2018 Employee Climate Survey

Presentation for the Division of Operations

Assessment Group for Diversity Issues
6.10.19

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>External Relations</td>
<td>64.9%</td>
</tr>
<tr>
<td><strong>University Operations</strong></td>
<td>63.0% (n=427)</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>58.5%</td>
</tr>
</tbody>
</table>
Respondent Characteristics for Operations

Gender
- Men, 46.5%
- Women, 51.1%
- T/NB/GNC, 1.9%

Minoritized Race/Ethnicity
- Minoritized, 18.9%
- Non-minoritized, 81.1%
Employee Characteristics

Employee Type
- State Classified, 68.7%
- Administrative Professional, 26.9%
- Other, 1.4%

Unit
- Facilities Management, 53.3%
- Business and Financial Services, 10.7%
- Central Receiving, 3.9%
- Environmental Health Services, 3.7%
- Procurement; Risk Mgt. & Insurance; TOD; Office of Budgets; Office of DUO; Policy & Compliance; Ombudsman, 9.0%
- Parking & Transportation Services, 4.8%
- Human Resources or Equal Opportunity, 9.3%
- Prefer not to disclose, 5.4%
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 scale: 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
Univ. Operations Culture

Average Perceptions for Department/Unit Culture

<table>
<thead>
<tr>
<th>Gender</th>
<th>Minoritized Race/Ethnicity</th>
<th>Employee Type</th>
<th>Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men (n=190)</td>
<td>3.38</td>
<td>3.41</td>
<td>3.70</td>
</tr>
<tr>
<td>Women (n=171)</td>
<td>3.52</td>
<td>3.42</td>
<td>3.28</td>
</tr>
<tr>
<td>Non-minoritized(n=297)</td>
<td>3.41</td>
<td>3.70</td>
<td>3.24</td>
</tr>
<tr>
<td>Minoritized (n=69)</td>
<td>3.42</td>
<td>3.28</td>
<td></td>
</tr>
<tr>
<td>Admin Pro (n=110)</td>
<td>3.70</td>
<td>3.24</td>
<td></td>
</tr>
<tr>
<td>SC (n=281)</td>
<td></td>
<td>3.24</td>
<td></td>
</tr>
<tr>
<td>Facilities (n=189)</td>
<td></td>
<td>3.24</td>
<td></td>
</tr>
<tr>
<td>All Other Units(n=166)</td>
<td></td>
<td>3.57</td>
<td></td>
</tr>
</tbody>
</table>

CSU Overall

DUO
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
Univ. Operations Culture

Average Perceptions for Department/Unit Diversity Culture -

<table>
<thead>
<tr>
<th>Gender</th>
<th>Minoritized Race/Ethnicity</th>
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<th>Unit</th>
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<tbody>
<tr>
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<td>Facilities (n=189)</td>
<td>All Other Units (n=166)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>CSU Overall</td>
<td>DUO</td>
<td></td>
</tr>
</tbody>
</table>

3.76 3.95 3.83 3.81 4.00 3.76 3.73 3.96
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
### Univ. Operations Culture

#### Average Perceptions for Sense of Belonging

<table>
<thead>
<tr>
<th>Gender</th>
<th>Non-minoritized</th>
<th>Minoritized</th>
<th>Admin Pro</th>
<th>SC</th>
<th>Facilities</th>
<th>All Other Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men (n=190)</td>
<td>3.56</td>
<td>3.60</td>
<td>3.84</td>
<td>3.46</td>
<td>3.49</td>
<td>3.65</td>
</tr>
<tr>
<td>Women (n=171)</td>
<td>3.68</td>
<td>3.63</td>
<td></td>
<td>3.46</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-minoritized (n=297)</td>
<td>3.60</td>
<td>3.63</td>
<td></td>
<td>3.46</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minoritized (n=69)</td>
<td></td>
<td></td>
<td></td>
<td>3.49</td>
<td>3.46</td>
<td></td>
</tr>
<tr>
<td>Admin Pro (n=110)</td>
<td></td>
<td></td>
<td>3.84</td>
<td></td>
<td>3.65</td>
<td></td>
</tr>
<tr>
<td>SC (n=281)</td>
<td></td>
<td></td>
<td></td>
<td>3.49</td>
<td>3.46</td>
<td></td>
</tr>
<tr>
<td>Facilities (n=189)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3.65</td>
<td></td>
</tr>
<tr>
<td>All Other Units (n=166)</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

