

# Employee Climate Survey 2021

## University Operations

The 2021 CSU Employee Climate Survey is a component of a biennial assessment conducted in the fall to assess employee perceptions related to their department/unit, division/college, and CSU. The 2021 is based on the survey developed in 2018 by the Assessment Group for Diversity Issues, a CSU service committee. The 2021 instrument focuses on employment themes of culture, leadership accountability, respect, favoritism, communication, discriminatory attitudes, and performance review.

Most items use a five-point Likert scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neither Agree nor Disagree, 4 = Agree, 5 = Strongly Agree). Tables appearing in Frequencies of Results show the complete set of survey frequencies by theme (e.g., Work Culture, Performance Review, Leadership Accountability, etc.) as well as the total (weighted population). On many of the survey items, respondents could choose 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. Subgroup comparisons by gender, minoritized status, and employment type are based on the proportion of respondents who "strongly agree" or "agree" with each item and statistically significant differences ( $p < .05$ ) between subgroup members are noted within the tables. Additionally, an overall index score representing the average percent agree (e.g., Work Culture Overall) appears within each table. For example, the Work Culture theme includes 13 individual survey items. If an employee selected "agree" or "strongly agree" to 9 out of the 13 items, their Work Culture index score would equal 69%. An employee must have answered all survey items within a theme in order for an index score to be calculated. An overall index score represents the average of the individual index scores or all employees included in the group or category.

Table 1 displays the total number of employees contacted for the survey, the number of employees that responded, and the response rate.

**Table 1: Response Rates by Department/Unit**

	Sent	Bounce	Opt-out and refusal	Completed	Response rate*
Operations	685	0	23	503	73.4%
AVP Safety and Risk Services	6	0	0	3	50.0%
Business and Financial Services	56	0	2	29	51.8%
CSU Police Department	46	0	3	13	28.3%
Central Receiving	17	0	0	9	52.9%
Environmental Health Services	24	0	1	11	45.8%
Facilities Management	430	0	13	374	87.0%
Human Resources	35	0	0	22	62.9%
Office of Budgets	3	0	0	2	66.7%
Parking & Transportation Services	40	0	3	16	40.0%
Procurement Services	10	0	0	8	80.0%
Risk Management and Insurance	6	0	0	5	83.3%
Talent Development	7	0	0	6	85.7%
Vice Pres for University Operations	5	0	1	4	80.0%
Unknown	0	0	0	1	.

\* Response rate = Completed / (Sent - Bounce)

When the proportions of a demographic subgroup in the survey sample differ substantially from known population proportions and when members within a subgroup may meaningfully diverge on variables of interest, data weighting can provide a more accurate summary of the true population response than simple averaging. For the 2021 survey, representation gender, racially minoritized status, and employment type were compared to known population norms. Results of the weighting scheme are displayed in Table 2.

**Table 2: 2021 Employee Climate Survey Weighting Results**

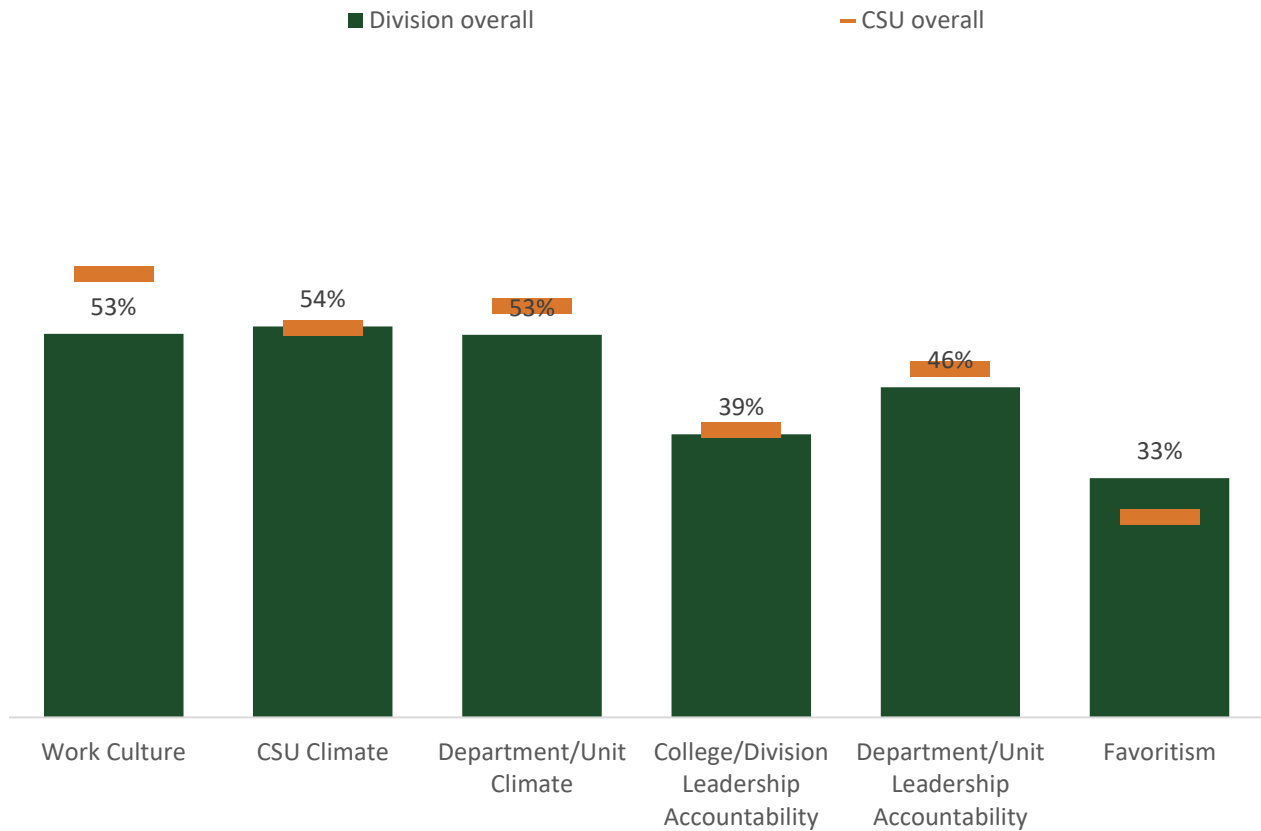
		Division population norm	Unweighted survey sample	Weighted survey population
Respondent gender	Man	66%	61%	64%
	Woman	34%	35%	33%
	Trans, nonbinary, nonconforming (T/NB/NC)	.	4%	4%
Racially minoritized status	Racially minoritized	22%	23%	23%
	Non-racially minoritized	78%	77%	77%
Employee type	Admin Professional	23%	28%	22%
	Contract, continuing, and adjunct (CCA)	0%	0%	0%
	Tenure or Tenure-track (T/TT)	0%	0%	0%
	Faculty	0%	0%	0%
	State Classified	77%	72%	78%
	Other Salaried Employee	0%	0%	0%

*Results are weighted by gender and employee type.*

## Frequencies of Results

The following tables display the complete set of frequencies for each survey question asked on the survey. Percentages and proportions of respondents providing a given response are abbreviated to 'Pct' and the number of respondents representing the total weighted division population are also provided under the abbreviated heading of 'Pop.'

