

2016 Employee Climate Survey:

Prepared for the VP Council for Student Affairs

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

- 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

- 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

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.

Employee Characteristics	Survey	SA	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

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

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.*

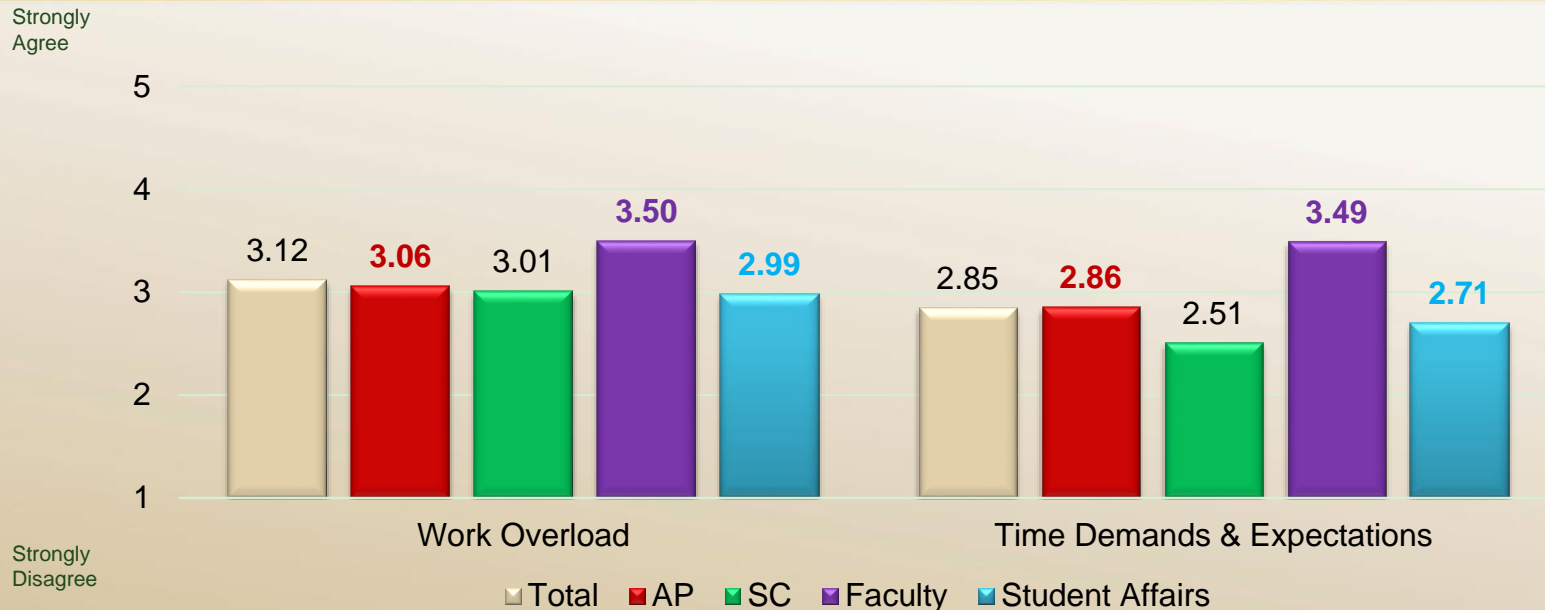
***All questions were asked on a five-point Likert scale (1= Strongly Disagree & 5= Strongly Agree)*

- **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: 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**

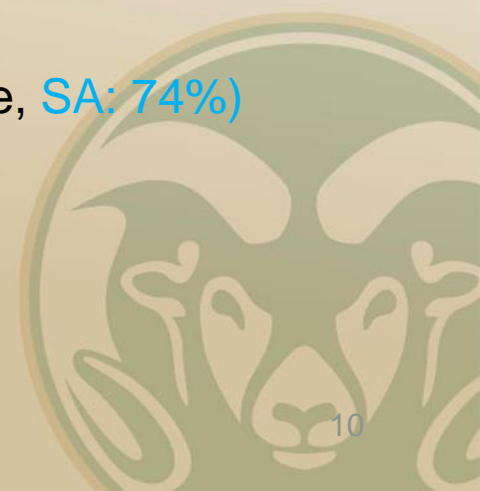
- I am expected to work more than 40 hours a week (40% Agree, SA: 34%)
- I feel pressure to be reachable for work purposes throughout the day and evening (40% Agree, SA: 32%)
- I have to stay too many extra hours at my job (31% Agree, SA: 29%)
- I am expected to put my job ahead of my family or personal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

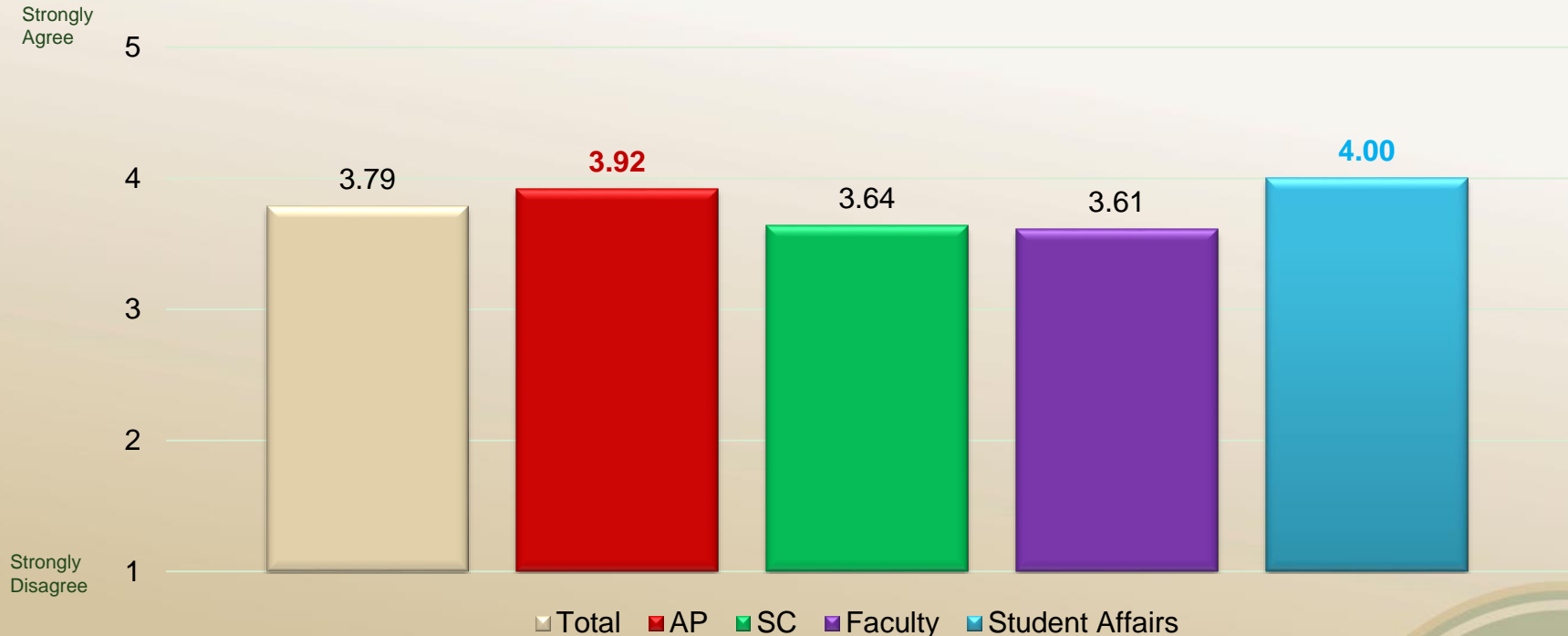


- On average, **faculty** report significantly higher means for Work Overload and Time Demands & Expectations than **Administrative Professional** and **Staff Classified** (effect sizes respectively: Work Overload = .42 & .45; Time Demands & Expectations = .65 & .99)
- Administrative Professional** have 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%)

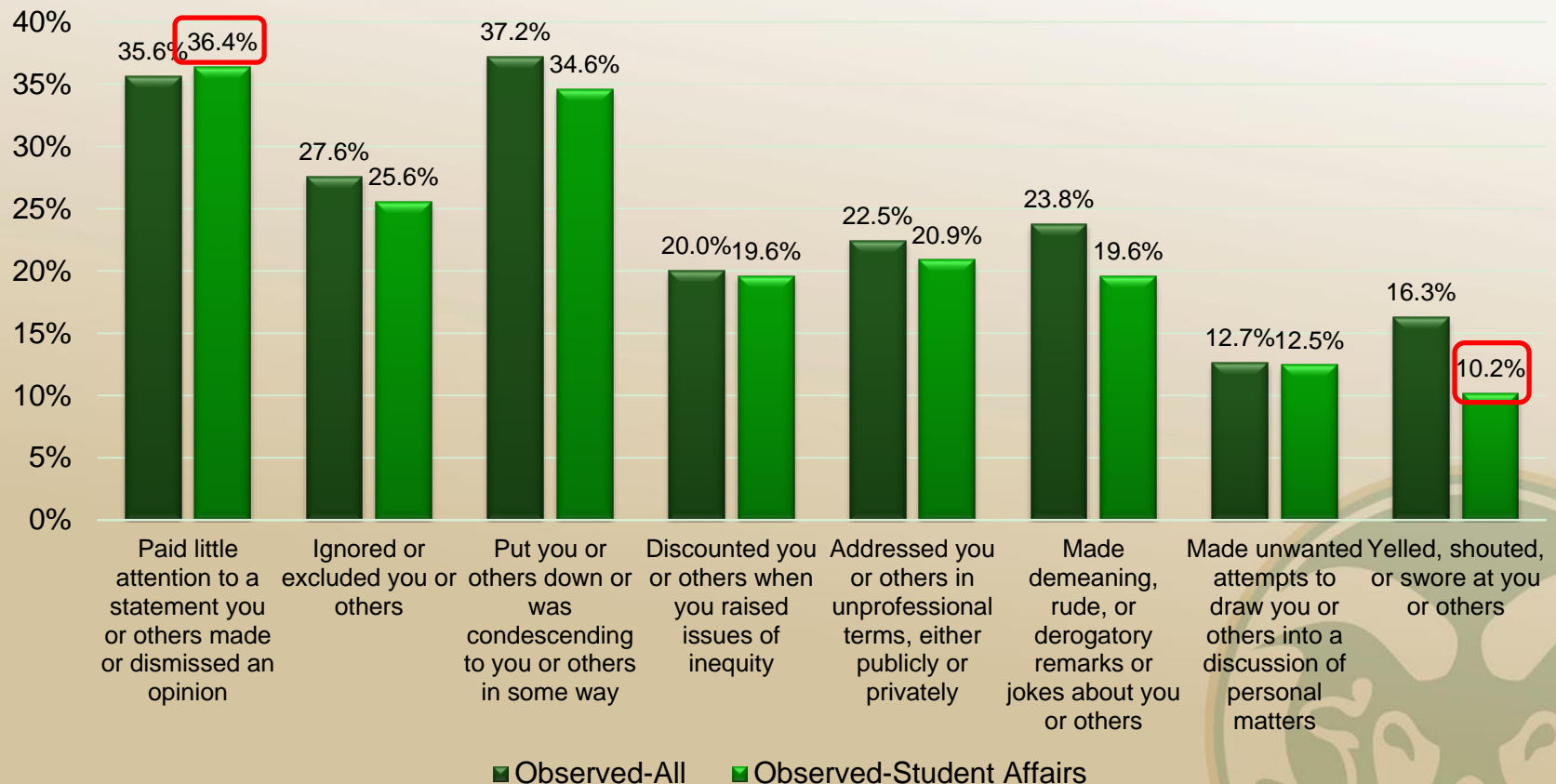




- **Administrative Professionals** have significantly higher mean scores for Respect than **Staff Classified** or **Faculty** (effect sizes = .29 and .31 respectively)

