

2016 Employee Climate Survey:

Prepared for University Operations

Assessment Group for Diversity Issues

Chair: VP for Diversity, Mary Ontiveros

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**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.

University Operations: 36% Total Response Rate (n =223)
58% AP Response Rate (n= 73)
31% SC Response Rate (n=150)

Employee Characteristics	Survey	UO	CSU
Gender	n = 2,191	n = 223	n = 7224
Female	63.5%	48.4%	52.4%
Male	34.9%	50.7%	47.6%
Transgender, Non-Binary, Self-Identify	1.6%	< 1%	
Employees of Color			
Underrepresented	13.8%	15.8%	14.9%
Non-Underrepresented	86.2%	84.2%	85.1%
Employee Category			
Administrative Professional (includes RA and postdocs)	54.0%	32.7%	51.2%
Faculty	15.8%	0.0%	25.6%
State Classified	30.3%	67.3%	23.3%
Years Employed at CSU			
Two years or less	19.7%	19.0%	
3 to 5 years	21.4%	21.8%	
6 to 10 years	20.5%	20.4%	
11 to 15 years	14.6%	16.7%	
16 or more years	23.7%	22.2%	

*Valid percent reported (excludes missing data)

- 8.9% of all respondents do not have a 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**

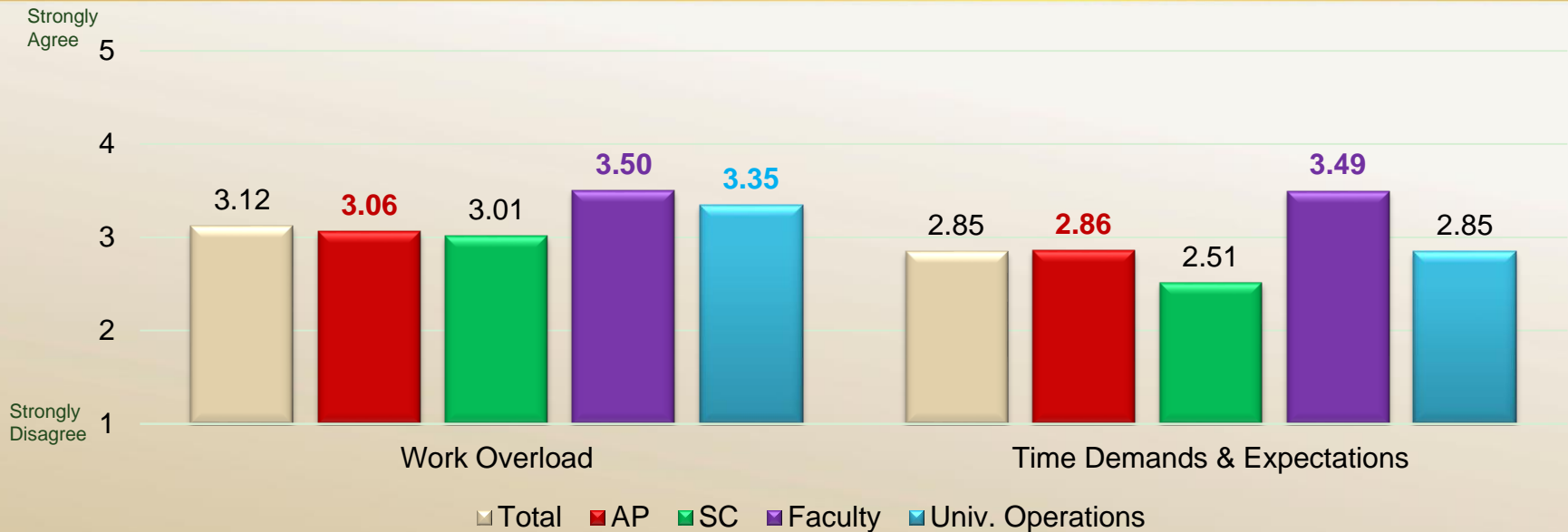
- The amount of work I have to do interferes with the quality I want to maintain (45% Agree; UO: 53%)
- My workload is too heavy (39% Agree; UO: 46%)
- I don't have time to finish my job (37% Agree; UO: 47%)
- I'm rushed in doing my job (43% Agree; UO: 52%)
- I feel overburdened in my job (41% Agree; UO: 51%)

- **Time Demands & Expectations**

- I am expected to work more than 40 hours a week (40% Agree; UO: 36%)
- I feel pressure to be reachable for work purposes throughout the day and evening (40% Agree; UO: 38%)
- I have to stay too many extra hours at my job (31% Agree; UO: 32%)
- I am expected to put my job ahead of my family or personal life (18% Agree; UO: 21%)

- **Select additional Workload items not in constructs:**

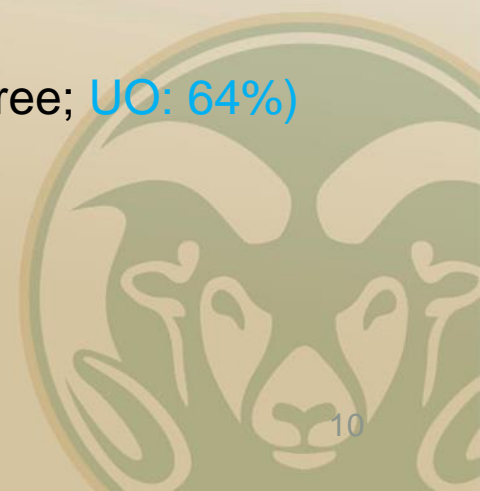
- I have to take on work that falls outside my job description (46% Agree; UO: 55%)
- A healthy work/life balance is supported in my work environment (52% Agree; UO: 45%)
- My work is acknowledged when I do a good job (52% Agree; UO: 44%)