**Figure 1: Organizational Themes**



**Table 3: Work Culture**

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
My department/unit promotes a work environment where all employees feel included	8.9%	12.9%	18.7%	41.4%	18.1%	100.0% 683
My department/unit treats all employees equitably	12.1%	18.3%	16.4%	36.4%	16.8%	100.0% 681
My department/unit is open and transparent in communication	11.8%	21.1%	18.3%	34.3%	14.5%	100.0% 677
My department/unit values employee input in major department/unit decisions	16.3%	17.9%	24.4%	30.5%	10.9%	100.0% 681
My department/unit promotes respect for cultural differences	4.6%	6.0%	21.6%	44.1%	23.7%	100.0% 679
My department/unit understands the value of diversity	5.3%	5.2%	22.9%	45.0%	21.6%	100.0% 676
My department/unit communicates the importance of valuing diversity	5.3%	6.4%	26.7%	41.8%	19.9%	100.0% 679
I feel valued as an employee	15.9%	16.1%	19.1%	32.4%	16.6%	100.0% 676
I feel a strong sense of belonging to CSU	13.4%	15.0%	26.4%	30.9%	14.3%	100.0% 678
I feel a strong sense of belonging to my division/college	13.6%	15.5%	28.2%	31.0%	11.7%	100.0% 677
I feel a strong sense of belonging to my department/unit	10.9%	12.5%	22.0%	36.5%	18.2%	100.0% 679
I would recommend CSU as a place of employment	10.8%	11.5%	24.4%	36.2%	17.1%	100.0% 681
I would recommend my department/unit as a place of employment	12.3%	12.7%	23.2%	33.6%	18.1%	100.0% 678

**Table 4: Performance Review in Last Year**

	Yes, I had a review	No, I did not have a review	Total (Pct   Pop)
Did you have a performance review in the last year?	90.6%	9.4%	100.0% 677

**Table 5: Performance Review**

Please indicate your level of agreement with the following statements about your most recent performance review.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
I am satisfied with the effort my supervisor put into my most recent performance review	5.8%	8.3%	14.4%	43.0%	28.5%	100.0% 611
I fear negative job consequences if I am to raise an issue of unfair treatment during my review	21.3%	33.0%	21.4%	16.0%	8.2%	100.0% 609
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	3.1%	13.9%	20.2%	47.4%	15.5%	100.0% 609

*Asked only of those respondents who had a performance review in the last year.*

**Table 6: Respect**

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
My department/unit is treated with respect by other units within my college/division	11.7%	13.2%	25.4%	38.2%	11.5%	100.0% 679
My college/division is treated with respect by CSU	11.3%	15.1%	28.5%	35.3%	9.8%	100.0% 676
The people I interact with treat each other with respect	2.8%	6.5%	18.7%	52.7%	19.4%	100.0% 677
There is respect for religious differences in my department/unit	3.8%	4.1%	33.6%	42.9%	15.5%	100.0% 679
There is respect for liberal perspectives in my department/unit	4.0%	7.5%	31.7%	38.9%	18.0%	100.0% 675
There is respect for conservative perspectives in my department/unit	10.8%	8.5%	32.7%	36.9%	11.1%	100.0% 675

**Table 7: Favoritism**

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
Recognized within my department/unit	10.3%	23.7%	29.0%	21.8%	15.3%	100.0% 664
Resources in my department/unit	10.6%	25.1%	29.3%	21.9%	13.1%	100.0% 661
Professional development opportunities	12.0%	27.2%	30.1%	18.2%	12.6%	100.0% 664
Promoted in my department/unit	10.7%	23.9%	28.4%	19.2%	17.8%	100.0% 661
Hired in my department/unit	12.2%	26.5%	34.3%	14.0%	13.0%	100.0% 665

**Table 8: Leadership Accountability: College/Division Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
Leadership adequately addresses inappropriate behavior	7.7%	10.3%	35.8%	38.3%	8.0%	100.0% 651
Leadership holds employees accountable for inappropriate behavior	7.3%	12.5%	36.7%	34.1%	9.4%	100.0% 646
Leadership holds employees accountable for poor performance in the workplace	12.6%	17.0%	37.3%	24.9%	8.1%	100.0% 644
Leadership acts ethically and honestly in the workplace	8.8%	10.8%	33.1%	35.6%	11.7%	100.0% 646
Leadership addresses issues of inequity	11.6%	11.6%	41.6%	27.2%	8.2%	100.0% 641
Leadership holds all employees to the same standards	16.9%	19.5%	31.7%	22.9%	9.1%	100.0% 636

**Table 9: Leadership Accountability: Department/Unit Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
Leadership adequately addresses inappropriate behavior	8.0%	13.3%	28.1%	39.3%	11.3%	100.0%   662
Leadership holds employees accountable for inappropriate behavior	9.0%	15.3%	25.7%	38.4%	11.7%	100.0%   661
Leadership holds employees accountable for poor performance in the workplace	14.9%	19.9%	24.2%	31.4%	9.7%	100.0%   657
Leadership acts ethically and honestly in the workplace	8.8%	10.8%	33.1%	35.6%	11.7%	100.0%   646
Leadership addresses issues of inequity	10.7%	12.3%	35.2%	31.3%	10.5%	100.0%   658
Leadership holds all employees to the same standards	17.7%	21.5%	20.7%	30.0%	10.1%	100.0%   654

**Table 10: Climate: CSU Overall**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
Recruits employees from a diverse set of backgrounds	3.0%	5.1%	27.1%	48.6%	16.2%	100.0%   660
Improves the campus climate for all employees	9.4%	11.5%	32.6%	37.4%	9.1%	100.0%   655
Retains diverse employees	4.2%	6.9%	40.4%	39.0%	9.5%	100.0%   650
Creates a supportive environment for employees from diverse backgrounds	3.7%	5.6%	32.4%	45.8%	12.5%	100.0%   651
Encourages discussions related to diversity	4.6%	4.7%	28.4%	44.4%	17.9%	100.0%   652
Provides employees with a positive work experience	8.9%	12.2%	26.6%	42.8%	9.4%	100.0%   651
Climate has become consistently more inclusive of all employees	7.2%	7.3%	35.5%	37.8%	12.3%	100.0%   646

**Table 11: Climate: Department/Unit**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
Recruits employees from a diverse set of backgrounds	4.5%	7.6%	27.0%	44.4%	16.5%	100.0%   668
Improves the campus climate for all employees	9.3%	13.4%	27.9%	38.0%	11.4%	100.0%   657
Retains diverse employees	6.8%	10.4%	33.8%	37.3%	11.6%	100.0%   657
Creates a supportive environment for employees from diverse backgrounds	3.7%	5.6%	32.4%	45.8%	12.5%	100.0%   651
Encourages discussions related to diversity	7.3%	9.1%	31.7%	39.0%	12.9%	100.0%   658
Provides employees with a positive work experience	11.2%	15.8%	21.0%	40.8%	11.2%	100.0%   650
Climate has become consistently more inclusive of all employees	6.9%	9.9%	32.7%	37.3%	13.2%	100.0%   653