**DUO**

1. **Strongly Agree**
2. **Strongly Disagree**
**My department/office is treated with respect by other departments/offices within my division/college**

60.9%

**My division/college is treated with respect by CSU**

64.3%

67.0%

**The people I interact with treat each other with respect**

75.5%

78.9%

**There is respect for religious differences in my department/office**

72.1%

71.7%

**There is respect for liberal perspectives in my department/office**

65.0%

**There is respect for conservative perspectives in my department/office**

58.5%

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
Univ. Operations Favoritism

Average Perceptions for Favoritism

<table>
<thead>
<tr>
<th>Gender</th>
<th>Men (n=190)</th>
<th>Women (n=171)</th>
<th>Non-minoritized (n = 297)</th>
<th>Minoritized (n = 69)</th>
<th>Admin Pro (n=110)</th>
<th>SC (n=281)</th>
<th>Facilities (n = 189)</th>
<th>All Other Units (n = 166)</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSU Overall</td>
<td>2.91</td>
<td>2.65</td>
<td>2.79</td>
<td>2.92</td>
<td>2.41</td>
<td>3.01</td>
<td>3.04</td>
<td>2.50</td>
</tr>
<tr>
<td>DUO</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Strongly Agree

Strongly Disagree
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
Average Perceptions for Division Leadership’s Accountability

<table>
<thead>
<tr>
<th>Gender</th>
<th>Minoritized Race/Ethnicity</th>
<th>Employee Type</th>
<th>Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men (n=190)</td>
<td>3.19</td>
<td>Non-minoritized (n=297)</td>
<td>Admin Pro (n=110)</td>
</tr>
<tr>
<td>Women (n=171)</td>
<td>3.30</td>
<td>Minoritized (n=69)</td>
<td>SC (n=281)</td>
</tr>
<tr>
<td>Non-minoritized (n=297)</td>
<td>3.21</td>
<td></td>
<td>Facilities (n=189)</td>
</tr>
<tr>
<td>Minoritized (n=69)</td>
<td>3.30</td>
<td></td>
<td>All Other Units (n=166)</td>
</tr>
<tr>
<td>CSU Overall</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DUO</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Univ. Operations Leadership & Accountability

Average Perceptions for Unit Leadership's Accountability

- Men (n=190): 3.32
- Women (n=171): 3.54
- Non-minoritized (n=297): 3.43
- Minoritized (n=69): 3.34
- Admin Pro (n=110): 3.68
- SC (n=281): 3.27
- Facilities (n=189): 3.22
- All Other Units (n=166): 3.60

Gender | Minoritized Race/Ethnicity | Employee Type | Unit
--- | --- | --- | ---
Strongly Agree | CSU Overall | DUO |
Percentage of respondents who indicated misconduct in their division

- Misconduct: 2.8%
- Sexual Harassment: 2.8%
- Sexual Misconduct: 2.8%
- Bullying: 12.3%
- Bias: 29.0%
- Physical Assault: 11.6%
- Verbal Assault: 5.1%

**Minoritized:**
- Facilities: 16.7%
- AP: 13.9%
- Facilities and SC: 2.5%
- Minoritized: 14.9%
- Non-Minoritized: 15%
- Men: 13.9%
- Minoritized: 32.8%
- Men: 30.5%
- SC: 32.4%
- Minoritized: 2.9%
- Men: 2.1%
There are people I avoid because of ____

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

- Sexual Harassment: 2.1%, 2.5%
- Sexual Misconduct: 0.7%, 1.0%
- Bullying: 16.0%, 16.7%
- Bias: 23.6%, 20.0%
- Physical Assault: 2.4%, 0.9%
- Verbal Assault: 15.3%, 11.0%