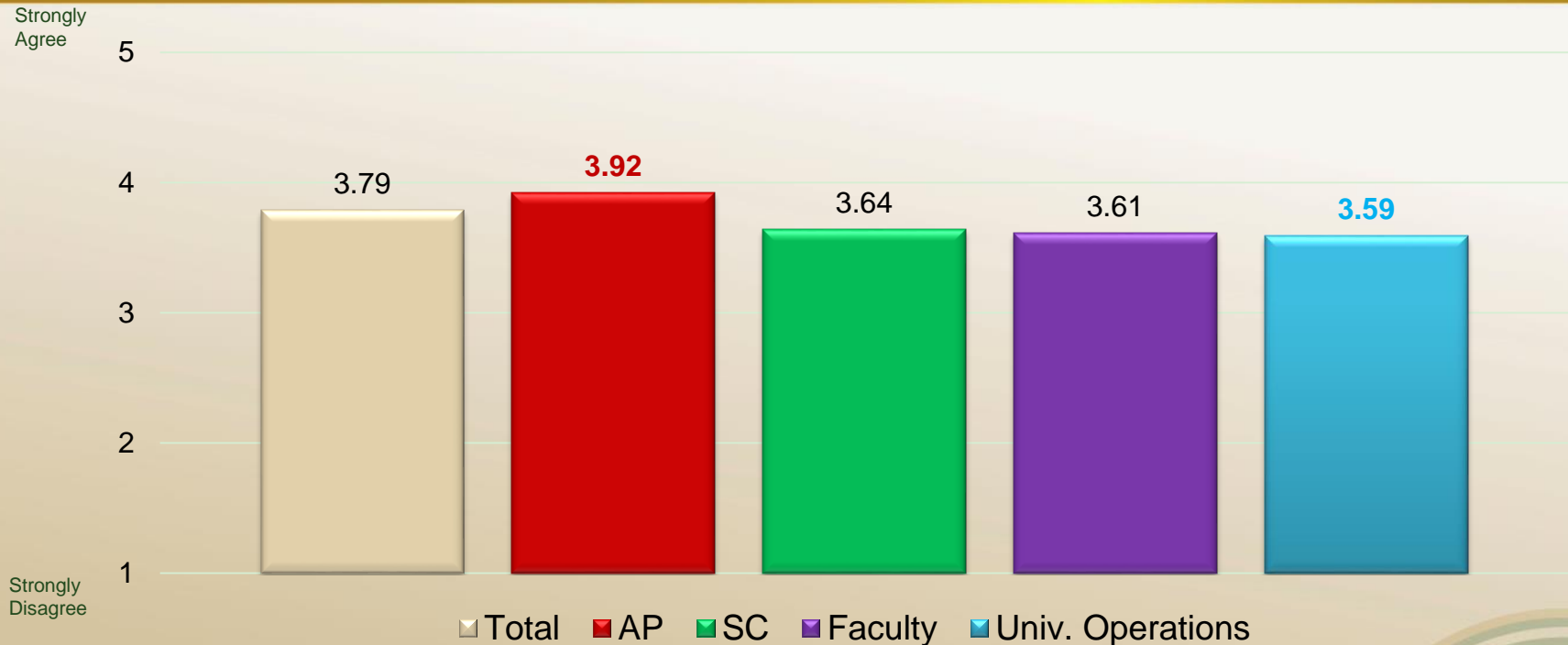


- Employees in **University Operations** have significantly higher perceptions of their Work Overload than all respondents ($d = .21$); however, on average, their Time Demands & Expectations scores do not significantly differ
- Within **University Operations**, Administrative Professional have significantly higher mean scores for Time Demands & Expectations (consistent with all employees) ($d = .50$), but also significantly higher mean scores for Work Overload (not consistent with all employees) than Staff Classified ($d = .31$);

Work Respect

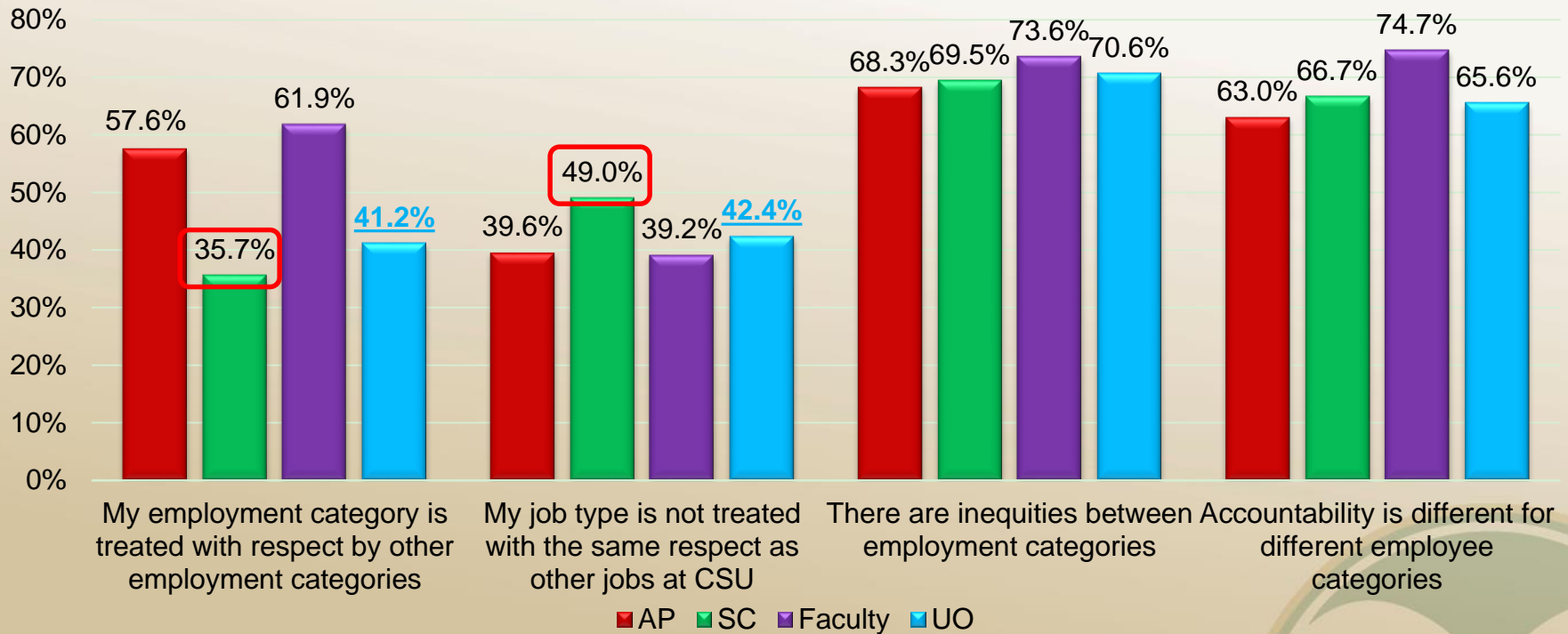
- My work contribution is appreciated (69% Agree; [UO: 59%](#))
- I am cared about at work (67% Agree; [UO: 58%](#))
- I am treated with respect at work (**75% Agree**; [UO: 67%](#))
- My supervisor supports me and advocates on my behalf (68% Agree; [UO: 64%](#))





- Employees under the **University Operations** division have a significantly lower mean score on average for Respect than all employees ($d = .20$)
- Within **University Operations**, Administrative Professionals have significantly higher mean scores for Work Respect than Staff Classified ($d = .36$)