**Table 12: Communications: CSU Overall**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
Communications are effective	8.6%	15.2%	26.0%	41.2%	9.1%	100.0% 650
Communications are timely	8.3%	12.6%	28.2%	40.7%	10.3%	100.0% 651
Communications are relevant	9.3%	11.8%	33.3%	38.1%	7.5%	100.0% 642
Communications are informative	6.1%	9.9%	30.2%	44.2%	9.6%	100.0% 647
Communications are motivating	11.9%	19.4%	38.1%	23.4%	7.3%	100.0% 643
Communications are honest	11.1%	11.4%	34.3%	33.8%	9.4%	100.0% 648
Communications are accessible	4.3%	5.9%	28.8%	47.8%	13.2%	100.0% 648

**Table 13: Communications: Division/College**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
Communications are effective	8.8%	14.8%	31.6%	37.6%	7.2%	100.0% 638
Communications are timely	8.7%	14.9%	31.4%	36.2%	8.9%	100.0% 636
Communications are relevant	8.2%	10.3%	33.3%	40.0%	8.2%	100.0% 636
Communications are informative	6.5%	9.7%	32.8%	41.1%	9.8%	100.0% 643
Communications are motivating	11.5%	19.3%	41.0%	21.7%	6.5%	100.0% 636
Communications are honest	10.5%	9.9%	35.7%	34.2%	9.6%	100.0% 638
Communications are accessible	4.8%	6.9%	31.5%	44.3%	12.4%	100.0% 634

**Table 14: Communications: Department/Unit**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
Communications are effective	11.7%	16.7%	19.4%	40.2%	12.1%	100.0% 651
Communications are timely	12.2%	13.1%	22.4%	39.2%	13.0%	100.0% 654
Communications are relevant	8.7%	9.0%	24.7%	45.9%	11.8%	100.0% 644
Communications are informative	6.8%	8.0%	29.1%	44.0%	12.1%	100.0% 647
Communications are motivating	12.9%	16.7%	36.2%	25.2%	9.0%	100.0% 643
Communications are honest	9.7%	10.0%	27.9%	39.5%	12.9%	100.0% 650
Communications are accessible	5.7%	6.0%	25.9%	47.8%	14.6%	100.0% 648

**Table 15: Communicated Feedback**

	Yes, I have the opportunity to provide feedback	Maybe, I can provide feedback in limited situations	No, I don't have an opportunity to provide feedback	Total (Pct   Pop)
During the past 12 months, have you had the opportunity to communicate feedback to CSU?	40.1%	36.3%	23.5%	100.0% 660

**Table 16: Responsiveness to Feedback**

When I use the following channels, leadership is responsive to my feedback:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
One on one conversations with my supervisor	3.6%	8.0%	14.9%	39.8%	33.7%	100.0%   396
My representation in shared governance (CPC, APC, or Faculty Council)	2.7%	7.2%	64.8%	20.9%	4.4%	100.0%   395
My service on committees	1.5%	4.9%	57.9%	28.2%	7.5%	100.0%   396
Annual review process	3.5%	10.0%	25.7%	45.3%	15.4%	100.0%   393
Input collection through anonymous surveys	5.4%	5.9%	44.7%	35.3%	8.8%	100.0%   389

*Asked only of those respondents who yes or maybe had the opportunity to communicate feedback.*

**Table 17: Feedback Valued**

When I give feedback it is valued by:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
CSU overall	8.3%	14.6%	47.5%	22.5%	7.2%	100.0%   389
My division/college	7.1%	14.1%	42.5%	27.7%	8.6%	100.0%   384
My department/unit	7.1%	14.1%	23.2%	38.2%	17.5%	100.0%   390

*Asked only of those respondents who yes or maybe had the opportunity to communicate feedback.*

**Table 18: Discriminatory Attitudes**

Please indicate if discriminatory attitudes are currently problematic.	Problematic at CSU		Problematic in my Division/College		Problematic in my Department/Unit	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	7.7%	52	7.7%	53	11.2%	77
Physical appearance	7.0%	48	5.0%	35	5.8%	40
Physical disability	5.3%	36	4.6%	31	6.7%	46
Mental disability	5.9%	40	5.7%	39	6.8%	47
Employment classification	19.7%	135	13.5%	92	16.8%	115
Gender identity	8.1%	55	7.1%	49	7.7%	52
Job title	15.9%	109	11.8%	81	17.6%	121
Parental status	4.4%	30	4.6%	32	6.3%	43
Religion	11.8%	81	6.2%	43	5.9%	40
Political affiliation	17.9%	123	11.5%	79	11.6%	79
Sexual orientation	6.4%	44	5.9%	40	5.8%	39
Socio-economic status	8.6%	59	7.3%	50	5.9%	40
Ethnic origin	7.7%	53	5.3%	37	4.6%	31
Veteran status	4.6%	31	4.5%	31	3.4%	23
Race or color	8.9%	61	6.4%	44	7.2%	49
Marital status	4.3%	29	4.0%	28	2.5%	17
Nationality/country of origin	6.0%	41	4.5%	31	5.2%	36
None/no response	60.3%	413	71.0%	486	61.3%	420

*Total may exceed 100% as respondents could select more than one option.*



Table 19: Other Potential Problems

Please indicate if any of the following are currently problematic.	Problematic at CSU		Problematic in my Division/College		Problematic in my Department/Unit	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	6.5%	45	4.7%	32	3.3%	23
Bullying	11.4%	78	7.2%	49	11.3%	77
Bias	19.3%	132	14.8%	102	19.7%	135
Physical assault	3.1%	21	2.1%	15	1.9%	13
Sexual misconduct	4.3%	29	3.4%	23	3.3%	23
Verbal abuse	9.1%	63	7.3%	50	11.0%	76
None/no response	75.6%	518	81.8%	560	75.9%	520

Total may exceed 100% as respondents could select more than one option.

Table 20: Gender

Gender (Select all that apply):	Pct	Pop
Agender	0.7%	4
Cisgender	7.9%	48
Trans / Transgender	0.4%	*
Non-binary / Gender Queer / Gender Non-Conforming	0.9%	5
Man	59.3%	363
Trans Man / Masculine	0.2%	*
Trans Woman / Feminine	0.2%	*
Two Spirit	0.2%	*
Woman	28.9%	177
Prefer not to disclose	8.7%	53
The gender I most closely align with is not listed (please specify)	0.4%	*

Total may exceed 100% as respondents could select more than one option.

\* Values reported for items with n >= 3.