DUO | CSU
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

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

- I am familiar with the Principles of Community: 73.0% (DUO), 77.2% (CSU)
- Within my department/office, the Principles of Community are visible in my daily working environment: 61.6% (DUO), 58.4% (CSU)
- I feel the Principles of Community have made a positive impact on the climate in my department/office: 31.5% (DUO), 36.0% (CSU)
- I feel the Principles of Community have made a positive impact on the climate in my division/college: 33.1% (DUO), 38.4% (CSU)
Percentage of respondent agreement to items related to freedom of speech

My division/college supports people speaking freely: DUO 66.7%, CSU 53.8%
Free speech is an important issue on campus: DUO 89.5%, CSU 85.1%
I have the skills to navigate free speech questions on campus: DUO 59.8%, CSU 56.5%
I know who to ask/where to go if I have questions about free speech: DUO 50.3%, CSU 44.9%
Issues related to freedom of speech impact my work: DUO 33.5%, CSU 29.8%

Freedom of Speech
## Perception Items

- Items asked each for CSU and Department/Unit

<table>
<thead>
<tr>
<th>Item</th>
<th>CSU</th>
<th>Dept.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruits employees from a diverse set of backgrounds</td>
<td>+</td>
<td></td>
</tr>
<tr>
<td>Improves the campus climate for all employees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retains diverse employees</td>
<td>+</td>
<td></td>
</tr>
<tr>
<td>Creates a supportive environment for employees from diverse backgrounds</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Encourages discussions related to diversity</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Provides employees with a positive work experience</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Climate has become consistently more inclusive of all employees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I would recommend as a place of employment</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
**Univ. Operations Perceptions**

<table>
<thead>
<tr>
<th>Gender</th>
<th>CSU Overall</th>
<th>Minoritized Race/Ethnicity</th>
<th>DUO</th>
<th>Employee Type</th>
<th>Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men (n=190)</td>
<td>3.74</td>
<td>3.82</td>
<td>3.62</td>
<td>3.95</td>
<td>3.71</td>
</tr>
<tr>
<td>Women (n=171)</td>
<td>3.93</td>
<td>3.82</td>
<td>3.62</td>
<td>3.95</td>
<td>3.71</td>
</tr>
<tr>
<td>Non-minoritized (n = 297)</td>
<td>3.82</td>
<td>3.62</td>
<td>3.95</td>
<td>3.71</td>
<td>3.76</td>
</tr>
<tr>
<td>Minoritized (n = 69)</td>
<td>3.62</td>
<td>3.95</td>
<td>3.71</td>
<td>3.76</td>
<td>3.85</td>
</tr>
<tr>
<td>Admin Pro (n=110)</td>
<td>3.95</td>
<td>3.71</td>
<td>3.76</td>
<td>3.85</td>
<td></td>
</tr>
<tr>
<td>SC (n=281)</td>
<td>3.71</td>
<td>3.71</td>
<td>3.85</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facilities (n = 189)</td>
<td>3.76</td>
<td>3.85</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All Other Units (n = 166)</td>
<td>3.85</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
Univ. Operations Perceptions

Perceptions of Department/Unit

<table>
<thead>
<tr>
<th>Gender</th>
<th>Minoritized Race/Ethnicity</th>
<th>Employee Type</th>
<th>Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men (n=190)</td>
<td>3.48</td>
<td>3.48</td>
<td>3.84</td>
</tr>
<tr>
<td>Women (n=171)</td>
<td>3.73</td>
<td>3.58</td>
<td>3.42</td>
</tr>
<tr>
<td>Non-minoritized (n = 297)</td>
<td>3.58</td>
<td>3.48</td>
<td>3.37</td>
</tr>
<tr>
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<td>3.48</td>
<td>3.84</td>
<td>3.75</td>
</tr>
<tr>
<td>Admin Pro (n=110)</td>
<td>3.42</td>
<td>3.42</td>
<td>DUO</td>
</tr>
<tr>
<td>SC (n=281)</td>
<td>3.37</td>
<td>3.37</td>
<td>DUO</td>
</tr>
<tr>
<td>Facilities (n = 189)</td>
<td>3.75</td>
<td>3.75</td>
<td>DUO</td>
</tr>
<tr>
<td>All Other Units (n = 166)</td>
<td>3.75</td>
<td>3.75</td>
<td>DUO</td>
</tr>
</tbody>
</table>