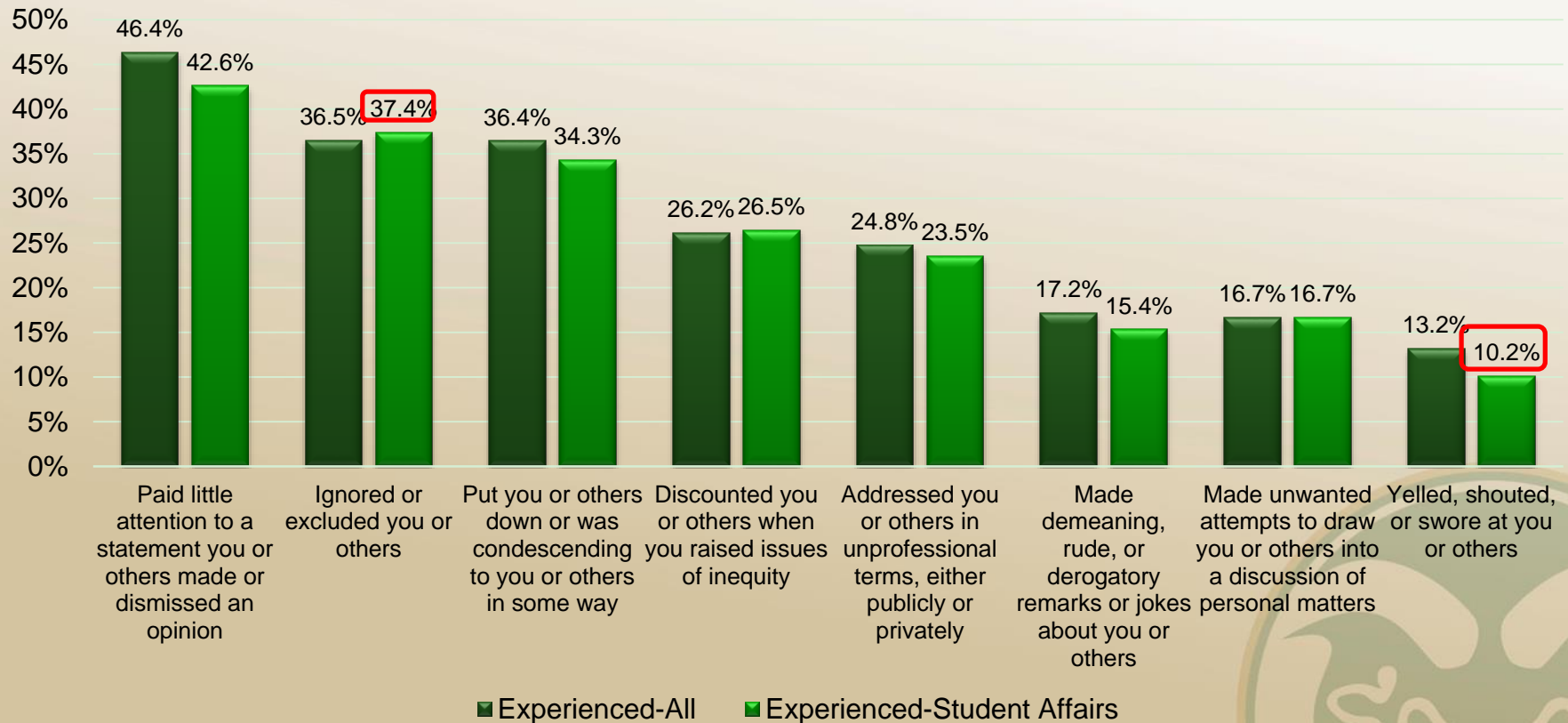
Disrespectful Experiences: Observed

An individual or a group of individuals...



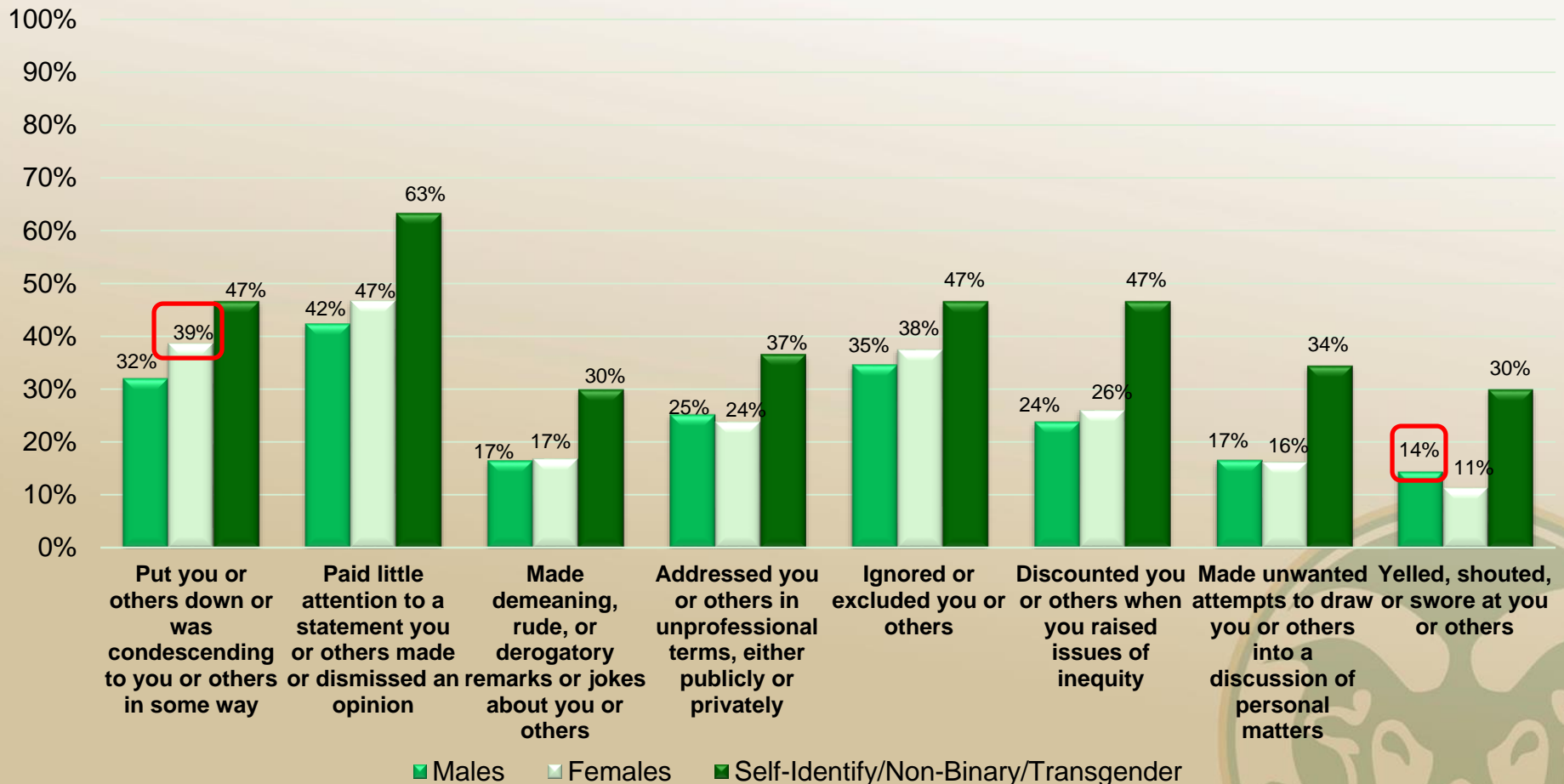
Disrespectful Experiences: Experienced

An individual or a group of individuals...



