



University Operations

Employee Climate Survey Results 2018

The 2018 CSU Employee Climate Assessment is a biennial assessment conducted in the fall to assess employee perceptions related to their department/unit, division/college, and CSU. The full assessment comprises three main components: the survey, focus groups, open forums, and open ended results.

This sub report focuses on the results of the survey component of the assessment for University Operations. Please visit the [2018 Employee Climate Survey website](#) for the complete university report, specialized reports, the focus group report, the open end analysis, links to past results, and presentations.

The 2018 instrument focuses on the following employment themes: culture, sense of belonging, respect, favoritism, accountability, misconduct, bias incidents, feedback on employee councils, Principles of Community usage and awareness, freedom of speech, and CSU and department perceptions. All of these items were asked on a five-point Likert scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neither Agree nor Disagree, 4 = Agree, 5 = Strongly Agree). Only select findings are covered in this report.

For the purposes of this report division refers to University Operations, and “agreement” is defined as a respondent selecting either “Strongly Agree” or “Agree” on the Likert scale. Agreement is generally reported as the proportion or percent of respondents providing the combination of these responses. When a mean (average) score is reported, it is based on this 1 to 5 scale. Generally, with exceptions such as Favoritism, the higher the mean score, the more favorable the rating.

On many of the survey items, respondents could chose a non-evaluative response such as “Don’t know/NA” or “Prefer not to disclose.” These responses, along with missing data, have been excluded from all analyses.

Data are reported only when there is a large enough response pool (number of respondents to a survey item) to ensure respondent anonymity. Any potentially identifying data has been kept confidential and will not be reported.

Contents

Appendix A: Item Percentages.....	2
Appendix B: Employee Characteristics Mean Comparisons	18
Appendix C: Division Comparisons to CSU Overall	34

Appendix A: Item Percentages

The following tables display the frequencies for each item asked on the survey for the division's respondents only. For items asked on the 1 to 5 point Likert scale, the mean (average) rating is also displayed.

Table A1 Department/Unit Culture

My department or office...	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total (N Avg)	
Supports a healthy work/life balance	4.4%	9.6%	11.9%	43.3%	30.7%	427	3.86
Understands the value of diversity	2.9%	6.0%	13.8%	46.5%	30.8%	419	3.96
Promotes a work environment where all employees feel included	7.7%	15.2%	11.0%	41.0%	25.2%	429	3.61
Treats all employees equitably	11.2%	17.5%	10.3%	35.9%	25.2%	429	3.46
Communicates the importance of valuing diversity	4.5%	11.7%	16.4%	42.1%	25.2%	420	3.72
Provides me with opportunities for professional development	8.9%	7.9%	9.6%	41.7%	31.9%	429	3.80
Promotes respect for cultural differences	3.1%	4.3%	19.4%	45.6%	27.7%	423	3.91
Is open and transparent in communication	12.3%	17.9%	14.2%	35.6%	20.0%	430	3.33
Values employee input in major department/office decisions	13.4%	18.5%	14.1%	34.3%	19.7%	426	3.28

Table A2 Culture

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total (N Avg)	
My division/college is open and transparent in communication	11.1%	18.5%	20.6%	37.9%	11.8%	422	3.21
My division/college promotes respect for cultural differences	2.9%	5.8%	25.2%	47.9%	18.2%	413	3.73
I had a performance review of my progress as an employee in the last year	3.4%	3.7%	2.7%	52.4%	37.8%	410	4.18
I was satisfied with the effort my supervisor puts into my performance reviews	7.8%	9.5%	10.0%	43.0%	29.9%	412	3.78
I fear negative job consequences if I were to raise an issue of unfair treatment	17.4%	29.0%	17.9%	19.3%	16.4%	420	2.88
I would be able to do my job more effectively if I received more information from my department/office	5.9%	20.2%	31.1%	29.2%	13.5%	421	3.24
I feel a strong sense of belonging to CSU	7.5%	12.1%	21.0%	32.6%	26.8%	429	3.59
I feel a strong sense of belonging to my division/college	7.7%	17.8%	25.3%	29.7%	19.4%	427	3.35
I feel a strong sense of belonging to my department/office	7.0%	7.7%	18.4%	34.3%	32.6%	429	3.78

Table A3 Respect

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total (N Avg)	
My department/office is treated with respect by other departments/offices within my division/college	6.7%	14.9%	17.5%	45.6%	15.3%	417	3.48
My division/college is treated with respect by CSU	9.9%	17.3%	16.6%	43.1%	13.0%	415	3.32
The people I interact with treat each other with respect.	3.2%	9.7%	11.6%	52.5%	22.9%	432	3.82
There is respect for religious differences in my department/office	2.6%	3.1%	22.3%	50.9%	21.2%	391	3.85
There is respect for liberal perspectives in my department/office	3.0%	4.8%	27.3%	46.8%	18.3%	400	3.73
There is respect for conservative perspectives in my department/office	5.5%	7.5%	28.5%	42.8%	15.8%	400	3.56
I feel valued as an employee	12.3%	12.5%	15.7%	38.7%	20.8%	432	3.43

Table A4 Favoritism

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total (N Avg)	
Favoritism plays a role in who gets recognized within my department/office	11.4%	29.7%	22.9%	19.7%	16.3%	411	3.00
Favoritism plays a role in who gets resources in my department/office	12.4%	31.5%	25.4%	17.6%	13.2%	410	2.88
Favoritism plays a role in who gets professional development opportunities	14.4%	35.1%	20.7%	17.6%	12.2%	410	2.78
Favoritism plays a role in who gets promoted in my department/office	12.4%	29.5%	23.6%	16.4%	18.1%	403	2.98
Favoritism plays a role in who gets hired in my department/office	14.5%	35.1%	25.6%	11.5%	13.3%	399	2.74

Table A5 Leadership and Accountability

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total (N Avg)	
Division/college leadership adequately addresses inappropriate behavior	10.1%	12.1%	25.8%	41.1%	11.0%	365	3.31
Department/office leadership adequately addresses inappropriate behavior	10.1%	12.3%	19.4%	43.3%	14.9%	397	3.41
Division/college leadership holds employees accountable for inappropriate behavior	10.3%	11.4%	26.4%	40.0%	11.9%	360	3.32

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Department/office leadership holds employees accountable for inappropriate behavior	8.4%	13.2%	18.8%	43.7%	16.0%	394	3.46
Division/college leadership holds employees accountable for poor performance in the workplace	12.5%	16.6%	27.4%	36.0%	7.5%	361	3.09
Department/office leadership holds employees accountable for poor performance in the workplace	12.1%	16.9%	16.1%	41.6%	13.4%	397	3.27
Division/college leadership acts ethically and honestly in the workplace	6.8%	9.6%	22.7%	44.0%	16.9%	384	3.55
Department/office leadership acts ethically and honestly in the workplace	6.9%	8.4%	16.0%	44.3%	24.4%	406	3.71
Division/college leadership addresses issues of inequity	9.7%	12.3%	33.7%	32.3%	12.0%	359	3.25
Department/office leadership addresses issues of inequity	8.1%	12.3%	29.5%	33.9%	16.2%	383	3.38
Division/college leaders hold all employees to the same standards	16.1%	18.6%	21.6%	31.1%	12.6%	366	3.05
Department/office leaders hold all employees to the same standards	14.9%	16.2%	17.2%	34.3%	17.4%	402	3.23

Table A6 Misconduct

Check whether or not the following statements are true based on the type of misconduct. (Select all that apply)	Sexual Harassment	Sexual Misconduct	Bullying	Bias	Physical Assault	Verbal Assault	None	Total (N)
___ is problematic among employees at CSU	5.0%	4.0%	16.5%	30.0%	2.4%	14.4%	58.5%	424
___ is problematic among employees in my division/college	2.8%	2.8%	12.3%	29.0%	1.9%	11.6%	64.2%	424
___ is problematic among employees in my department/office	1.9%	1.4%	11.8%	24.1%	1.4%	11.6%	70.3%	424
There are people at CSU I avoid because I fear ___	2.1%	0.7%	16.0%	23.6%	2.4%	15.3%	62.5%	424