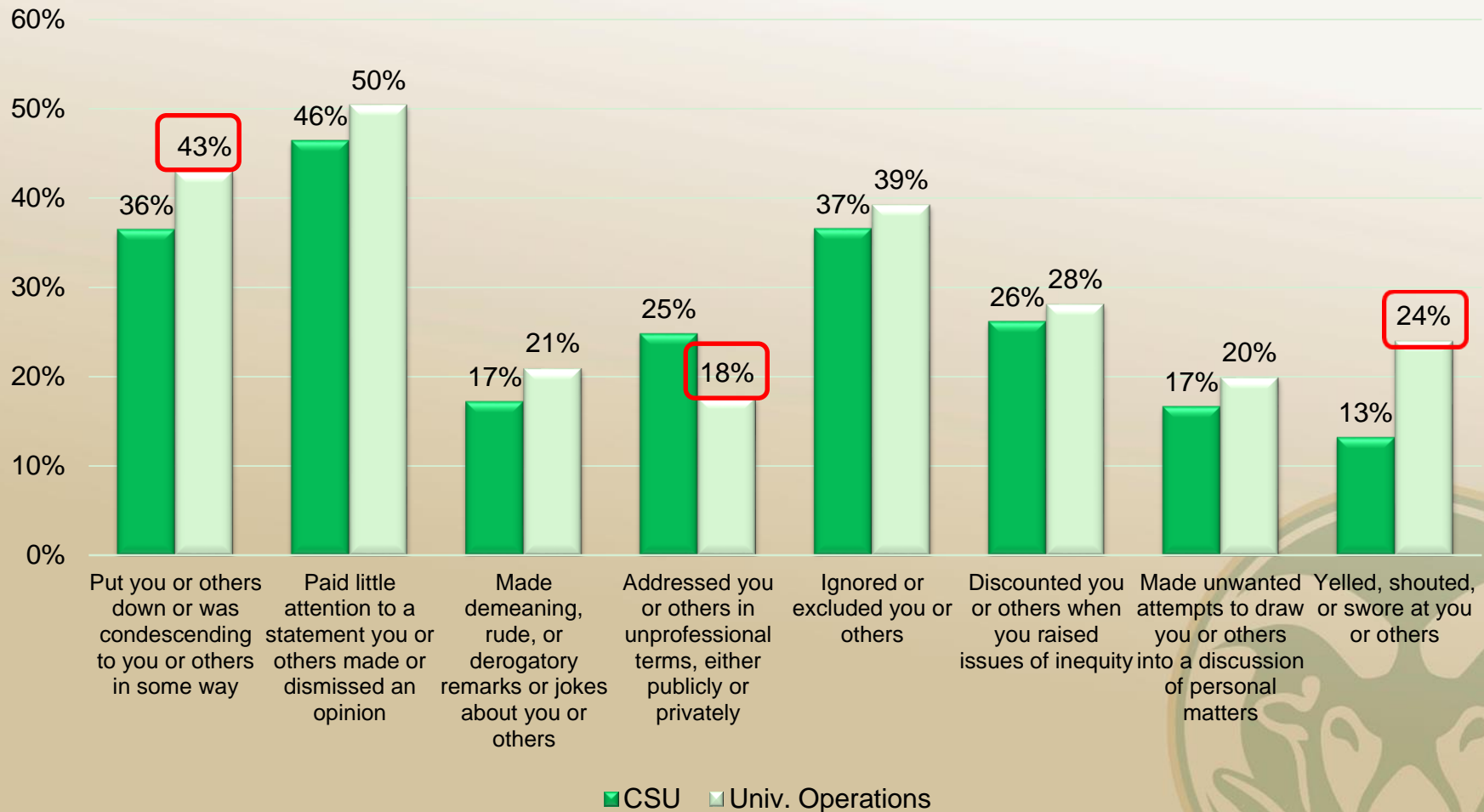
Percent who Responded Strongly Agree or Agree



- 41% of University Operations employees agreed their employment category is not treated with the same respect as other jobs at CSU (30% of State Classified and 64% of AP)
- 42% of University Operations employees agreed their job type is not treated with the same respect as other jobs at CSU (45% of State Classified and 38% of AP)

Disrespectful Experiences

An individual or a group of individuals...

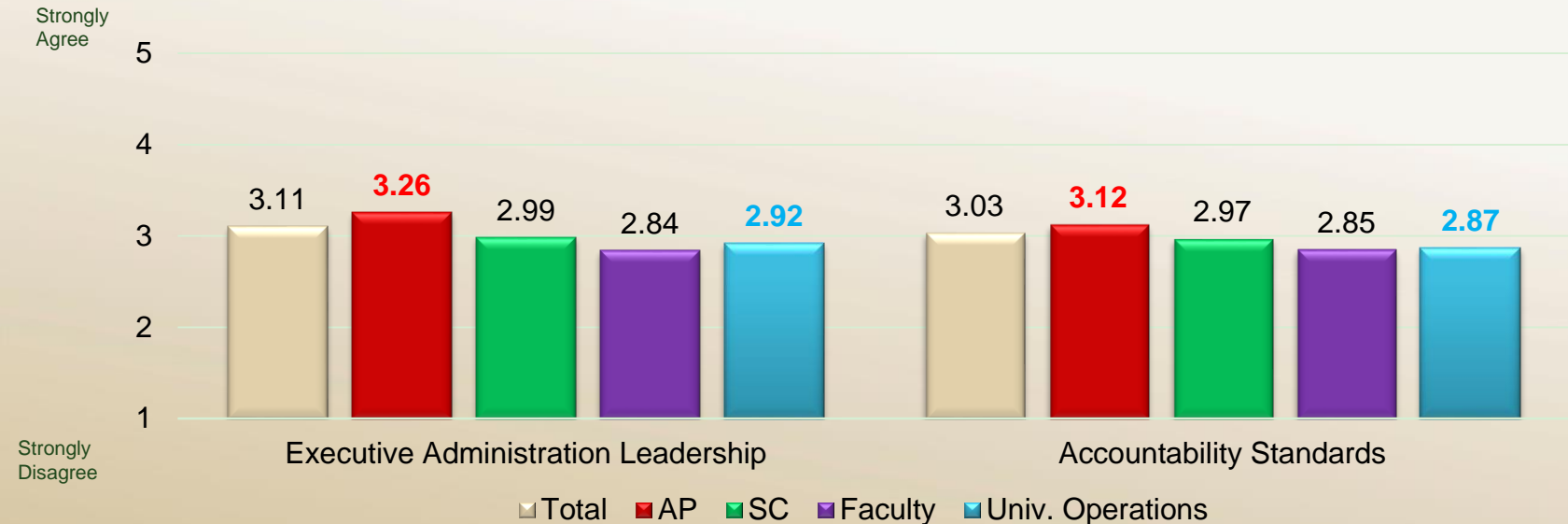


- **Executive Leadership**

- CSU leadership communicates institutional goals (58% Agree; [UO: 49%](#))
- CSU's strategic goals are taking CSU in a positive direction (55% Agree; [UO: 49%](#))
- CSU leadership is transparent in decision-making (23% Agree; [UO: 18%](#))
- CSU is committed to shared governance (32% Agree; [UO: 30%](#))
- CSU's major strategic initiatives are broadly communicated (55% Agree; [UO: 45%](#))
- University leaders are held accountable for CSU's outcomes (29% Agree; [UO: 22%](#))
- CSU leadership acts ethically and honestly in the workplace (53% Agree; [UO: 44%](#))
- University leaders address issues of inequities (43% Agree; [UO: 32%](#))