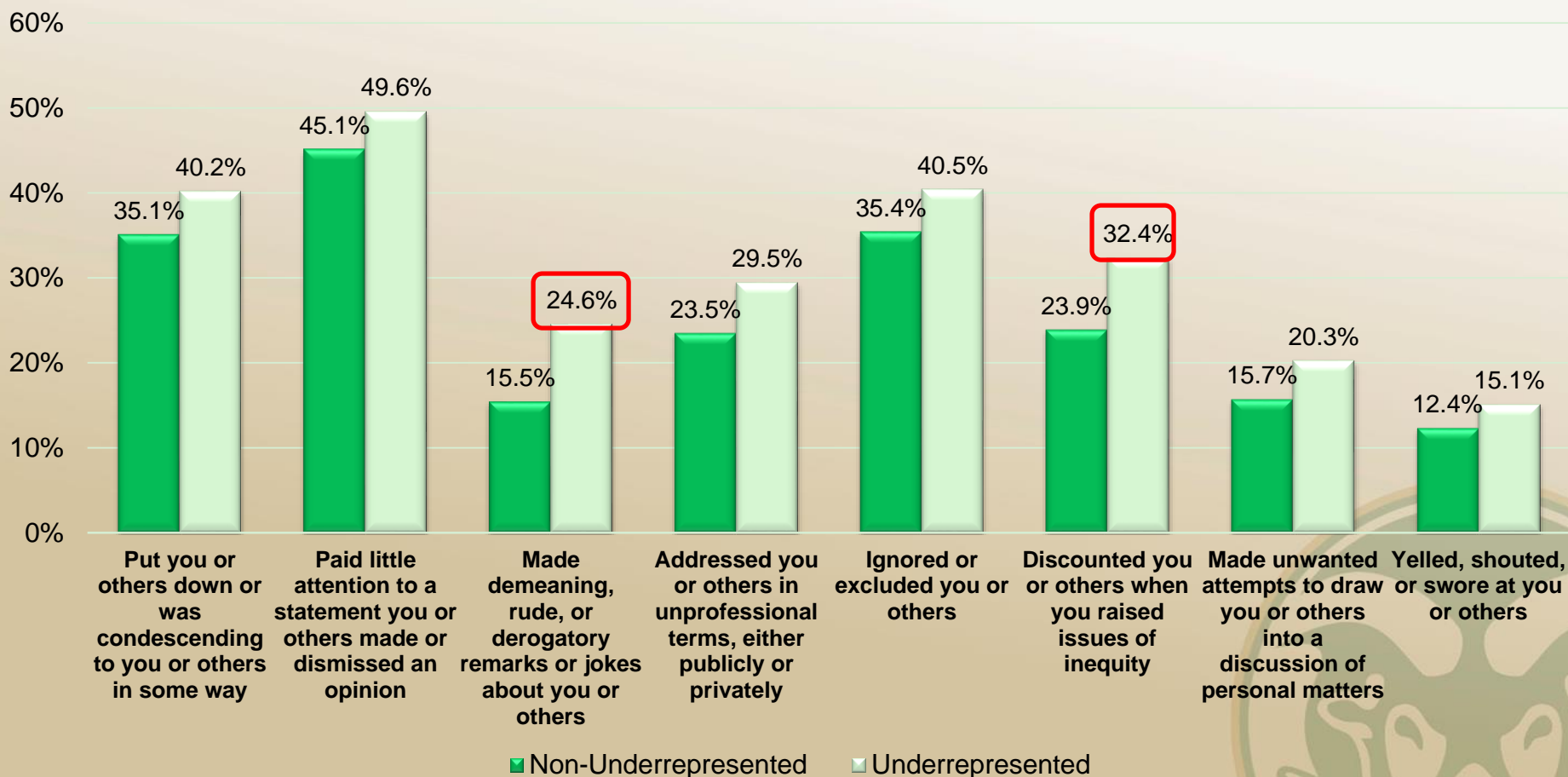
Disrespectful Experiences by Gender

An individual or a group of individuals...



Disrespectful Experiences by Underrepresentation (Race/Ethnicity)

An individual or a group of individuals...

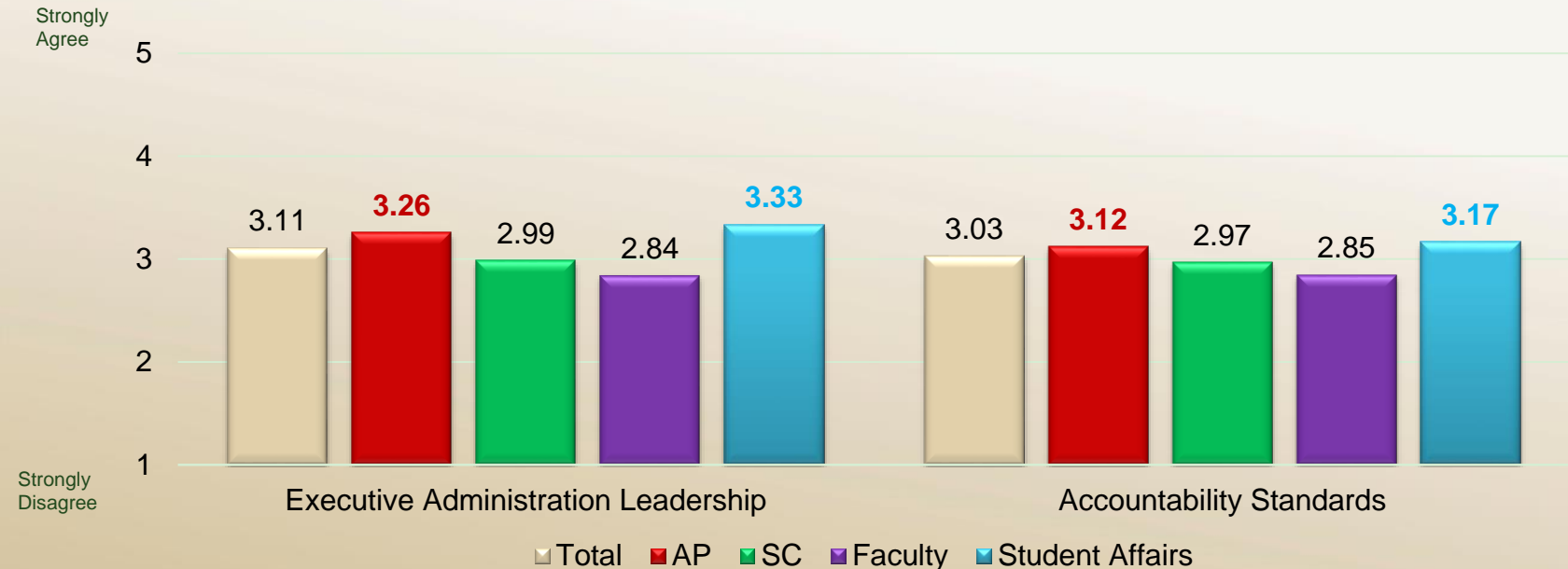


- **Executive Leadership**

- CSU leadership communicates institutional goals
- CSU's strategic goals are taking CSU in a positive direction
- CSU leadership is transparent in decision-making
- CSU is committed to shared governance
- CSU's major strategic initiatives are broadly communicated
- University leaders are held accountable for CSU's outcomes
- CSU leadership acts ethically and honestly in the workplace
- University leaders address issues of inequities

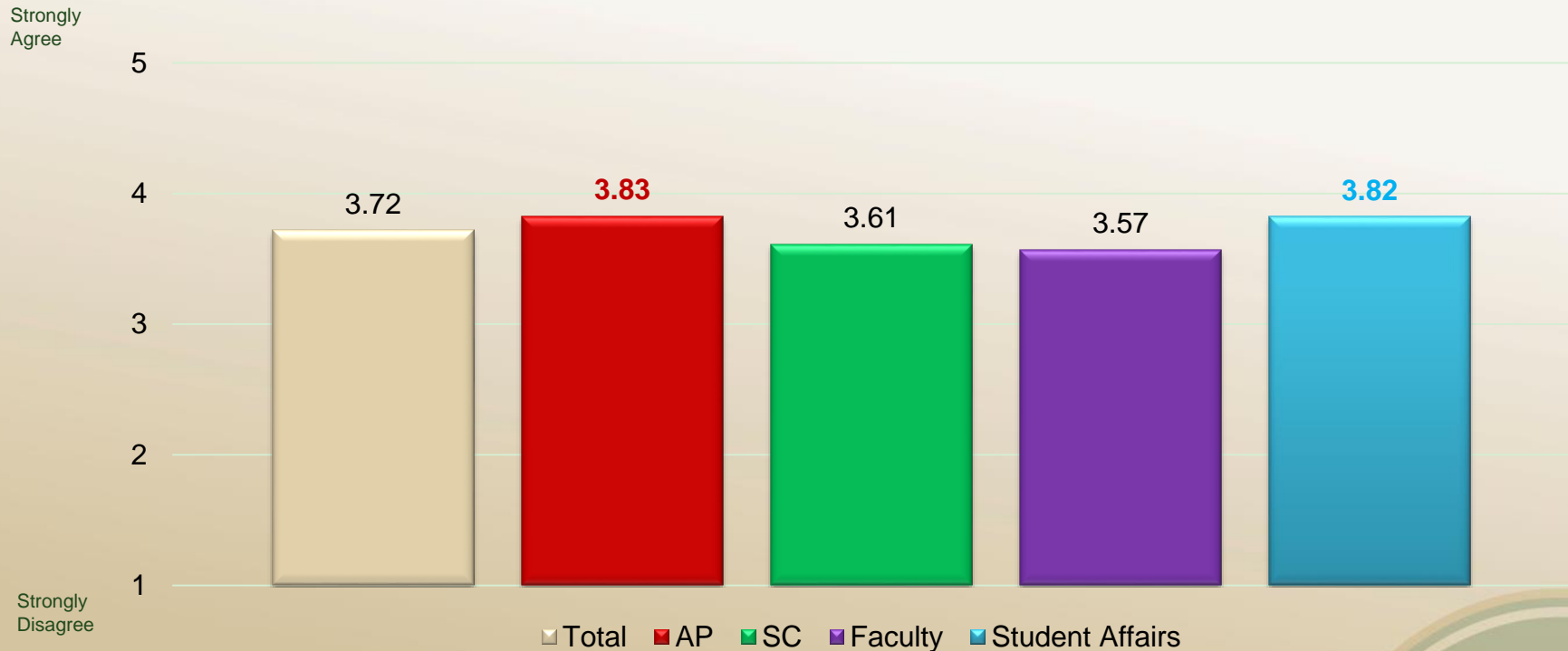
- **Accountability Standards**

- Employees are held accountable for negative or inappropriate behavior in the workplace
- Employees are held accountable for poor performance in the workplace
- University leaders adequately address negative or inappropriate behavior in the workplace
- Employees in my immediate work environment act ethically and honestly in the workplace



- **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)

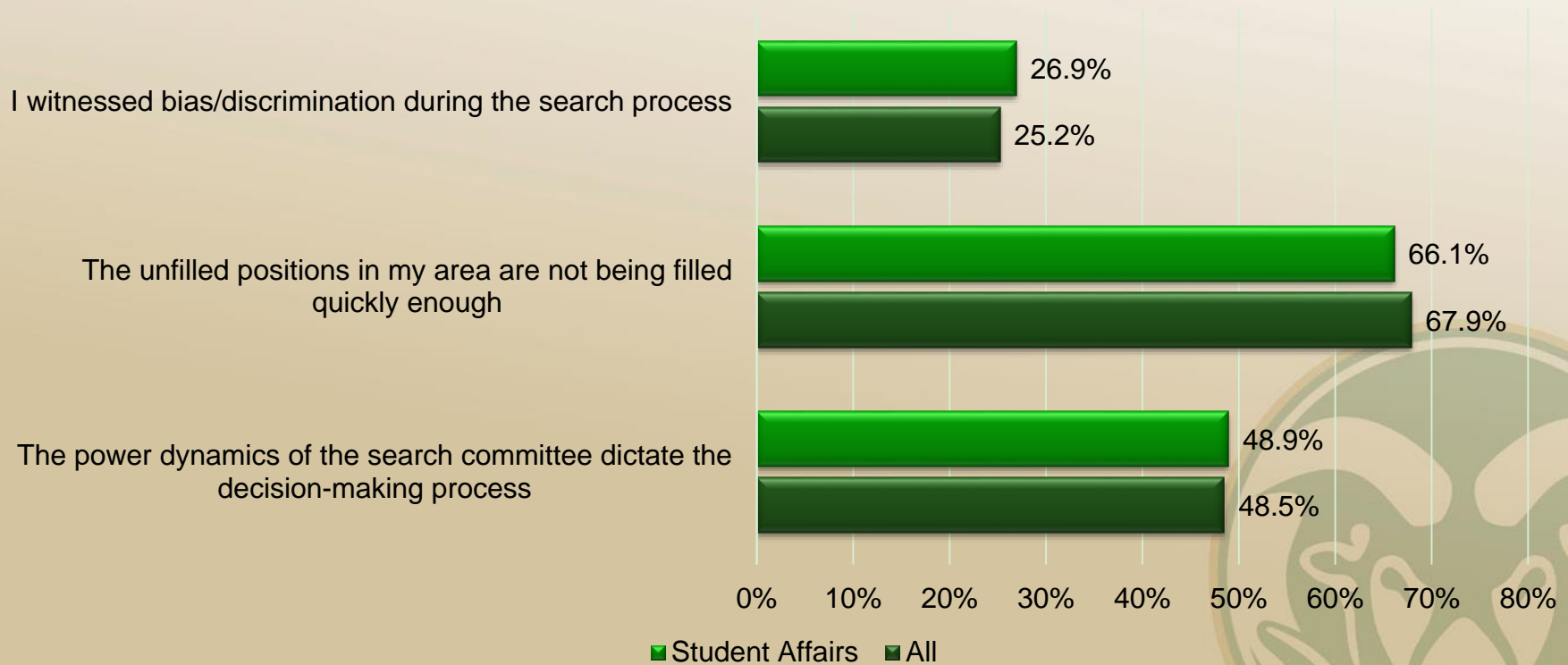
- My physical environment supports my successful completion of tasks
(18% Disagree, SA: 18%)
- I am physically comfortable in my work space
(16% Disagree, SA: 14%)
- My physical environment promotes collaboration
(23% Disagree, SA: 18%)
- I have the proper equipment and resources available to complete 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%)