Table A7 Bias Incidents

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total (N Avg)	
I find it is worthwhile to know about bias incidents at CSU	3.5%	5.7%	25.3%	48.6%	16.9%	403	3.70
The university is transparent in reporting bias incidents at CSU	5.6%	14.5%	33.7%	34.3%	12.0%	359	3.33
I am alarmed about the number of bias incidents reported at CSU	4.3%	21.0%	47.4%	21.3%	6.0%	352	3.04
The number of bias incidents have increased at CSU in the past year	2.4%	12.5%	53.6%	23.9%	7.6%	289	3.22
CSU handles incidents of bias well	9.3%	11.7%	36.1%	34.6%	8.1%	332	3.20

Table A8 Employee Councils

Are you aware there is an employee group/organization that represents the interests of my employee group?(multiple response item)	%	N
Yes	82.0%	336
No	18.0%	74
Total	100.0%	410

Table A9 Employee Councils

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total (N Avg)	
I feel my employee council addresses issues and topics that are important and relevant to me	5.8%	10.2%	32.7%	41.5%	9.9%	294	3.39
I feel that the councils' collective participation in shared governance is pertinent to the success of our institution	2.9%	4.2%	27.8%	43.0%	22.0%	309	3.77

Table A10 Principles of Community

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total (N Avg)	
I am familiar with the Principles of Community.	3.0%	12.1%	11.9%	49.3%	23.8%	404	3.79
Within my department/office, the Principles of Community are visible in my daily working environment (e.g. posted, displayed)	6.3%	12.2%	19.8%	36.8%	24.9%	378	3.62
I feel the Principles of Community have made a positive impact on the climate in my department/office	8.2%	15.5%	44.8%	23.9%	7.6%	368	3.07
I feel the Principles of Community have made a positive impact on the climate in my division/college	7.3%	16.0%	43.5%	25.0%	8.1%	356	3.11

Table A11 Freedom of Speech

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total (N Avg)	
My division/college supports people speaking freely	8.4%	17.3%	20.6%	43.1%	10.7%	394	3.30
Free speech is an important issue on campus	2.2%	1.5%	11.2%	50.2%	34.9%	410	4.14
I have the skills to navigate free speech questions on campus	3.8%	11.5%	28.2%	43.5%	13.0%	393	3.50
I know who to ask/where to go if I have questions about free speech	5.5%	26.6%	23.0%	34.2%	10.7%	383	3.18
Issues related to freedom of speech impact my work	6.6%	27.5%	36.1%	23.0%	6.8%	396	2.96

Table A12 CSU Perceptions

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total (N Avg)	
CSU recruits employees from a diverse set of backgrounds	1.8%	3.1%	15.5%	57.7%	21.9%	388	3.95
CSU improves the campus climate for all employees	3.9%	7.3%	21.0%	51.8%	16.1%	386	3.69
CSU retains diverse employees	2.5%	5.3%	23.3%	52.2%	16.7%	360	3.75
CSU creates a supportive environment for employees from diverse backgrounds	1.9%	4.2%	20.9%	56.1%	16.9%	378	3.82
CSU encourages discussions related to diversity	2.1%	6.3%	20.5%	48.6%	22.6%	381	3.83
CSU provides employees with a positive work experience	4.3%	7.4%	18.6%	51.3%	18.4%	392	3.72
CSU climate has become consistently more inclusive of all employees	3.8%	5.2%	26.4%	46.9%	17.7%	367	3.69
I would recommend CSU as a place of employment	4.0%	4.7%	14.6%	47.5%	29.2%	404	3.93

Table A13 Department/Unit Perceptions

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total (N Avg)	
Department/office recruits employees from a diverse set of backgrounds	2.6%	9.4%	19.9%	50.5%	17.6%	392	3.71
Department/office improves the campus climate for all employees	5.7%	11.1%	23.0%	43.9%	16.3%	387	3.54
Department/office retains diverse employees	4.2%	7.9%	26.3%	47.1%	14.5%	380	3.60
Department/office creates a supportive environment for employees from diverse backgrounds	4.9%	8.2%	22.6%	47.3%	17.0%	389	3.63
Department/office encourages discussions related to diversity	5.2%	13.1%	33.2%	33.8%	14.7%	388	3.40
Department/office provides employees with a positive work experience	8.2%	13.6%	17.1%	40.0%	21.1%	403	3.52
Department/office climate has become consistently more inclusive of all employees	7.2%	7.0%	29.7%	40.4%	15.8%	374	3.51
I would recommend my department/office as a place of employment	7.9%	9.4%	16.6%	39.1%	27.0%	404	3.68

Table A14 Discriminatory Attitudes

Discriminatory attitudes are present in your department/office based on:	%	N
No intolerant attitudes are present	47.6%	171
Job title	21.7%	78
Employment classification	19.8%	71
Political affiliation	17.5%	63
Age	15.9%	57
Appearance	10.9%	39
Gender	10.3%	37
Parental status	7.0%	25
Gender identity and expression	5.8%	21
Sexual orientation	5.6%	20
Ethnic origin	5.3%	19
Race or color	5.3%	19
Religion	5.0%	18
Marital status	3.9%	14
Socioeconomic status	3.6%	13
Other	2.5%	9
Nationality/Country of origin	2.5%	9
Disability (e.g. physical, mental)	2.2%	8
Veteran status	1.9%	7
Nepotism/favoritism	1.7%	6
Other (Differing opinions/work styles/personalities, Employment duration, General bias, Education/professional background, Bullying)	2.6%	9

Note: multiple response item.

Table A15 Work-related Stressors

Please select your top THREE work-related stressors	%	N
Lower salary	55.2%	214
Lack of growth/promotion	36.3%	141
Workload	31.7%	123
Work/life balance	20.9%	81
Office/department climate	17.8%	69
Duties outside my job responsibilities	15.5%	60
Lack of resources/Budget/Funding	14.9%	58
Email overload	13.4%	52
Interpersonal conflict	12.6%	49
Affordable housing near work	11.9%	46
Misconduct/Inequities/Bias	8.0%	31
Lack of training/skills to do my work	7.7%	30
Lack of work flexibility	6.7%	26
Ill-defined job	5.9%	23
Physical environment	4.6%	18
Health issues	4.1%	16
Other	3.6%	14
Physical safety	3.1%	12
Feeling Undervalued	2.6%	10
Job security	2.3%	9
Lack of work autonomy	1.8%	7
Dependent Care	1.0%	4
Administration/Leadership	1.0%	4
General Climate	0.5%	2
Bureaucracy	0.5%	2

Note: multiple response item.

Table A16 Use of Child and/or Adult Care Services

Have you utilized child or adult care services this past year?	%	N
Yes	13.3%	52
No	86.7%	340
Total	100.0%	392

Table A17 Child and/or Adult Care-related Challenges

Please indicate what child care and/or adult care-related challenges, if any, you have encountered this past year	%	N
Cost of care services	60.0%	36
I did not encounter any challenges related to care services	31.7%	19
Scheduling care to match work schedule	28.3%	17
Finding child care services	25.0%	15
Transportation to/from care services	25.0%	15
Finding care for a sick child/adult	18.3%	11
Finding summer care services	16.7%	10
Location of care services	15.0%	9
Quality of care services	10.0%	6
Finding adult care services	8.3%	5
Finding temporary care services	6.7%	4
Other	6.7%	4
Dependability of care services	6.7%	4
Finding care for a child or adult with special needs	1.7%	1

Note: This question was only asked to those who answered they used care services; multiple response item

Table A18 Gender

	%	N
Men	51.6%	190
Women	46.5%	171
T/NB/GNC	1.9%	7

Note: Excludes respondents who specified Prefer not to disclose. T/NB/GNC = Transgender, non-binary, gender non-conforming.

Table A19 Minoritized Race/Ethnicity

	%	N
Non-minoritized	81.1%	297
Minoritized	18.9%	69

Note: Excludes respondents who specified Prefer not to disclose.