Table 21: Gender Scales

Gender is often not easily captured through categorical measures. Gender is much more complex and nuanced. In an attempt to understand this complexity and how various genders experience the campus, we are using these scales to measure how individuals view themselves. Scaled measures of gender, as seen below, are also an attempt to understand the experiences of all genders on campus. In general, how do you see yourself? (please answer all three scales)	Feminine			Masculine			Androgynous		
	Pct	Pop	Mean	Pct	Pop	Mean	Pct	Pop	Mean
0 Not at all	51.3%	281		22.5%	124		85.3%	467	
1	7.1%	39		6.4%	35		6.7%	37	
2	4.2%	23		5.1%	28		0.9%	5	
3	4.6%	25		5.8%	32		5.6%	31	
4	6.5%	35		6.0%	33		0.2%	*	
5	10.2%	56		16.4%	90		0.0%	*	
6 Very	16.1%	88		37.8%	207		1.3%	7	
Total	100.0%	548	2.03	100.0%	548	3.66	100.0%	548	.34

\* Values reported for items with n >= 3.

**Table 22: Race/Ethnicity**

<b>Race and/or Ethnicity (Select all that apply):</b>	<b>Pct</b>	<b>Pop</b>
Native American or Alaska Native or First Nations	3.5%	22
Asian (can include Middle Eastern and North African)	2.7%	17
Black or African American (can include Middle Eastern and North African)	2.3%	15
Hispanic or Latinx	15.2%	95
Native Hawaiian or Other Pacific Islander	0.3%	*
White	72.2%	449
Prefer not to disclose	11.4%	71
The race/ethnicity I most closely align with is not listed (please specify)	0.0%	*

*Total may exceed 100% as respondents could select more than one option.*

*\* Values reported for items with n >= 3.*

**Table 23: Black or African American**

<b>You indicated that you identify as Black or African American, please select any additional identities that you align with (select all that apply):</b>	<b>Pct</b>	<b>Pop</b>
Black American	77.0%	10
Caribbean	0.0%	*
Eastern Africa (i.e., Ethiopia, Kenya, Somalia)	0.0%	*
Central Africa (i.e., Congo, Zaire)	0.0%	*
Northern Africa (i.e., Morocco, Sudan)	0.0%	*
Southern Africa (i.e., South Africa)	23.0%	3
Western Africa (i.e., Ghana, Nigeria)	0.0%	*
Prefer not to disclose	0.0%	*
The Black identity that I most closely align with is not listed (please specify)	0.0%	*

*Total may exceed 100% as respondents could select more than one option.*

*\* Values reported for items with n >= 3.*

**Table 24: Native American or Alaska Native or First Nations**

<b>You indicated that you identify as Native American or Alaska Native or First Nations, please list your Tribal Nation affiliation(s) in the text box below.</b>	<b>Pct</b>	<b>Pop</b>
Apache	0.0%	*
Cherokee	0.0%	*
Oglala Lakota Sioux	26.8%	*
Navajo/Diné	43.3%	4
Pueblo (e.g., Acoma, Cochiti, Taos)	0.0%	*
Another tribal affiliation	29.9%	3
Unknown/not disclosed	15.0%	*

*Total may exceed 100% as respondents could select more than one option.*

*Categories coded from write-in responses.*

*\* Values reported for items with n >= 3.*

**Table 25: Hispanic or Latinx**

<b>You indicated that you identify as Hispanic or Latinx, please select any additional identities that you align with (select all that apply):</b>	<b>Pct</b>	<b>Pop</b>
Mexican or Chicano/a	72.6%	66
Caribbean	1.7%	*
Puerto Rican	0.0%	*
Cuban	0.0%	*
Central American	0.0%	*
South American	7.5%	7
Prefer not to disclose	7.6%	7
The Latinx/Hispanic identity that I most closely align with is not listed (please specify)	6.4%	6
Spanish or Portuguese	7.6%	7

Total may exceed 100% as respondents could select more than one option.

\* Values reported for items with n >= 3.

**Table 26: Asian**

<b>You indicated that you identify as Asian, please select any additional identities that you align with (select all that apply):</b>	<b>Pct</b>	<b>Pop</b>
Central Asians (i.e., Afghani, Armenian, Azerbaijani, Georgians, Kazakh, Kyrgyz, Mongolian, Tajik, Turkman, Uzbek)	8.4%	*
Southeast Asians (i.e., Bruneian, Burmese, Cambodian, Filipino, Hmong, Indonesian, Laotian, Malaysian, Mien, Singaporean, Timorese, Thai, Vietnamese)	34.3%	6
South Asians (i.e., Bangladeshi, Bhutanese, Indian, Maldivians, Nepali, Pakistani, Sri Lankan)	0.0%	*
East Asians (i.e., Chinese, Japanese, Korean, Okinawan, Taiwanese, Tibetan)	51.0%	8
West Asians/Middle East (i.e., Bahrain, Rian, Iraq, Israel, Jordan, Kuwait, Lebanon, Oman, Palestine, Qatar, Saudi Arabia, Syria, Turkey, United Arab Emirates, Yemen)	6.3%	*
Prefer not to disclose	0.0%	*
The Asian identity that I most closely align with is not listed (please specify)	0.0%	*

Total may exceed 100% as respondents could select more than one option.

\* Values reported for items with n >= 3.

**Table 27: Hawaiian/Pacific Islander**

<b>You indicated that you identify as a Hawaiian/Pacific Islander, please select any additional identities that you align with (select all that apply):</b>	<b>Pct</b>	<b>Pop</b>
Guamanian or Chamorro	0.0%	*
Native Hawaiian	0.0%	*
Samoan	0.0%	*
Prefer not to disclose	0.0%	*
The Pacific Islander identity that I most closely align with is not listed (please specify)	0.0%	*

Total may exceed 100% as respondents could select more than one option.

\* Values reported for items with n >= 3.

**Table 28: Disability**

	<b>Yes</b>	<b>No</b>	<b>Prefer not to respond</b>	<b>Total (Pct   Pop)</b>
Do you identify as a person with a disability?	12.6%	77.2%	10.2%	100.0%   623

**Table 29: LGBTQIA+**

	Yes	No	Unsure	Prefer not to respond	Total (Pct   Pop)
Do you identify in the LGBTQIA+ community?	6.1%	80.0%	4.0%	9.9%	100.0%   615

**Table 30: Perceptions of Safety**

Please rate your perception of safety in the following areas of your physical environment using the five-point scale below.	Very Unsafe	Unsafe	Neither Safe nor Unsafe	Safe	Very Safe	Total (Pct   Pop)
Building entrance locks and locking schedules	2.7%	7.3%	15.3%	57.8%	17.0%	100.0%   623
Physical surroundings (e.g., sidewalks, curbs, bike paths, crosswalks, restrooms, stairwells)	2.8%	6.8%	14.6%	59.0%	16.9%	100.0%   625
Adequate outdoor lighting on campus	3.9%	12.2%	17.3%	52.6%	14.0%	100.0%   628
Safety procedures and protective equipment in spaces I frequently perform my work	3.7%	10.2%	19.8%	49.8%	16.5%	100.0%   626
Safe building environments (e.g., air quality, temperature, noise, water quality, etc.)	4.7%	15.8%	17.1%	48.8%	13.7%	100.0%   625