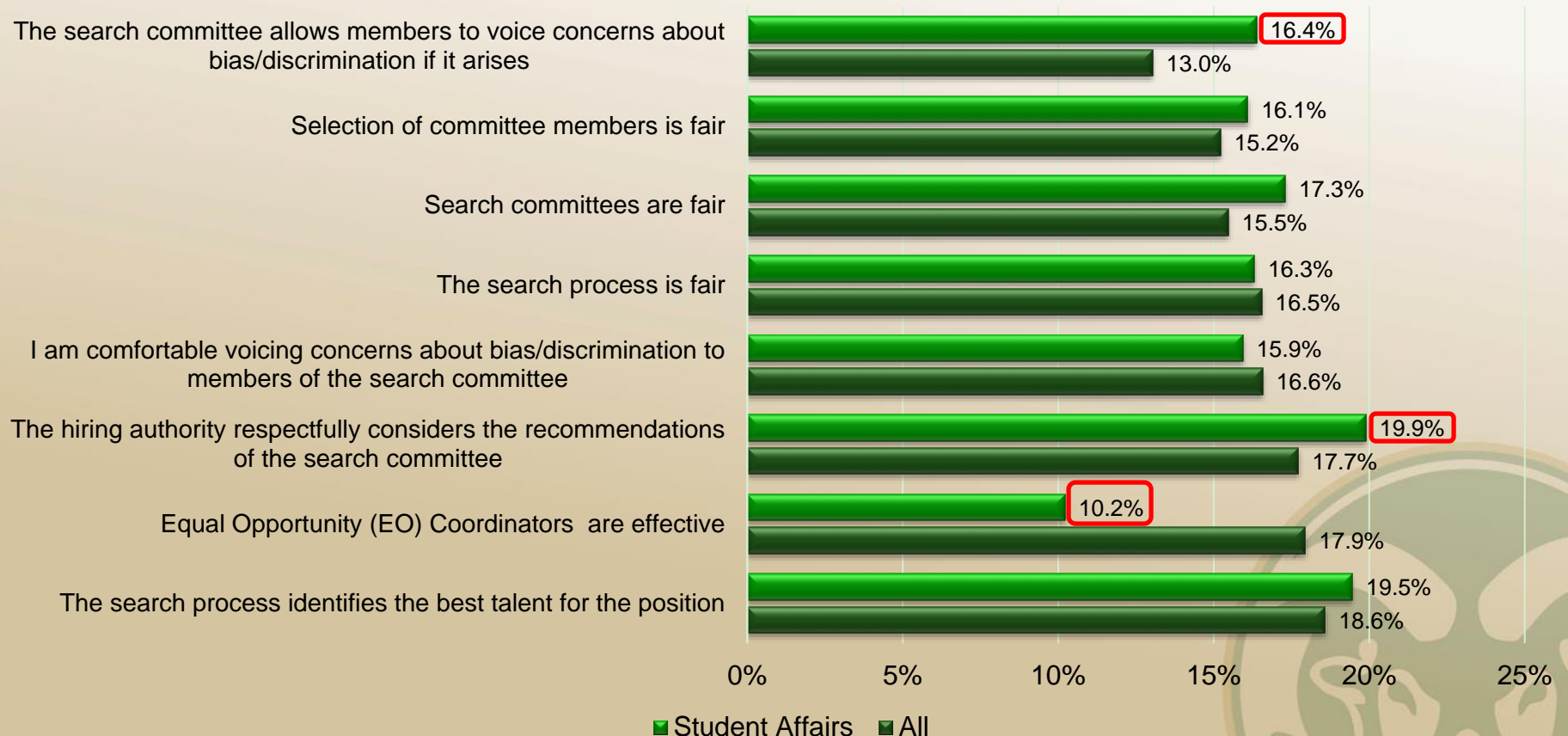
- Administrative Professionals** have significantly higher mean scores for perceptions of their Physical Environment than **Staff Classified** or **Faculty** (effect sizes = .30 and .35 respectively)

- 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

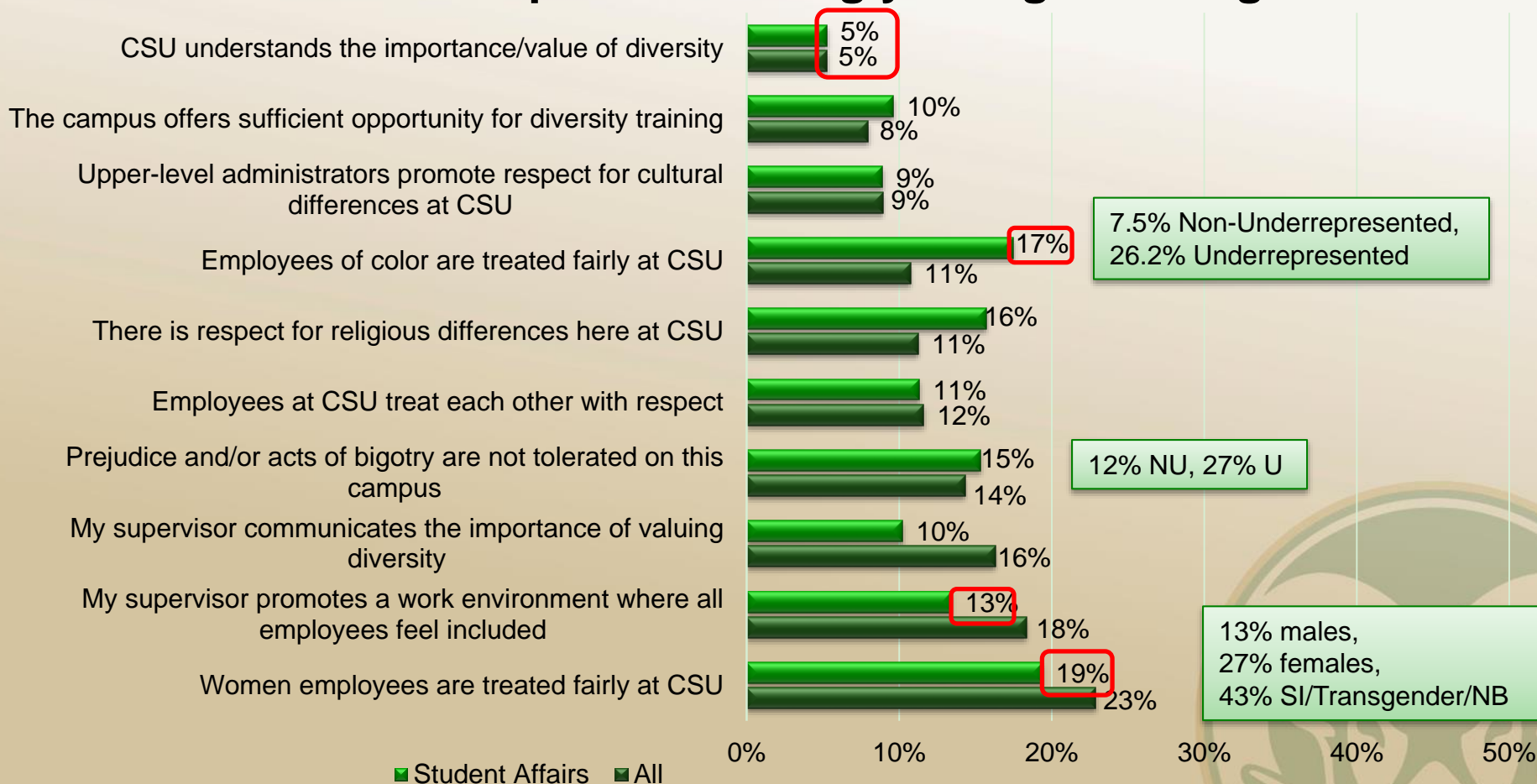
Percent who responded Strongly Agree/Agree



