2016 Employee Climate Survey:
Prepared for:
The Health Network

Assessment Group for Diversity Issues

Chair: VP for Diversity, Mary Ontiveros

Committee: Shannon Archibeque-Engle, Paul Doherty, Gene Gloeckner, Chris Henle, Laura Jensen, Dave McKelfresh, Debra Parker, Jennifer Schneider, Paul Thayer, Ria Vigil

Colorado State University

Introduction

- This year's survey was designed to assess the current campus climate of the university

- Results are intended to
  - Provide an overall picture of CSU's employment experiences and perceptions
  - Further CSU's commitment to institutional accountability
  - Inform policies, initiatives, and opportunities that will provide an exceptional and equitable work environment
  - Provide a small benchmark for longitudinal data collection and comparison for perceptions of diversity

Administration

- Climate Survey designed by the Assessment Group for Diversity Issues

- Administered via Campus Labs in Fall 2016
  - Spanish and hard copy versions available
  - 15 minutes to complete
  - Anonymous
  - Results are reported in aggregate and no identifying information reported (e.g. small cell sizes)
  - Email initiation sent by President Frank
  - Two week follow-up reminder sent by councils to their employee listserv

Colorado State University

Response Rate Summary Table

Employee Category	# of Respondents	# of CSU Employees	Response Rate
All Employees	**2,191**	**7,224**	**30.3%**
Administrative Professional	1,181	3696	32.0%
Faculty	345	1,846	18.7%
State Classified	662	1,682	39.4%
Unknown	3		

Note: Respondents may not have completed the entire survey; therefore, respondent counts will vary depending on the topic/question.

Colorado State University

Respondent Overview

Employee Characteristics	Survey	Student Affairs	CSU
Gender	**n = 2,191**	**n = 306**	**n = 7224**
Female	63.5%	69.5%	52.4%
Male	34.9%	28.9%	47.6%
Transgender, Non-Binary, Self-Identify	1.6%	1.7%	
Employees of Color			
Underrepresented	13.8%	21.0%	14.9%
Non-Underrepresented	86.2%	79.0%	85.1%
Employee Category			
Administrative Professional (includes RA and postdocs)	54.0%	66.0%	51.2%
Faculty	15.8%	0.0%	25.6%
State Classified	30.3%	34.0%	23.3%
Years Employed at CSU			
Two years or less	19.7%	23.3%	
3 to 5 years	21.4%	25.7%	
6 to 10 years	20.5%	18.7%	
11 to 15 years	14.6%	10.0%	
16 or more years	23.7%	8.3%	

**Valid percent reported (excludes missing data)*

- 8.9% are not full-time appointment
- 7.2% work off-campus
- Approximately a quarter of respondents each are in their 30s (26%), 40s (23%), and 50s (25%)
  - 14% are 60+
  - 12% are under 30
- 38.4% are a primary caretaker of a minor and/or an adult
- 40% are CSU Alumni

Survey Framework

- Workload
- Work Respect
- Leadership
- Search Committee
- Physical Campus Environment
- Diversity in Your Work Environment
- Campus Trainings
- Campus and Department Perceptions
- Personal and Employee Characteristics

Colorado State University

Survey Framework

Construct	Factors	#	Mean	Std. Dev.	# of Items	Cronbach's Alpha	Variance Explained	
Workload*	Work Overload	2,155	3.11	1.09	5	0.95	52.32%	71.40%
	Time Demands & Expectations	2,124	2.85	1.03	4	0.86	10.87%	
Work Respect		2,049	3.79	0.98	4	0.91	72.90%	
Leadership	Executive Leadership	1,411	3.11	0.83	8	0.91	46.28%	56.60%
	Accountability Standards	1,672	3.03	0.88	4	0.81	10.32%	
Physical Environment		1,884	3.72	0.72	8	0.87	46.85%	
Campus Perceptions	CSU	1,326	3.66	0.71	8	0.91	10.98%	59.85%
	Department/Unit	1,523	3.51	0.87	8	0.93	48.87%	

**Items worded in support of construct. A higher mean can be interpreted as a more negative response.*

***All questions were asked on a five-point Likert scale (1= Strongly Disagree & 5= Strongly Agree)*

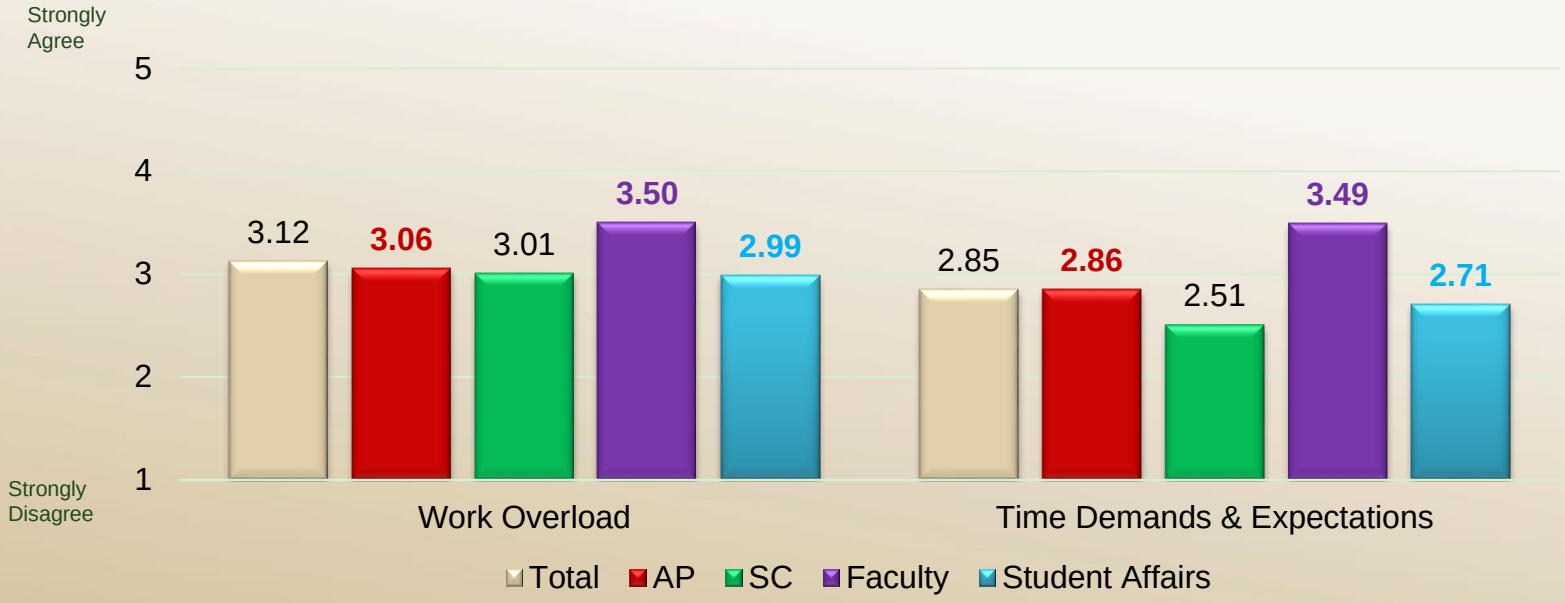
Workload

- **Work Overload**
  - The amount of work I have to do interferes with the quality I want to maintain (45% Agree=Strongly Agree/Agree), **Student Affairs=SA**: 41%)
  - My workload is too heavy (39% Agree, SA: 35%)
  - I don't have time to finish my job (37% Agree, SA: 35%)
  - I'm rushed in doing my job (43% Agree, SA: 39%)
  - I feel overburdened in my job (41% Agree, SA: 37%)

- **Time Demands & Expectations**
  - I am expected to work more than 40 hours a week (40% Agree, SA: 34%)
  - I feel pressure to be reachable for work purposes throughout the day and evening (40% Agree, SA: 32%)
  - I have to stay too many extra hours at my job (31% Agree, SA: 29%)
  - I am expected to put my job ahead of my family or personal life (18% Agree, SA: 14%)

Colorado State University

Workload



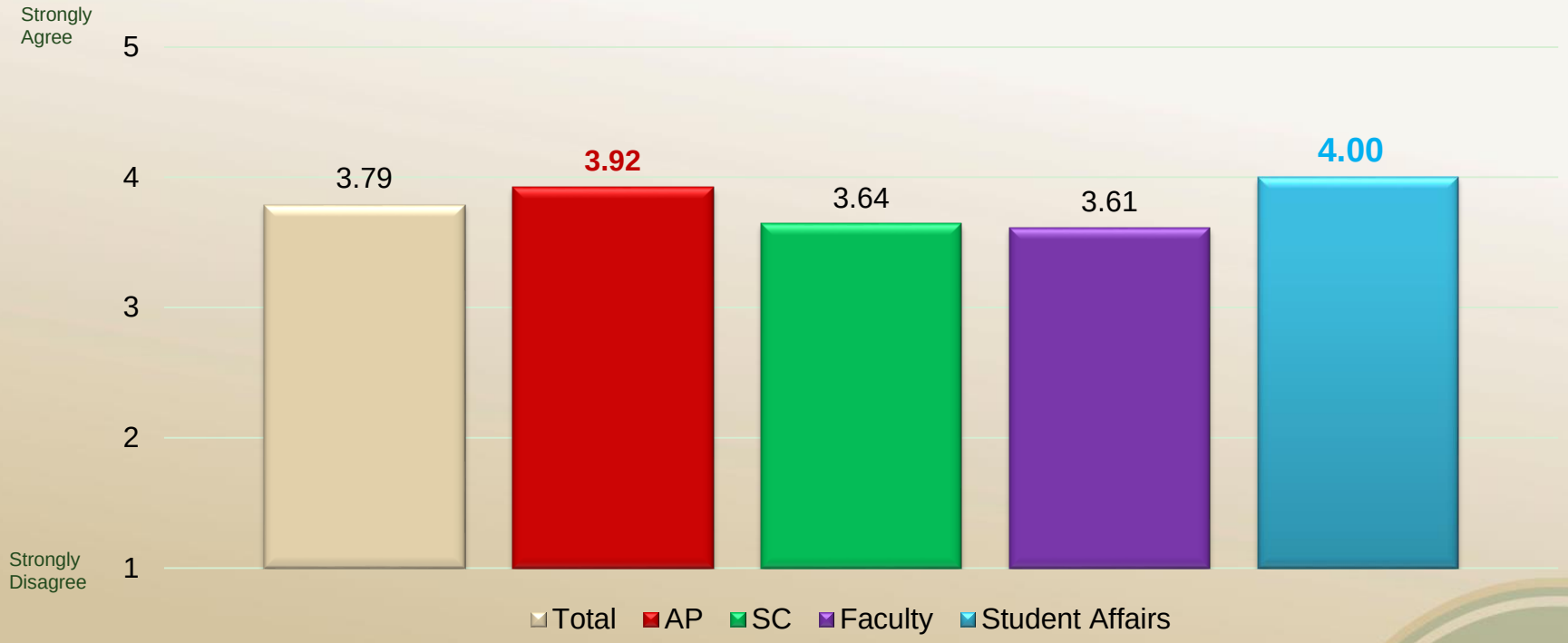
- On average, faculty report significantly higher means for Work Overload and Time Demands & Expectations than Administrative Professional and Staff Classified (effect sizes respectively: Work Overload = .42 & .45; Time Demands & Expectations = .65 & .99)
- Administrative Professional have significantly higher mean scores for Time Demands & Expectations than Staff Classified (effect size = .35), but Work Overload does not significantly differ

Work Respect

- My work contribution is appreciated (69% Agree, **SA: 77%)**
- I am cared about at work (67% Agree, **SA: 78%)**
- I am treated with respect at work (75% Agree, SA: 83%)
- My supervisor supports me and advocates on my behalf (68% Agree, SA: 74%)

