2018 Employee Climate Survey

Presentation for College of Business

Assessment Group for Diversity Issues

10.11.19

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

- **Purpose**
  - Assess the current CSU climate

- **2018 Focus**
  - Provide results at the division/college level

- **Biennial assessment**
  - Survey
  - Open ends
  - Open forums
  - Focus groups
CSU Employee Climate Assessment

• Results
  – Provide a picture of employment experiences and perceptions in aggregate
  – 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
  – Establish a starting point to help know where to direct efforts
Methodology

• Instrument development
  – Solicited topic areas employees wanted covered
  – Offered division-specific questions

• Administered Fall 2018
  – Online
  – Hard copy
  – Diversity symposium
Methodology

• Results are reported in aggregate and no identifying information reported
• Email invitation and reminders came from Vice President or Dean
• Survey advertised through Source, CSU President, Councils, Diversity symposium
• Offered small incentives and division level results
## 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><strong>All Employees</strong></td>
<td>26.0%</td>
<td>30.3%</td>
<td><strong>58.5%</strong></td>
</tr>
<tr>
<td><strong>Administrative Professional</strong></td>
<td>28.2%</td>
<td>32.0%</td>
<td>50.5%</td>
</tr>
<tr>
<td><strong>Faculty</strong></td>
<td>29.3%</td>
<td>18.7%</td>
<td>45.6%</td>
</tr>
<tr>
<td><strong>State Classified</strong></td>
<td>30.7%</td>
<td>39.4%</td>
<td>47.3%</td>
</tr>
</tbody>
</table>
## College Response Rates

<table>
<thead>
<tr>
<th>College</th>
<th>Response Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Veterinary Medicine and Biomedical Sciences</td>
<td>75.5%</td>
</tr>
<tr>
<td>Agricultural Sciences</td>
<td>74.7%</td>
</tr>
<tr>
<td>Health and Human Sciences</td>
<td>69.5%</td>
</tr>
<tr>
<td>Natural Sciences</td>
<td>58.5%</td>
</tr>
<tr>
<td>Warner College of Natural Resources</td>
<td>49.8%</td>
</tr>
<tr>
<td>Business</td>
<td>48.9% (n=90)</td>
</tr>
<tr>
<td>Liberal Arts</td>
<td>48.5%</td>
</tr>
<tr>
<td>Walter Scott, Jr. College of Engineering</td>
<td>35.2%</td>
</tr>
<tr>
<td>Total (n = 4,058)</td>
<td>58.5%</td>
</tr>
</tbody>
</table>
## Department Response Rates

<table>
<thead>
<tr>
<th>COB Department</th>
<th>Response Rate</th>
<th>% of COB Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dean's Office/Enterp./Operations</td>
<td>54.3%</td>
<td>21.1%</td>
</tr>
<tr>
<td>COB Academic Support/COB Academic Programs</td>
<td>38.3%</td>
<td>20.0%</td>
</tr>
<tr>
<td>Management</td>
<td>48.3%</td>
<td>15.6%</td>
</tr>
<tr>
<td>Marketing</td>
<td>47.1%</td>
<td>8.9%</td>
</tr>
<tr>
<td>Finance and Real Estate</td>
<td>32.0%</td>
<td>8.9%</td>
</tr>
<tr>
<td>Accounting</td>
<td>35.3%</td>
<td>6.7%</td>
</tr>
<tr>
<td>Computer Information Systems</td>
<td>42.9%</td>
<td>6.7%</td>
</tr>
<tr>
<td>Prefer not to disclose</td>
<td></td>
<td>12.2%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>48.9%</strong></td>
<td><strong>n=90</strong></td>
</tr>
</tbody>
</table>
Respondent Characteristics for COB

Gender
- Men, 38.0%
- Women, 59.5%
- T/NB/GNC, 2.5%

Racially Minoritized
- Non-minoritized, 88.0%
- Minoritized, 12.0%
Employee Category

- Administrative Professional, 39.8%
- Faculty, 45.5%
- State Classified, 4.5%
- Prefer not to disclose, 10.2%
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
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
COB Culture

Average Perceptions for Department Diversity Culture

- COB (n=90): 4.02
- Men (n=47): 3.97
- Women (n=30): 4.12
- AP (n=35): 4.26
- Faculty (n=40): 3.88

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Strongly Agree

- COB (n= 90)
- Men (n=47)
- Women (n=30)
- AP (n=35)
- Faculty (n=40)

Strongly Disagree

- CSU Overall
Culture Items

Sense of Belonging

- I feel a strong sense of belonging to CSU
- I feel a strong sense of belonging to my college
- I feel a strong sense of belonging to my department
COB Culture