**Table 31: Interpersonal Conflict**

Thinking of the past year, where if anywhere, have you experienced interpersonal conflict and or verbal assaults in your job? (Select all that apply)	Pct	Pop
Internal to your specific department (e.g., immediate supervisor, coworkers, supervisees, etc.)	28.5%	151
Internal to the VPUO Division	3.2%	17
External to the VPUO Division (e.g., clients/customers, employees in other divisions, colleges, etc.)	12.3%	65
I have not experienced interpersonal conflict in the past year	62.6%	331

*Total may exceed 100% as respondents could select more than one option.*

**Table 32: Principles of Community**

Please indicate the extent to which you agree or disagree with each of the following statements:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total (Pct   Pop)
My department encourages and practices the Principles of Community	5.1%	8.9%	23.9%	42.7%	19.4%	100.0%   622
Thinking of the past year, I feel I had an appropriate level of support for my work within my unit	9.9%	15.5%	16.8%	41.3%	16.6%	100.0%   621
During the pandemic, I feel the level of internal communication within my unit/Division was adequate	12.5%	13.9%	19.6%	37.8%	16.2%	100.0%   621

**Table 33: Department/Unit**

	<b>Pct</b>	<b>Pop</b>
AVP Safety and Risk Services	0.4%	3
Business and Financial Services	5.0%	34
CSU Police Department	2.5%	17
Central Receiving	1.8%	12
Environmental Health Services	1.8%	13
Facilities Management	76.9%	527
Human Resources	3.8%	26
Office of Budgets	0.4%	*
Parking & Transportation Services	3.1%	21
Procurement Services	1.5%	10
Risk Management and Insurance	0.9%	6
Talent Development	1.1%	7
Vice Pres for University Operations	0.7%	5
Unknown	0.2%	*
Total	100.0%	685

\* Values reported for items with n >= 3.

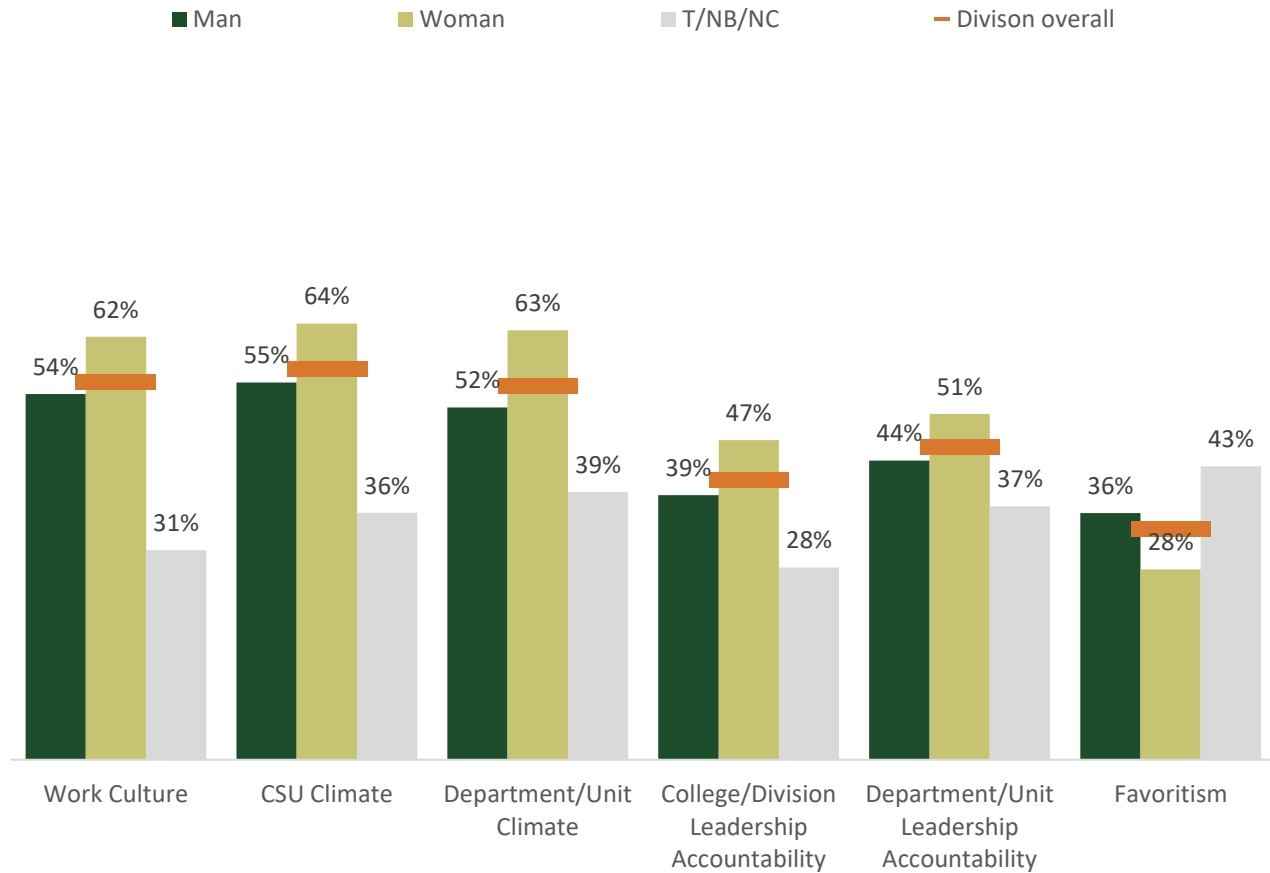
**Table 34: Employee Type**

	<b>Pct</b>	<b>Pop</b>
Admin Professional	22.3%	118
State Classified	77.7%	413
Total	100.0%	531

## Comparisons by Gender

The gender of respondents is based on responses to the multiple response gender survey question (Table 20). If a respondent selected 'Man' alone or in combination with 'Cisgender,' they are coded a 'Man.' Similarly, if a respondent selected 'Woman' alone or in combination with 'Cisgender,' they are coded as 'Woman.' If a respondent selected any combination of 'Agender,' 'Non-binary/Gender Queer/Gender Non-Conforming,' 'Trans/Transgender,' 'Trans Man/Masculine,' 'Trans Woman/Feminine,' and/or 'Two Spirit' they are coded as 'Trans, non-binary, or non-conforming' (T/NB/NC). Gender could not be determined for respondents who skipped the question or selected 'Prefer not to disclose;' these respondents are excluded from these analyses.