Colorado State University

Work Respect

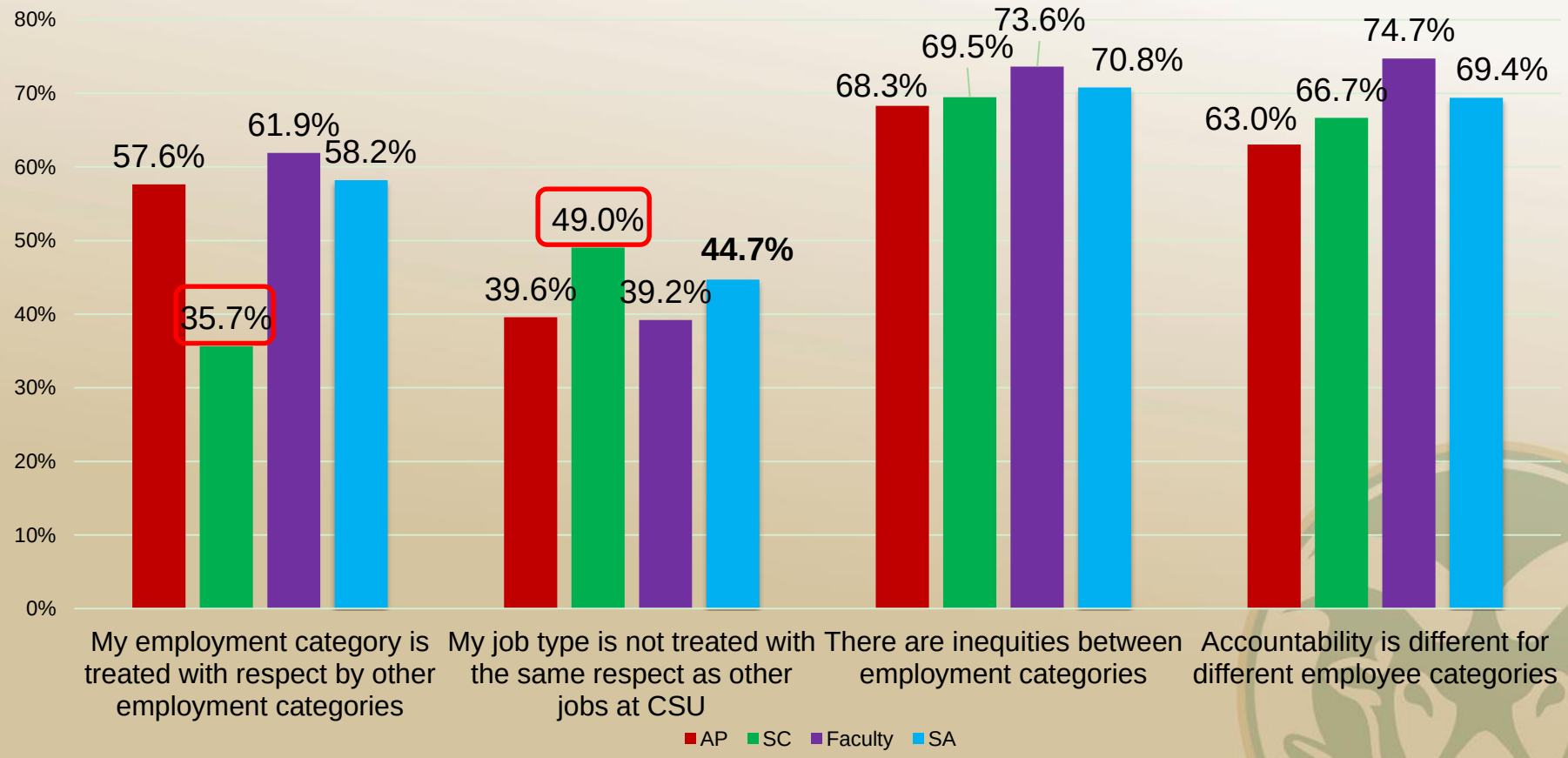


- Administrative Professionals have significantly higher mean scores for Respect than Staff Classified or Faculty (effect sizes = .29 and .31 respectively)

Colorado State University

Employee Category Item Agreement

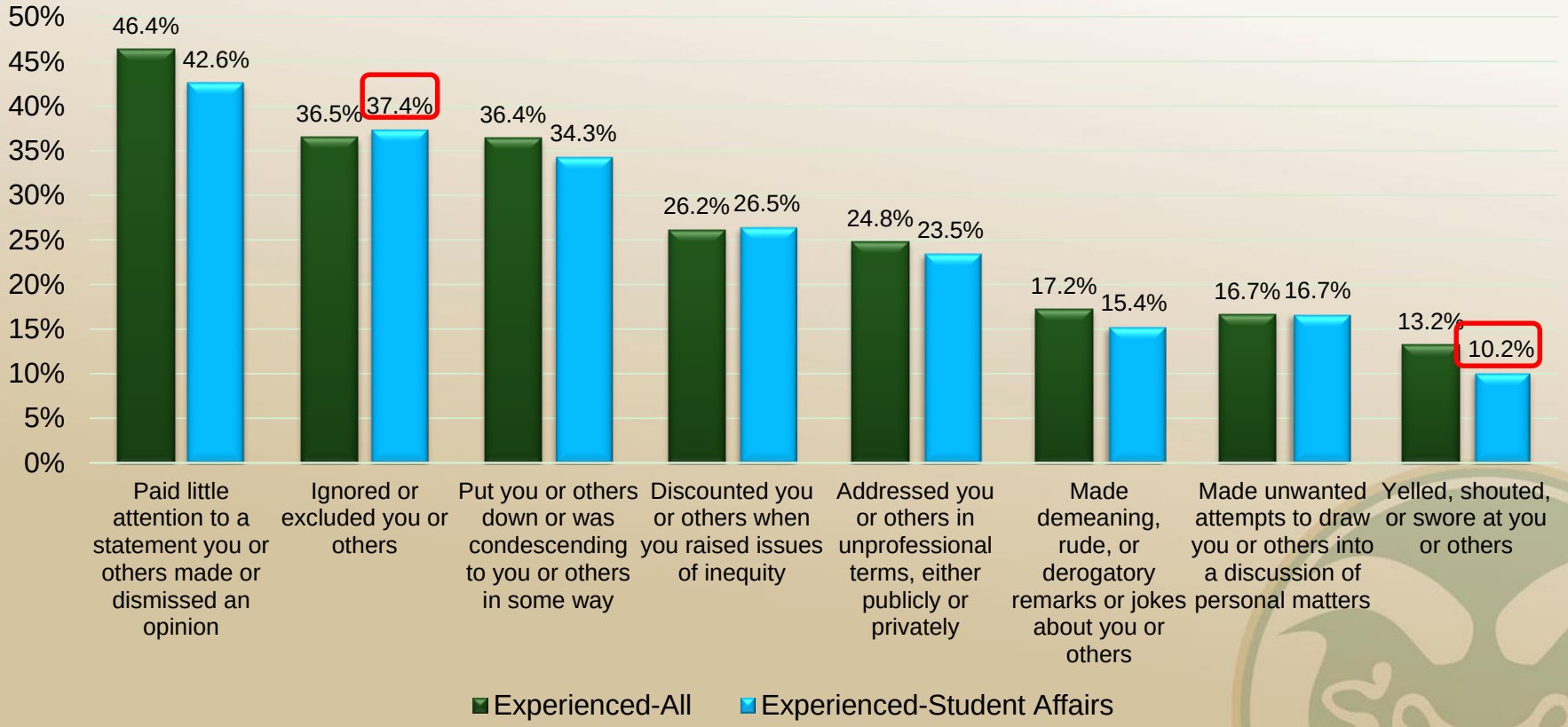
Percent who Responded Strongly Agree or Agree



Colorado State University

Disrespectful Experiences

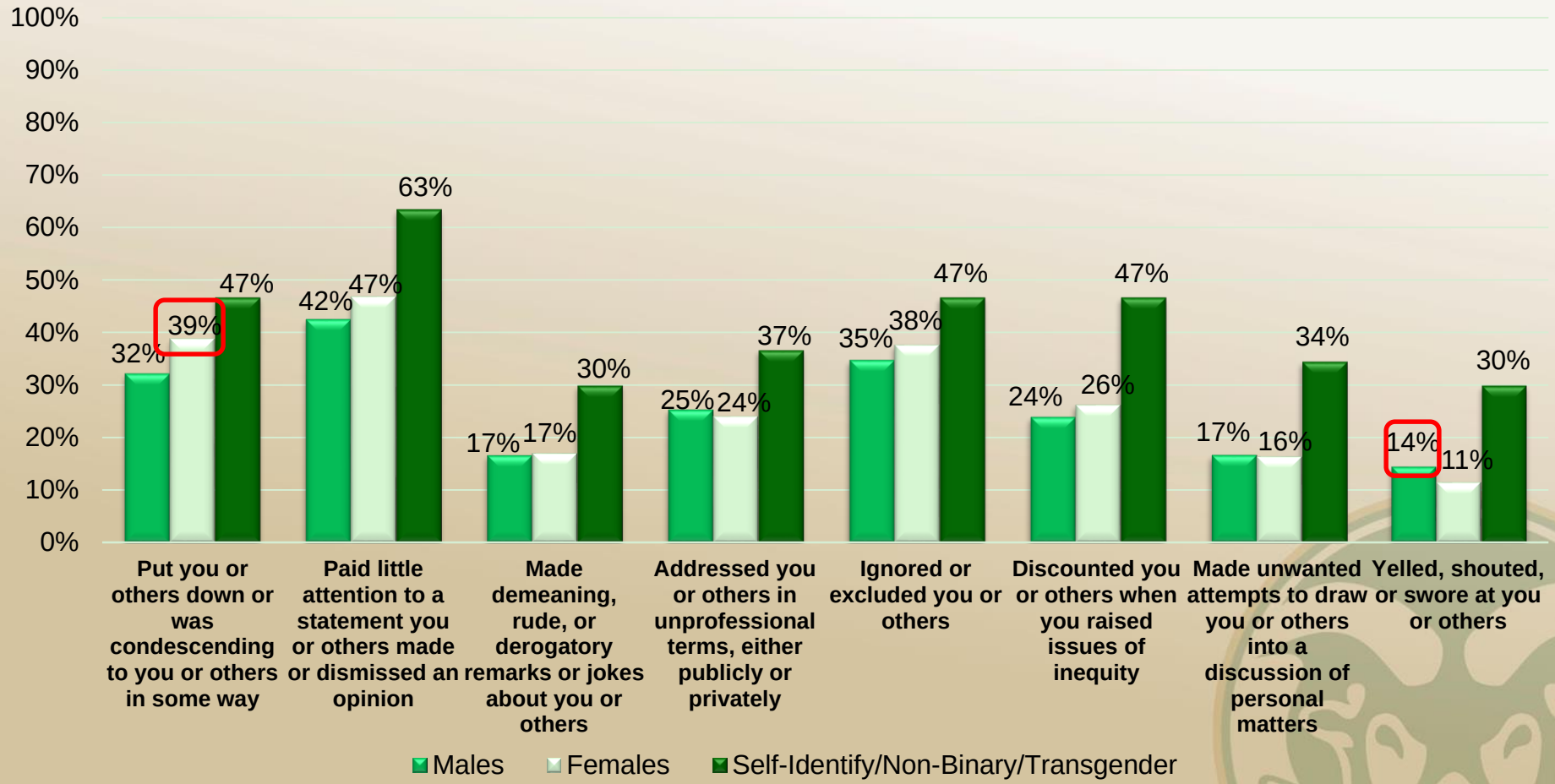
An individual or a group of individuals…



Colorado State University

Disrespectful Experiences by Gender

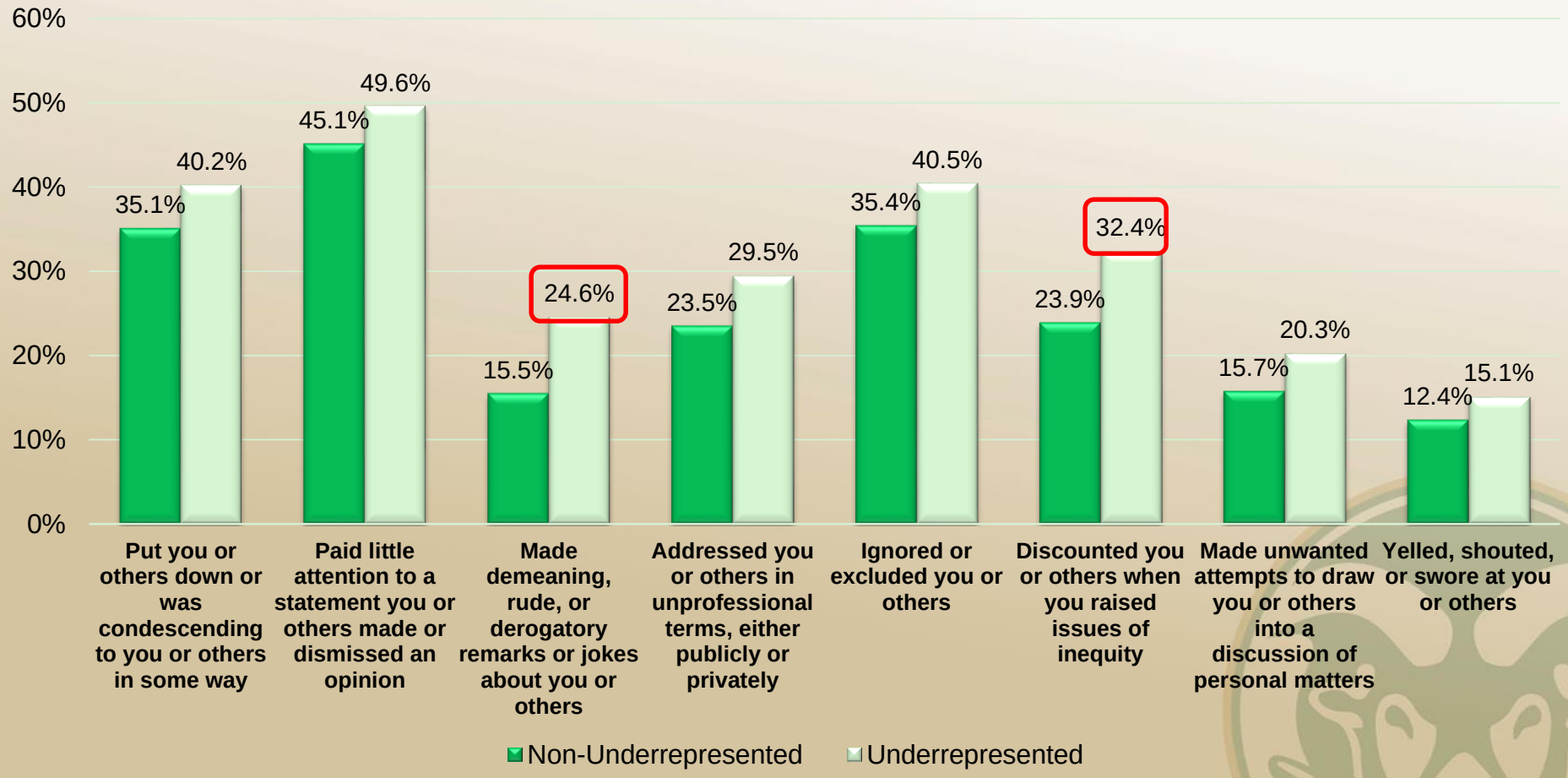
An individual or a group of individuals…