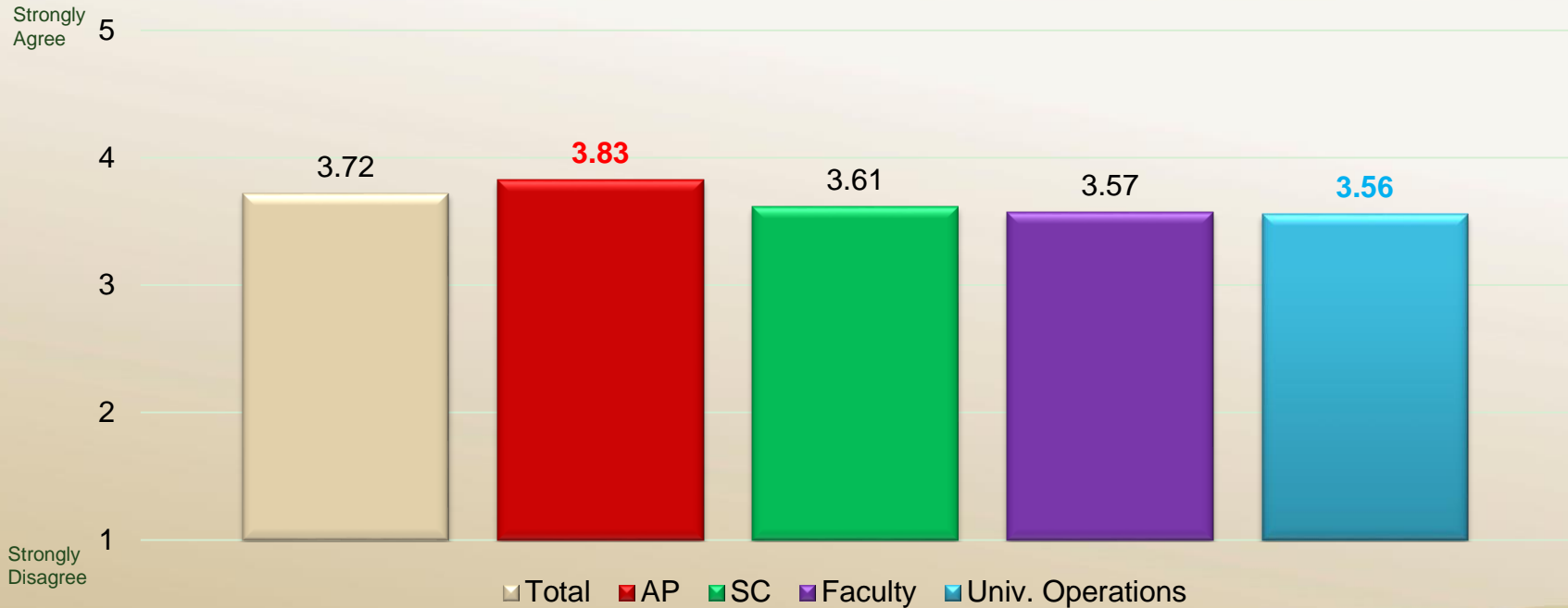
- **Accountability Standards**

- Employees are held accountable for negative or inappropriate behavior in the workplace (50% Disagree; [UO: 51%](#))
- Employees are held accountable for poor performance in the workplace (50% Disagree; [UO: 55%](#))
- University leaders adequately address negative or inappropriate behavior in the workplace (32% Disagree; [UO: 41%](#))
- Employees in my immediate work environment act ethically and honestly in the workplace (14% Disagree; [UO: 16%](#))



- **University Operations** have significantly lower average scores for their perceptions of Executive Leadership and Accountability Standards compared to all respondents ($d = .23$ and $.18$ respectively)
- There were no significant differences within University Operations by employment category

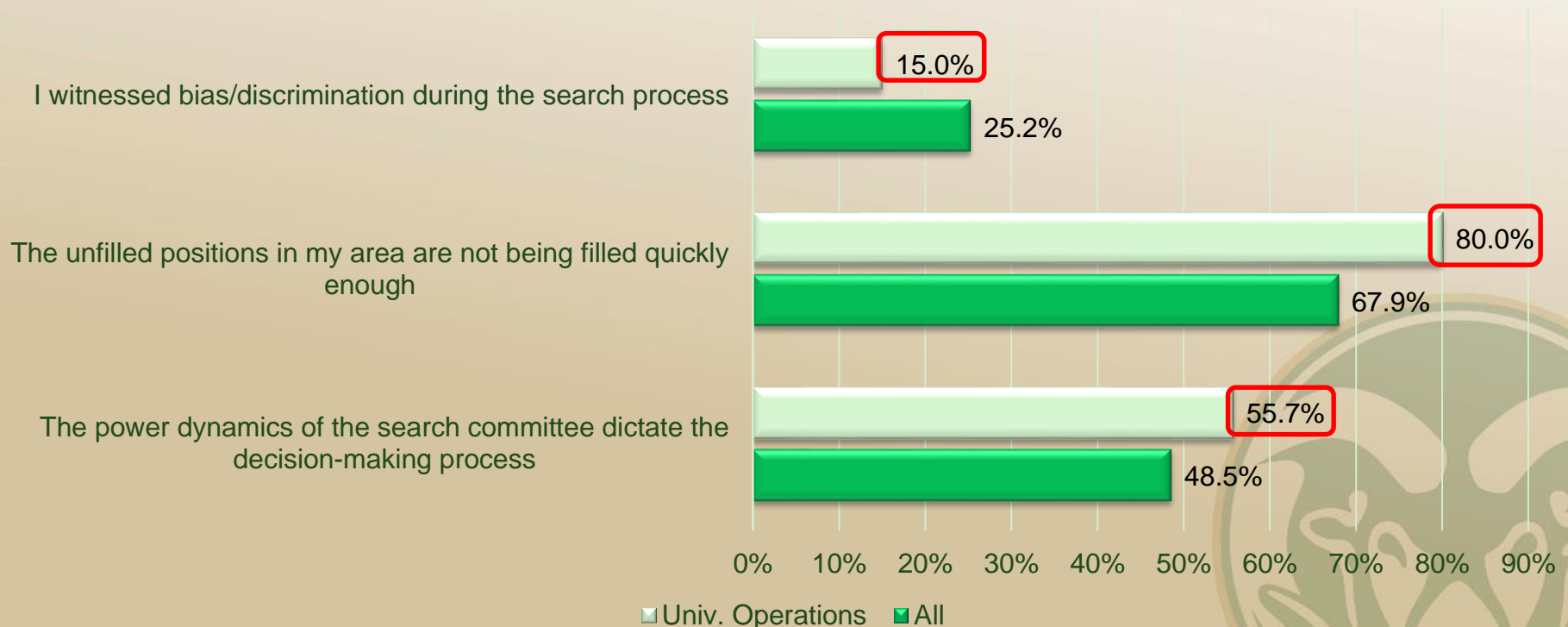
- My physical environment supports my successful completion of tasks
(18% Disagree; [UO: 23%](#))
- I am physically comfortable in my work space
(16% Disagree; [UO: 20%](#))
- My physical environment promotes collaboration
(23% Disagree; [UO: 27%](#))
- I have the proper equipment and resources available to complete my work
(15% Disagree; [UO: 24%](#))
- My physical environment is welcoming of employees from different backgrounds
(10% Disagree; [UO: 12%](#))
- My physical environment meets my personal needs (access, bathroom, prayer, lactation)
(9% Disagree; [UO: 12%](#))
- My physical environment (e.g. signage, construction hazards, lighting, parking) supports my sense of safety
(13% Disagree; [UO: 14%](#))
- Employees respect shared space (e.g. classrooms)
(10% Disagree; [UO: 14%](#))