Table A20 Employee Type

	%	N
Administrative Professional	26.9%	110
Faculty	1.2%	5
State Classified	68.7%	281
Other	0.2%	1
Prefer not to disclose	2.9%	12
Total	100.0%	409

Table A21 Department/Unit

	%	N
Business and Financial Services	10.7%	38
Central Receiving	3.9%	14
Environmental Health Services	3.7%	13
Facilities Management	53.3%	189
Human Resources or Equal Opportunity	9.3%	33
Parking & Transportation Services	4.8%	17
Procurement Services or Risk Management & Insurance or Training & Organizational Development or Office of Budgets or Office of the VP for Univ. Operations or Policy & Compliance Office or University Ombudsman	9.0%	32
Prefer not to disclose	5.4%	19
Total	100.0%	355

Note: Smaller departments were combined to ensure confidentiality.

Appendix B: Employee Characteristics Mean Comparisons

The following tables show the mean comparison scores by employee characteristics. Mean scores for CSU overall and the Division are also provided.

Table B1 Department/Unit Culture

My department or office...	Overall		Division		Gender				Minoritized Race/Ethnicity				Employee Type					
	CSU		Operations		Men		Women		Non-minoritized		Minoritized		Admin Pro		Faculty		SC	
	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N
Supports a healthy work/life balance	3.86 ¹	4008	3.86 ¹	427	3.83 _a	187	3.93 _a	167	3.85 _a	291	3.90 _a	68	4.13 _a	108	* _{a,b}	*	3.74 _b	276
Understands the value of diversity	4.06 ¹	3956	3.96 ¹	419	3.87 _a	183	4.12 _b	164	3.96 _a	287	4.02 _a	66	4.17 _a	108	* _{a,b}	*	3.86 _b	270
Promotes a work environment where all employees feel included	3.62 ¹	3994	3.61 ¹	429	3.53 _a	187	3.72 _a	169	3.55 _a	292	3.68 _a	68	3.86 _a	109	* _{a,b}	*	3.45 _b	277
Treats all employees equitably	3.46 ¹	3946	3.46 ¹	429	3.49 _a	186	3.51 _a	170	3.46 _a	292	3.46 _a	68	3.77 _a	109	* _{a,b}	*	3.31 _b	277
Communicates the importance of valuing diversity	3.87 ¹	3950	3.72 ¹	420	3.60 _a	184	3.82 _a	164	3.71 _a	285	3.56 _a	68	3.92 _a	108	* _{a,b}	*	3.59 _b	270
Provides me with opportunities for professional development	3.99 ¹	3999	3.80 ¹	429	3.72 _a	188	3.95 _a	168	3.85 _a	292	3.60 _a	67	4.26 _a	110	* _{a,b}	*	3.61 _b	276
Promotes respect for cultural differences	4.04 ¹	3934	3.91 ¹	423	3.76 _a	185	4.05 _b	166	3.90 _a	290	3.77 _a	65	4.15 _a	108	* _{a,b}	*	3.78 _b	272
Is open and transparent in communication	3.44 ¹	4009	3.33 ¹	430	3.24 _a	188	3.43 _a	168	3.28 _a	292	3.41 _a	68	3.54 _a	109	* _{a,b}	*	3.20 _b	277
Values employee input in major department/office decisions	3.46 ¹	3952	3.28 ¹	426	3.24 _a	187	3.37 _a	168	3.28 _a	291	3.22 _a	67	3.62 _a	109	* _{a,b}	*	3.11 _b	274

Note: Values in the same row and subtable not sharing the same subscript are significantly different at $p < .05$ in the two-sided test of equality for column means. Cells with no subscript are not included in the test. Tests assume equal variances.

Means and percentages are reported only for items with $n \geq 10$.

1. This category is not used in comparisons because there are no other valid categories to compare

Table B2 Division/College Culture

	Overall		Division		Gender				Minoritized Race/Ethnicity				Employee Type					
	CSU		Operations		Men		Women		Non-minoritized		Minoritized		Admin Pro		Faculty		SC	
	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N
My division/college is open and transparent in communication	3.39 ¹	3931	3.21 ¹	422	3.23 _a	184	3.14 _a	168	3.19 _a	290	3.24 _a	66	3.27 _a	109	* _a	*	3.11 _a	271
My division/college promotes respect for cultural differences	3.97 ¹	3872	3.73 ¹	413	3.72 _a	180	3.72 _a	161	3.72 _a	282	3.66 _a	65	3.75 _a	106	* _a	*	3.67 _a	265
I had a performance review of my progress as an employee in the last year	4.32 ¹	3691	4.18 ¹	410	4.18 _a	179	4.19 _a	161	4.20 _a	282	4.23 _a	64	4.07 _a	108	* _a	*	4.25 _a	263
I was satisfied with the effort my supervisor puts into my performance reviews	3.90 ¹	3687	3.78 ¹	412	3.72 _a	179	3.81 _a	162	3.71 _a	280	3.94 _a	66	3.80 _a	106	* _a	*	3.75 _a	266
I fear negative job consequences if I were to raise an issue of unfair treatment	2.66 ¹	3925	2.88 ¹	420	2.85 _a	182	2.82 _a	165	2.85 _a	286	2.85 _a	67	2.54 _a	106	* _{a,b}	*	2.99 _b	272
I would be able to do my job more effectively if I received more information from my department/office	3.10 ¹	3910	3.24 ¹	421	3.24 _a	181	3.24 _a	167	3.24 _a	286	3.25 _a	67	3.05 _a	108	* _{a,b}	*	3.31 _b	270
I feel a strong sense of belonging to CSU	3.65 ¹	4012	3.59 ¹	429	3.52 _a	184	3.78 _b	171	3.65 _a	293	3.56 _a	68	3.97 _a	110	* _{a,b}	*	3.46 _b	276
I feel a strong sense of belonging to my division/college	3.49 ¹	4003	3.35 ¹	427	3.41 _a	184	3.33 _a	169	3.32 _a	291	3.57 _a	67	3.39 _a	109	* _a	*	3.30 _a	275
I feel a strong sense of belonging to my department/office	3.88 ¹	4007	3.78 ¹	429	3.74 _a	184	3.94 _a	171	3.82 _a	292	3.78 _a	67	4.17 _a	110	* _{a,b}	*	3.63 _b	275

Note: Values in the same row and subtable not sharing the same subscript are significantly different at $p < .05$ in the two-sided test of equality for column means. Cells with no subscript are not included in the test. Tests assume equal variances.

Means and percentages are reported only for items with $n \geq 10$.

1. This category is not used in comparisons because there are no other valid categories to compare

Table B3 Respect

	Overall		Division		Gender				Minoritized Race/Ethnicity				Employee Type					
	CSU		Operations		Men		Women		Non-minoritized		Minoritized		Admin Pro		Faculty		SC	
	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N
My department/office is treated with respect by other departments/offices within my division/college	3.64 ¹	3673	3.48 ¹	417	3.42 _a	182	3.56 _a	164	3.49 _a	286	3.46 _a	65	3.68 _a	109	* _{a,b}	*	3.36 _b	267
My division/college is treated with respect by CSU	3.69 ¹	3656	3.32 ¹	415	3.25 _a	183	3.36 _a	162	3.27 _a	283	3.52 _a	67	3.39 _a	106	* _a	*	3.26 _a	268
The people I interact with treat each other with respect.	3.95 ¹	3999	3.82 ¹	432	3.79 _a	188	3.82 _a	171	3.81 _a	296	3.83 _a	69	3.89 _a	110	* _a	*	3.78 _a	279
There is respect for religious differences in my department/office	3.91 ¹	3459	3.85 ¹	391	3.76 _a	169	3.92 _a	155	3.83 _a	267	3.81 _a	64	4.07 _a	99	* _{a,b}	*	3.74 _b	255
There is respect for liberal perspectives in my department/office	4.06 ¹	3723	3.73 ¹	400	3.59 _a	176	3.82 _b	157	3.68 _a	274	3.74 _a	65	3.92 _a	101	* _{a,b}	*	3.62 _b	260
There is respect for conservative perspectives in my department/office	3.47 ¹	3600	3.56 ¹	400	3.53 _a	175	3.61 _a	158	3.53 _a	273	3.71 _a	66	3.56 _a	101	* _a	*	3.53 _a	260
I feel valued as an employee	3.68 ¹	3991	3.43 ¹	432	3.41 _a	189	3.53 _a	170	3.46 _a	295	3.41 _a	69	3.69 _a	110	* _{a,b}	*	3.32 _b	279

Note: Values in the same row and subtable not sharing the same subscript are significantly different at $p < .05$ in the two-sided test of equality for column means. Cells with no subscript are not included in the test. Tests assume equal variances.