Percent who responded Strongly Disagree/Disagree



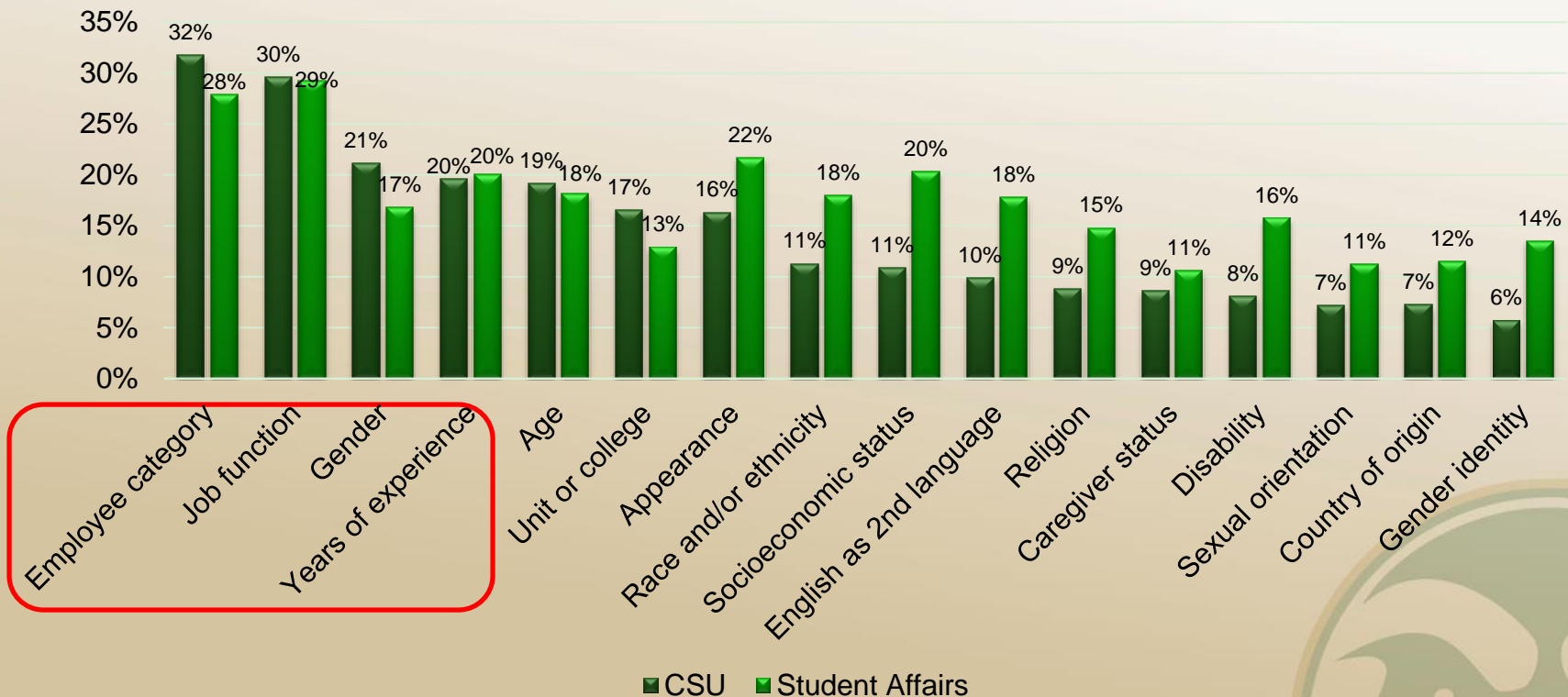
Percent of responded Strongly Disagree/Disagree



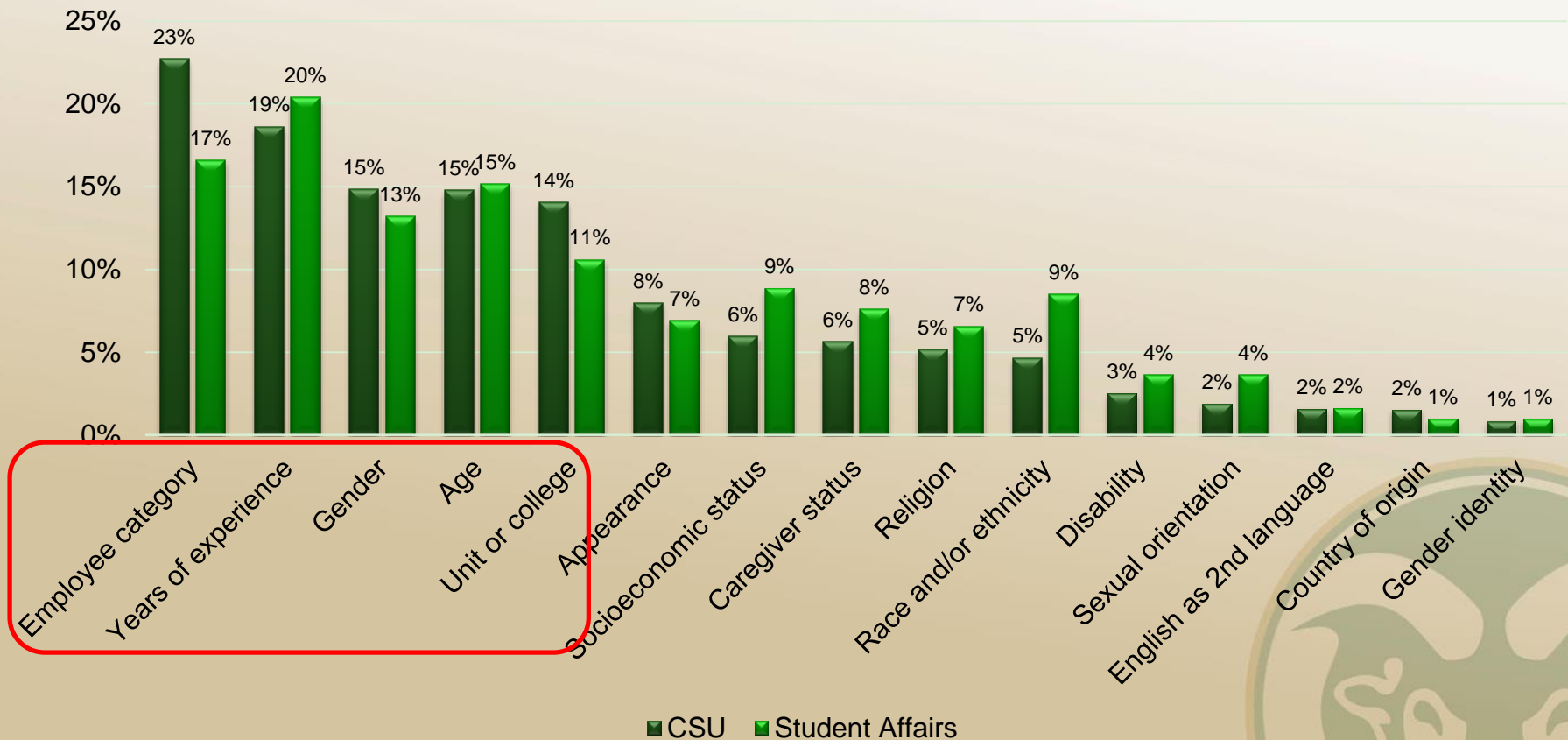
Percent who responded Strongly Agree/Agree



I observed negative treatment or behavior based on:

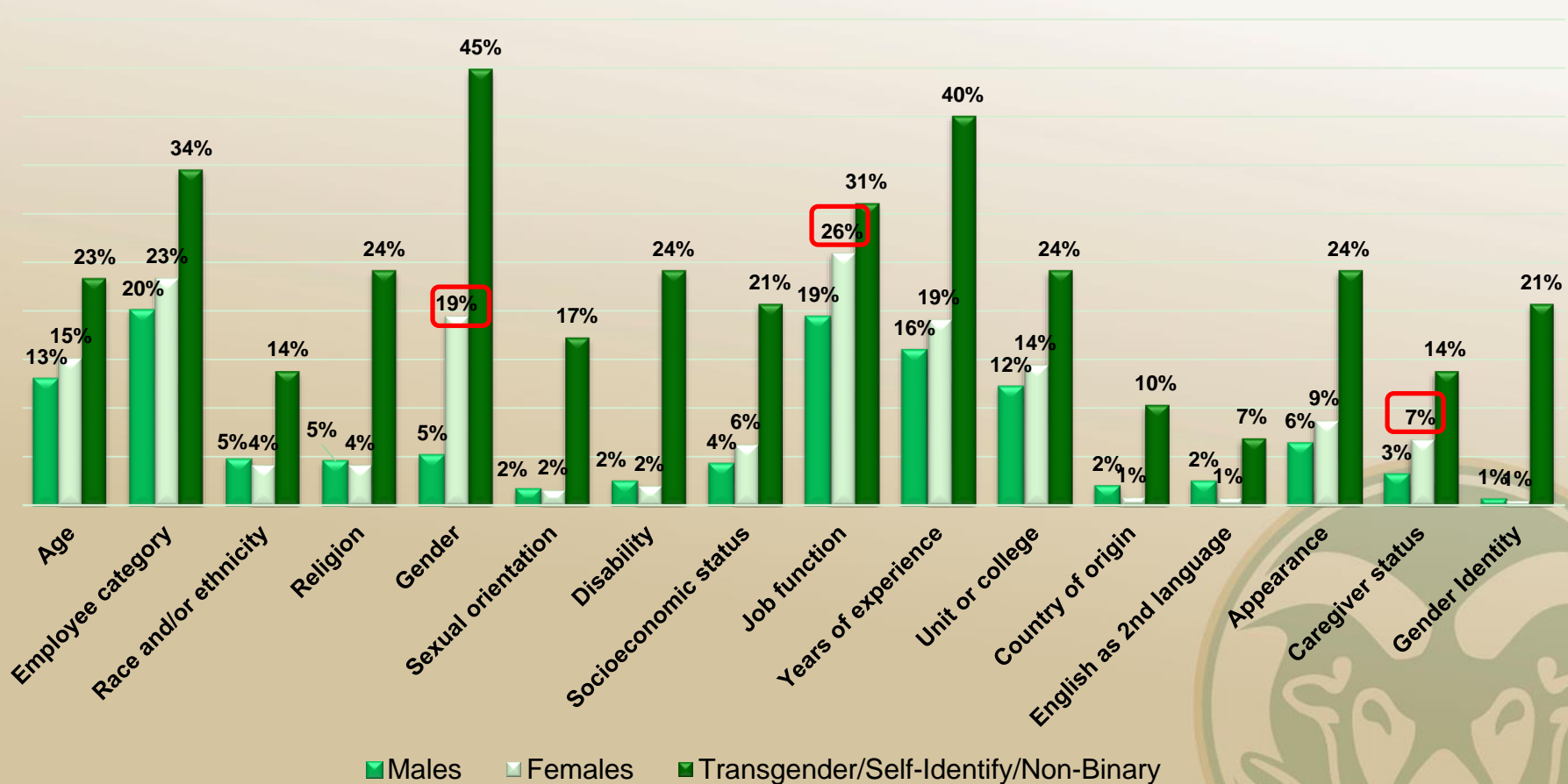


I experienced negative treatment or behavior based on:



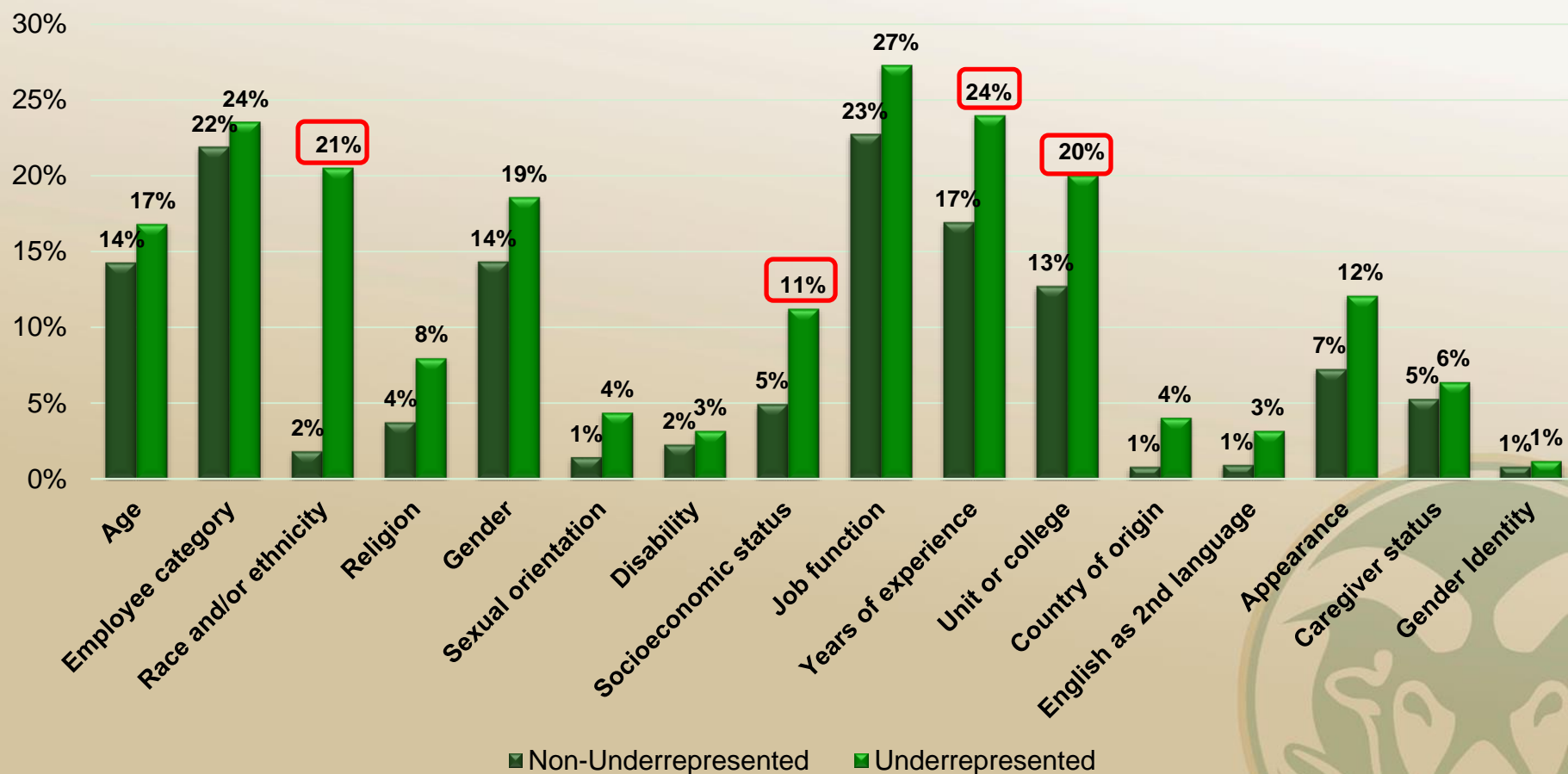
Negative Treatment or Behavior: Experiences by Gender

I experienced negative treatment or behavior based on:

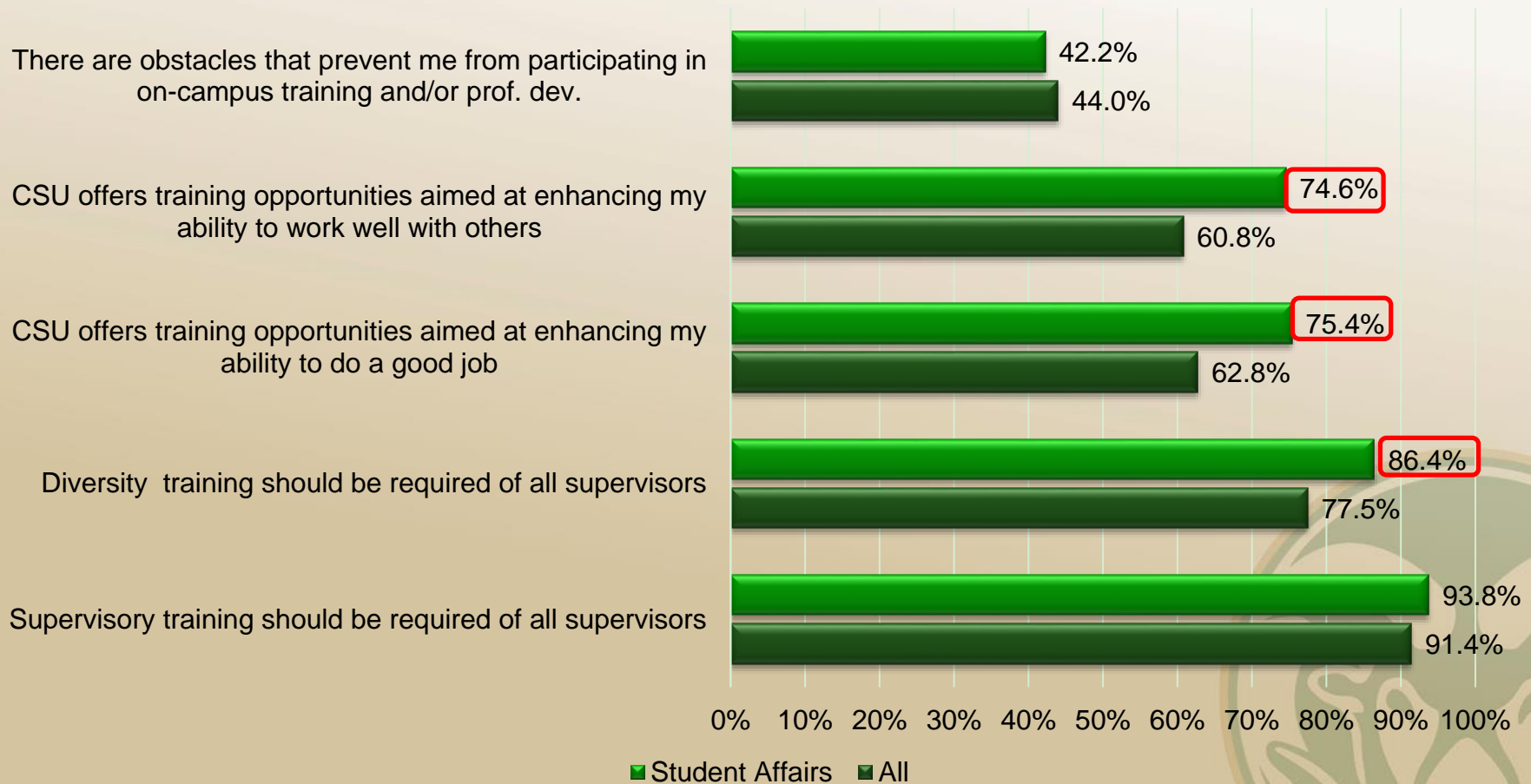


Negative Treatment or Behavior: Experiences by Underrepresentation (Race/Ethnicity)

I experienced negative treatment or behavior based on:

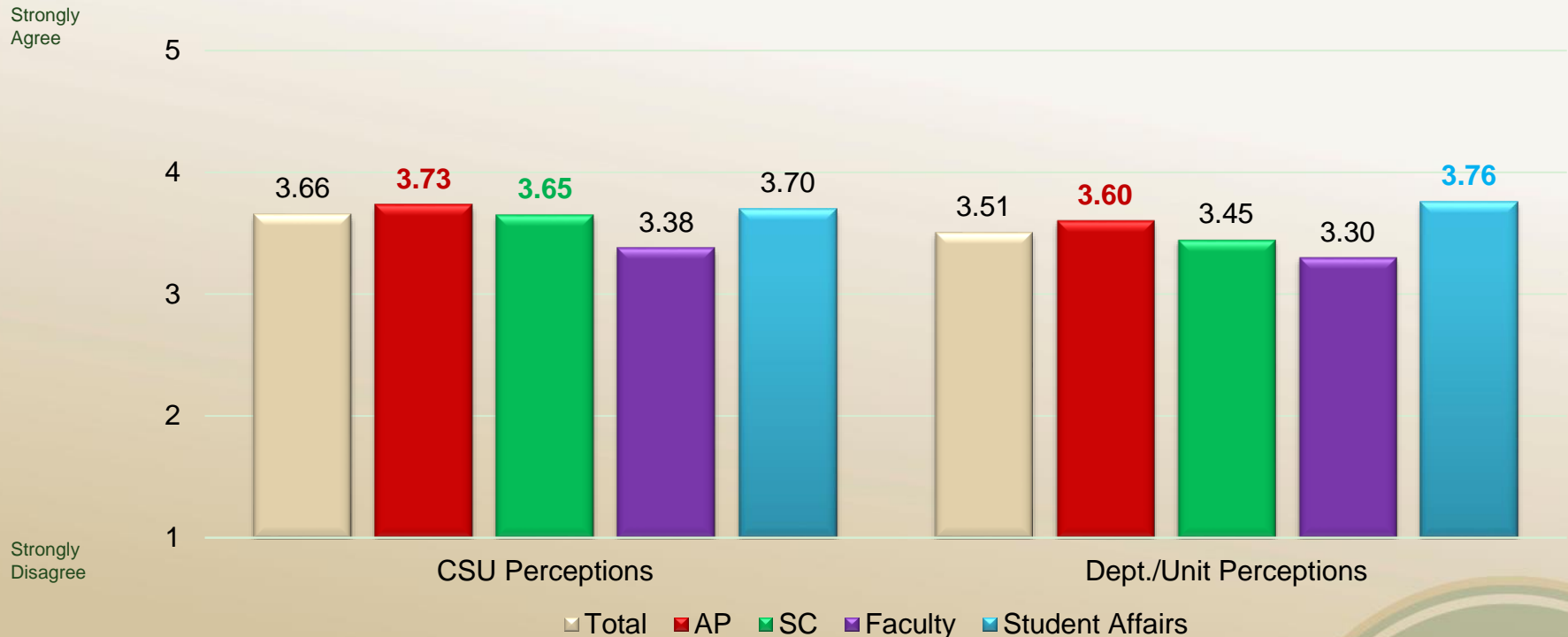


Percent who responded Strongly Agree/Agree



- 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

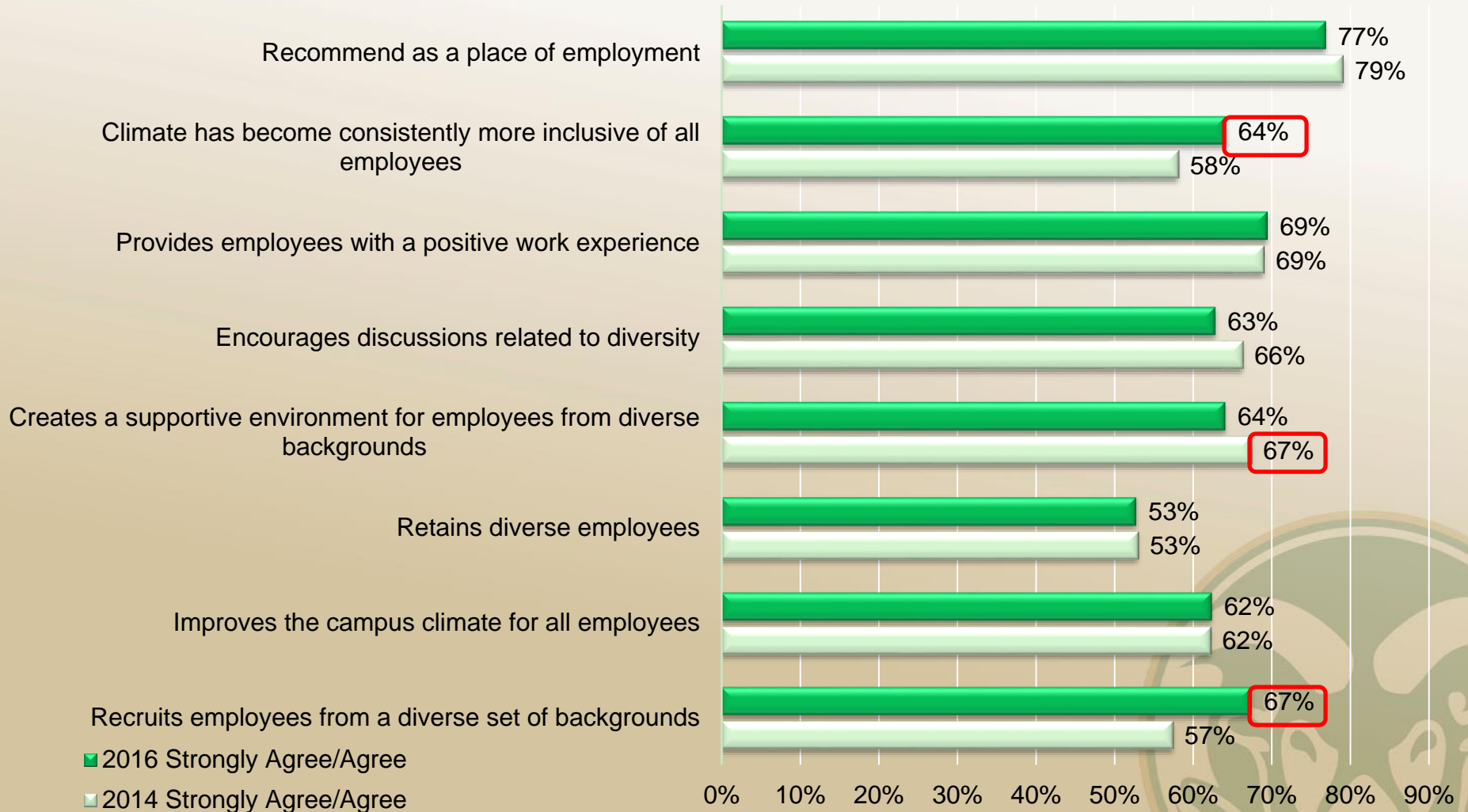
Campus Perceptions



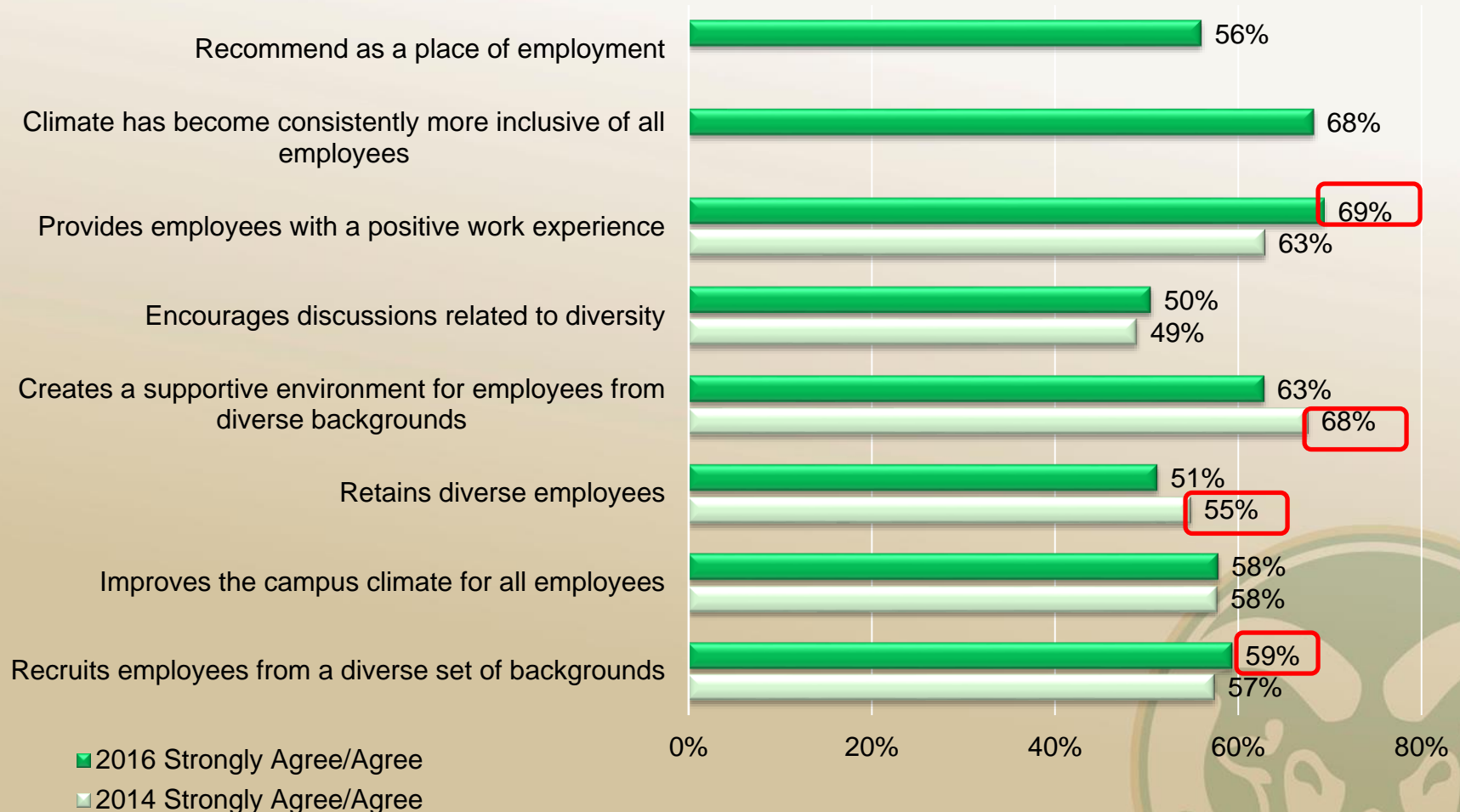
- **Administrative Professional** and **State Classified**, on average, have significantly more favorable CSU climate perceptions than **Faculty** (effect sizes = .34 and .35 respectively)
- **Administrative Professional** have significantly more favorable unit climate perceptions compared to **State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

- 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
- The majority of respondents agree that **CSU's** (64%) and the **department's** (68%) campus climate has become consistently more inclusive of all employees
- 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%)