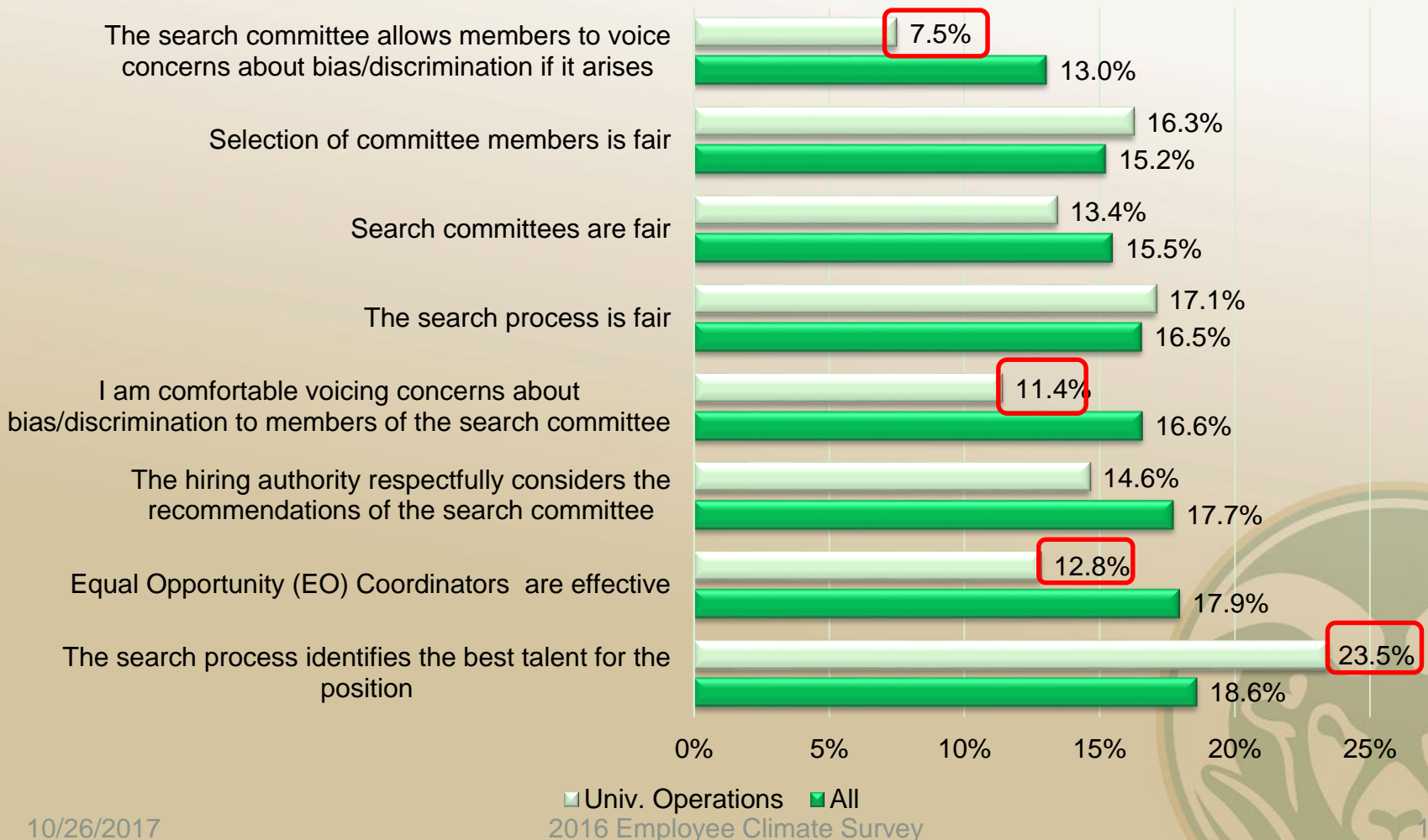
- **University Operations** have significantly lower perceptions on average of their Physical Environment compared to all CSU respondents ($d = .21$)
- Among **University Operations**, Administrative Professionals have significantly higher mean scores for perceptions of their Physical Environment than Staff Classified (consistent with all employees) ($d < .05$)

- 51.1% of respondents have served on a search committee in the past five years
 - 33.3% of State Classified, 63.6% of Faculty, 60.1% of Administrative Professional
 - 36.8% of University Operations

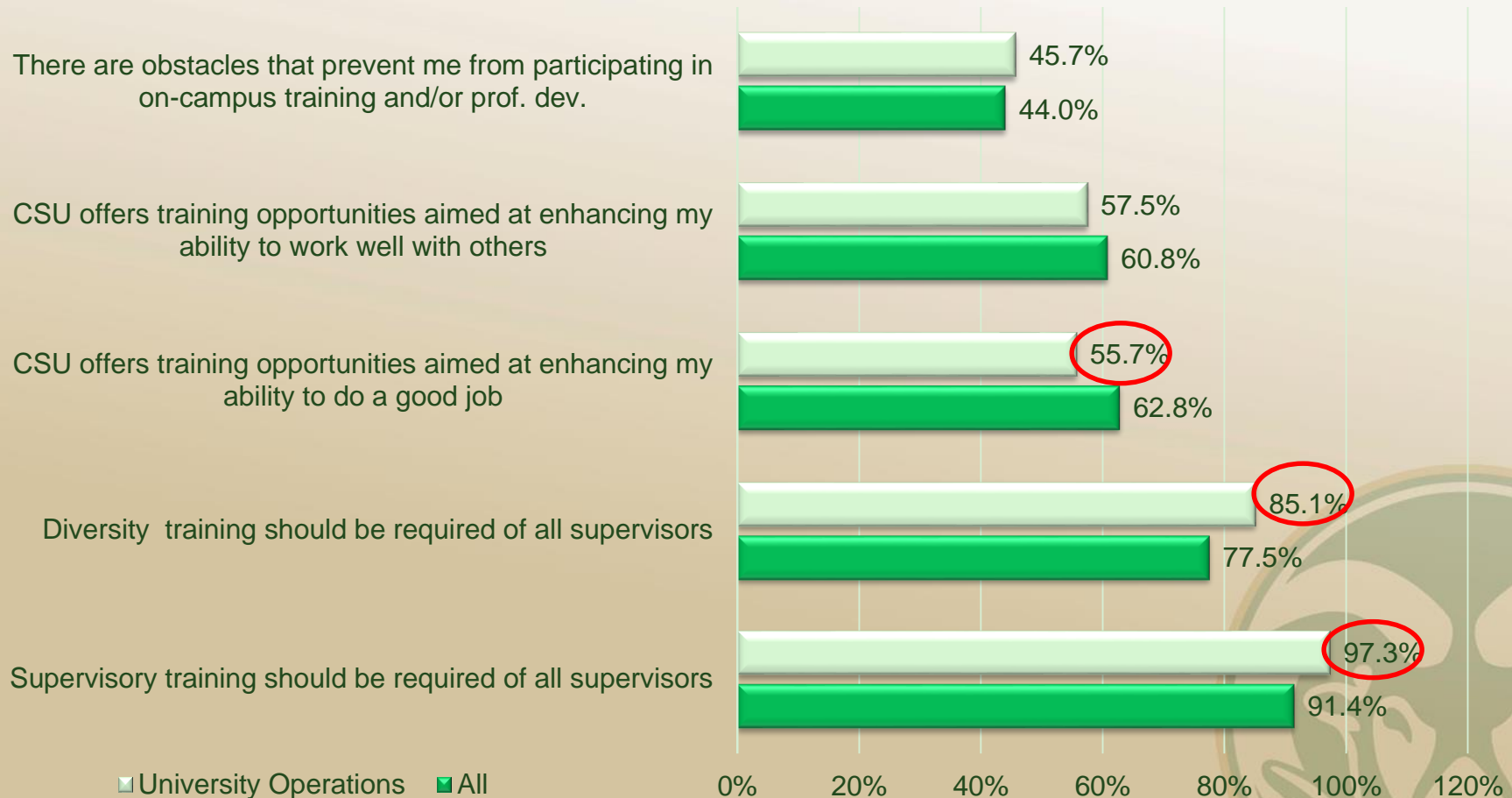
Percent who responded Strongly Agree/Agree