Means and percentages are reported only for items with \geq .

1. This category is not used in comparisons because there are no other valid categories to compare

Table B4 Favoritism

	Overall		Division		Gender				Minoritized Race/Ethnicity				Employee Type					
	CSU		Operations		Men		Women		Non-minoritized		Minoritized		Admin Pro		Faculty		SC	
	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N
Favoritism plays a role in who gets recognized within my department/office	3.00 ¹	3711	3.00 ¹	411	3.02 _a	179	2.83 _a	167	2.96 _a	284	2.92 _a	65	2.61 _a	106	* _{a,b}	*	3.12 _b	268
Favoritism plays a role in who gets resources in my department/office	2.85 ¹	3670	2.88 ¹	410	2.88 _a	180	2.75 _a	168	2.82 _a	285	2.92 _a	66	2.44 _a	106	* _{a,b}	*	3.02 _b	268
Favoritism plays a role in who gets professional development opportunities	2.64 ¹	3665	2.78 ¹	410	2.82 _a	179	2.60 _a	167	2.70 _a	283	2.94 _a	66	2.30 _a	106	* _{a,b}	*	2.94 _b	268
Favoritism plays a role in who gets promoted in my department/office	2.88 ¹	3606	2.98 ¹	403	3.01 _a	177	2.79 _a	163	2.89 _a	278	3.09 _a	66	2.48 _a	102	* _{a,b}	*	3.17 _b	265
Favoritism plays a role in who gets hired in my department/office	2.73 ¹	3568	2.74 ¹	399	2.84 _a	174	2.45 _b	163	2.64 _a	276	2.88 _a	65	2.26 _a	105	* _{a,b}	*	2.91 _b	258

Note: Values in the same row and subtable not sharing the same subscript are significantly different at $p < .05$ in the two-sided test of equality for column means. Cells with no subscript are not included in the test. Tests assume equal variances.

Means and percentages are reported only for items with $n \geq 10$.

1. This category is not used in comparisons because there are no other valid categories to compare

Table B5 Leadership and Accountability

	Overall		Division		Gender				Minoritized Race/Ethnicity				Employee Type					
	CSU		Operations		Men		Women		Non-minoritized		Minoritized		Admin Pro		Faculty		SC	
	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N
Division/college leadership adequately addresses inappropriate behavior	3.35 ¹	2953	3.31 ¹	365	3.34 _a	167	3.24 _a	139	3.27 _a	253	3.40 _a	57	3.41 _a	92	* _a	*	3.21 _a	239
Department/office leadership adequately addresses inappropriate behavior	3.45 ¹	3343	3.41 ¹	397	3.40 _a	176	3.51 _a	156	3.42 _a	272	3.48 _a	64	3.67 _a	100	* _{a,b}	*	3.31 _b	261

Table B5 Leadership and Accountability

Division/college leadership holds employees accountable for inappropriate behavior	3.30 ¹	2849	3.32 ¹	360	3.31 _a	165	3.29 _a	138	3.26 _a	251	3.41 _a	56	3.49 _a	89	* _{a,b}	*	3.19 _b	238
Department/office leadership holds employees accountable for inappropriate behavior	3.41 ¹	3241	3.46 ¹	394	3.43 _a	175	3.57 _a	157	3.47 _a	273	3.54 _a	63	3.71 _a	101	* _{a,b}	*	3.37 _b	259
Division/college leadership holds employees accountable for poor performance in the workplace	3.13 ¹	2894	3.09 ¹	361	2.98 _a	166	3.18 _a	139	3.01 _a	252	3.32 _a	59	3.23 _{a,b}	90	* _a	*	2.97 _b	237
Department/office leadership holds employees accountable for poor performance in the workplace	3.25 ¹	3365	3.27 ¹	397	3.19 _a	178	3.40 _a	157	3.31 _a	275	3.22 _a	65	3.48 _a	102	* _{a,b}	*	3.16 _b	260
Division/college leadership acts ethically and honestly in the workplace	3.78 ¹	3369	3.55 ¹	384	3.46 _a	169	3.70 _b	153	3.56 _a	267	3.52 _a	58	3.93 _a	98	* _{a,b}	*	3.36 _b	251
Department/office leadership acts ethically and honestly in the workplace	3.89 ¹	3705	3.71 ¹	406	3.59 _a	179	3.92 _b	164	3.77 _a	282	3.55 _a	64	4.07 _a	105	* _{a,b}	*	3.55 _b	266
Division/college leadership addresses issues of inequity	3.37 ¹	3033	3.25 ¹	359	3.17 _a	161	3.27 _a	142	3.21 _a	252	3.22 _a	55	3.36 _a	92	* _a	*	3.14 _a	236
Department/office leadership addresses issues of inequity	3.47 ¹	3351	3.38 ¹	383	3.29 _a	169	3.46 _a	155	3.38 _a	266	3.29 _a	62	3.65 _a	100	* _{a,b}	*	3.24 _b	251
Division/college leaders hold all employees to the same standards	3.20 ¹	3130	3.05 ¹	366	2.98 _a	165	3.13 _a	141	3.01 _a	251	3.10 _a	58	3.21 _a	90	* _a	*	2.92 _a	242
Department/office leaders hold all employees to the same standards	3.25 ¹	3599	3.23 ¹	402	3.11 _a	177	3.40 _b	162	3.25 _a	278	3.09 _a	64	3.55 _a	103	* _{a,b}	*	3.06 _b	264

Note: Values in the same row and subtable not sharing the same subscript are significantly different at $p < .05$ in the two-sided test of equality for column means. Cells with no subscript are not included in the test. Tests assume equal variances.

Means and percentages are reported only for items with $n \geq 10$.

1. This category is not used in comparisons because there are no other valid categories to compare

Table B6 Misconduct Among Employees at CSU

_____ is problematic among employees at CSU	Overall		Division		Gender				Minoritized Race/Ethnicity				Employee Type					
	CSU		Operations		Men		Women		Non-minoritized		Minoritized		Admin Pro		Faculty		SC	
	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N
Sexual Harassment	6.3%	247	5.0%	21	5.9%	11	*	*	5.1%	15	*	*	*	*	*	*	5.0%	14
Sexual Misconduct	3.0%	117	4.0%	17	5.3%	10	*	*	3.7%	11	*	*	*	*	*	*	5.0%	14
Bullying	13.3%	519	16.5%	70	16.6%	31	16.5%	28	17.7%	52	14.9%	10	19.4%	21	*	*	15.8%	44
Bias	28.3%	1104	30.0%	127	30.5%	57	29.4%	50	30.6%	90	31.3%	21	27.8%	30	*	*	33.1%	92
Physical Assault	0.6%	23	2.4%	10	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Verbal Assault	7.2%	282	14.4%	61	13.4%	25	17.6%	30	14.6%	43	20.9%	14	20.4%	22	*	*	13.3%	37
None	65.7%	2566	58.5%	248	58.3%	109	58.2%	99	58.8%	173	49.3%	33	59.3%	64	*	*	56.5%	157

Note: multiple response item; statistical significance not tested

Means and percentages are reported only for items with n ≥ 10.