Colorado State University

Disrespectful Experiences by Underrepresentation (Race/Ethnicity)

An individual or a group of individuals…

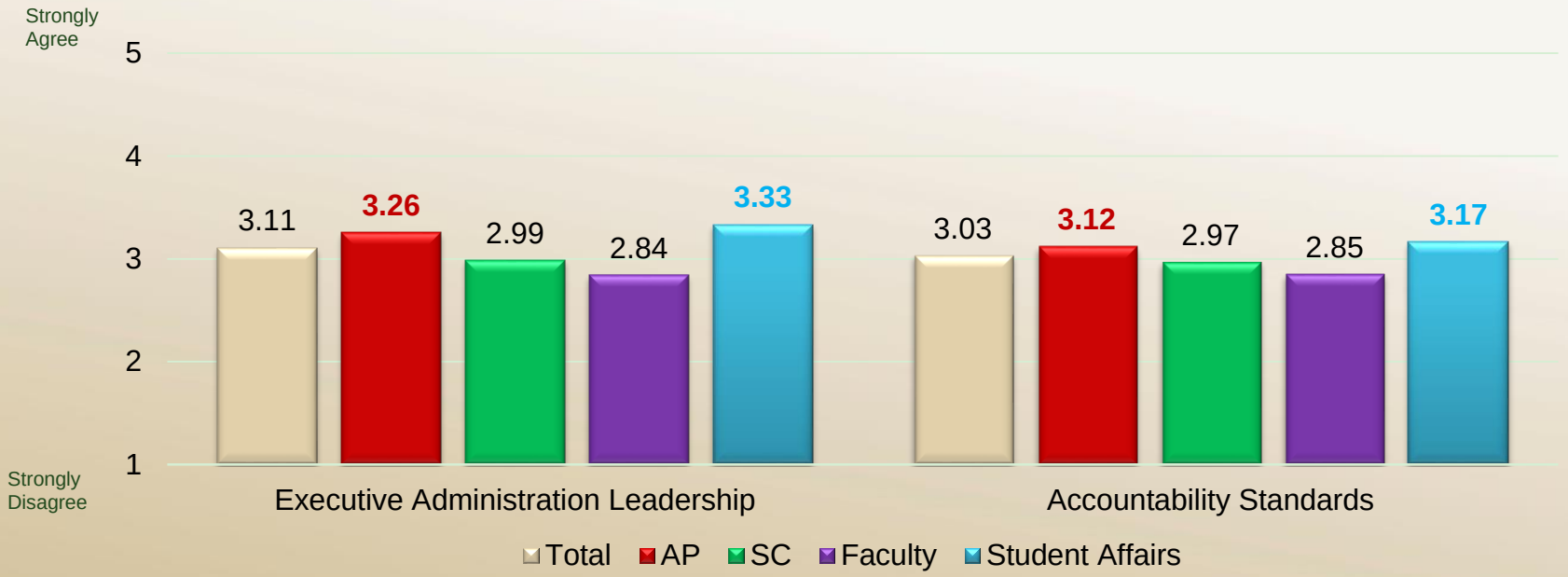


Colorado State University

Leadership

- **Executive Leadership**
  - CSU leadership communicates institutional goals (58% Agree, SA: 70%)
  - CSU's strategic goals are taking CSU in a positive direction (55% Agree, SA: 71%)
  - CSU leadership is transparent in decision-making (23% Agree, SA: 32%)
  - CSU is committed to shared governance (32% Agree, SA: 41%)
  - CSU's major strategic initiatives are broadly communicated (55% Agree, SA: 64%)
  - University leaders are held accountable for CSU's outcomes (29% Agree, SA: 40%)
  - CSU leadership acts ethically and honestly in the workplace (53% Agree, SA: 62%)
  - University leaders address issues of inequities (43% Agree, SA: 53%)
- **Accountability Standards**
  - Employees are held accountable for negative or inappropriate behavior in the workplace (50% Disagree, SA: 40%)
  - Employees are held accountable for poor performance in the workplace (50% Disagree, **SA: 49%)**
  - University leaders adequately address negative or inappropriate behavior in the workplace (32% Disagree, **SA: 28%)**
  - Employees in my immediate work environment act ethically and honestly in the workplace (14% Disagree, SA: 12%)

Leadership



- Administrative Professionals have significantly higher mean scores for their perceptions of Executive Leadership and Accountability Standards than Staff Classified or Faculty (effect sizes respectively: EL = .34 and .49; AS = .20 and .30)

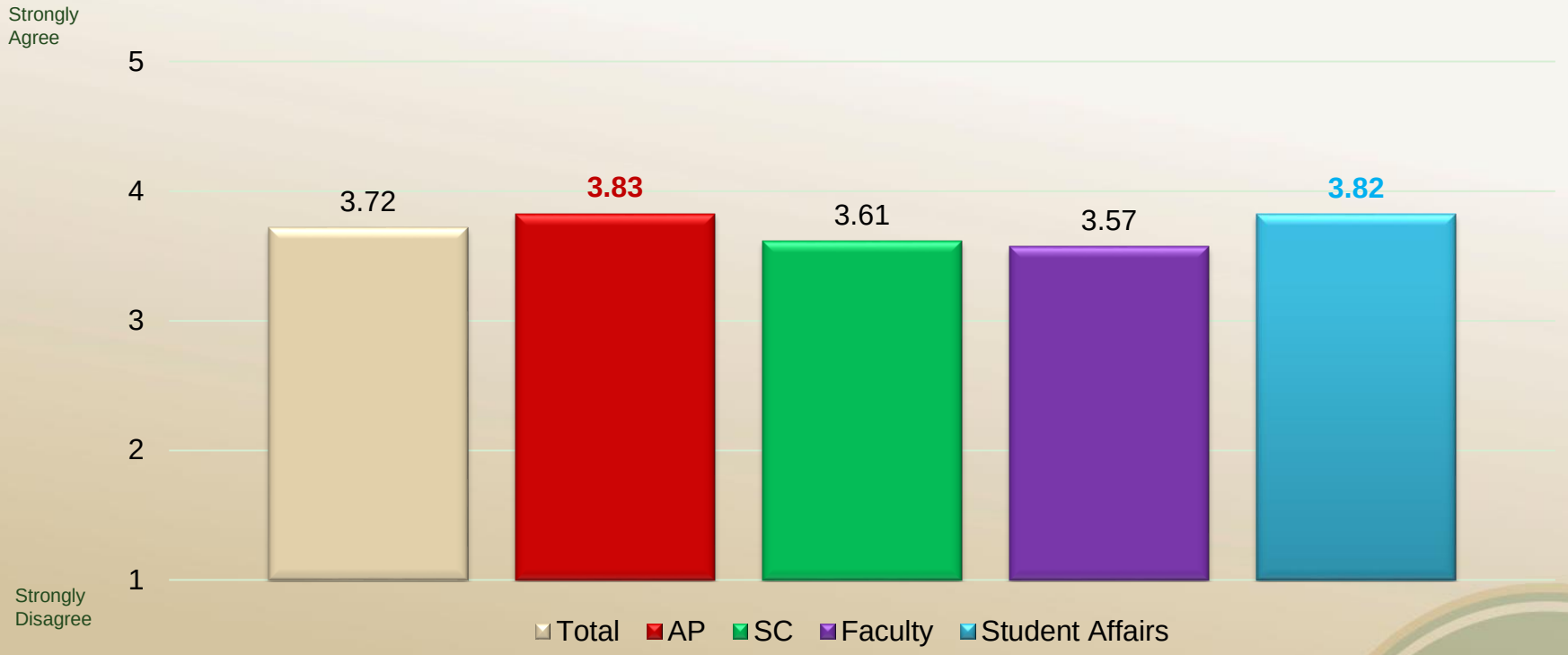
Colorado State University

Physical Environment

- My physical environment supports my successful completion of tasks (18% Disagree, SA: 18%)
- I am physically comfortable in my work space (16% Disagree, SA: 14%)
- My physical environment promotes collaboration (23% Disagree, SA: 18%)
- I have the proper equipment and resources available to complete my work (15% Disagree, SA: 10%)
- My physical environment is welcoming of employees from different backgrounds (10% Disagree, SA: 8%)
- My physical environment meets my personal needs (access, bathroom, prayer, lactation) (9% Disagree, SA: 9%)
- My physical environment (e.g. signage, construction hazards, lighting, parking) supports my sense of safety (13% Disagree, SA:14%)
- Employees respect shared space (e.g. classrooms) (10% Disagree, SA: 9%)

Colorado State University

Physical Environment

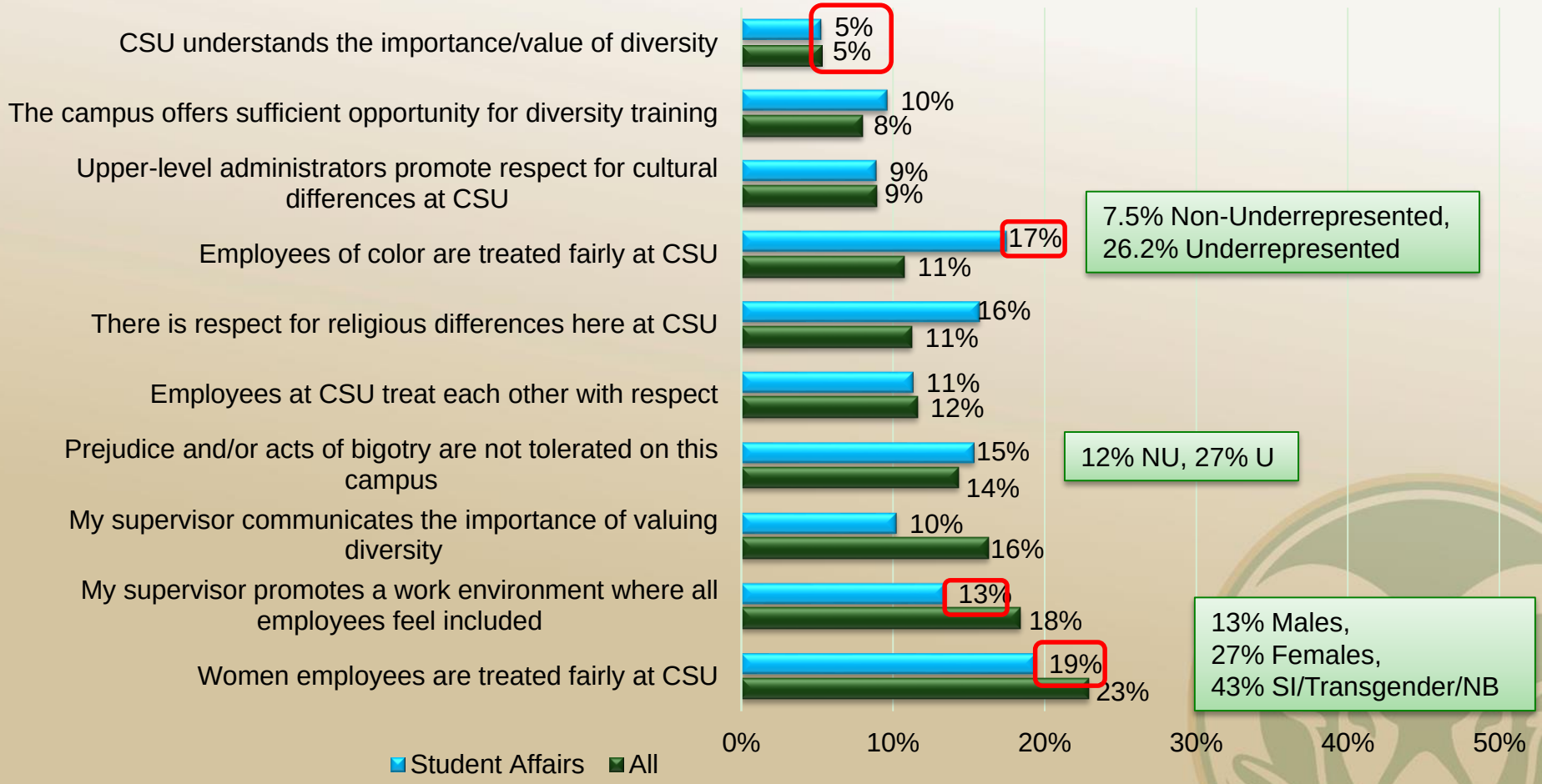


- Administrative Professionals have significantly higher mean scores for perceptions of their Physical Environment than Staff Classified or Faculty (effect sizes = .30 and .35 respectively)