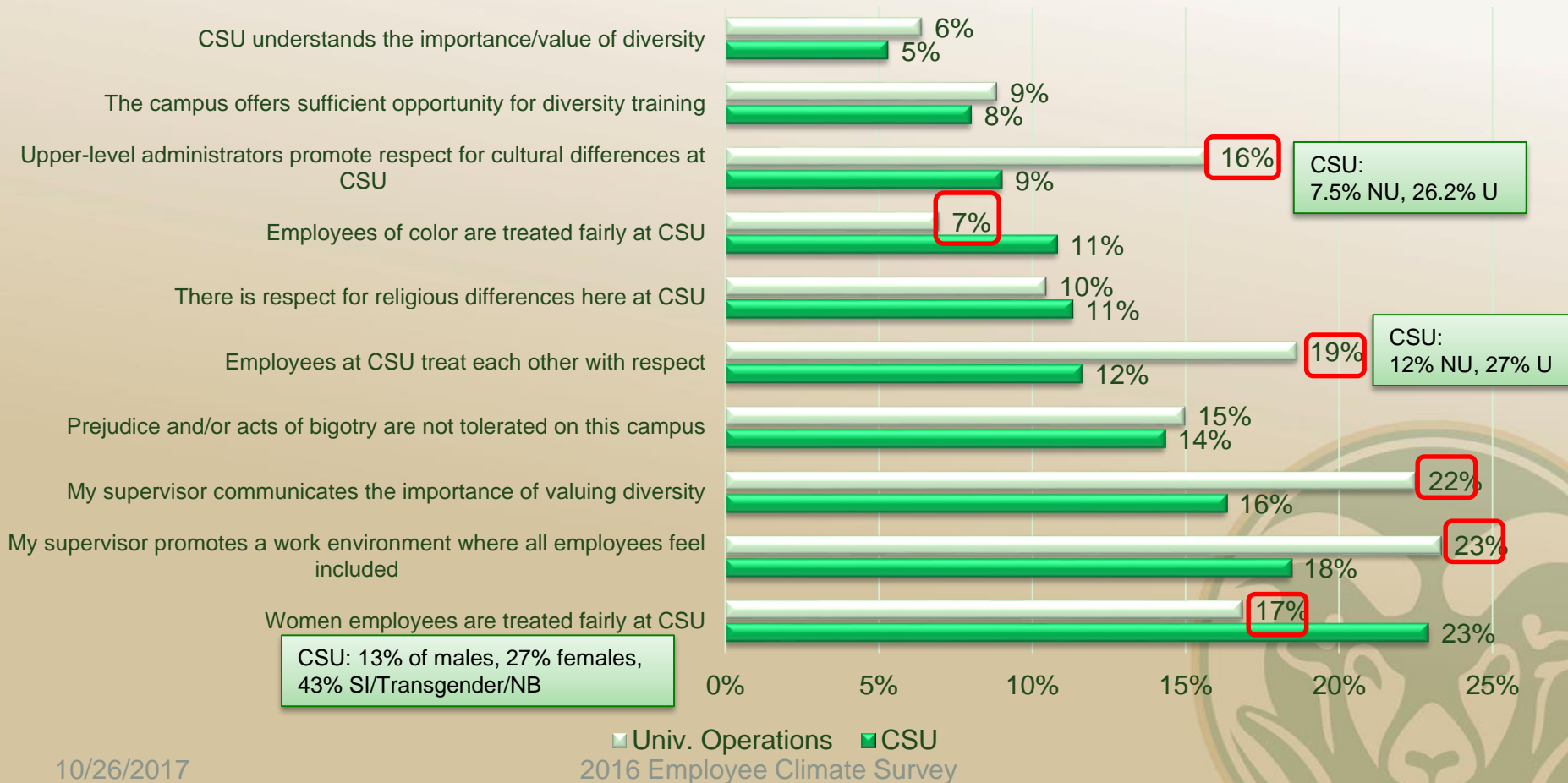
Percent who responded Strongly Disagree/Disagree



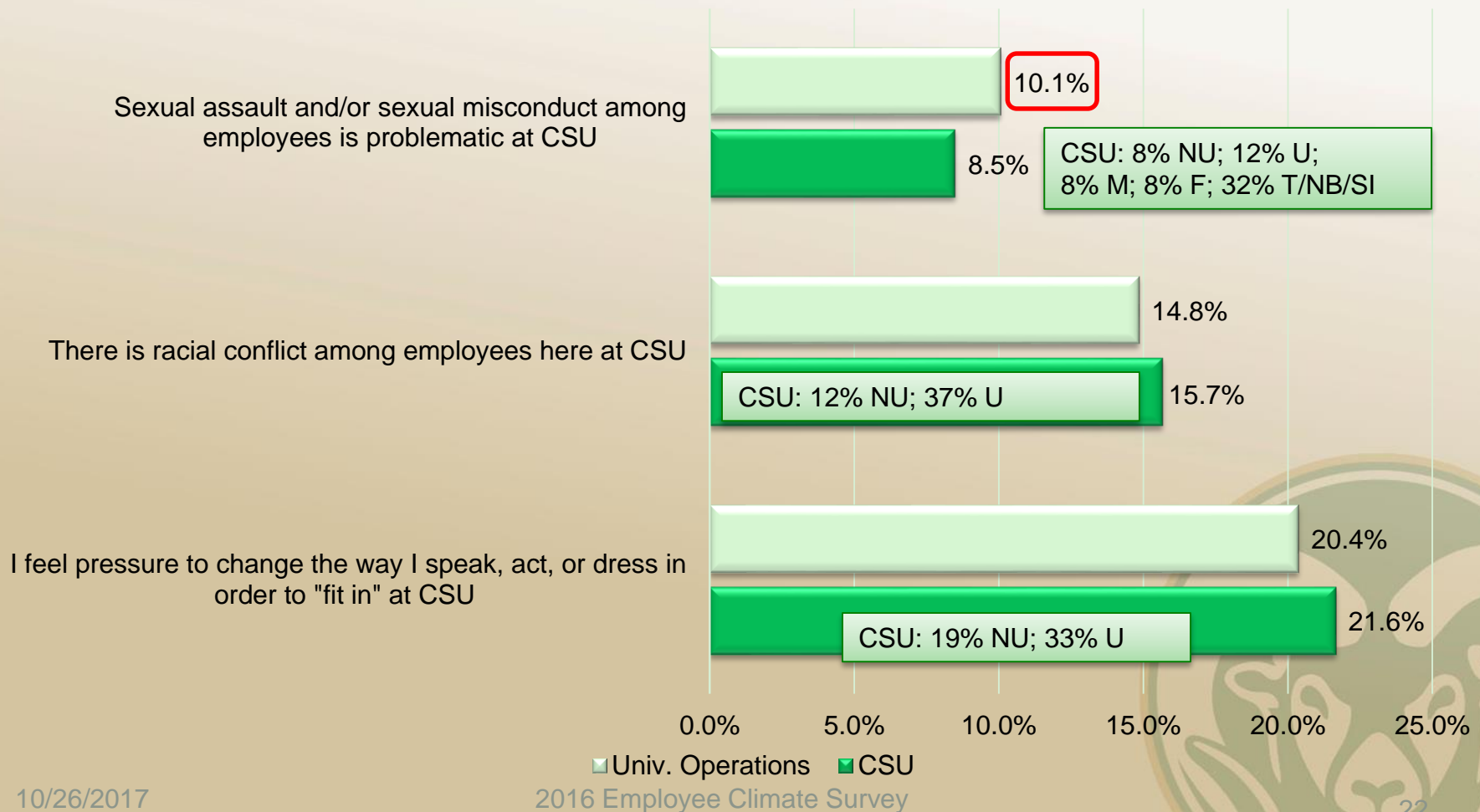
Percent who responded Strongly Agree and/or Agree