Table B7 Misconduct Among Division/College

_____ is problematic among employees in my division/college	Overall		Division		Gender				Minoritized Race/Ethnicity				Employee Type					
	CSU		Operations		Men		Women		Non-minoritized		Minoritized		Admin Pro		Faculty		SC	
	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N
Sexual Harassment	2.8%	109	2.8%	12	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Sexual Misconduct	1.3%	52	2.8%	12	*	*	*	*	*	*	*	*	*	*	*	*	3.6%	10
Bullying	10.3%	404	12.3%	52	13.9%	26	12.9%	22	15.0%	44	*	*	14.8%	16	*	*	12.9%	36
Bias	24.1%	940	29.0%	123	30.5%	57	24.1%	41	28.2%	83	32.8%	22	25.0%	27	*	*	32.4%	90
Physical Assault	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Verbal Assault	5.1%	199	11.6%	49	11.8%	22	12.9%	22	12.2%	36	14.9%	10	13.9%	15	*	*	11.5%	32
None	70.8%	2765	64.2%	272	62.0%	116	67.6%	115	63.6%	187	62.7%	42	67.6%	73	*	*	61.2%	170

Note: multiple response item; statistical significance not tested

Means and percentages are reported only for items with n ≥ 10.

Table B8 Misconduct Among Department/Office

___ is problematic among employees in my department/office	Overall		Division		Gender				Minoritized Race/Ethnicity				Employee Type					
	CSU		Operations		Men		Women		Non-minoritized		Minoritized		Admin Pro		Faculty		SC	
	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N
Sexual Harassment	1.9%	73	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Sexual Misconduct	1.1%	42	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Bullying	12.4%	486	11.8%	50	11.2%	21	11.8%	20	12.9%	38	*	*	9.3%	10	*	*	12.9%	36
Bias	23.3%	911	24.1%	102	27.8%	52	17.1%	29	23.5%	69	28.4%	19	16.7%	18	*	*	28.4%	79
Physical Assault	0.3%	10	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Verbal Assault	7.0%	272	11.6%	49	13.4%	25	9.4%	16	11.2%	33	14.9%	10	*	*	*	*	14.4%	40
None	69.9%	2731	70.3%	298	66.3%	124	77.1%	131	71.1%	209	65.7%	44	80.6%	87	*	*	65.8%	183

Note: multiple response item; statistical significance not tested. Means and percentages are reported only for items with n ≥ 10.

Table B9 Avoidance due to Misconduct

There are people at CSU I avoid because I fear ___	Overall		Division		Gender				Minoritized Race/Ethnicity				Employee Type					
	CSU		Operations		Men		Women		Non-minoritized		Minoritized		Admin Pro		Faculty		SC	
	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N
Sexual Harassment	2.5%	99	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Sexual Misconduct	1.0%	41	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Bullying	16.7%	651	16.0%	68	14.4%	27	14.1%	24	16.0%	47	16.4%	11	13.0%	14	*	*	17.6%	49
Bias	20.0%	781	23.6%	100	26.2%	49	18.2%	31	22.4%	66	29.9%	20	18.5%	20	*	*	27.0%	75
Physical Assault	0.9%	37	2.4%	10	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Verbal Assault	11.0%	428	15.3%	65	15.0%	28	14.7%	25	16.0%	47	17.9%	12	14.8%	16	*	*	16.5%	46
None	68.7%	2682	62.5%	265	63.1%	118	64.7%	110	62.9%	185	58.2%	39	68.5%	74	*	*	59.4%	165

Note: multiple response item; statistical significance not tested

Means and percentages are reported only for items with n ≥ 10.

Table B10 Bias Incidents

	Overall		Division		Gender				Minoritized Race/Ethnicity				Employee Type					
	CSU		Operations		Men		Women		Non-minoritized		Minoritized		Admin Pro		Faculty		SC	
	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N
I find it is worthwhile to know about bias incidents at CSU	4.00 ¹	3726	3.70 ¹	403	3.65 _a	182	3.80 _a	162	3.77 _a	283	3.70 _a	66	3.84 _a	105	* _a	*	3.66 _a	267
The university is transparent in reporting bias incidents at CSU	3.64 ¹	3199	3.33 ¹	359	3.21 _a	158	3.54 _b	147	3.44 _a	251	3.03 _b	60	3.56 _a	94	* _{a,b}	*	3.19 _b	236
I am alarmed about the number of bias incidents reported at CSU	3.10 ¹	3174	3.04 ¹	352	2.95 _a	153	3.15 _a	145	3.10 _a	245	2.95 _a	59	3.01 _a	90	* _a	*	3.06 _a	234
The number of bias incidents have increased at CSU in the past year	3.21 ¹	2397	3.22 ¹	289	3.21 _a	123	3.24 _a	116	3.21 _a	196	3.34 _a	50	3.23 _a	74	* _a	*	3.23 _a	189
CSU handles incidents of bias well	3.44 ¹	2962	3.20 ¹	332	3.03 _a	149	3.50 _b	131	3.30 _a	233	2.94 _b	52	3.50 _a	84	* _{a,b}	*	3.07 _b	222

Note: Values in the same row and subtable not sharing the same subscript are significantly different at $p < .05$ in the two-sided test of equality for column means. Cells with no subscript are not included in the test. Tests assume equal variances.

Means and percentages are reported only for items with $n \geq 10$.

1. This category is not used in comparisons because there are no other valid categories to compare

Table B11 Employee Councils

Are you aware there is an employee group/organization that represents my employee group's interests (i.e., Administrative Professional Council, Classified Personnel Council, Faculty Council).	Overall		Division		Gender				Minoritized Race/Ethnicity				Employee Type					
	CSU		Operations		Men		Women		Non-minoritized		Minoritized		Admin Pro		Faculty		SC	
	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N
Yes	83.9% ¹	3260	82.0% ¹	336	82.2% _a	152	85.0% _a	142	85.9% _a	249	70.1% _b	47	96.3% _a	105	* _b	*	78.3% _b	213
No	16.1% ¹	627	18.0% ¹	74	17.8% _a	33	15.0% _a	25	14.1% _a	41	29.9% _b	20	* _a	*	* _b	*	21.7% _b	59

Note: Values in the same row and subtable not sharing the same subscript are significantly different at $p < .05$ in the two-sided test of equality for column proportions. Cells with no subscript are not included in the test. Tests assume equal variances.

Means and percentages are reported only for items with $n \geq 10$.

1. This category is not used in comparisons because there are no other valid categories to compare

Table B12 Employee Councils

	Overall		Division		Gender				Minoritized Race/Ethnicity				Employee Type					
	CSU		Operations		Men		Women		Non-minoritized		Minoritized		Admin Pro		Faculty		SC	
	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N
I feel my employee council addresses issues and topics that are important and relevant to me	3.35 ¹	2437	3.39 ¹	294	3.23 _a	134	3.55 _b	120	3.37 _a	213	3.39 _a	44	3.51 _a	90	* _a	*	3.32 _a	183
I feel that the councils' collective participation in shared governance is pertinent to the success of our institution	3.87 ¹	2700	3.77 ¹	309	3.68 _a	142	3.93 _b	125	3.81 _a	224	3.64 _a	45	3.99 _a	94	* _{a,b}	*	3.70 _b	194

Note: Values in the same row and subtable not sharing the same subscript are significantly different at $p < .05$ in the two-sided test of equality for column means. Cells with no subscript are not included in the test. Tests assume equal variances.

Means and percentages are reported only for items with $n \geq 10$.

1. This category is not used in comparisons because there are no other valid categories to compare

Table B13 Principles of Community

	Overall		Division		Gender				Minoritized Race/Ethnicity				Employee Type					
	CSU		Operations		Men		Women		Non-minoritized		Minoritized		Admin Pro		Faculty		SC	
	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N
I am familiar with the Principles of Community.	3.91 ¹	3644	3.79 ¹	404	3.68 _a	182	4.02 _b	164	3.89 _a	285	3.53 _b	68	4.19 _a	107	* _{a,b}	*	3.65 _b	269
Within my department/office, the Principles of Community are visible in my daily working environment (e.g. posted, displayed)	3.52 ¹	3366	3.62 ¹	378	3.47 _a	173	3.90 _b	154	3.70 _a	269	3.47 _a	62	4.06 _a	99	* _{a,b}	*	3.45 _b	255
I feel the Principles of Community have made a positive impact on the climate in my department/office	3.20 ¹	3209	3.07 ¹	368	3.00 _a	164	3.24 _b	150	3.12 _a	259	3.02 _a	60	3.22 _a	102	* _a	*	3.00 _a	241
I feel the Principles of Community have made a positive impact on the climate in my division/college	3.26 ¹	3082	3.11 ¹	356	3.04 _a	164	3.26 _a	141	3.15 _a	253	3.04 _a	56	3.20 _a	99	* _a	*	3.02 _a	232

Note: Values in the same row and subtable not sharing the same subscript are significantly different at $p < .05$ in the two-sided test of equality for column means. Cells with no subscript are not included in the test. Tests assume equal variances.