**Figure 2: Organizational Themes by Gender**



**Table 35: Work Culture**

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	53.7% C	348	62.1% A C	165	30.8%	18	55.5%	530
My department/unit promotes a work environment where all employees feel included	59.4% C	361	71.6% A C	172	23.1%	18	62.1%	550
My department/unit treats all employees equitably	53.5%	361	60.4% C	170	30.8%	18	54.9%	548
My department/unit is open and transparent in communication	47.7%	358	57.3%	172	38.5%	18	50.4%	548
My department/unit values employee input in major department/unit decisions	40.1%	361	48.9% C	172	15.4%	18	42.0%	550
My department/unit promotes respect for cultural differences	66.8%	359	76.8%	172	53.8%	18	69.5%	548
My department/unit understands the value of diversity	65.3%	361	78.1% A C	169	46.2%	18	68.6%	547
My department/unit communicates the importance of valuing diversity	61.3% C	361	70.0% C	172	30.8%	18	63.0%	550
I feel valued as an employee	48.9%	358	59.2% C	172	23.1%	18	51.3%	547
I feel a strong sense of belonging to CSU	45.2%	358	57.4% A C	172	23.1%	18	48.3%	547
I feel a strong sense of belonging to my division/college	45.8%	361	47.1%	170	30.8%	18	45.7%	549
I feel a strong sense of belonging to my department/unit	54.9%	359	64.1%	172	38.5%	18	57.3%	548
I would recommend CSU as a place of employment	53.3% C	361	66.1% A C	172	23.1%	18	56.3%	550
I would recommend my department/unit as a place of employment	53.2% C	359	57.9% C	170	23.1%	18	53.6%	547

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 36: Performance Review in Last Year**

Did you have a performance review in the last year?	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I had a review	90.0%	322	93.6% C	161	76.9%	14	90.7%	496
No, I did not have a review	10.0%	36	6.4%	11	23.1% B	4	9.3%	51
Total	100.0%	358	100.0%	172	100.0%	18	100.0%	547

Results are based on two-sided tests. For each significant pair, the key of the category with the smaller column proportion appears in the category with the larger column proportion.

Significance level for upper case letters (A, B, C): .05<sup>1,2</sup>

1. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

2. Cell counts of some categories are not integers. They were rounded to the nearest integers before performing column proportions tests.

**Table 37: Performance Review**

Please indicate your level of agreement with the following statements about your most recent performance review.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	77.5%	321	83.2% A	159	80.0%	14	79.4%	494
I am satisfied with the effort my supervisor put into my most recent performance review	71.9%	321	78.2%	159	70.0%	14	73.9%	494
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	25.9%	321	20.2%	159	20.0%	14	23.9%	494
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	60.7%	321	71.4%	159	70.0%	14	64.4%	494

*Asked only of those respondents who had a performance review in the last year.*

*Percent "Agree" or "Strongly agree"*

*The reported population reflects the number of respondents who answered the survey item.*

*\*Reverse coded when included in overall rating*

1,2,3

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 38: Respect**

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	52.7%	354	64.3% A C	172	38.5%	18	55.9%	543
My department/unit is treated with respect by other units within my college/division	43.9%	361	64.8% A C	172	30.8%	18	50.0%	550
My college/division is treated with respect by CSU	42.9%	358	51.2%	172	46.2%	18	45.6%	547
The people I interact with treat each other with respect	72.6% C	359	77.4% C	172	46.2%	18	73.2%	549
There is respect for religious differences in my department/unit	55.4%	361	67.5% A	172	46.2%	18	58.9%	550
There is respect for liberal perspectives in my department/unit	54.7%	359	66.3% A C	172	30.8%	18	57.5%	549
There is respect for conservative perspectives in my department/unit	47.7%	359	58.8% A	172	30.8%	18	50.6%	548

*Percent "Agree" or "Strongly agree"*

*The reported population reflects the number of respondents who answered the survey item.*<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.



**Table 39: Favoritism**

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	36.2%	350	27.9%	166	43.1%	18	33.9%	534
Recognized within my department/unit	39.5%	353	32.3%	166	46.2%	18	37.5%	537
Resources in my department/unit	37.5%	352	30.3%	166	46.2%	18	35.5%	535
Professional development opportunities	32.3%	352	27.0%	168	38.5%	18	30.8%	537
Promoted in my department/unit	40.5%	352	33.0%	168	53.8%	18	38.6%	537
Hired in my department/unit	31.4%	353	18.2%	168	30.8%	18	27.3%	539
	B							

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 40: Leadership Accountability: College/Division Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	38.8%	334	46.9%	164	28.2%	18	41.0%	516
Leadership adequately addresses inappropriate behavior	47.3%	352	51.2%	167	30.8%	18	48.0%	537
Leadership holds employees accountable for inappropriate behavior	45.2%	352	50.3%	166	30.8%	18	46.3%	536
Leadership holds employees accountable for poor performance in the workplace	32.1%	349	36.9%	166	30.8%	18	33.5%	533
Leadership acts ethically and honestly in the workplace	46.6%	349	61.0%	167	38.5%	18	50.8%	534
			A					
Leadership addresses issues of inequity	34.2%	346	43.0%	166	15.4%	18	36.3%	530
Leadership holds all employees to the same standards	31.1%	343	38.3%	166	23.1%	18	33.1%	527

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 41: Leadership Accountability: Department/Unit Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	43.9%	328	50.7%	166	37.2%	18	45.9%	512
Leadership adequately addresses inappropriate behavior	49.1%	353	56.5% C	170	23.1%	18	50.6%	541
Leadership holds employees accountable for inappropriate behavior	48.6%	355	54.5%	169	38.5%	18	50.1%	541
Leadership holds employees accountable for poor performance in the workplace	38.5%	348	42.1%	170	46.2%	18	39.9%	535
Leadership acts ethically and honestly in the workplace	46.6%	349	61.0% A	167	38.5%	18	50.8%	534
Leadership addresses issues of inequity	39.8%	352	48.0%	169	23.1%	18	41.8%	538
Leadership holds all employees to the same standards	39.2%	349	42.1%	169	38.5%	18	40.1%	535

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 42: Climate: CSU Overall**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	55.4%	341	64.0% A C	162	36.3%	18	57.4%	521
Recruits employees from a diverse set of backgrounds	67.1%	358	72.8%	170	46.2%	18	68.2%	546
Improves the campus climate for all employees	44.6%	357	61.7% A C	169	30.8%	18	49.5%	543
Retains diverse employees	50.0%	354	52.1%	166	30.8%	18	50.0%	537
Creates a supportive environment for employees from diverse backgrounds	61.8%	351	62.3%	170	38.5%	18	61.2%	538
Encourages discussions related to diversity	62.0%	352	71.7%	170	53.8%	18	64.8%	540
Provides employees with a positive work experience	52.4% C	353	63.7% A C	169	23.1%	18	55.0%	540
Climate has become consistently more inclusive of all employees	51.3%	352	61.6% C	167	30.8%	18	53.9%	537