Colorado State University

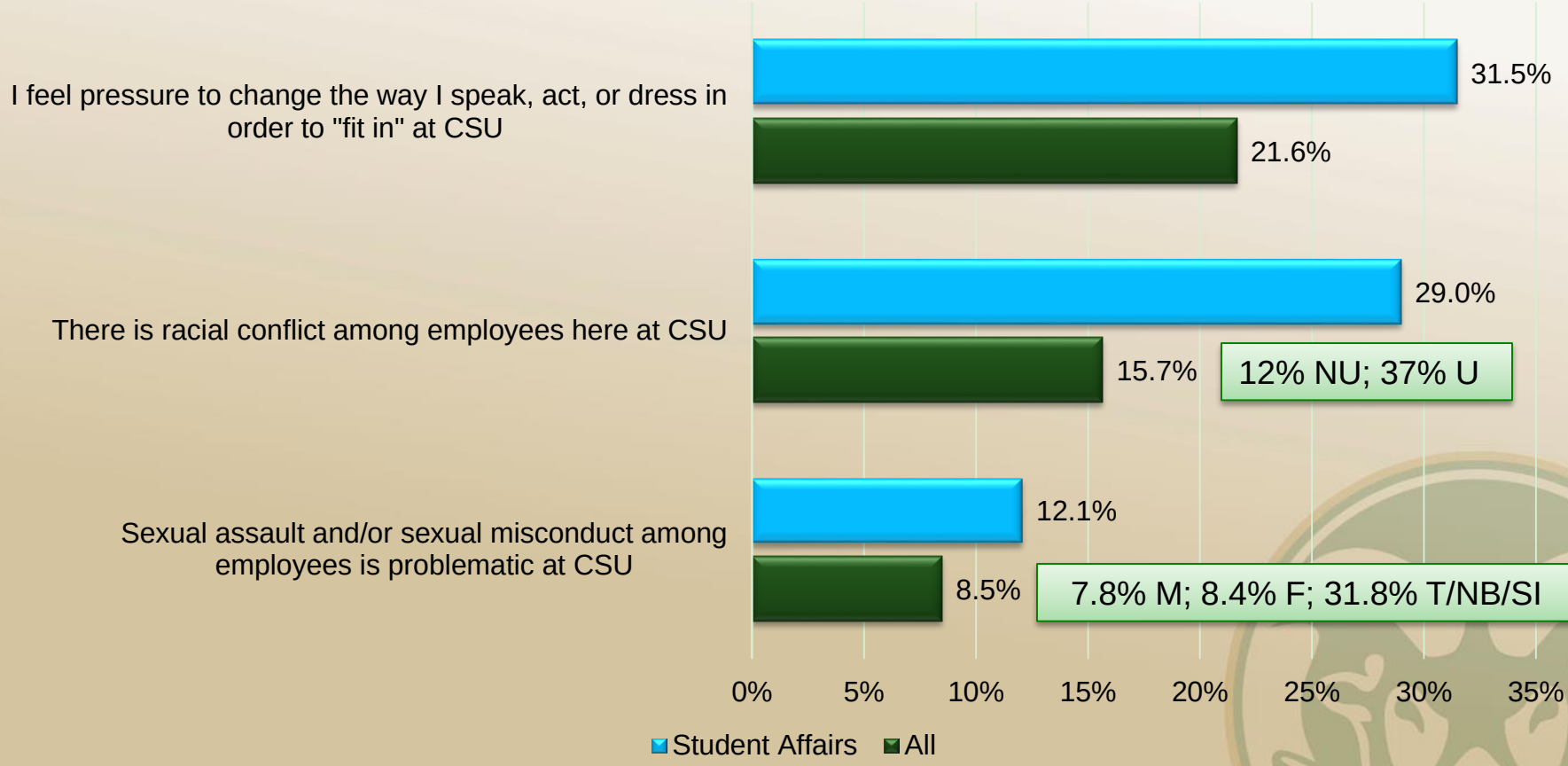
Perceptions of Diversity

Percent of responded Strongly Disagree/Disagree



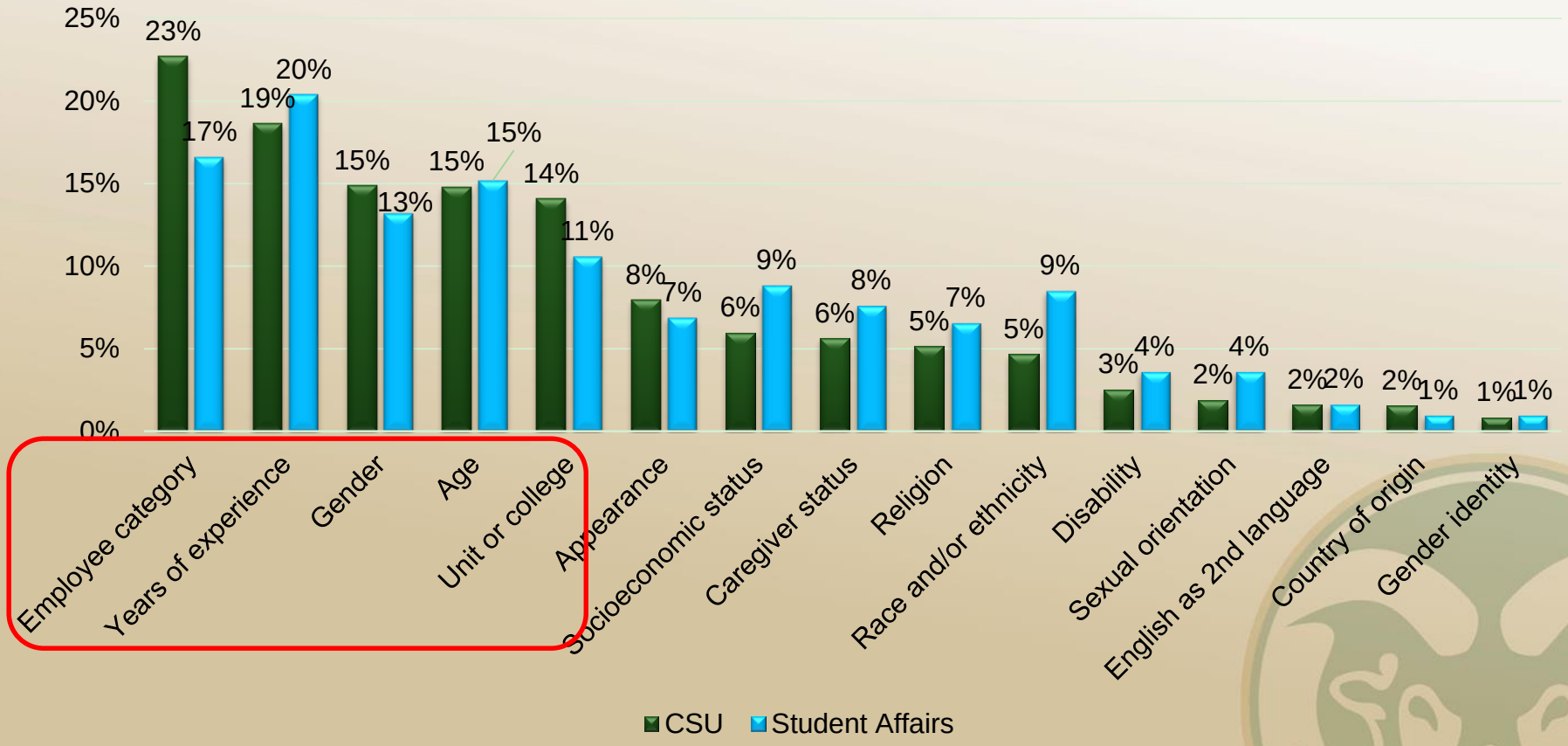
Perceptions of Diversity

Percent who responded Strongly Agree/Agree



Negative Treatment or Behavior

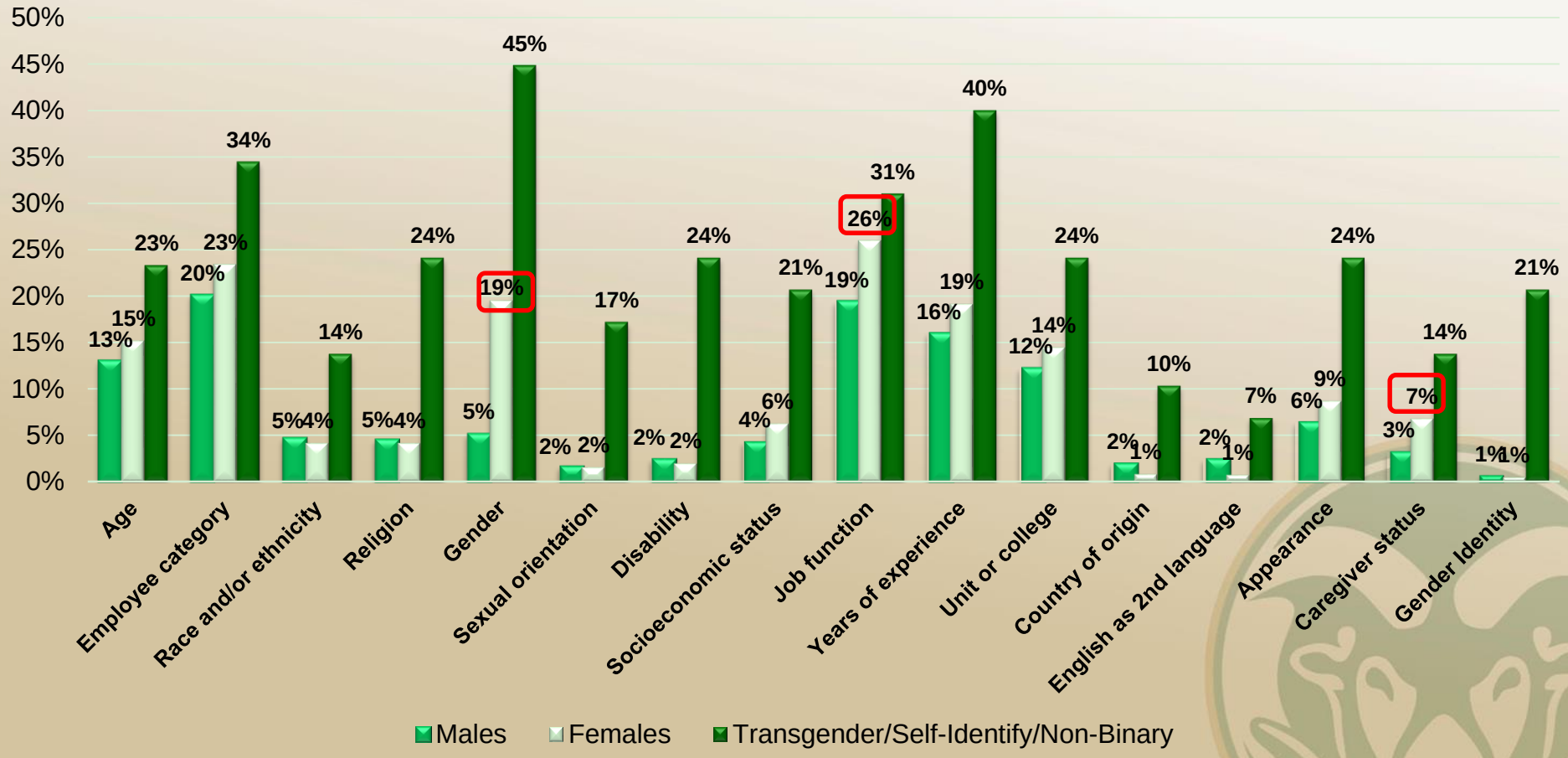
I experienced negative treatment or behavior based on:



Colorado State University

Negative Treatment or Behavior: Experiences by Gender

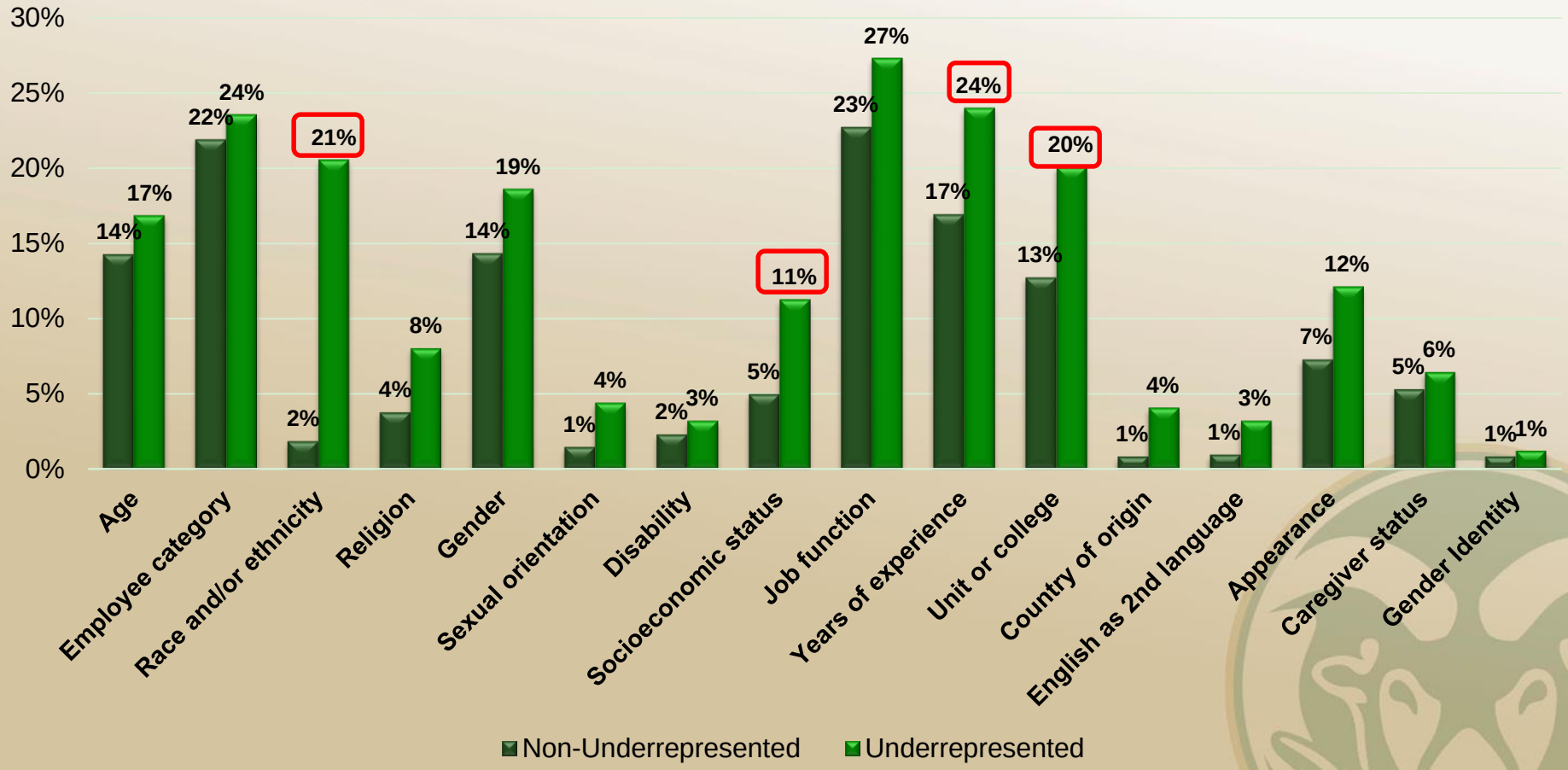
I experienced negative treatment or behavior based on:



Colorado State University

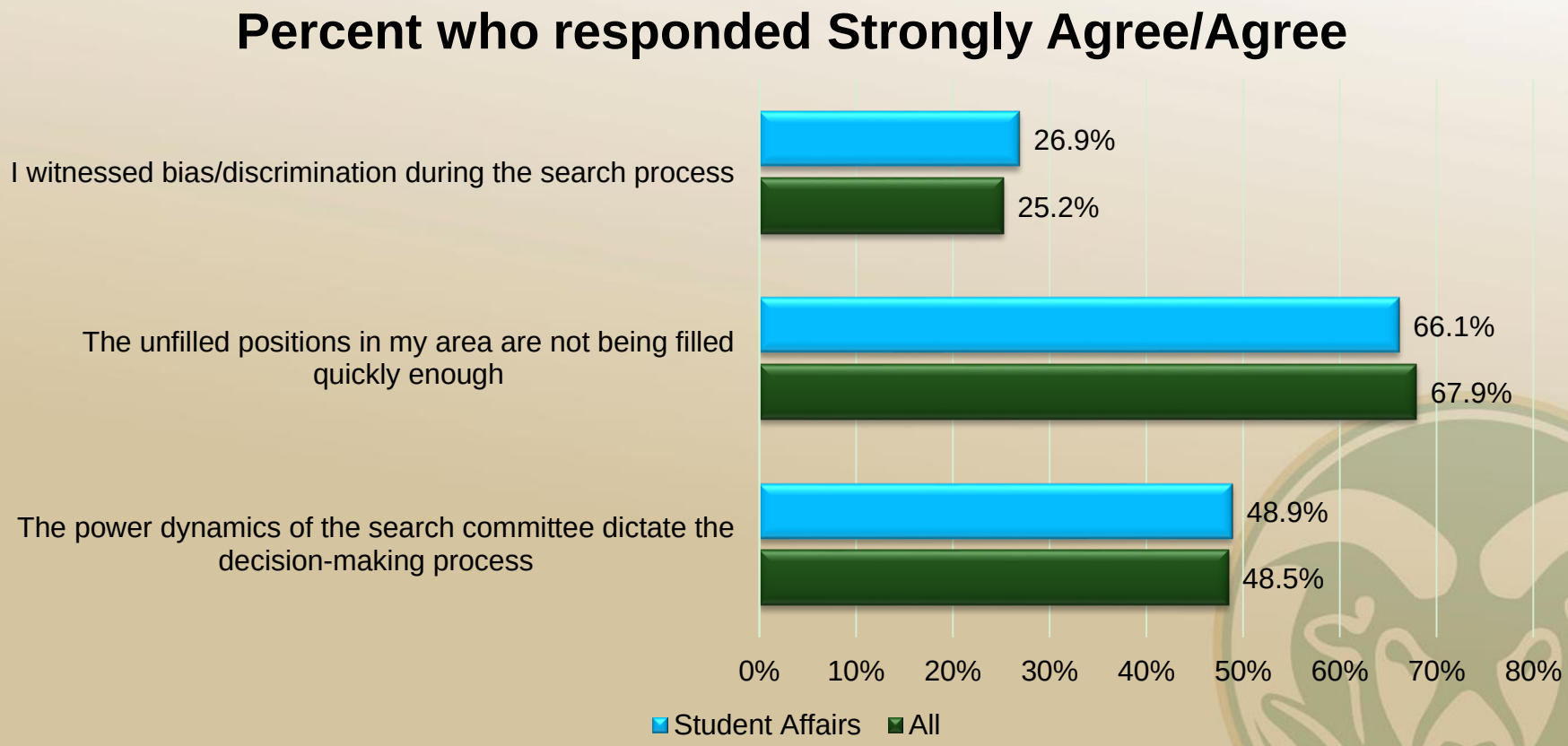
Negative Treatment or Behavior: Experiences by Underrepresentation (Race/Ethnicity)

I experienced negative treatment or behavior based on:



Search Committee

- 51.1% of respondents have served on a search committee in the past five years
  - 33.3% of State Classified, 63.6% of Faculty, and 60.1% of Administrative Professional



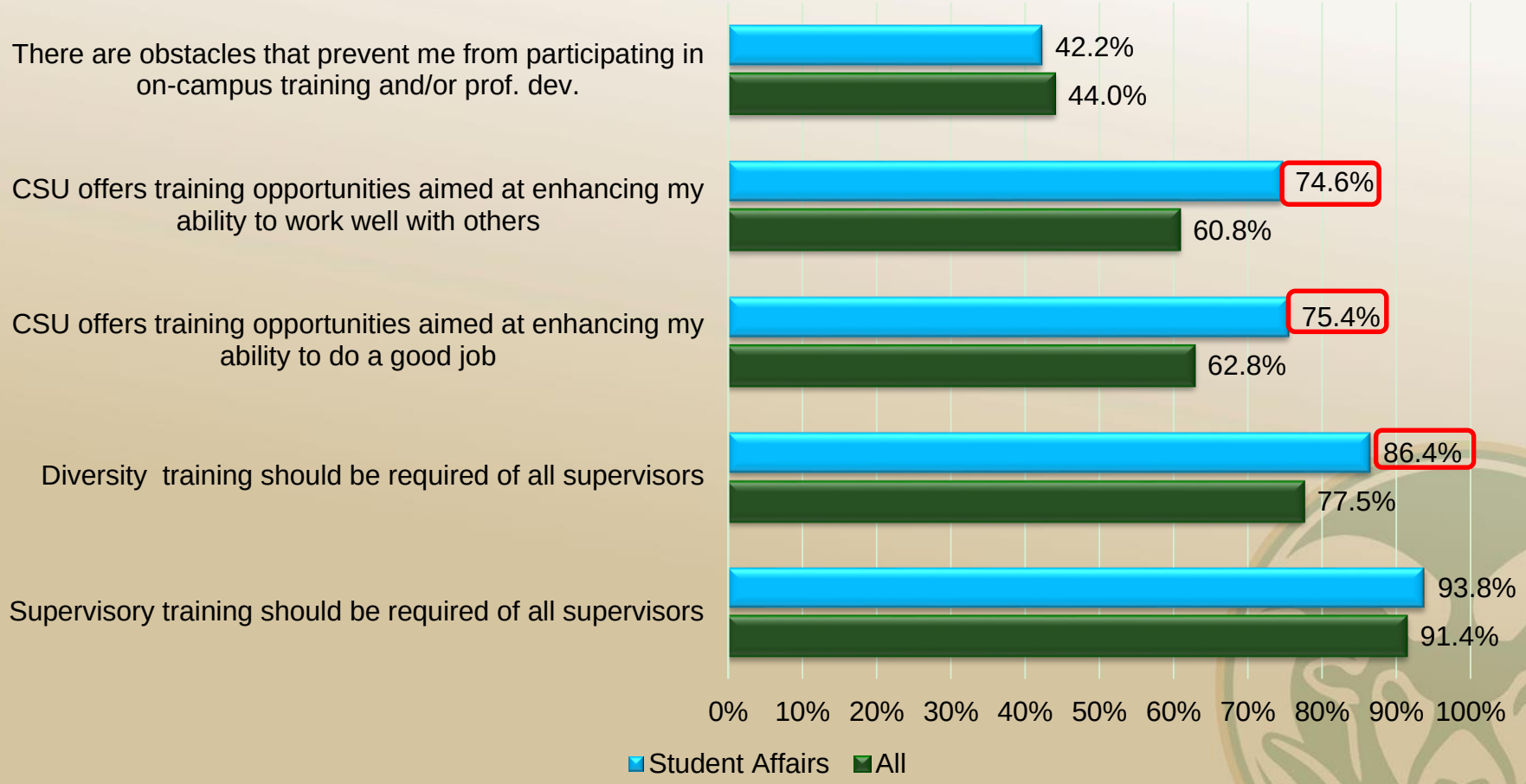
Search Committee

Percent who responded Strongly Disagree/Disagree

Colorado State University

Campus Trainings

Percent who responded Strongly Agree/Agree

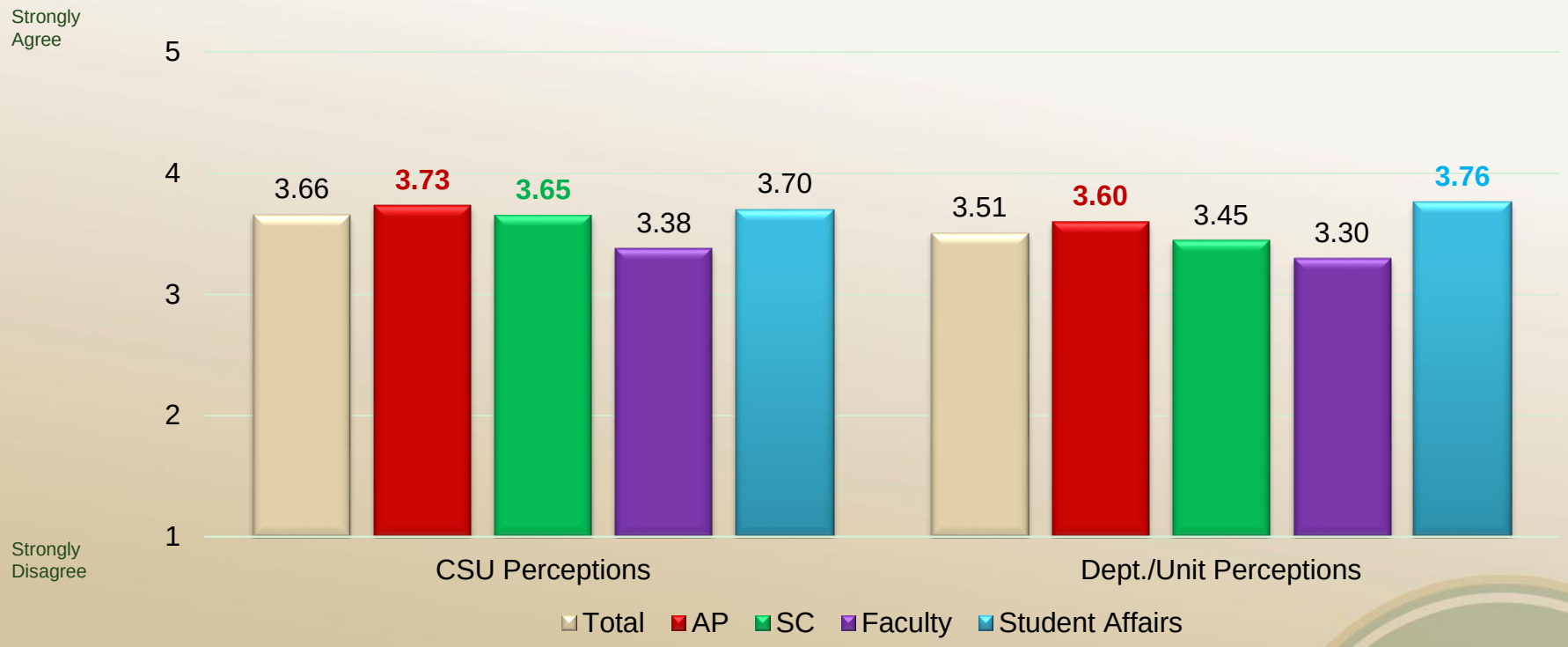


Campus Perceptions

- Perceptions were asked for both CSU and Unit/Department
  - Creates a supportive environment for employees from diverse backgrounds
  - Retains diverse employees
  - Recruits employees from a diverse set of backgrounds
  - Improves the campus climate for all employees
  - Climate has become consistently more inclusive of all employees
  - Encourages discussions related to diversity
  - Provides employees with a positive work experience
  - Recommend as a place of employment