Means and percentages are reported only for items with $n \geq 10$.

1. This category is not used in comparisons because there are no other valid categories to compare

Table B14 Freedom of Speech

	Overall		Division		Gender				Minoritized Race/Ethnicity				Employee Type					
	CSU		Operations		Men		Women		Non-minoritized		Minoritized		Admin Pro		Faculty		SC	
	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N
My division/college supports people speaking freely	3.64 ¹	3629	3.30 ¹	394	3.28 _a	180	3.39 _a	157	3.30 _a	278	3.27 _a	63	3.52 _a	102	* _{a,b}	*	3.18 _b	264
Free speech is an important issue on campus	4.28 ¹	3697	4.14 ¹	410	4.17 _a	186	4.20 _a	166	4.22 _a	291	3.95 _b	65	4.27 _a	107	* _a	*	4.11 _a	274
I have the skills to navigate free speech questions on campus	3.59 ¹	3525	3.50 ¹	393	3.64 _a	176	3.38 _b	160	3.53 _a	277	3.37 _a	64	3.58 _a	105	* _a	*	3.45 _a	258
I know who to ask/where to go if I have questions about free speech	3.30 ¹	3473	3.18 ¹	383	3.11 _a	172	3.28 _a	154	3.20 _a	265	3.09 _a	66	3.46 _a	101	* _{a,b}	*	3.05 _b	253
Issues related to freedom of speech impact my work	2.97 ¹	3648	2.96 ¹	396	2.94 _a	177	2.92 _a	161	2.94 _a	276	3.11 _a	66	2.78 _a	103	* _{a,b}	*	3.01 _b	265

Note: Values in the same row and subtable not sharing the same subscript are significantly different at $p < .05$ in the two-sided test of equality for column means. Cells with no subscript are not included in the test. Tests assume equal variances.

Means and percentages are reported only for items with $n \geq 10$.

1. This category is not used in comparisons because there are no other valid categories to compare

Table B15 CSU Perceptions

	Overall		Division		Gender				Minoritized Race/Ethnicity				Employee Type					
	CSU		Operations		Men		Women		Non-minoritized		Minoritized		Admin Pro		Faculty		SC	
	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N
CSU recruits employees from a diverse set of backgrounds	3.84 ¹	3315	3.95 ¹	388	3.93 _a	177	4.01 _a	160	3.97 _a	280	3.89 _a	61	4.04 _a	106	* _a	*	3.93 _a	257
CSU improves the campus climate for all employees	3.72 ¹	3408	3.69 ¹	386	3.64 _a	171	3.84 _b	163	3.72 _a	277	3.60 _a	62	3.93 _a	105	* _{a,b}	*	3.59 _b	258
CSU retains diverse employees	3.60 ¹	2992	3.75 ¹	360	3.74 _a	169	3.78 _a	140	3.73 _a	255	3.75 _a	59	3.70 _a	97	* _a	*	3.76 _a	238
CSU creates a supportive environment for employees from diverse backgrounds	3.77 ¹	3194	3.82 ¹	378	3.76 _a	172	3.90 _a	155	3.83 _a	269	3.67 _a	63	3.93 _a	102	* _a	*	3.76 _a	251
CSU encourages discussions related to diversity	4.02 ¹	3472	3.83 ¹	381	3.77 _a	173	4.03 _b	157	3.92 _a	272	3.59 _b	64	4.03 _a	103	* _{a,b}	*	3.77 _b	253
CSU provides employees with a positive work experience	3.84 ¹	3541	3.72 ¹	392	3.66 _a	177	3.87 _b	164	3.76 _a	283	3.59 _a	64	3.94 _a	109	* _{a,b}	*	3.62 _b	258
CSU climate has become consistently more inclusive of all employees	3.76 ¹	3183	3.69 ¹	367	3.68 _a	167	3.83 _a	152	3.78 _a	262	3.45 _b	60	3.88 _a	103	* _{a,b}	*	3.62 _b	240
I would recommend CSU as a place of employment	4.08 ¹	3708	3.93 ¹	404	3.85 _a	183	4.15 _b	169	3.99 _a	292	3.80 _a	65	4.23 _a	110	* _{a,b}	*	3.82 _b	268

Note: Values in the same row and subtable not sharing the same subscript are significantly different at $p < .05$ in the two-sided test of equality for column means. Cells with no subscript are not included in the test. Tests assume equal variances.

Means and percentages are reported only for items with $n \geq 10$.

1. This category is not used in comparisons because there are no other valid categories to compare

Table B16 Department/Unit Perceptions

	Overall		Division		Gender				Minoritized Race/Ethnicity				Employee Type					
	CSU		Operations		Men		Women		Non-minoritized		Minoritized		Admin Pro		Faculty		SC	
	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N
Department/office recruits employees from a diverse set of backgrounds	3.67 ¹	3603	3.71 ¹	392	3.64 _a	179	3.81 _a	161	3.72 _a	281	3.65 _a	63	3.84 _a	104	* _a	*	3.66 _a	264
Department/office improves the campus climate for all employees	3.61 ¹	3548	3.54 ¹	387	3.44 _a	174	3.74 _b	160	3.59 _a	276	3.44 _a	62	3.89 _a	103	* _{a,b}	*	3.41 _b	261
Department/office retains diverse employees	3.50 ¹	3414	3.60 ¹	380	3.56 _a	176	3.66 _a	152	3.59 _a	273	3.55 _a	60	3.66 _a	102	* _a	*	3.54 _a	254
Department/office creates a supportive environment for employees from diverse backgrounds	3.68 ¹	3458	3.63 ¹	389	3.55 _a	177	3.76 _b	160	3.66 _a	277	3.43 _a	65	3.90 _a	102	* _{a,b}	*	3.50 _b	263
Department/office encourages discussions related to diversity	3.66 ¹	3561	3.40 ¹	388	3.30 _a	178	3.58 _b	158	3.41 _a	275	3.34 _a	65	3.64 _a	103	* _{a,b}	*	3.28 _b	259
Department/office provides employees with a positive work experience	3.71 ¹	3739	3.52 ¹	403	3.41 _a	183	3.70 _b	168	3.53 _a	290	3.52 _a	64	3.92 _a	108	* _{a,b}	*	3.34 _b	270
Department/office climate has become consistently more inclusive of all employees	3.59 ¹	3380	3.51 ¹	374	3.41 _a	170	3.68 _b	154	3.56 _a	266	3.36 _a	61	3.87 _a	103	* _{a,b}	*	3.33 _b	247
I would recommend my department/office as a place of employment	3.86 ¹	3735	3.68 ¹	404	3.67 _a	184	3.83 _a	168	3.73 _a	291	3.66 _a	64	4.09 _a	109	* _{a,b}	*	3.50 _b	270

Note: Values in the same row and subtable not sharing the same subscript are significantly different at $p < .05$ in the two-sided test of equality for column means. Cells with no subscript are not included in the test. Tests assume equal variances.

Means and percentages are reported only for items with $n \geq 10$.