Percent who responded Strongly Disagree or Disagree

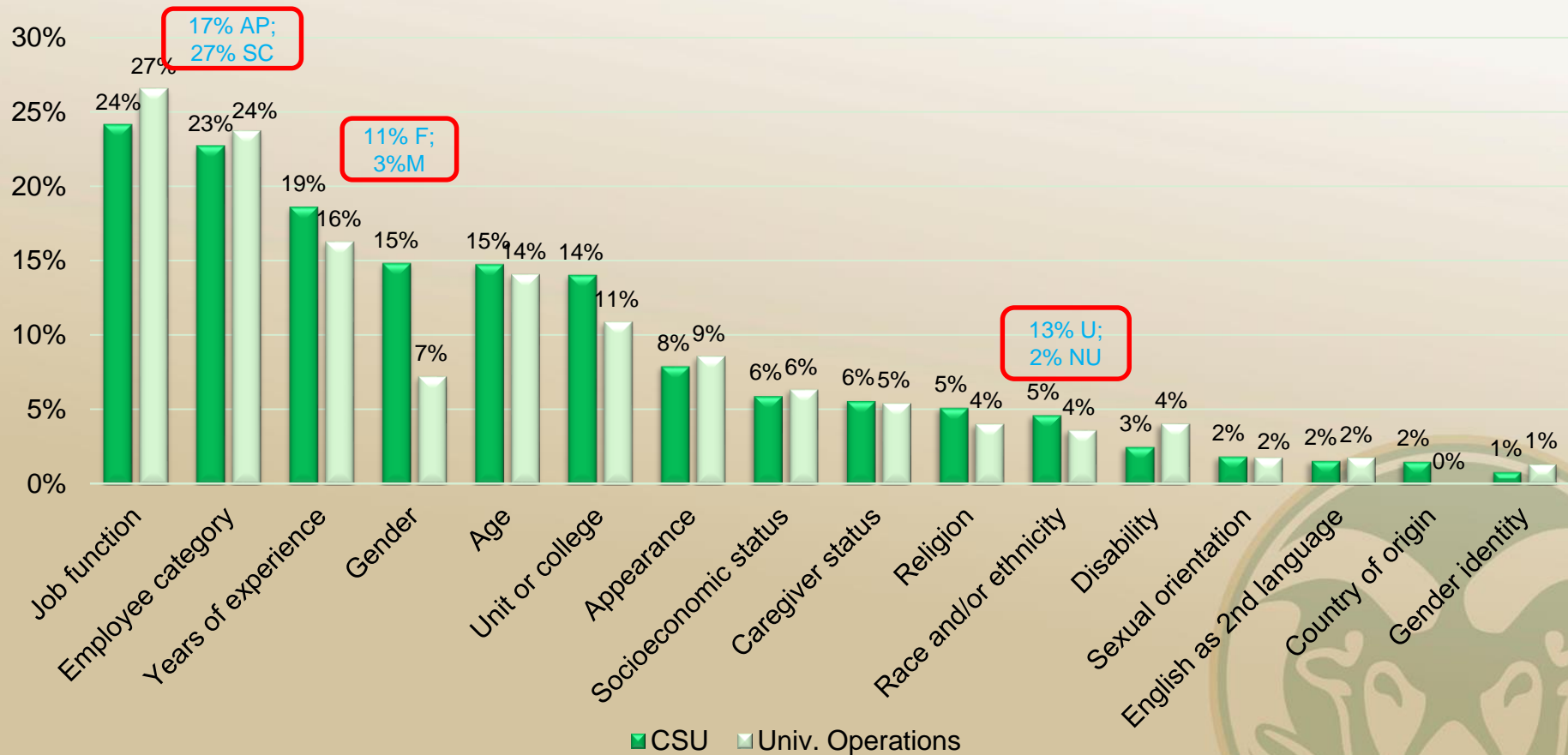


Percent who responded Agree or Agree



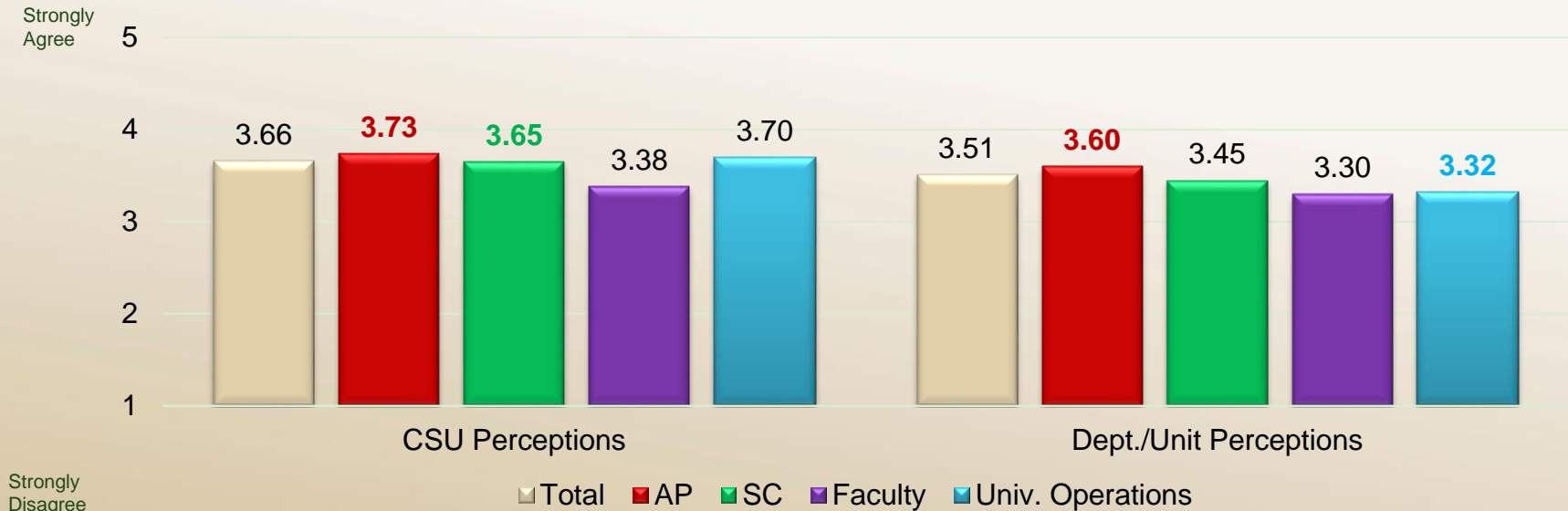
Negative Treatment or Behavior: Experiences

I experienced negative treatment or behavior based on:



- 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

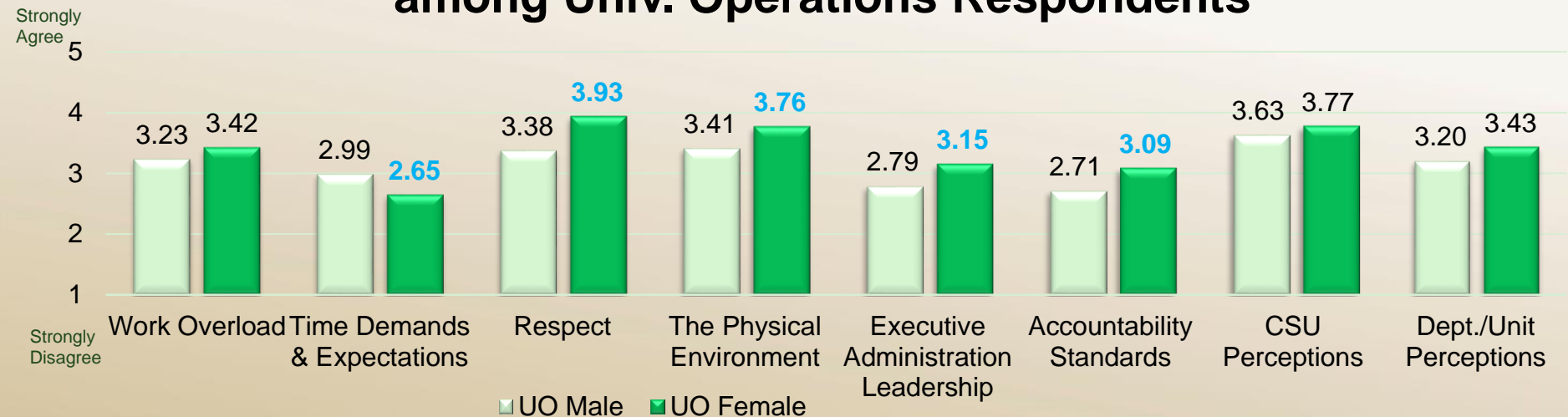


- Employees in [University Operations](#) have significantly less favorable Dept./Unit climate perceptions compared to CSU employees; however, they do not significantly differ in their overall CSU perceptions (d : CSU = .22)
- There were no employment category differences within University Operations

Campus and Department Perceptions: University Operations

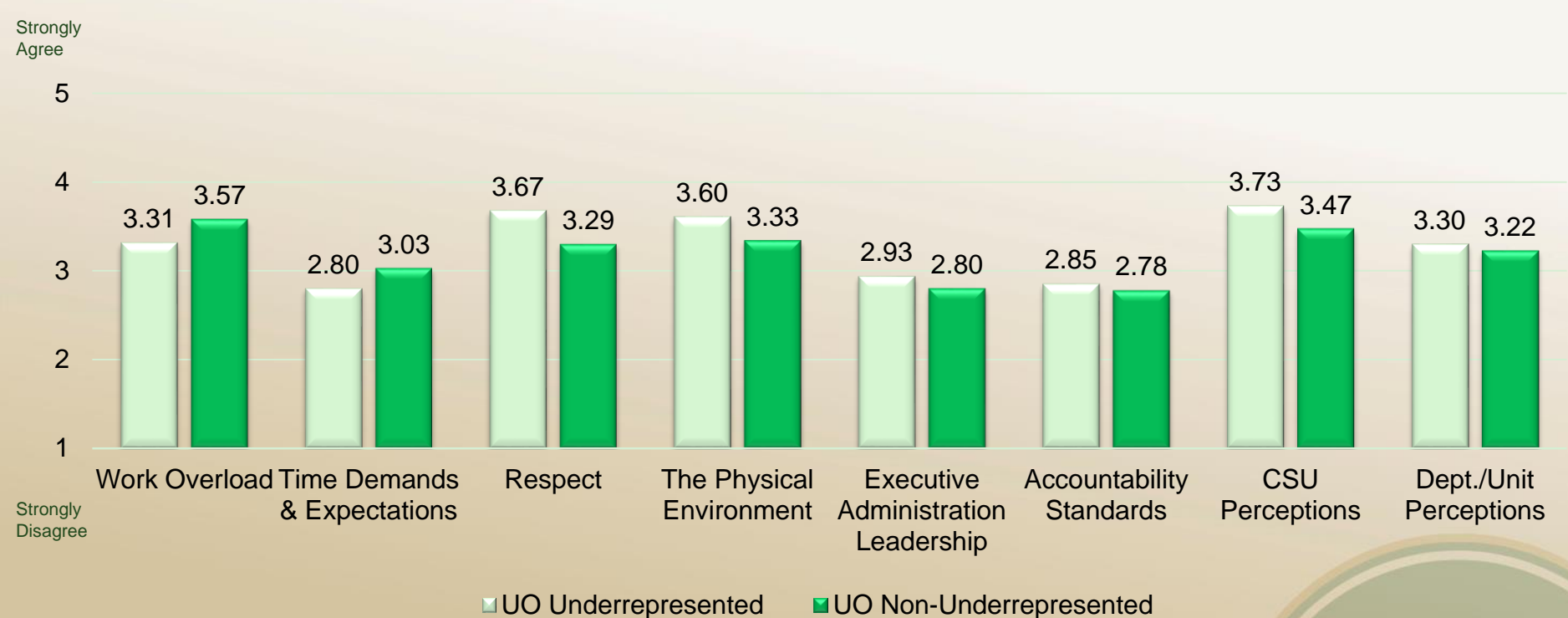
- Overall, **88%** of UO respondents would agree that they would recommend **CSU** as a place of employment
 - **48%** would agree they recommend their **unit** as a place of employment
- The majority of UO respondents agree that **CSU's** (**65%**) and the **unit's** (**55%**) campus climate has become consistently more inclusive of all employees
- **73%** of UO respondents agree that **CSU** encourages discussions related to diversity and **43%** of respondents agree that their **unit** encourages these discussions

Average Responses by Gender among Univ. Operations Respondents



- **Univ. Operations:** Females had significantly more favorable perceptions of their Time Demands & Expectations, Work Respect, Physical Environment, Executive Administration Leadership and Accountability Standards compared to males
- This finding was consistent among State Classified University Operations employees and had the addition of a gender difference (females more favorable) by Unit perception
- The only gender difference among University Operations Administrative Professional employees was work respect: Females had higher perceptions of their work respect than males

Average Responses by Underrepresentation (Race/Ethnicity)



- **Univ. Operations:** There were no significant differences by underrepresentation (only 32 underrepresented employees).

Overall 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 and race/ethnicity were personal characteristics with notable differences in experiences and perceptions. Respondents who identify as self-identify, transgender, and/or non-binary or of an underrepresented race/ethnicity reported more negative experiences with regard to disrespectful behavior and negative treatments compared to males and females and non-underrepresented employees respectively.

- Employees in Univ. Operations had significantly less favorable responses in all areas except Time Demands and Expectations and overall CSU Perceptions compared to all respondents
- Univ. Operations experienced more disrespectful experiences when compared to all respondents
- Executive Leadership and Work Respect emerged as having the least favorable perceptions among Univ. Operations employees
- Of particular note, was the more negative perceptions of one's Work Respect by State Classified employees within Univ. Operations
- Work Respect was the variable most predictive of an employee's unit perceptions



Questions/Comments?