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 43: Climate: Department/Unit**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	51.7%	333	63.0% A C	163	39.3%	16	54.9%	512
Recruits employees from a diverse set of backgrounds	60.5%	358	71.4% A	172	53.8%	18	63.7%	547
Improves the campus climate for all employees	43.3%	354	67.2% A C	168	33.3%	16	50.5%	538
Retains diverse employees	49.1%	351	56.8%	170	30.8%	18	50.9%	538
Creates a supportive environment for employees from diverse backgrounds	61.8%	351	62.3%	170	38.5%	18	61.2%	538
Encourages discussions related to diversity	51.8%	351	54.5%	172	46.2%	18	52.5%	540
Provides employees with a positive work experience	49.9%	345	61.1% A C	170	30.8%	18	52.9%	533
Climate has become consistently more inclusive of all employees	49.4%	352	60.9% A C	169	30.8%	18	52.4%	538

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 44: Communications: CSU Overall**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	45.7%	338	64.4% A C	162	38.5%	18	51.3%	518
Communications are effective	46.6%	351	71.0% A	169	46.2%	18	54.2%	537
Communications are timely	48.1%	349	69.1% A C	169	38.5%	18	54.4%	535
Communications are relevant	42.9%	346	63.4% A C	168	30.8%	18	49.0%	531
Communications are informative	53.5%	349	65.2% A	169	53.8%	18	57.2%	535
Communications are motivating	25.6%	351	49.0% A C	164	15.4%	18	32.5%	533
Communications are honest	41.7%	351	57.3% A	167	30.8%	18	46.2%	535
Communications are accessible	61.3%	349	68.3%	167	53.8%	18	63.3%	534

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 45: Communications: Division/College**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	45.3%	336	55.6% A	159	35.2%	18	48.2%	513
Communications are effective	45.2%	345	54.9%	166	38.5%	18	48.0%	528
Communications are timely	44.0%	345	57.5% A	166	38.5%	18	48.0%	528
Communications are relevant	46.8%	342	62.0% A	166	38.5%	18	51.3%	526
Communications are informative	51.5%	346	59.9%	167	38.5%	18	53.7%	531
Communications are motivating	26.2%	345	35.9%	164	15.4%	18	28.9%	527
Communications are honest	43.8%	343	55.1% A C	166	23.1%	18	46.6%	527
Communications are accessible	59.5%	343	59.2%	164	53.8%	18	59.2%	525

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 46: Communications: Department/Unit**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	50.8%	334	60.7% A	162	38.5%	18	53.5%	514
Communications are effective	51.9%	351	58.8%	170	38.5%	18	53.6%	538
Communications are timely	51.3%	353	60.0%	170	38.5%	18	53.6%	541
Communications are relevant	56.1%	348	67.3% A	168	38.5%	18	59.1%	534
Communications are informative	55.8%	349	62.9%	169	38.5%	18	57.4%	536
Communications are motivating	30.2%	349	41.6% A	167	23.1%	18	33.6%	534
Communications are honest	49.9%	352	64.0% A C	169	30.8%	18	53.7%	539
Communications are accessible	62.9%	348	68.0%	167	61.5%	18	64.4%	533

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 47: Communicated Feedback**

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	39.2%	139	47.9%	82	25.0%	4	41.5%	226
Maybe, I can provide feedback in limited situations	36.3%	129	36.8%	63	33.3%	5	36.4%	198
No, I don't have an opportunity to provide feedback	24.4%	87	15.3%	26	41.7%	7	22.1%	120
Total	100.0%	355	100.0%	172	100.0%	16	100.0%	543

Results are based on two-sided tests. For each significant pair, the key of the category with the smaller column proportion appears in the category with the larger column proportion.

Significance level for upper case letters (A, B, C): .05<sup>1,2</sup>

1. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

2. Cell counts of some categories are not integers. They were rounded to the nearest integers before performing column proportions tests.

**Table 48: Responsiveness to Feedback**

When I use the following channels, leadership is responsive to my feedback:	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	46.2%	204	52.8%	121	50.0%	8	48.7%	333
One on one conversations with my supervisor	73.3%	210	78.3%	125	50.0%	8	74.6%	343
My representation in shared governance (CPC, APC, or Faculty Council)	27.1%	211	24.8%	122	16.7%	8	26.0%	342
My service on committees	31.9%	210	46.5%	125	33.3%	8	37.3%	343
Annual review process	56.8%	210	70.2%	122	83.3%	8	62.3%	340
Input collection through anonymous surveys	46.5%	206	43.0%	122	66.7%	8	45.7%	336

Asked only of those respondents who yes or maybe had the opportunity to communicate feedback.

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 49: Feedback Valued**

When I give feedback it is valued by:	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	38.7%	202	45.2%	119	61.1%	8	41.6%	330
CSU overall	27.5%	207	37.2%	121	50.0%	8	31.5%	336
My division/college	36.1%	204	38.1%	119	66.7%	8	37.6%	331
My department/unit	52.8%	207	61.9%	122	66.7%	8	56.4%	337

Asked only of those respondents who yes or maybe had the opportunity to communicate feedback.

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>a,b,c</sup>

a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 50: Discriminatory Attitudes: CSU Overall**

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	7.4%	27	7.1%	12	7.7%	*	7.3%	40
Physical appearance	7.4%	27	3.8%	7	23.1%	4	6.8%	37
Physical disability	5.6%	20	4.7%	8	7.7%	*	5.4%	30
Mental disability	6.7%	24	3.2%	6	15.4%	*	5.9%	32
Employment classification	18.1%	65	21.4%	37	30.8%	5	19.6%	108
Gender identity	6.8%	24	7.7%	13	30.8%	5	7.8%	43
Job title	16.7%	60	16.5%	28	15.4%	*	16.6%	91
Parental status	5.4%	19	2.3%	4	15.4%	*	4.7%	26
Religion	12.2%	44	5.6%	10	7.7%	*	10.0%	55
Political affiliation	19.1%	69	12.4%	21	7.7%	*	16.6%	92
Sexual orientation	6.0%	22	4.2%	7	15.4%	*	5.8%	32
Socio-economic status	8.3%	30	5.6%	10	23.1%	4	8.0%	44
Ethnic origin	7.4%	27	4.3%	7	15.4%	*	6.7%	37
Veteran status	6.0%	22	0.0%	*	0.0%	*	4.0%	22
Race or color	8.4%	30	4.6%	8	15.4%	*	7.4%	41
Marital status	5.4%	19	0.9%	*	0.0%	*	3.8%	21
Nationality/country of origin	7.4%	27	2.1%	4	7.7%	*	5.7%	32
None/no response	59.8%	216	63.2%	108	46.2%	8	60.5%	332

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with n >= 3.