Colorado State University

Campus Perceptions



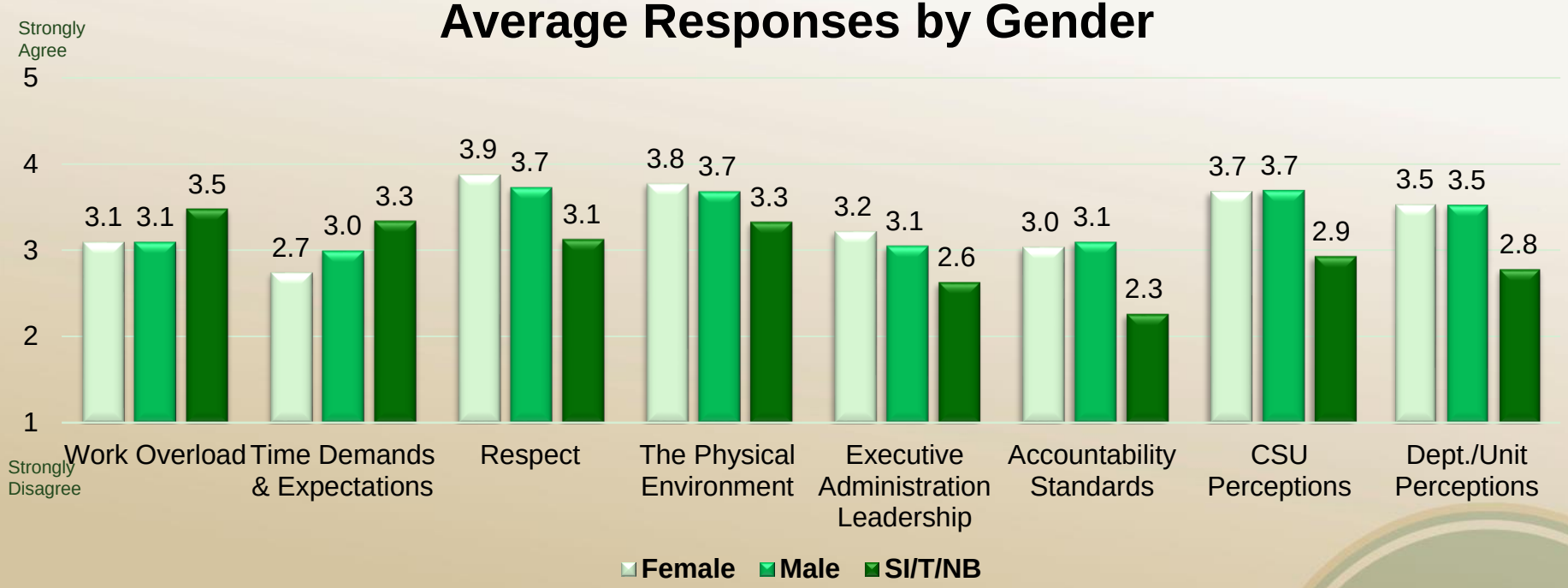
- Administrative Professional and State Classified, on average, have significantly more favorable CSU climate perceptions than Faculty (effect sizes = .34 and .35 respectively)
- Administrative Professional have significantly more favorable unit climate perceptions compared to State Classified and Faculty (effect sizes: CSU = .18 and .46 respectively)

Campus and Department Perceptions

- Overall, 77% of respondents would agree that they would recommend **CSU** as a place of employment and 56% would agree they recommend their **department** as a place of employment
  - **SA: 82% CSU and 69% Unit**
- The majority of respondents agree that **CSU**'s (64%) and the **department's** (68%) campus climate has become consistently more inclusive of all employees
  - **SA: 69% CSU and 75% Unit**
- 63% of respondents agree that **CSU** encourages discussions related to diversity and half of respondents agree that their **department** encourages these discussions
  - Smaller gap than in 2014 (12.3% vs. 17.3%)
  - **SA: 78% CSU and 72% Unit**

Colorado State University

Average Responses by Gender

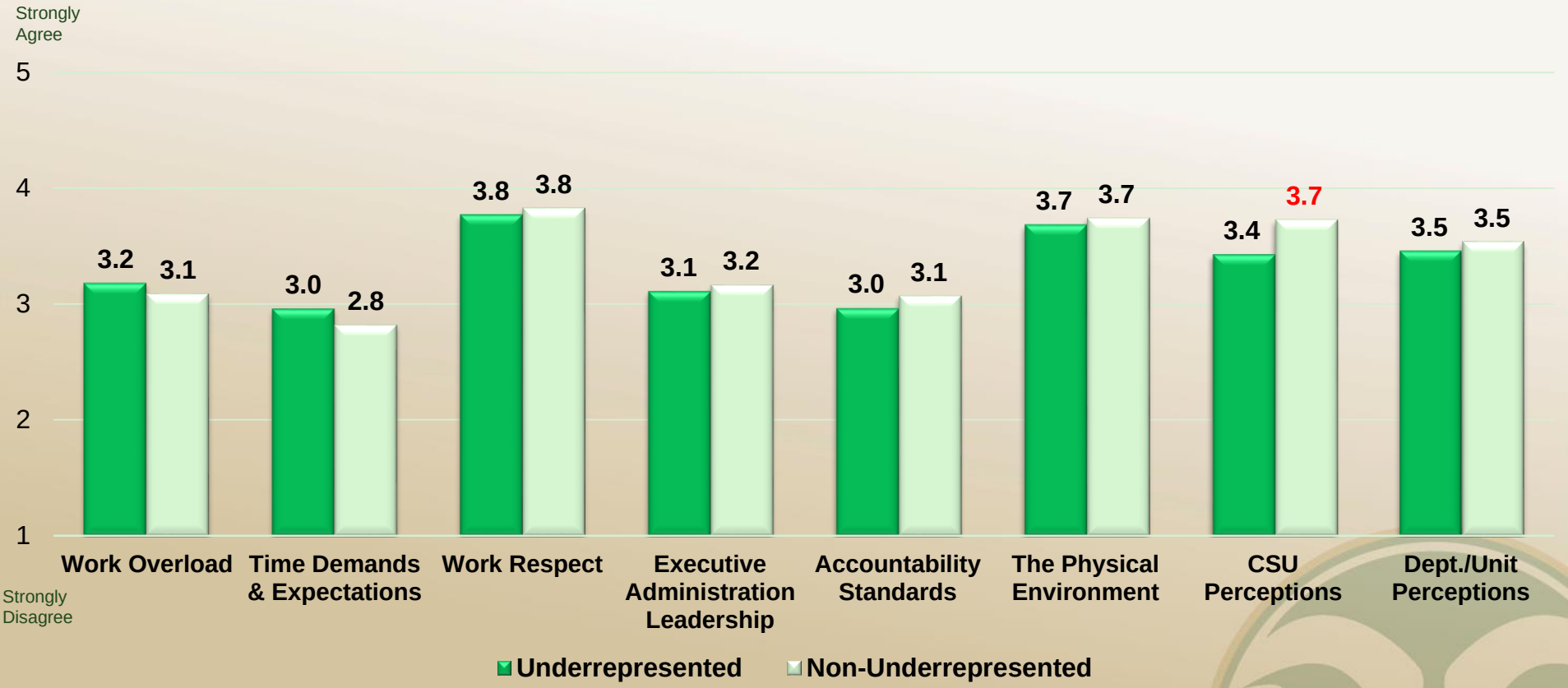


Sign: Differences by Employee Category:

- AP: Significant differences by gender for Accountability Standards, Unit Perceptions, CSU Perceptions (Males more favorable)
- SC: All means were significantly different (Females more favorable) except CSU Perceptions and Accountability Standards
- Faculty: No significant differences
- SA: CSU Perceptions significantly differed (F: 3.8, M: 3.6)

Colorado State University

Average Responses by Underrepresentation (Race/Ethnicity)



Sign: Differences by Employee Category:

(All significant differences: underrepresented had less favorable means)

- AP: Time Demands & Expectations, Accountability Standards, and CSU Perceptions all significantly differed
- SC: No significant differences
- Faculty: CSU Perceptions significantly differed
- Student Affairs: CSU Perceptions (NU: 3.8; U: 3.4) and Time Demands & Expectations (NU: 2.6, U: 2.9) significantly differed

Key Findings

- The 2014 assessment results revealed minimal between-group differences by employee category, while the 2016 assessment finds consistent and significant employee category differences.
- Faculty respondents have less favorable perceptions than AP respondents on all constructs.
- AP respondents have significantly more favorable responses than SC respondents on all constructs except Work Overload and CSU Perceptions.
- SC respondents had significantly more favorable responses than faculty on the constructs of CSU Perceptions, Work Overload, and Time Demands & Expectations.
- Gender was another personal characteristic with notable differences in experiences and perceptions. Respondents who identify as self-identify, transgender, and/or nonbinary reported more negative experiences with regard to disrespectful behavior and negative treatments compared to males and females.

Key Findings

- Executive Leadership and Accountability Standards emerged as having the least favorable perceptions among employees and most favorable perceptions was overall CSU perceptions and Work Respect
  - Workload showed a wide variance among employees

- The areas of focus that were most predictive of an employee's unit perceptions and work respect were their physical environment and perceptions of accountability standards
  - Executive leadership was the area most influential on employees' overall perceptions of CSU.

- Employees in Student Affairs had significantly more favorable responses in all areas of focus except CSU Perceptions; however, their experiences were not more favorable when examining negative/disrespectful experiences

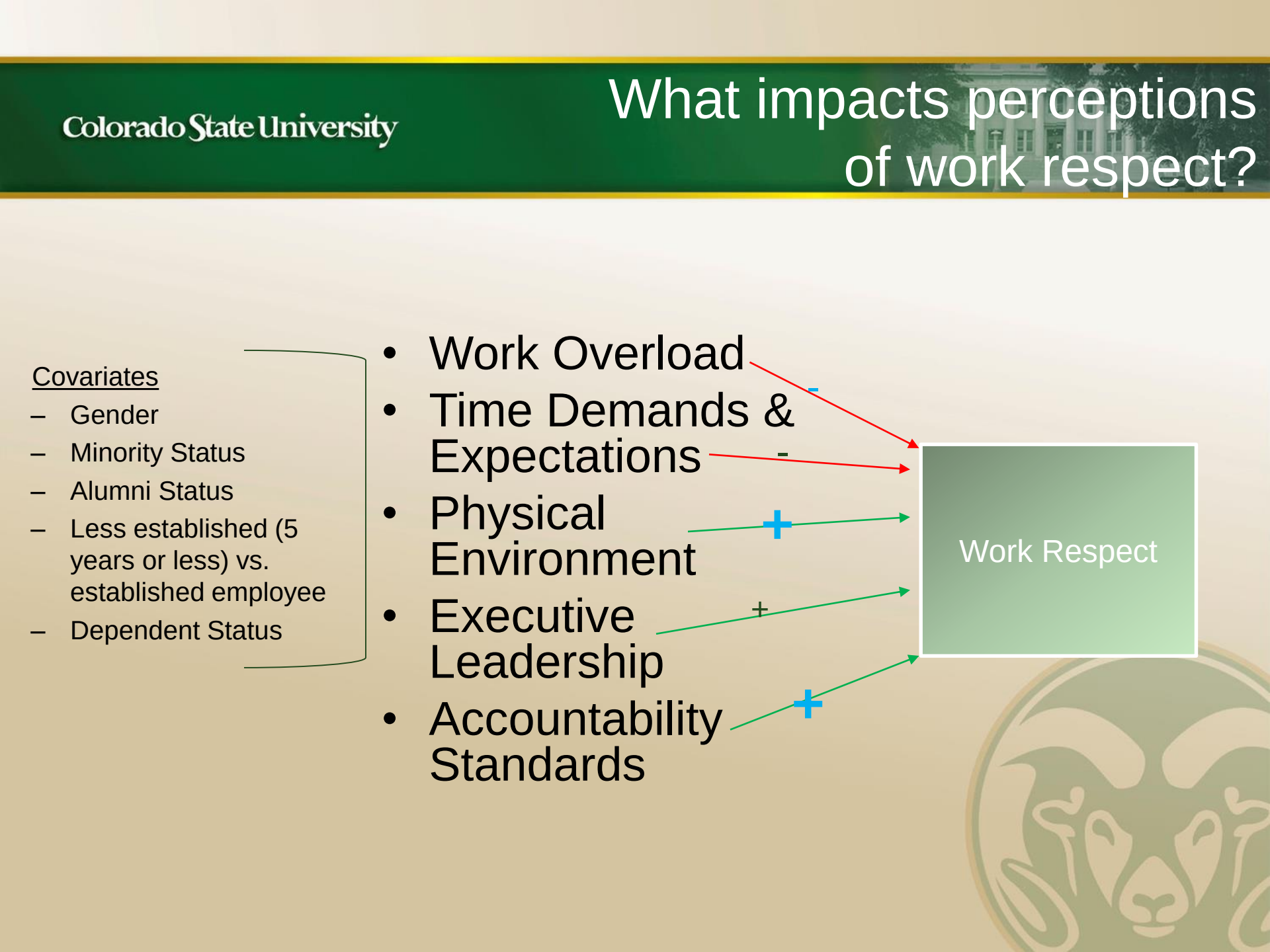
Questions/Comments?

Colorado State University

What impacts perceptions of work respect?