1. This category is not used in comparisons because there are no other valid categories to compare

Table B17 Use of Child and/or Adult Care Services

Have you utilized child or adult care services this past year?	Overall		Division		Gender				Minoritized Race/Ethnicity				Employee Type					
	CSU		Operations		Men		Women		Non-minoritized		Minoritized		Admin Pro		Faculty		SC	
	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N
Yes	14.1% ¹	533	13.3% ¹	52	12.7% _a	23	13.2% _a	22	10.3% _a	30	23.0% _b	14	14.7% _a	16	* ²	*	12.4% _a	33
No	85.9% ¹	3247	86.7% ¹	340	87.3% _a	158	86.8% _a	145	89.7% _a	262	77.0% _b	47	85.3% _a	93	* ²	*	87.6% _a	233

Note: Values in the same row and subtable not sharing the same subscript are significantly different at $p < .05$ in the two-sided test of equality for column proportions. Cells with no subscript are not included in the test. Tests assume equal variances.

Means and percentages are reported only for items with $n \geq 10$.

1. This category is not used in comparisons because there are no other valid categories to compare

2. This category is not used in comparisons because its column proportion is equal to zero or one.

Table B18 Child and/or Adult Care-related Challenges

	Overall		Division		Gender				Minoritized Race/Ethnicity				Employee Type					
	CSU		Operations		Men		Women		Non-minoritized		Minoritized		Admin Pro		Faculty		SC	
	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N
Cost of care services	72.3%	391	60.0%	36	51.9%	14	75.0%	18	71.9%	23	*	*	82.4%	14	*	*	55.0%	22
Finding child care services	31.8%	172	25.0%	15	*	*	*	*	*	*	*	*	*	*	*	*	27.5%	11
Finding adult care services	5.5%	30	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Finding temporary care services	12.0%	65	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Finding care for a sick child/adult	28.7%	155	18.3%	11	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Finding care for a child or adult with special needs	3.5%	19	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Other	2.2%	12	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Transportation to/from care services	29.2%	158	25.0%	15	*	*	*	*	31.3%	10	*	*	*	*	*	*	*	*
Dependability of care services	15.0%	81	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Quality of care services	17.2%	93	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Scheduling care to match work schedule	40.1%	217	28.3%	17	*	*	41.7%	10	31.3%	10	*	*	*	*	*	*	27.5%	11
Finding summer care services	27.9%	151	16.7%	10	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Location of care services	15.5%	84	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
I did not encounter any challenges related to care services	10.2%	55	31.7%	19	40.7%	11	*	*	*	*	*	*	*	*	*	*	37.5%	15

Note: only asked of those who used child and/or adult care services; multiple response item; statistical significance not tested

Means and percentages are reported only for items with n ≥ 10.

Table B19 Factors

	Overall		Division		Gender				Minoritized Race/Ethnicity				Employee Type					
	CSU		Operations		Men		Women		Non-minoritized		Minoritized		Admin Pro		Faculty		SC	
	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N	Avg	N
CSU Perceptions	3.82 ¹	2524	3.78 ¹	316	3.74 _a	150	3.93 _b	120	3.82 _a	222	3.62 _a	53	3.95 _a	86	* _{a,b}	*	3.71 _b	210
Department/Unit Perceptions	3.66 ¹	2869	3.56 ¹	331	3.48 _a	153	3.73 _b	131	3.58 _a	234	3.48 _a	54	3.84 _a	94	* _{a,b}	*	3.42 _b	216
Department/Unit Leadership	3.42 ¹	2859	3.40 ¹	360	3.32 _a	162	3.54 _a	142	3.43 _a	248	3.34 _a	61	3.68 _a	94	* _{a,b}	*	3.27 _b	235
College/Division Leadership	3.31 ¹	2472	3.25 ¹	322	3.19 _a	151	3.30 _a	120	3.21 _a	224	3.30 _a	54	3.45 _a	78	* _{a,b}	*	3.11 _b	214
Favoritism	2.80 ¹	3417	2.86 ¹	393	2.91 _a	173	2.65 _b	158	2.79 _a	271	2.92 _a	64	2.41 _a	101	* _{a,b}	*	3.01 _b	256
Sense of Belonging	3.67 ¹	3978	3.57 ¹	424	3.56 _a	182	3.68 _a	169	3.60 _a	290	3.63 _a	66	3.84 _a	109	* _{a,b}	*	3.46 _b	272
Department/Unit Culture	3.52 ¹	3807	3.43 ¹	416	3.38 _a	185	3.52 _a	164	3.41 _a	286	3.42 _a	66	3.70 _a	107	* _{a,b}	*	3.28 _b	270
Department/Unit Diversity Culture	4.00 ¹	3753	3.85 ¹	395	3.76 _a	174	3.95 _b	154	3.83 _a	271	3.81 _a	62	4.00 _a	105	* _{a,b}	*	3.76 _b	251

Note: Values in the same row and subtable not sharing the same subscript are significantly different at $p < .05$ in the two-sided test of equality for column means. Cells with no subscript are not included in the test. Tests assume equal variances.

Means and percentages are reported only for items with $n \geq 10$.

1. This category is not used in comparisons because there are no other valid categories to compare

Appendix C: Division Comparisons to CSU Overall

The following tables display the Division's mean score compared to CSU overall. Division results are noted as being "higher," "similar," or "lower" than the CSU average, meaning that the Division's score for the item is either statistically similar to or different than (higher or lower)¹ the university's score.

Table C1 Department/Unit Culture

My department or office...		Division average	CSU average	Avg Gap	Division percent agree	CSU percent agree	PP Gap
Supports a healthy work/life balance	Similar	3.86	3.86	.01	74.0%	72.5%	1.5
Understands the value of diversity	Lower	3.96	4.06	-.09	77.3%	78.6%	-1.3
Promotes a work environment where all employees feel included	Similar	3.61	3.62	-.01	66.2%	64.7%	1.5
Treats all employees equitably	Similar	3.46	3.46	.00	61.1%	58.5%	2.6
Communicates the importance of valuing diversity	Lower	3.72	3.87	-.16	67.4%	69.8%	-2.5
Provides me with opportunities for professional development	Lower	3.80	3.99	-.19	73.7%	77.0%	-3.4
Promotes respect for cultural differences	Lower	3.91	4.04	-.13	73.3%	76.1%	-2.8
Is open and transparent in communication	Similar	3.33	3.44	-.11	55.6%	57.3%	-1.7
Values employee input in major department/office decisions	Lower	3.28	3.46	-.18	54.0%	57.3%	-3.3

¹ Based a 95% confidence interval where the margin of error for any given item is calculated as $1.96 \times (\sigma \div \sqrt{n})$.

Table C2 Culture

		Division average	CSU average	Avg Gap	Division percent agree	CSU percent agree	PP Gap
My division/college is open and transparent in communication	Lower	3.21	3.39	-.18	49.8%	54.2%	-4.4
My division/college promotes respect for cultural differences	Lower	3.73	3.97	-.24	66.1%	76.1%	-10.0
I had a performance review of my progress as an employee in the last year	Lower	4.18	4.32	-.15	90.2%	91.6%	-1.4
I was satisfied with the effort my supervisor puts into my performance reviews	Lower	3.78	3.90	-.12	72.8%	72.9%	-.1
I fear negative job consequences if I were to raise an issue of unfair treatment	Higher	2.88	2.66	.22	35.7%	28.0%	7.7
I would be able to do my job more effectively if I received more information from my department/office	Higher	3.24	3.10	.14	42.8%	37.0%	5.7
I feel a strong sense of belonging to CSU	Similar	3.59	3.65	-.06	59.4%	62.4%	-3.0
I feel a strong sense of belonging to my division/college	Lower	3.35	3.49	-.14	49.2%	55.4%	-6.2
I feel a strong sense of belonging to my department/office	Similar	3.78	3.88	-.10	66.9%	71.3%	-4.4

Table C3 Respect

		Division average	CSU average	Avg Gap	Division percent agree	CSU percent agree	PP Gap
My department/office is treated with respect by other departments/offices within my division/college	Lower	3.48	3.64	-.16	60.9%	64.3%	-3.3
My division/college is treated with respect by CSU	Lower	3.32	3.69	-.37	56.1%	67.0%	-10.9
The people I interact with treat each other with respect	Lower	3.82	3.95	-.13	75.5%	78.9%	-3.4
There is respect for religious differences in my department/office	Similar	3.85	3.91	-.06	72.1%	71.7%	.5
There is respect for liberal perspectives in my department/office	Lower	3.73	4.06	-.33	65.0%	79.0%	-14.0
There is respect for conservative perspectives in my department/office	Similar	3.56	3.47	.09	58.5%	55.1%	3.4
I feel valued as an employee	Lower	3.43	3.68	-.24	59.5%	66.7%	-7.2