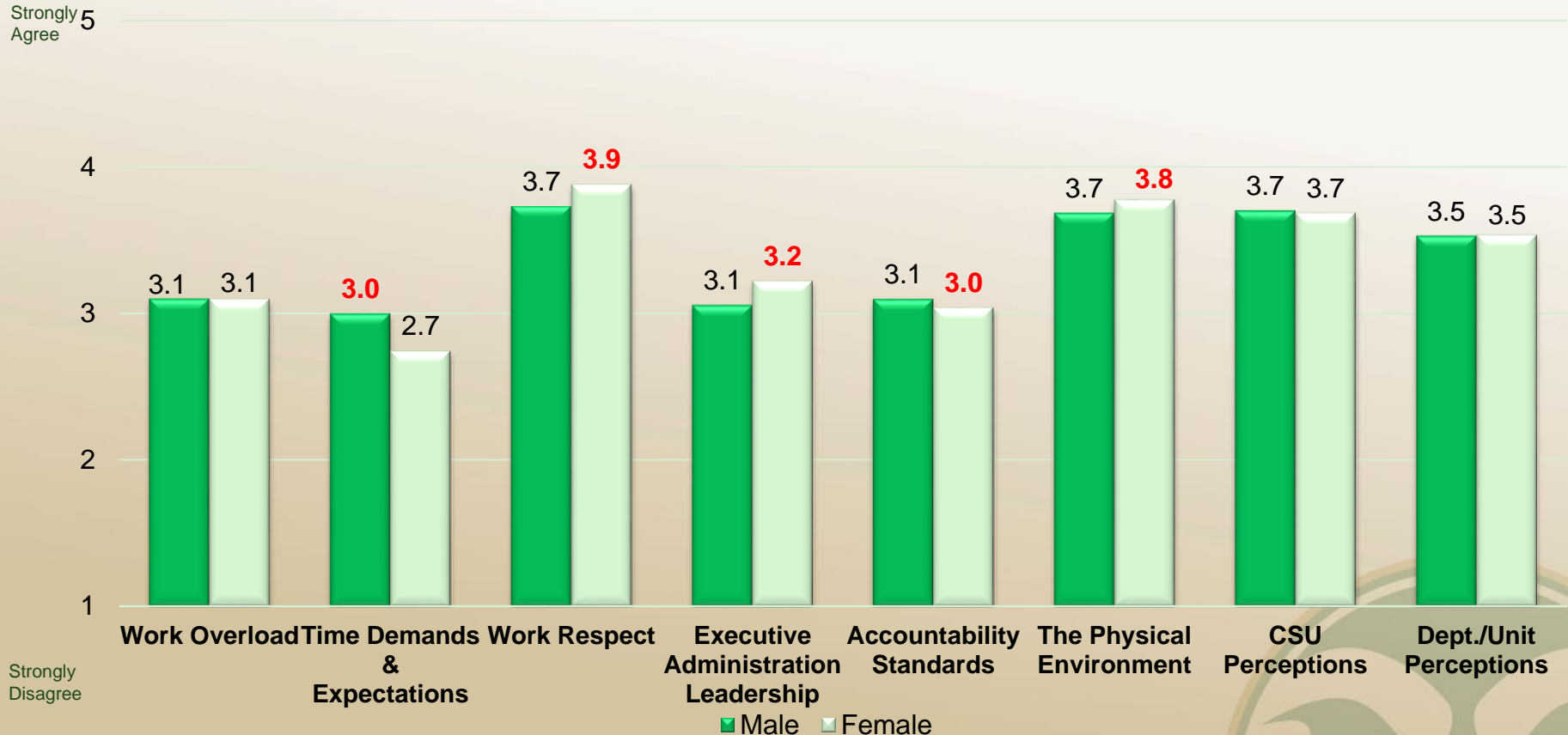
CSU Campus Perceptions: 2016 vs. 2014



Department/Unit/Office Perceptions: 2016 vs. 2014



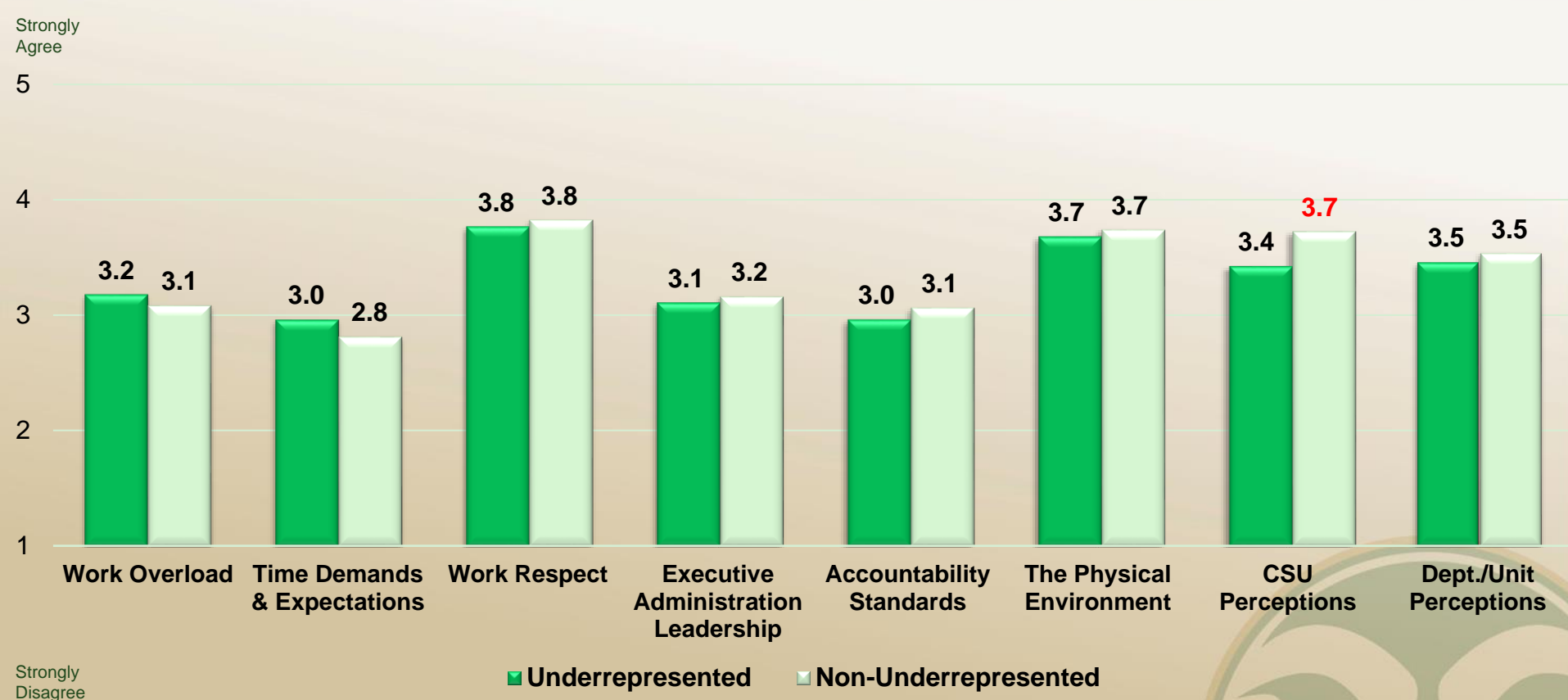
Average Responses by Gender



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)

Average Responses by Underrepresentation (Race/Ethnicity)



Sign: Differences by Employee Category:

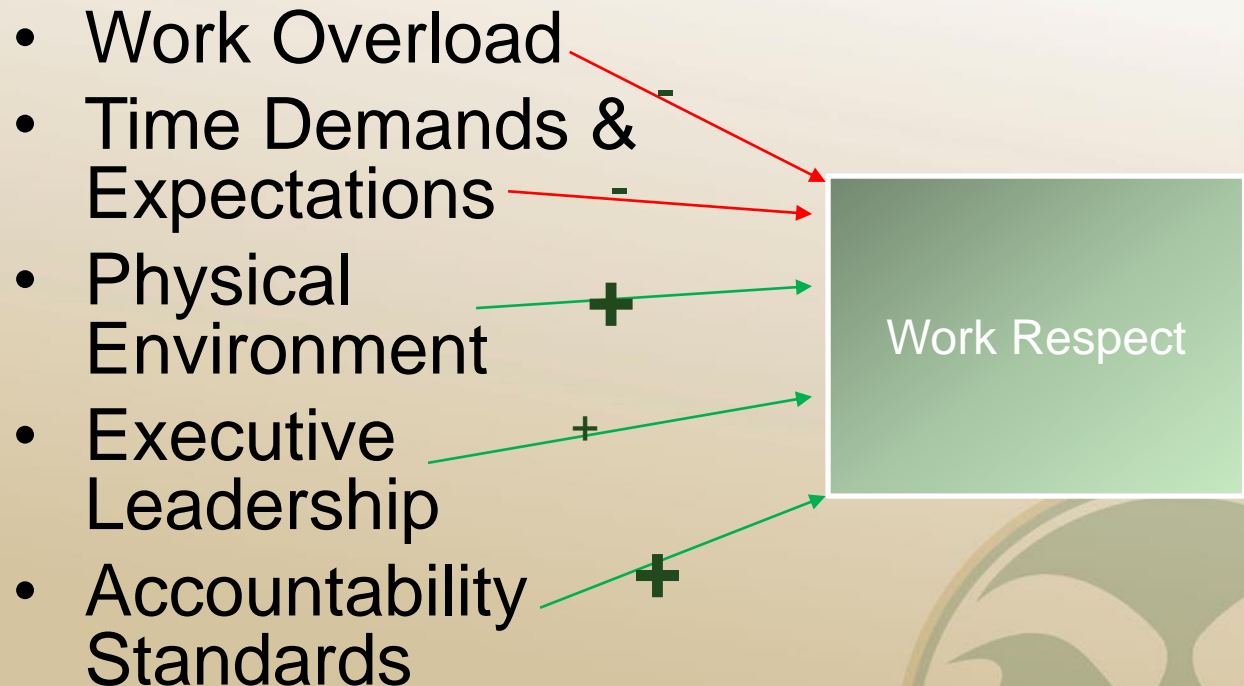
(All significant differences: underrepresented had less favorable means)

- 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

What impacts perceptions of work respect?

Covariates

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



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

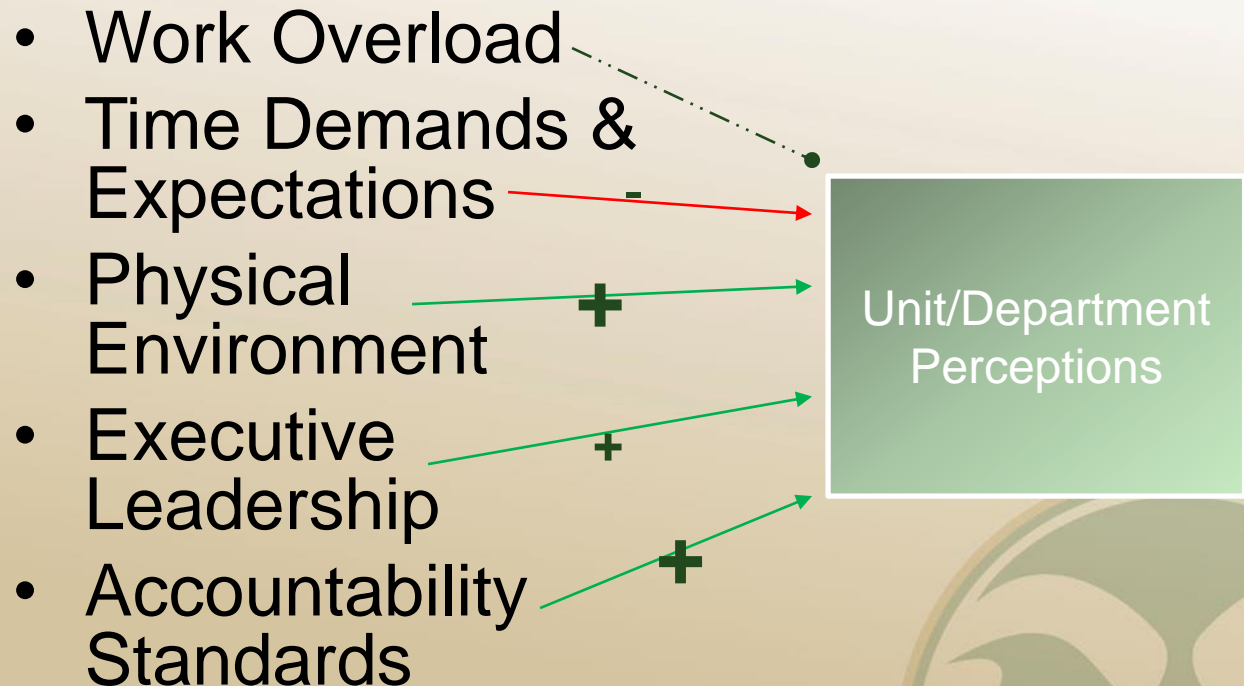
CSU Perceptions



What impacts unit perceptions ?

Covariates

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



- **CSU alumni** have significantly more positive perceptions of the Executive Leadership and the Campus Climate than non-alumni (effect sizes = .11 and .16 respectively)
 - **Student Affairs:** None
- On average, **employees with no dependents** have significantly more favorable mean scores for all constructs except physical environment than employees with dependents (effect sizes < .20)
 - **Student Affairs:** None; Work respect directionally
- Employees who have **worked at CSU for five years or less** have significantly more favorable mean scores for all constructs than those who have worked at CSU for six or more years (effect sizes < .16 -.38)
 - **Student Affairs:** All significant except CSU and Unit Perceptions and Phys. Environment

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





Questions/Comments?