Covariates
- Gender
- Minority Status
- Alumni Status
- Less established (5 years or less) vs. established employee
- Dependent Status

- Work Overload
- Time Demands & Expectations
- Physical Environment
- Executive Leadership
- Accountability Standards

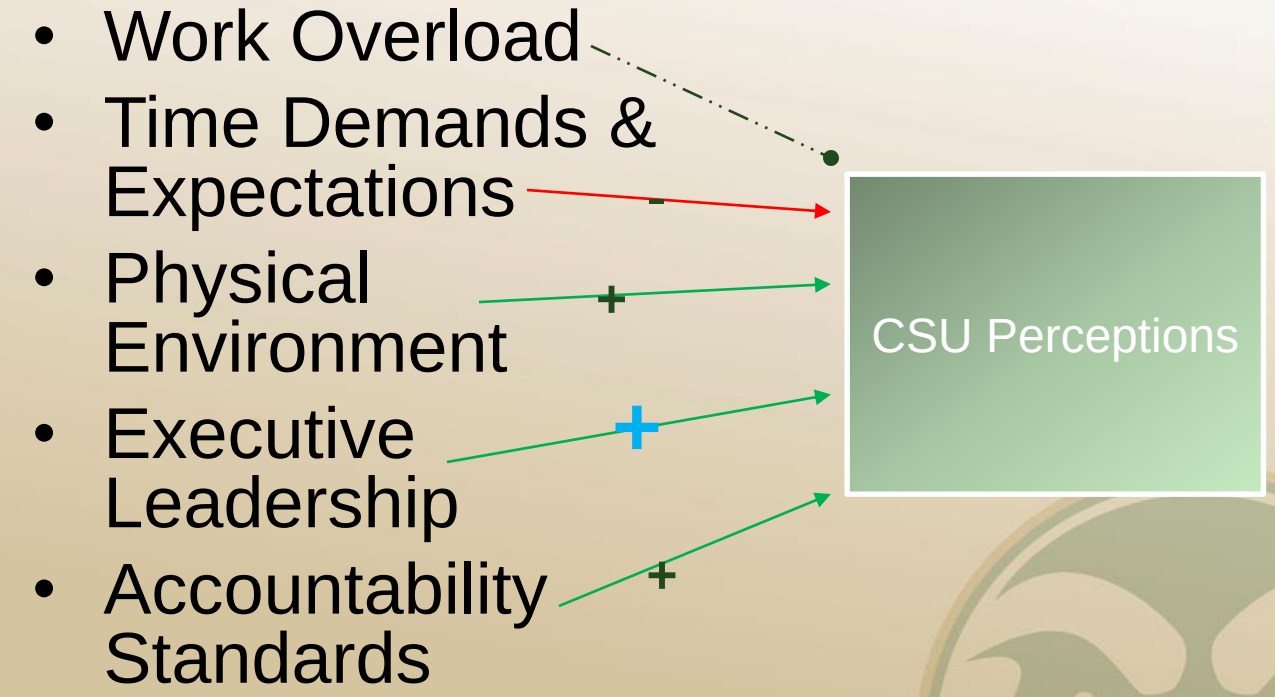


Colorado State University

What impacts CSU perceptions ?

Covariates
- Gender
- Minority Status
- Alumni Status
- Less established (5 years or less) vs. established employee
- Dependent Status

- Work Overload
- Time Demands & Expectations
- Physical Environment
- Executive Leadership
- Accountability Standards

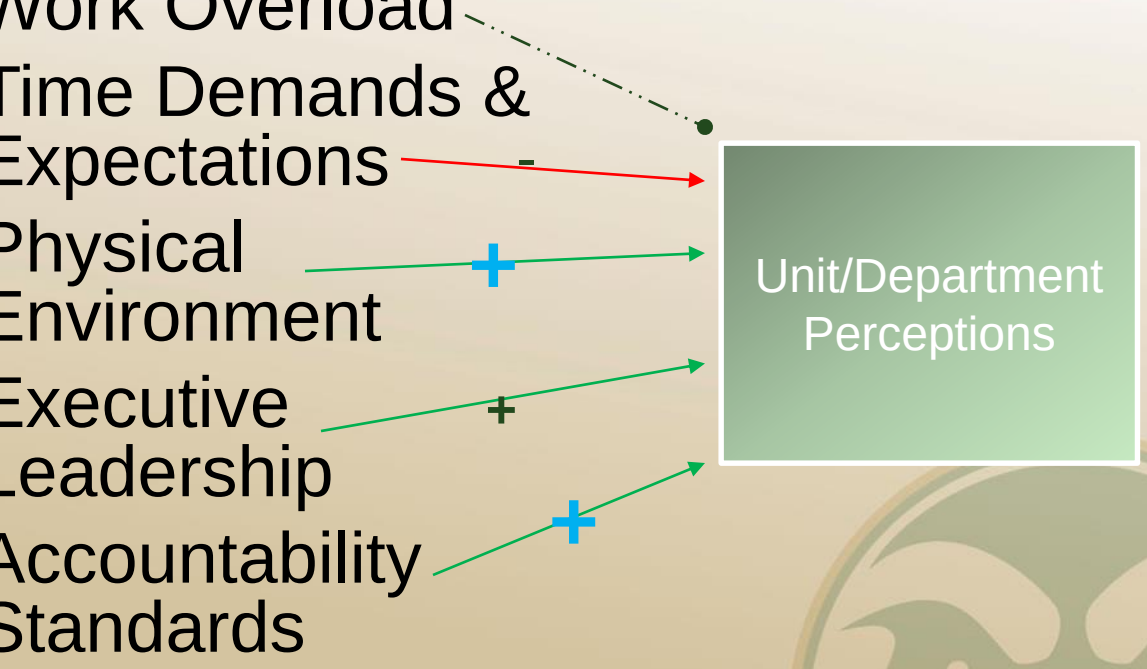


Colorado State University

What impacts unit perceptions ?

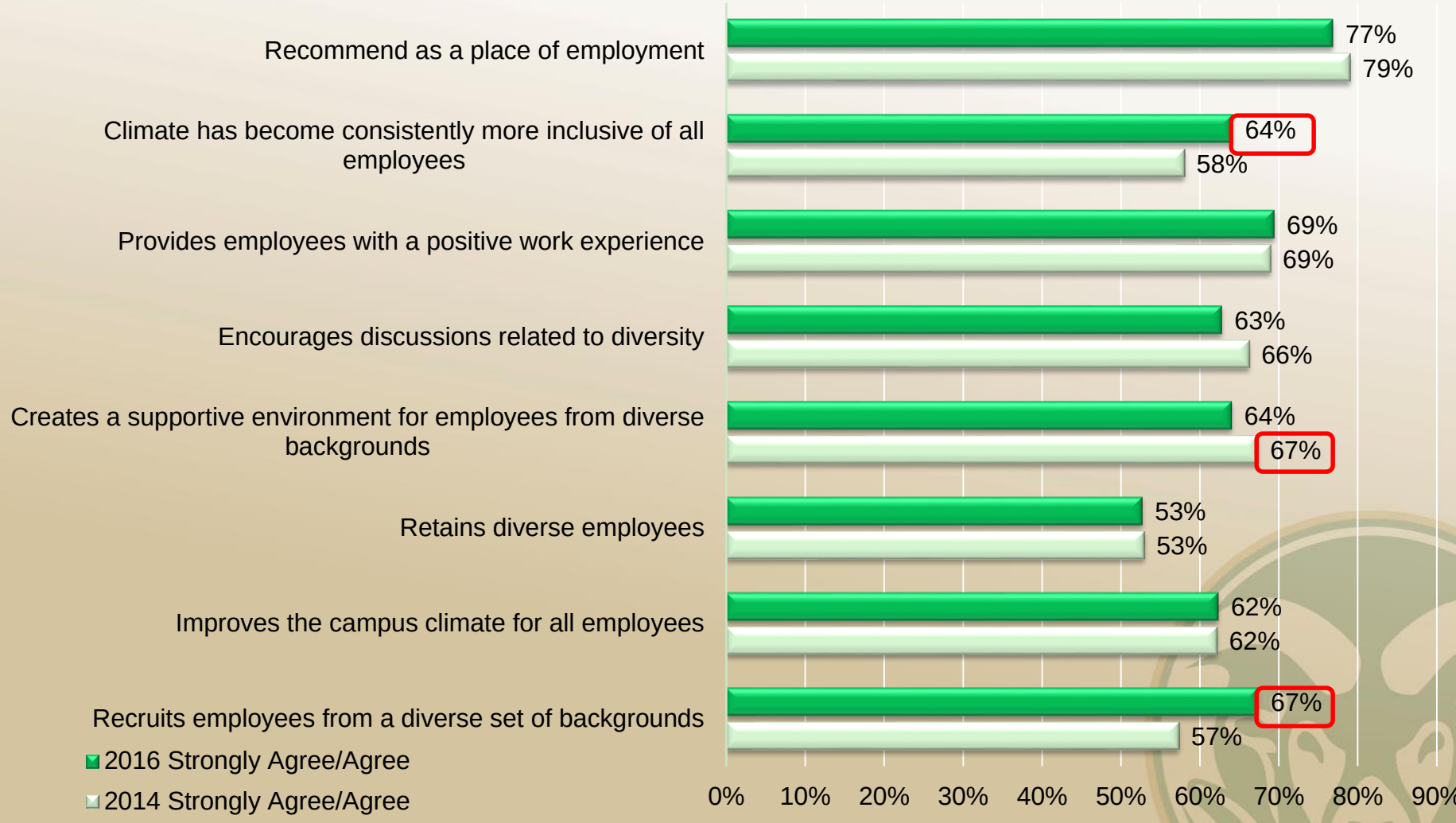
Covariates
- Gender
- Minority Status
- Alumni Status
- Less established (5 years or less) vs. established employee
- Dependent Status

- Work Overload
- Time Demands & Expectations
- Physical Environment
- Executive Leadership
- Accountability Standards