Average Perceptions for Sense of Belonging

- COB (n=90) - 3.95
- Men (n=47) - 3.71
- Women (n=30) - 4.10
- AP (n=35) - 4.21
- Faculty (n=40) - 3.70

CSU Overall
Respect

- My department/office is treated with respect by other departments/offices within my division/college: 66.3% (COB), 64.3% (CSU)
- My division/college is treated with respect by CSU: 68.8% (COB), 67.0% (CSU)
- The people I interact with treat each other with respect: 82.2% (COB), 78.9% (CSU)
- There is respect for religious differences in my department/office: 78.2% (COB), 71.7% (CSU)
- There is respect for liberal perspectives in my department/office: 83.1% (COB), 79.0% (CSU)
- There is respect for conservative perspectives in my department/office: 64.6% (COB), 55.1% (CSU)
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
COB Favoritism

Average Perceptions for Favoritism

- COB (n=90): 2.86
- Men (n=47): 2.71
- Women (n=30): 2.97
- AP (n=35): 2.87
- Faculty (n=40): 2.74

CSU Overall
Leadership and Accountability Items

- Items asked each for College and Department

  - 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

<table>
<thead>
<tr>
<th>College</th>
<th>Dept.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>+</td>
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<tr>
<td>+</td>
<td></td>
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<td>+</td>
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<td>+</td>
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<td>+</td>
</tr>
</tbody>
</table>
COB Leadership & Accountability

Average Perceptions for College Leadership's Accountability

<table>
<thead>
<tr>
<th>Group</th>
<th>Average Perception</th>
</tr>
</thead>
<tbody>
<tr>
<td>COB (n=90)</td>
<td>3.12</td>
</tr>
<tr>
<td>Men (n=47)</td>
<td>3.09</td>
</tr>
<tr>
<td>Women (n=30)</td>
<td>3.26</td>
</tr>
<tr>
<td>AP (n=35)</td>
<td>3.49</td>
</tr>
<tr>
<td>Faculty (n=40)</td>
<td>2.95</td>
</tr>
</tbody>
</table>

CSU Overall
COB Leadership & Accountability

Average Perceptions for Department Leadership's Accountability

- **COB (n=90)**: 3.66
- **Men (n=47)**: 3.53
- **Women (n=30)**: 3.74
- **AP (n=35)**: 3.83
- **Faculty (n=40)**: 3.50

**CSU Overall**
Percentage of respondents who perceived misconduct in their college

Sexual Harassment: 2.3% COB, 2.8% CSU
Sexual Misconduct: 0.0% COB, 1.3% CSU
Bullying: 14.8% COB, 10.3% CSU
Bias: 31.8% COB, 24.1% CSU
Physical Assault: 6.8% COB, 5.1% CSU
Verbal Assault: 0.0% COB, 0.2% CSU

Women: 13%; Men =17%
Women: 32%; Men =27%
Prefer not to specify = 46%

Colorado State University
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.

Percentage of respondent agreement to items related to perceptions of bias incidents:

- I find it is worthwhile to know about bias incidents at CSU: 77.9% COB, 77.7% CSU
- The university is transparent in reporting bias incidents at CSU: 70.7% COB, 61.8% CSU
- I am alarmed about the number of bias incidents reported at CSU: 32.5% COB, 32.4% CSU
- The number of bias incidents have increased at CSU in the past year: 25.8% COB, 34.0% CSU
- CSU handles incidents of bias well: 67.6% COB, 51.2% CSU
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 freedom of speech

- My division/college supports people speaking freely: 67.9% COB, 66.7% CSU
- Free speech is an important issue on campus: 96.6% COB, 89.5% CSU
- I have the skills to navigate free speech questions on campus: 67.1% COB, 59.8% CSU
- I know who to ask/where to go if I have questions about free speech: 49.4% COB, 50.3% CSU
- Issues related to freedom of speech impact my work: 46.9% COB, 33.5% CSU
### Perception Items

- Items asked each for CSU and Department

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

Perceptions of CSU

Strongly Agree

<table>
<thead>
<tr>
<th>Group</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>COB (n=90)</td>
<td>4.12</td>
</tr>
<tr>
<td>Men (n=47)</td>
<td>4.11</td>
</tr>
<tr>
<td>Women (n=30)</td>
<td>4.19</td>
</tr>
<tr>
<td>AP (n=35)</td>
<td>4.18</td>
</tr>
<tr>
<td>Faculty (n=40)</td>
<td>4.14</td>
</tr>
</tbody>
</table>