Table C4 Favoritism

		Division average	CSU average	Avg Gap	Division percent agree	CSU percent agree	PP Gap
Favoritism plays a role in who gets recognized within my department/office	Similar	3.00	3.00	.00	36.0%	37.9%	-1.9
Favoritism plays a role in who gets resources in my department/office	Similar	2.88	2.85	.03	30.7%	31.3%	-.6
Favoritism plays a role in who gets professional development opportunities	Higher	2.78	2.64	.14	29.8%	23.7%	6.1
Favoritism plays a role in who gets promoted in my department/office	Similar	2.98	2.88	.11	34.5%	32.3%	2.2
Favoritism plays a role in who gets hired in my department/office	Similar	2.74	2.73	.01	24.8%	25.6%	-.7

Table C5 Leadership and Accountability

		Division average	CSU average	Avg Gap	Division percent agree	CSU percent agree	PP Gap
Division/college leadership adequately addresses inappropriate behavior	Similar	3.31	3.35	-.04	52.1%	51.7%	.3
Department/office leadership adequately addresses inappropriate behavior	Similar	3.41	3.45	-.04	58.2%	58.2%	.0
Division/college leadership holds employees accountable for inappropriate behavior	Similar	3.32	3.30	.02	51.9%	48.1%	3.8

Department/office leadership holds employees accountable for inappropriate behavior	Similar	3.46	3.41	.05	59.6%	55.4%	4.3
Division/college leadership holds employees accountable for poor performance in the workplace	Similar	3.09	3.13	-.03	43.5%	41.5%	2.0
Department/office leadership holds employees accountable for poor performance in the workplace	Similar	3.27	3.25	.02	54.9%	50.5%	4.4
Division/college leadership acts ethically and honestly in the workplace	Lower	3.55	3.78	-.23	60.9%	69.4%	-8.5
Department/office leadership acts ethically and honestly in the workplace	Lower	3.71	3.89	-.18	68.7%	75.1%	-6.4
Division/college leadership addresses issues of inequity	Lower	3.25	3.37	-.12	44.3%	50.3%	-6.0
Department/office leadership addresses issues of inequity	Similar	3.38	3.47	-.10	50.1%	55.8%	-5.6
Division/college leaders hold all employees to the same standards	Lower	3.05	3.20	-.14	43.7%	45.8%	-2.1
Department/office leaders hold all employees to the same standards	Similar	3.23	3.25	-.02	51.7%	51.1%	.6

Table C6 Bias Incidents

		Division average	CSU average	Avg Gap	Division percent agree	CSU percent agree	PP Gap
I find it is worthwhile to know about bias incidents at CSU	Lower	3.70	4.00	-.30	65.5%	77.7%	-12.2
The university is transparent in reporting bias incidents at CSU	Lower	3.33	3.64	-.31	46.2%	61.8%	-15.6
I am alarmed about the number of bias incidents reported at CSU	Similar	3.04	3.10	-.07	27.3%	32.4%	-5.1
The number of bias incidents have increased at CSU in the past year	Similar	3.22	3.21	.01	31.5%	34.0%	-2.6
CSU handles incidents of bias well	Lower	3.20	3.44	-.23	42.8%	51.2%	-8.4

Table C7 Employee Councils

		Division average	CSU average	Avg Gap	Division percent agree	CSU percent agree	PP Gap
I feel my employee council addresses issues and topics that are important and relevant to me	Similar	3.39	3.35	.05	51.4%	46.7%	4.7
I feel that the councils' collective participation in shared governance is pertinent to the success of our institution	Lower	3.77	3.87	-.10	65.0%	70.8%	-5.7

Note: This question was only asked to those who answered they were aware of employee councils.

Table C8 Principles of Community

		Division average	CSU average	Avg Gap	Division percent agree	CSU percent agree	PP Gap
I am familiar with the Principles of Community	Lower	3.79	3.91	-.12	73.0%	77.2%	-4.2
Within my department/office, the Principles of Community are visible in my daily working environment	Similar	3.62	3.52	.10	61.6%	58.4%	3.3
I feel the Principles of Community have made a positive impact on the climate in my department/office	Lower	3.07	3.20	-.13	31.5%	36.0%	-4.4
I feel the Principles of Community have made a positive impact on the climate in my division/college	Lower	3.11	3.26	-.15	33.1%	38.4%	-5.3

Table C9 Freedom of Speech

		Division average	CSU average	Avg Gap	Division percent agree	CSU percent agree	PP Gap
My division/college supports people speaking freely	Lower	3.30	3.64	-.33	53.8%	66.7%	-12.9
Free speech is an important issue on campus	Lower	4.14	4.28	-.13	85.1%	89.5%	-4.3
I have the skills to navigate free speech questions on campus	Similar	3.50	3.59	-.08	56.5%	59.8%	-3.3
I know who to ask/where to go if I have questions about free speech	Lower	3.18	3.30	-.12	44.9%	50.3%	-5.4
Issues related to freedom of speech impact my work	Similar	2.96	2.97	-.01	29.8%	33.5%	-3.7

Table C10 CSU Perceptions

		Division average	CSU average	Avg Gap	Division percent agree	CSU percent agree	PP Gap
CSU recruits employees from a diverse set of backgrounds	Higher	3.95	3.84	.10	79.6%	75.0%	4.6
CSU improves the campus climate for all employees	Similar	3.69	3.72	-.03	67.9%	69.5%	-1.6
CSU retains diverse employees	Higher	3.75	3.60	.15	68.9%	61.2%	7.7
CSU creates a supportive environment for employees from diverse backgrounds	Similar	3.82	3.77	.05	73.0%	69.9%	3.1
CSU encourages discussions related to diversity	Lower	3.83	4.02	-.19	71.1%	79.9%	-8.8
CSU provides employees with a positive work experience	Lower	3.72	3.84	-.12	69.6%	74.0%	-4.3
CSU climate has become consistently more inclusive of all employees	Similar	3.69	3.76	-.06	64.6%	66.6%	-2.1
Would recommend CSU as a place of employment	Lower	3.93	4.08	-.14	76.7%	80.9%	-4.2

Table C11 Department/Unit Perceptions

		Division average	CSU average	Avg Gap	Division percent agree	CSU percent agree	PP Gap
Department/office recruits employees from a diverse set of backgrounds	Similar	3.71	3.67	.04	68.1%	66.6%	1.5
Department/office improves the campus climate for all employees	Similar	3.54	3.61	-.07	60.2%	63.7%	-3.5
Department/office retains diverse employees	Similar	3.60	3.50	.09	61.6%	56.8%	4.8
Department/office creates a supportive environment for employees from diverse backgrounds	Similar	3.63	3.68	-.04	64.3%	65.3%	-1.0
Department/office encourages discussions related to diversity	Lower	3.40	3.66	-.26	48.5%	61.8%	-13.3
Department/office provides employees with a positive work experience	Lower	3.52	3.71	-.19	61.0%	68.7%	-7.6
Department/office climate has become consistently more inclusive of all employees	Similar	3.51	3.59	-.09	56.1%	59.3%	-3.2
Would recommend department/office as a place of employment	Lower	3.68	3.86	-.18	66.1%	71.3%	-5.2

Table C12 Factors

		Division average	CSU average	Avg Gap
CSU Perceptions	Similar	3.78	3.82	-.03
Department/Unit Perceptions	Similar	3.56	3.66	-.10
Department/Unit Leadership	Similar	3.40	3.42	-.02
College/Division Leadership	Similar	3.25	3.31	-.05
Favoritism	Similar	2.86	2.80	.06
Sense of Belonging	Similar	3.57	3.67	-.10
Department/Unit Culture	Similar	3.43	3.52	-.10
Department/Unit Diversity Culture	Lower	3.85	4.00	-.15