

Legend:
- **CSU Overall**
- **External Relations**
Percentage of respondents who indicated misconduct in their division

- Misconduct: 2.1%
- Sexual Harassment: 2.8%
- Sexual Misconduct: 1.3%
- Bullying: 10.4%
- Bias: 24.1%
- Physical Assault: 0.0%
- Verbal Assault: 5.1%

External Relations: Green
CSU: Yellow

Colorado State University
There are people I avoid because of ____

Percentage of respondents who indicated they would avoid people because of misconduct

- Sexual Harassment: 2.5%
- Sexual Misconduct: 1.0%
- Bullying: 16.7%
- Bias: 20.0%
- Physical Assault: 2.1%
- Verbal Assault: 11.0%

External Relations: Dark Green
CSU: Light Yellow

Misconduct

There are people I avoid because of ___
Bias

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

<table>
<thead>
<tr>
<th>Percentage of Respondent Agreement</th>
<th>External Relations</th>
<th>CSU</th>
</tr>
</thead>
<tbody>
<tr>
<td>I find it is worthwhile to know about bias incidents at CSU</td>
<td>72.3%</td>
<td>77.7%</td>
</tr>
<tr>
<td>The university is transparent in reporting bias incidents at CSU</td>
<td>79.1%</td>
<td>61.8%</td>
</tr>
<tr>
<td>I am alarmed about the number of bias incidents reported at CSU</td>
<td>43.2%</td>
<td>32.4%</td>
</tr>
<tr>
<td>The number of bias incidents have increased at CSU in the past year</td>
<td>25.0%</td>
<td>34.0%</td>
</tr>
<tr>
<td>CSU handles incidents of bias well</td>
<td>72.1%</td>
<td>51.2%</td>
</tr>
</tbody>
</table>
I am familiar with the Principles of Community. Within my department/office, the Principles of Community are visible in my daily working environment. I feel the Principles of Community have made a positive impact on the climate in my department/office. I feel the Principles of Community have made a positive impact on the climate in my division/college.

Percentage of respondent agreement to items related to Principles of Community:

- **I am familiar with the Principles of Community:** 97.8%
- **Within my department/office, the Principles of Community are visible in my daily working environment:** 77.2%
- **I feel the Principles of Community have made a positive impact on the climate in my department/office:** 58.4%
- **I feel the Principles of Community have made a positive impact on the climate in my division/college:** 40.0%

---

**Principles of Community**

- **External Relations**
- **CSU**
Percentage of respondent agreement to items related to freedom of speech

- My division/college supports people speaking freely: 69.6% (CSU) 66.7% (External Relations)
- Free speech is an important issue on campus: 95.8% (CSU) 89.5% (External Relations)
- I have the skills to navigate free speech questions on campus: 56.5% (CSU) 59.8% (External Relations)
- I know who to ask/where to go if I have questions about free speech: 67.4% (CSU) 50.3% (External Relations)
- Issues related to freedom of speech impact my work: 46.8% (CSU) 33.5% (External Relations)

Freedom of Speech

Colorado State University
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
External Relations Perceptions

<table>
<thead>
<tr>
<th>Gender</th>
<th>Perceptions of CSU +</th>
<th>Men (n=25)</th>
<th>Women (n=19)</th>
<th>Communications &amp; Creative Services or Web Communications (n=20)</th>
<th>Office of the VP for External Relations or Public Relations (n=16)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>4.18</td>
<td>4.16</td>
<td>4.41</td>
<td>4.17</td>
<td></td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Gender: Men (n=25) vs. Women (n=19)

Unit: Communications & Creative Services or Web Communications (n=20) vs. Office of the VP for External Relations or Public Relations (n=16)

Legend: CSU Overall vs. External Relations
Men (n=25) | 3.98
Women (n=19) | 3.86
Communications & Creative Services or Web Communications (n = 20) | 4.29
Office of the VP for External Relations or Public Relations (n = 16) | 3.99

Gender: CSU Overall | External Relations
Unit:
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

CSU Perceptions over Time

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

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

CSU climate has become consistently more inclusive of all employees
I would recommend CSU as a place of employment

2014
2016
2018

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

- I would recommend my department/office as a place of employment
  - 2014: 49%
  - 2016: 50%
  - 2018: 56%
  - Strongly Agree/Agree: 56%

- Department/office climate has become consistently more inclusive of all employees
  - 2014: 51%
  - 2016: 55%
  - 2018: 58%
  - Strongly Agree/Agree: 58%

- Department/office provides employees with a positive work experience
  - 2014: 49%
  - 2016: 63%
  - 2018: 65%
  - Strongly Agree/Agree: 65%

- Department/office encourages discussions related to diversity
  - 2014: 51%
  - 2016: 62%
  - 2018: 68%
  - Strongly Agree/Agree: 68%

- Department/office creates a supportive environment for employees from diverse backgrounds
  - 2014: 51%
  - 2016: 63%
  - 2018: 68%
  - Strongly Agree/Agree: 68%

- Department/office retains diverse employees
  - 2014: 51%
  - 2016: 57%
  - 2018: 59%
  - Strongly Agree/Agree: 59%

- Department/office improves the campus climate for all employees
  - 2014: 51%
  - 2016: 58%
  - 2018: 64%
  - Strongly Agree/Agree: 64%

- Department/office recruits employees from a diverse set of backgrounds
  - 2014: 51%
  - 2016: 59%
  - 2018: 67%
  - Strongly Agree/Agree: 67%
Discriminatory Attitudes

• Perceived Discriminatory Attitudes in Office:
  – 43.6% indicated no discriminatory attitudes present (CSU: 36%)
  – 33.3% Job title (CSU: 31%)
  – 25.6% Political Affiliation (CSU: 20%)
  – 25.6% Age (CSU: 19%)
  – 20.5% Gender (CSU: 17%)
  – 12.8% Employment classification (CSU: 29%)
Work Stressors

• Top 3 Work Stressors
  – 34.1% Low salary (CSU: 47%)
  – 36.6% Lack of growth /promotion (CSU: 29%)
  – 34.% Workload (CSU: 33%)
  – 22% Work/life balance (CSU: 29%)
  – 22% Email overload (CSU: 17.7%)
  – 19.5% Office climate (CSU: 20.6%)
Three words to describe External Relations culture
Key Findings for External Relations

• External Relations had significantly higher perceptions of CSU than the average CSU respondent
  – No other significant differences when compared to CSU by factor; however:
  – Slightly lower division leadership’s accountability
  – Notably higher sense of belonging and perceptions of feeling valued as an employee

• There were no significant differences by gender or unit
  – However, women had notably less favorable perceptions of diversity culture, favoritism, and division leadership and to a lesser extent department culture and unit leadership than men

• Misconduct: 8% perceived verbal assault as problematic and 17% indicated they avoid someone because of verbal assault (compared to 5% and 11% at CSU respectively)
  – Females reporting higher levels of bullying, bias, verbal assault compared to men
How do the findings relate to the Multicultural Organization Development (MCOD)?

**Jackson/Hardiman MCOD Continuum**

- **Monocultural**
  - Exclusionary: Blatant exclusion or token presence of marginalized group members

- **Non-Discrimination**
  - Club: Marginalized group members encouraged, but expected to fit in. Status quo culture

- **Multicultural**
  - Affirming: Culture, climate & system experience fundamental, sustainable change
  - Redefining: Multicultural/Inclusive

*Jackson 2005*
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/