CSU Overall
COB Perceptions

Perceptions of Department

- COB (n=90): 3.95
- Men (n=47): 3.85
- Women (n=30): 4.10
- AP (n=35): 4.15
- Faculty (n=40): 3.89

CSU 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

- **2014**
- **2016**
- **2018**

- **CSU climate has become consistently more inclusive of all employees**
  - 2014: 57%
  - 2016: 57%
  - 2018: 67%

- **CSU provides employees with a positive work experience**
  - 2014: 69%
  - 2016: 69%
  - 2018: 74%

- **CSU encourages discussions related to diversity**
  - 2014: 63%
  - 2016: 66%
  - 2018: 74%

- **CSU creates a supportive environment for employees from diverse backgrounds**
  - 2014: 64%
  - 2016: 67%
  - 2018: 70%

- **CSU retains diverse employees**
  - 2014: 53%
  - 2016: 61%
  - 2018: 70%

- **CSU improves the campus climate for all employees**
  - 2014: 62%
  - 2016: 62%
  - 2018: 70%

- **CSU recruits employees from a diverse set of backgrounds**
  - 2014: 67%
  - 2016: 67%
  - 2018: 75%

- **I would recommend CSU as a place of employment**
  - 2014: 79%
  - 2016: 77%
  - 2018: 81%
### Department/Unit Perceptions over Time

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

<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>59%</td>
<td>62%</td>
</tr>
<tr>
<td>Department/office climate has become consistently more inclusive of all employees</td>
<td>51%</td>
<td>55%</td>
<td>57%</td>
</tr>
<tr>
<td>Department/office provides employees with a positive work experience</td>
<td>49%</td>
<td>50%</td>
<td>51%</td>
</tr>
<tr>
<td>Department/office encourages discussions related to diversity</td>
<td>50%</td>
<td>50%</td>
<td>51%</td>
</tr>
<tr>
<td>Department/office creates a supportive environment for employees from diverse backgrounds</td>
<td>55%</td>
<td>55%</td>
<td>57%</td>
</tr>
<tr>
<td>Department/office retains diverse employees</td>
<td>49%</td>
<td>51%</td>
<td>53%</td>
</tr>
<tr>
<td>Department/office improves the campus climate for all employees</td>
<td>55%</td>
<td>55%</td>
<td>54%</td>
</tr>
<tr>
<td>Department/office recruits employees from a diverse set of backgrounds</td>
<td>56%</td>
<td>57%</td>
<td>58%</td>
</tr>
</tbody>
</table>
Discriminatory Attitudes

- Perceived Discriminatory Attitudes in Department (select responses):
  - 39% Job title (CSU: 31%)
  - 33% Employment classification (CSU: 29%)
  - 20% Political Affiliation (CSU: 20%)
  - 19% Gender (CSU: 17%)
  - 13% Age (CSU: 19%)
  - 38% indicated no discriminatory attitudes present (CSU: 36%)
Work Stressors

- Top 3 Work Stressors (select responses)
  - 41% Low salary (CSU: 47%)
  - 29% Lack of growth /promotion (CSU: 29%)
  - 29% Workload (CSU: 33%)
  - 23% Department climate (CSU: 21%)
  - 21% Email overload (CSU: 18%)
  - 18% Work/life balance (CSU: 29%)
  - 18% Lack of resources/Budget/Funding (CSU: 17%)
  - 18% Job security (CSU: 18%)
Three words to describe COB culture
Key Findings for COB

• On average, COB respondents had more favorable results than the average CSU respondent for CSU Perceptions, Department Perceptions, Sense of Belonging, and Department Culture.

• Although COB respondents had similar perceptions to the average CSU respondent, compared to the other factors within COB--College Leadership’s Accountability is the area for most improvement.

• Faculty respondents had lower Sense of Belonging perceptions on average compared to administrative professionals.
  – Faculty also had slightly lower perceptions for College Leadership’s Accountability, Department Diversity Culture, and Department Leadership’s Accountability compared to administrative professionals.

• There were no differences by gender; however, men had slightly lower perceptions than women related to their Sense of Belonging and Department Culture.
Key Findings for COB

- COB respondents indicated bullying (15%) and bias (32%) were problematic in their division, which is higher than the average CSU respondent
  - Women reported bias as more problematic than men, while men reported bullying as more problematic than women
- 74% of COB respondents agreed department leadership holds employees accountable for inappropriate behavior (CSU: 55%)
- 73% of COB respondents agreed department climate has become more inclusive of all employees (CSU: 59%)
- Almost half (47%) of COB respondents agreed issues related to freedom of speech impact their work (CSU: 34%)
MCOD

- 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/