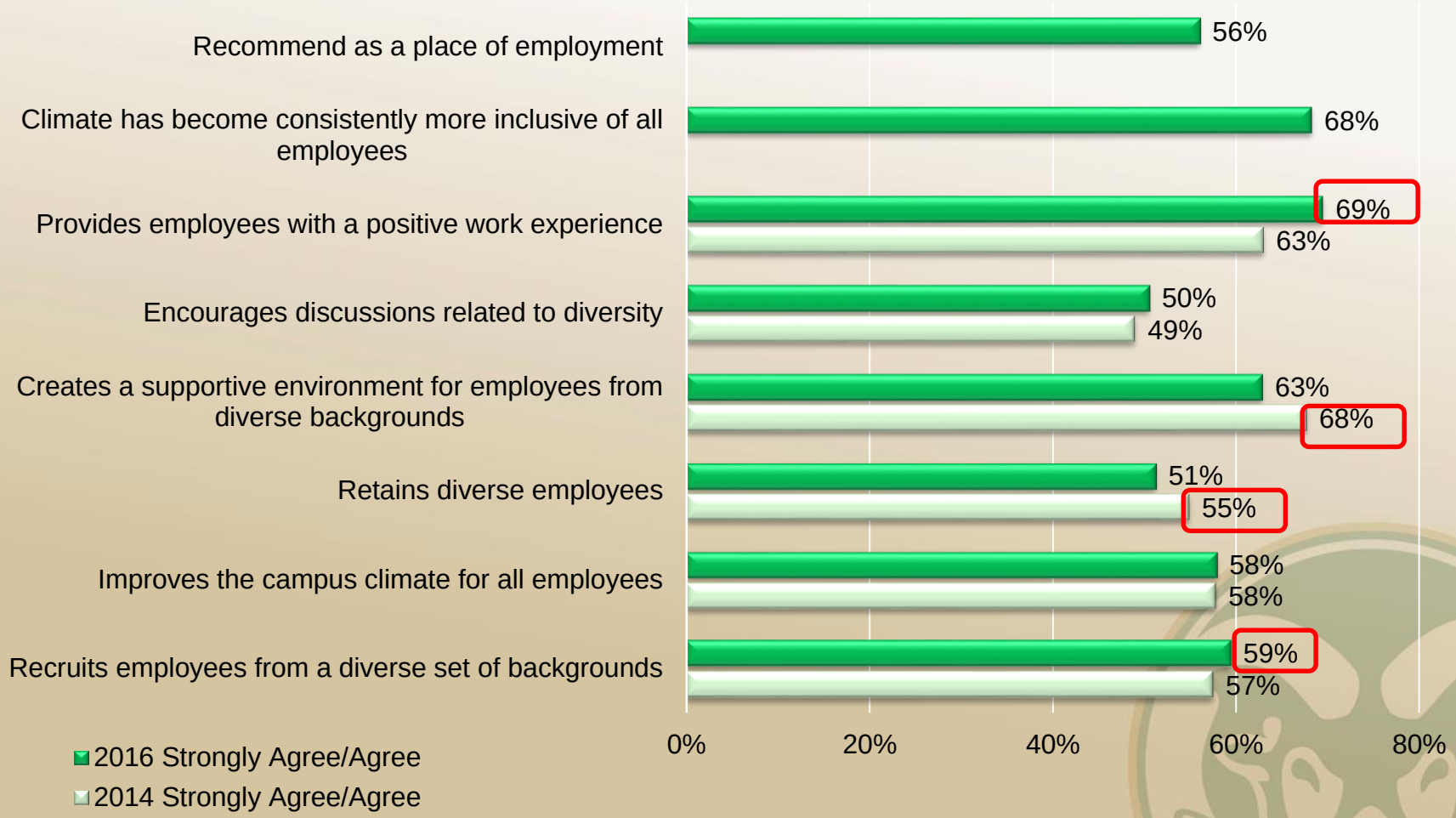
Colorado State University

CSU Campus Perceptions: 2016 vs. 2014



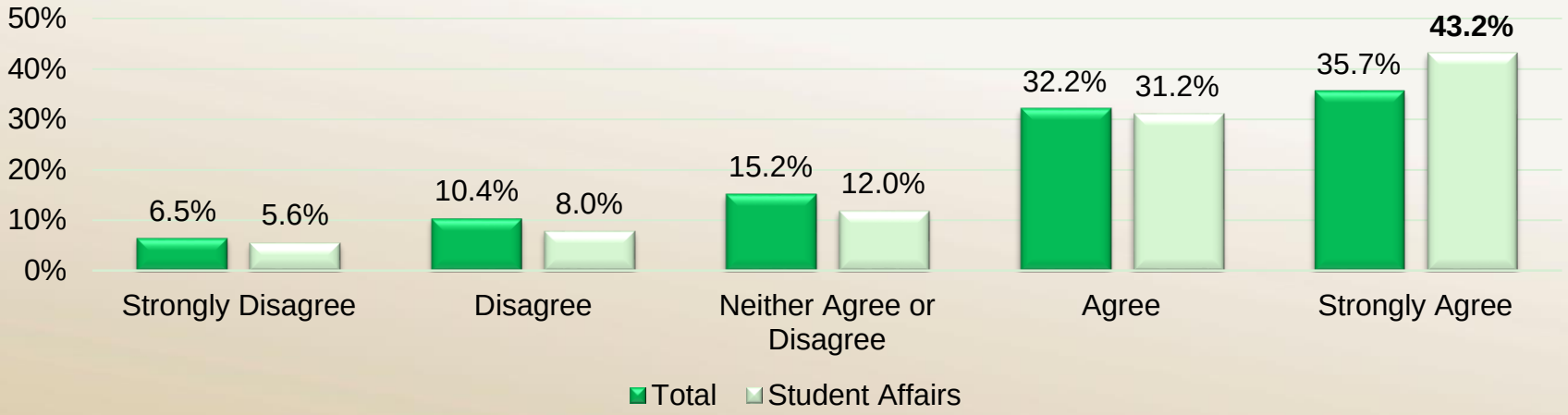
Colorado State University

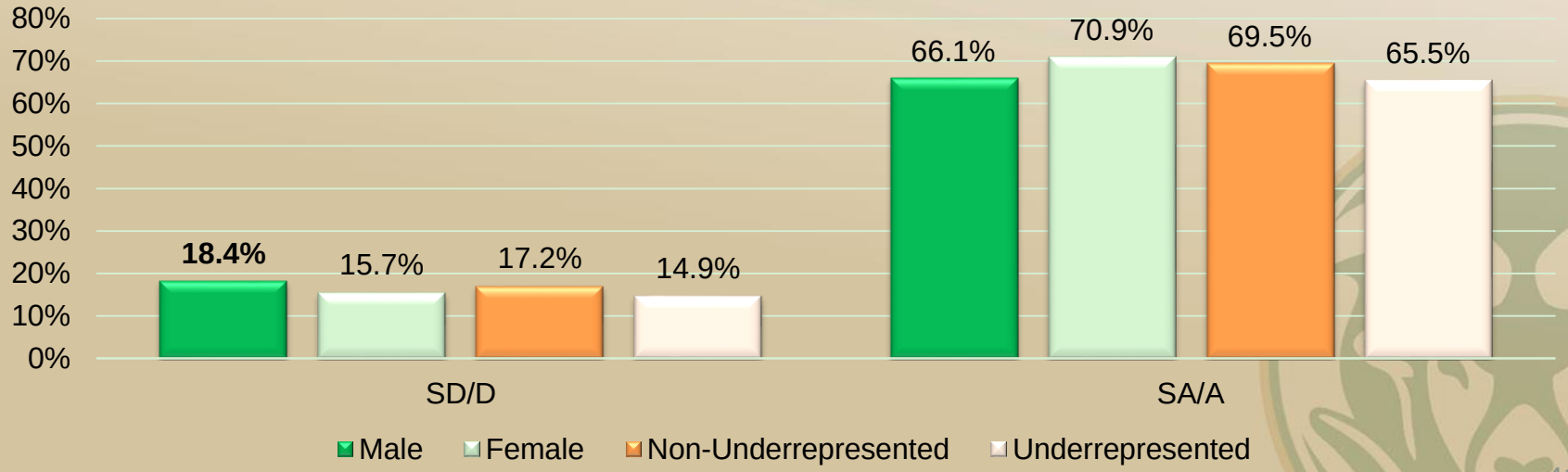
Department/Unit/Office Perceptions: 2016 vs. 2014



Colorado State University

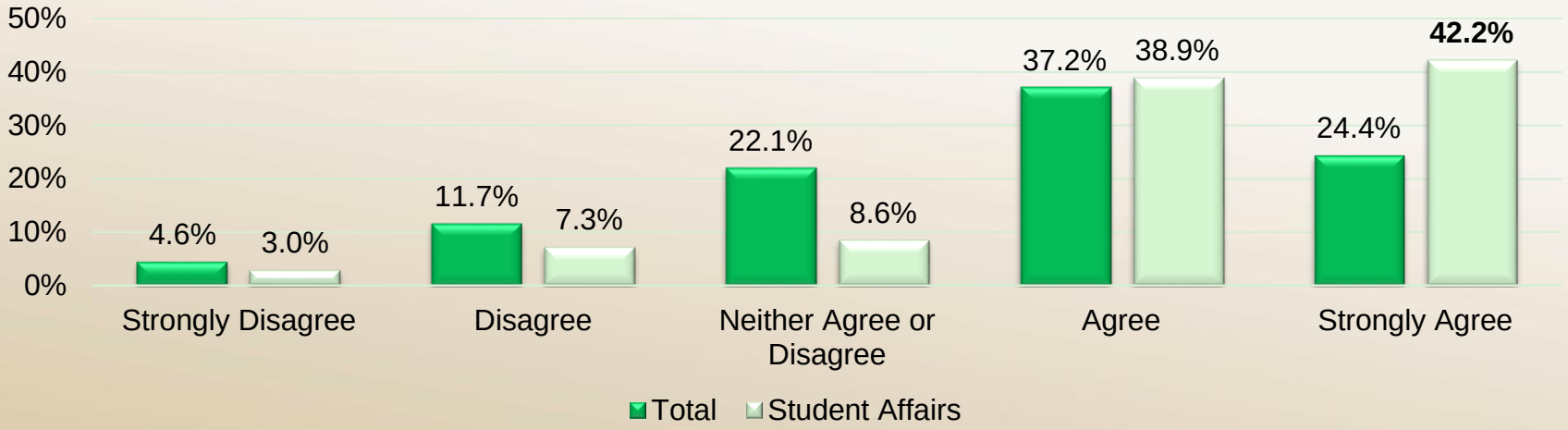
My supervisor supports me and advocates on my behalf

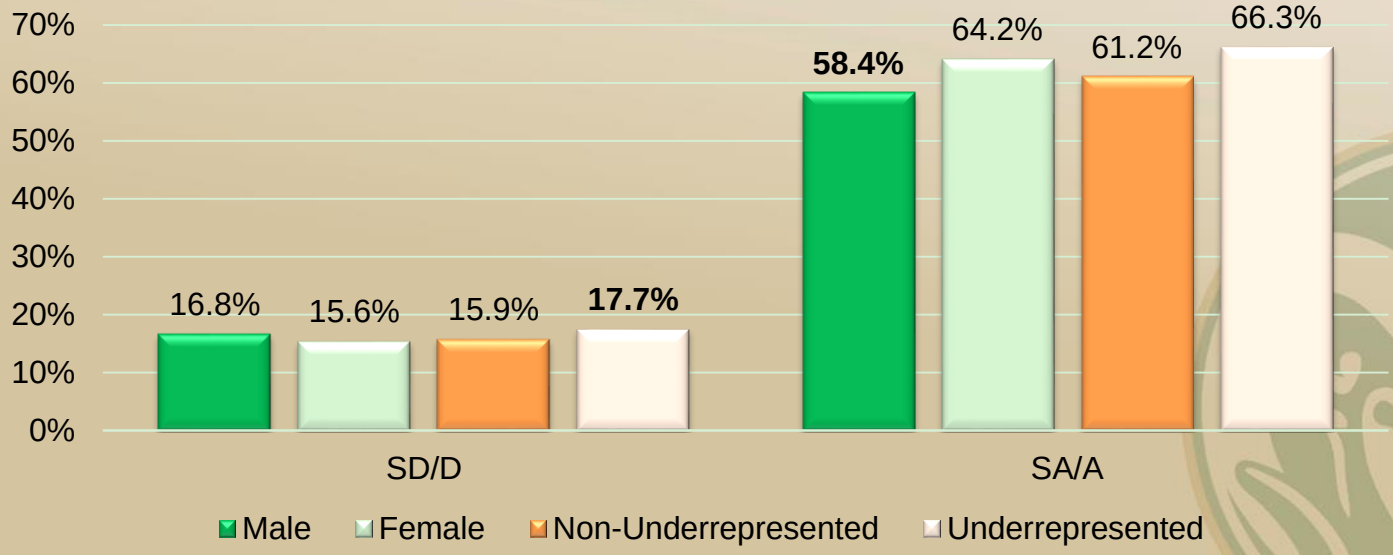


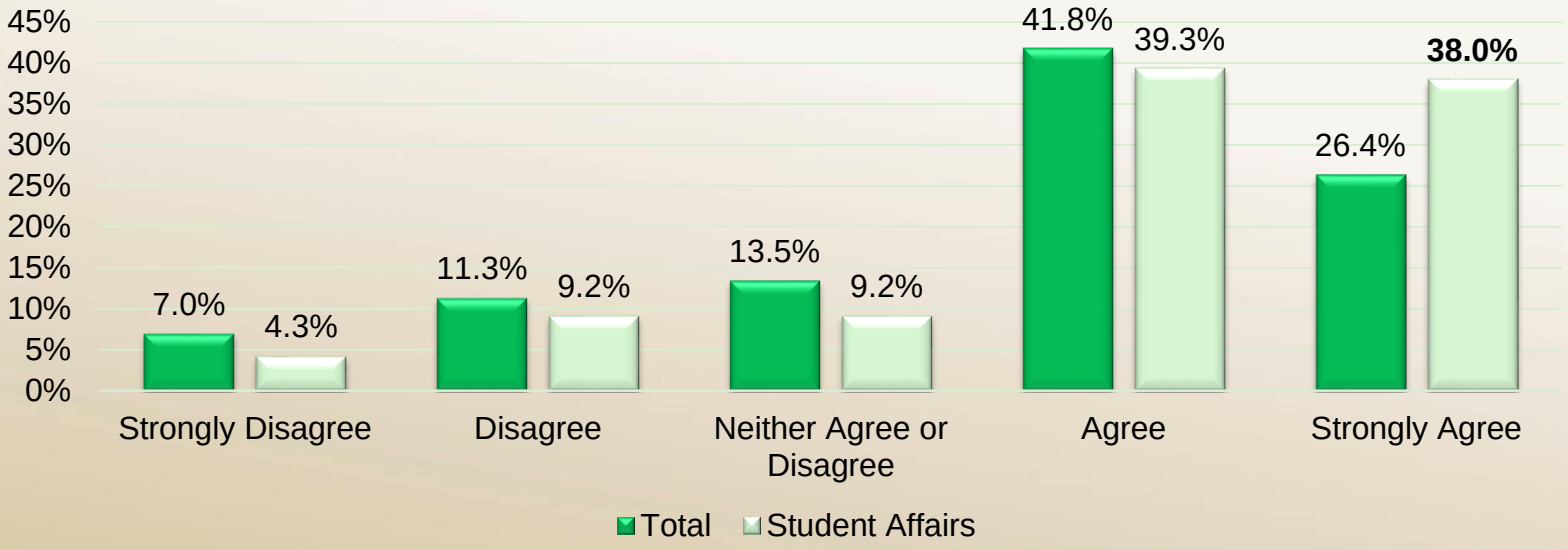
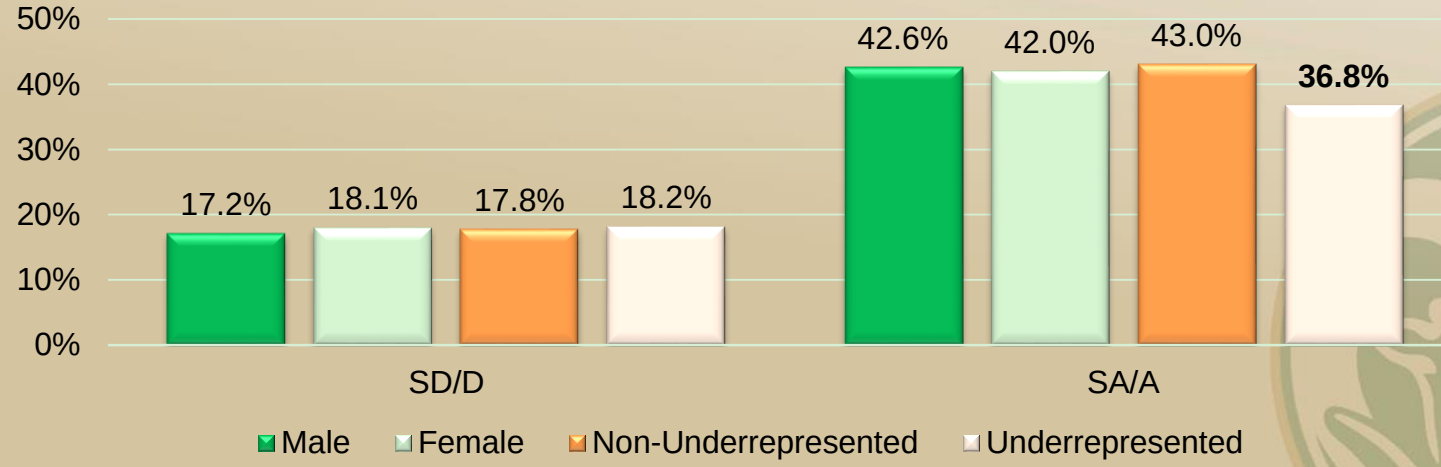


Colorado State University

My supervisor communicates the importance of valuing diversity





Colorado State University

My supervisor promotes a work environment were all employees feel included