Notes: CSU Overall

DUO
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

% Strongly Agree/ Agree

2014 2016 2018

2014

2016

2018

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

Colorado State University
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

Legend:
- 2014
- 2016
- 2018
Where, if anywhere, have you experienced interpersonal conflict in your job?

- Internal to your specific department: 40.4%
- Internal to the VPUO Division: 7.3%
- External to the VPUO Division: 17.1%
- I have not experienced interpersonal conflict in the past year: 38.1%
Safety

- 83.4% agree leadership considers a safe physical working environment to be important.

% Unsafe or Very Unsafe

- Building entrance locks and locking schedules: 8.9%
- Physical surroundings: 12.0%
- Adequate outdoor lighting on campus: 12.7%
- Safety procedures and protective equipment in laboratories: 17.7%
- Safe building environments: 17.4%

Red = Female higher men
Blue = SC higher than AP
OEO Classes

OEO Classes in past 5 Years

- Search chair training: 13.0%
- Search committee member training: 12.1%
- EO Coordinator training: 6.4%
- Diversity in the Search Process training: 6.6%
- Nuts and Bolts for Support Staff training: 5.7%
- I have not attended any search related training classes: 66.7%
I have participated in a search committee for an Administrative Professional: 24.9%

I have participated in a selection panel for State Classified personnel: 33.6%

I have served as a search chair: 6.4%

I have not served on a search committee or selection panel in the past five years: 44.3%
Discriminatory Attitudes

- Perceived Discriminatory Attitudes in Office:
  - 48% indicated no discriminatory attitudes present (CSU: 36%)
  - 21.7% Job title (CSU: 31%)
  - 20% Employment classification (CSU: 29%)
  - 17.5% Political Affiliation (CSU: 20%)
  - 16% Age (CSU: 19%)
  - 10% Gender (CSU: 17%)
Work Stressors

- Top 3 Work Stressors
  - 55% Low salary (CSU: 47%)
  - 36% Lack of growth/promotion (CSU: 29%)
  - 32% Workload (CSU: 33%)
  - 21% Work/life balance (CSU: 29%)
  - 16% Duties outside my job responsibilities (CSU: 12%)
Three words to describe Univ. Operations culture
Key Findings for Univ. Operations

- University Operations had lower perceptions of their department’s diversity culture compared to the average CSU respondent
  - No other factors had significant differences from the average respondent
- State Classified respondents had less favorable responses for every single factor compared to Admin Pro. respondents
- Facilities had less favorable responses for Department Culture, Diversity Culture, Department Leadership, Department Perceptions, and Favoritism compared to other DUO respondents
  - No difference between Sense of Belonging, CSU perceptions and Division Leadership
Key Findings for Univ. Operations

- There were no significant factor differences for DUO respondents by minoritized race/ethnicity.
- Men had less favorable responses compared to women for CSU perceptions, Department Perceptions, Favoritism.
  - No differences for Sense of Belonging, Department Culture, Division Leadership or Unit Leadership by gender.
- 29% of Univ. Operations respondents indicated bias was problematic at the division level and 12% indicated bullying was problematic at their department/office level.
  - DUO had higher perceptions that verbal (12%) and physical assault (2%) are problematic in their division compared to the average CSU respondent.
- DUO had lower agreement to several items related to respect—only 56% agreed DUO is treated with respect by CSU and only 65% agree their department has respect for liberal perspectives (compared to 79% overall).
How do the findings relate to the Multicultural Organization Development (MCOD)?
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/