**Table 51: Discriminatory Attitudes: Division/College**

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	8.5%	31	4.9%	8	23.1%	4	7.9%	43
Physical appearance	6.6%	24	2.3%	4	15.4%	*	5.5%	30
Physical disability	5.3%	19	2.3%	4	30.8%	5	5.2%	29
Mental disability	5.6%	20	3.1%	5	30.8%	5	5.6%	31
Employment classification	15.8%	57	12.8%	22	7.7%	*	14.6%	80
Gender identity	6.9%	25	5.9%	10	38.5%	7	7.6%	42
Job title	15.1%	55	8.8%	15	23.1%	4	13.4%	74
Parental status	6.2%	22	1.5%	*	15.4%	*	5.0%	28
Religion	8.1%	29	0.6%	*	7.7%	*	5.8%	32
Political affiliation	14.2%	51	4.2%	7	7.7%	*	10.9%	60
Sexual orientation	7.0%	25	3.4%	6	15.4%	*	6.1%	34
Socio-economic status	7.7%	28	5.9%	10	15.4%	*	7.4%	41
Ethnic origin	6.6%	24	1.2%	*	23.1%	4	5.4%	30
Veteran status	6.2%	22	0.9%	*	15.4%	*	4.8%	27
Race or color	7.8%	28	1.2%	*	15.4%	*	6.0%	33
Marital status	5.8%	21	0.0%	*	7.7%	*	4.0%	22
Nationality/country of origin	6.0%	22	0.6%	*	15.4%	*	4.6%	25
None/no response	69.6%	251	74.3%	128	53.8%	10	70.6%	388

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with n >= 3.

**Table 52: Discriminatory Attitudes: Department/Unit**

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	13.3%	48	11.2%	19	30.8%	5	13.2%	72
Physical appearance	7.3%	26	4.8%	8	7.7%	*	6.5%	36
Physical disability	7.6%	28	5.9%	10	15.4%	*	7.3%	40
Mental disability	7.9%	28	5.1%	9	15.4%	*	7.3%	40
Employment classification	19.4%	70	16.0%	27	30.8%	5	18.7%	103
Gender identity	8.4%	30	7.4%	13	30.8%	5	8.8%	48
Job title	19.4%	70	20.0%	34	53.8%	10	20.7%	114
Parental status	6.8%	25	4.6%	8	23.1%	4	6.6%	37
Religion	7.7%	28	1.8%	3	15.4%	*	6.1%	33
Political affiliation	15.7%	57	7.7%	13	7.7%	*	13.0%	71
Sexual orientation	5.7%	20	7.1%	12	23.1%	4	6.7%	37
Socio-economic status	4.8%	17	6.2%	11	23.1%	4	5.8%	32
Ethnic origin	5.3%	19	3.2%	6	7.7%	*	4.7%	26
Veteran status	4.9%	18	0.9%	*	7.7%	*	3.7%	21
Race or color	9.3%	33	4.5%	8	15.4%	*	8.0%	44
Marital status	2.9%	10	0.9%	*	23.1%	4	2.9%	16
Nationality/country of origin	6.1%	22	3.4%	6	23.1%	4	5.8%	32
None/no response	58.1%	210	60.5%	104	23.1%	4	57.7%	317

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with n >= 3.

**Table 53: Other Potential Problems: CSU Overall**

Please indicate if any of the following are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	5.6%	20	7.2%	12	30.8%	5	6.9%	38
Bullying	10.8%	39	12.5%	21	30.8%	5	12.0%	66
Bias	16.9%	61	15.2%	26	53.8%	10	17.6%	97
Physical assault	2.4%	9	3.2%	6	15.4%	*	3.1%	17
Sexual misconduct	3.9%	14	3.2%	6	23.1%	4	4.3%	24
Verbal abuse	8.6%	31	5.6%	10	23.1%	4	8.2%	45
None/no response	77.4%	279	79.4%	136	46.2%	8	77.0%	424

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with n >= 3.

**Table 54: Other Potential Problems: Division/College**

Please indicate if any of the following are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	6.6%	24	1.7%	*	7.7%	*	5.1%	28
Bullying	9.0%	32	5.8%	10	0.0%	*	7.7%	42
Bias	16.4%	59	8.8%	15	23.1%	4	14.3%	78
Physical assault	3.7%	13	0.0%	*	0.0%	*	2.4%	13
Sexual misconduct	4.1%	15	0.8%	*	7.7%	*	3.2%	18
Verbal abuse	9.0%	32	3.1%	5	7.7%	*	7.1%	39
None/no response	79.8%	288	86.4%	148	76.9%	14	81.8%	450

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with n >= 3.



**Table 55: Other Potential Problems: Department/Unit**

Please indicate if any of the following are currently problematic.	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	3.3%	12	3.2%	5	7.7%	*	3.4%	19
Bullying	14.7%	53	7.0%	12	23.1%	4	12.6%	69
Bias	22.6%	81	16.7%	29	38.5%	7	21.2%	117
Physical assault	2.4%	9	0.0%	*	7.7%	*	1.8%	10
Sexual misconduct	4.0%	15	2.5%	4	7.7%	*	3.7%	20
Verbal abuse	14.0%	50	5.9%	10	23.1%	4	11.8%	65
None/no response	71.8%	259	79.9%	137	53.8%	10	73.8%	406

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with  $n \geq 3$ .

**Table 56: Perceptions of Safety**

Please rate your perception of safety in the following areas of your physical environment using the five-point scale below.	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Building entrance locks and locking schedules	78.1%	339	77.7%	170	61.5%	18	77.4%	527
Physical surroundings (e.g., sidewalks, curbs, bike paths, crosswalks, restrooms, stairwells)	79.2%	339	79.4%	170	69.2%	18	78.9%	527
Adequate outdoor lighting on campus	72.9% C	340	63.0%	170	46.2%	18	68.8%	528
Safety procedures and protective equipment in spaces I frequently perform my work	69.4% C	338	71.4% C	170	38.5%	18	69.0%	526
Safe building environments (e.g., air quality, temperature, noise, water quality, etc.)	65.0%	338	64.4%	170	38.5%	18	63.9%	526

Percent "Safe" or "Very safe"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 57: Interpersonal Conflict**

Thinking of the past year, where if anywhere, have you experienced interpersonal conflict and or verbal assaults in your job? (Select all that apply)	Man		Woman		T/NB/NC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Internal to your specific department (e.g., immediate supervisor, coworkers, supervisees, etc.)	32.0%	91	23.7%	38	40.0%	5	29.3%	134
Internal to the VPUO Division	2.0%	6	2.8%	5	10.0%	*	2.5%	12
External to the VPUO Division (e.g., clients/customers, employees in other divisions, colleges, etc.)	9.7%	28	10.7%	17	30.0%	4	10.7%	49
I have not experienced interpersonal conflict in the past year	61.8%	176	67.2%	108	40.0%	5	63.0%	289

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with  $n \geq 3$ .



**Table 58: Principles of Community**

Please indicate the extent to which you agree or disagree with each of the following statements:	Man (A)		Woman (B)		T/NB/NC (C)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
My department encourages and practices the Principles of Community	59.1%	336	70.8% A	170	53.8%	18	62.7%	524
Thinking of the past year, I feel I had an appropriate level of support for my work within my unit	57.5%	335	65.1%	170	46.2%	18	59.6%	523
During the pandemic, I feel the level of internal communication within my unit/Division was adequate	53.8%	336	57.9%	170	53.8%	18	55.1%	524

Percent "Agree" or "Strongly agree"

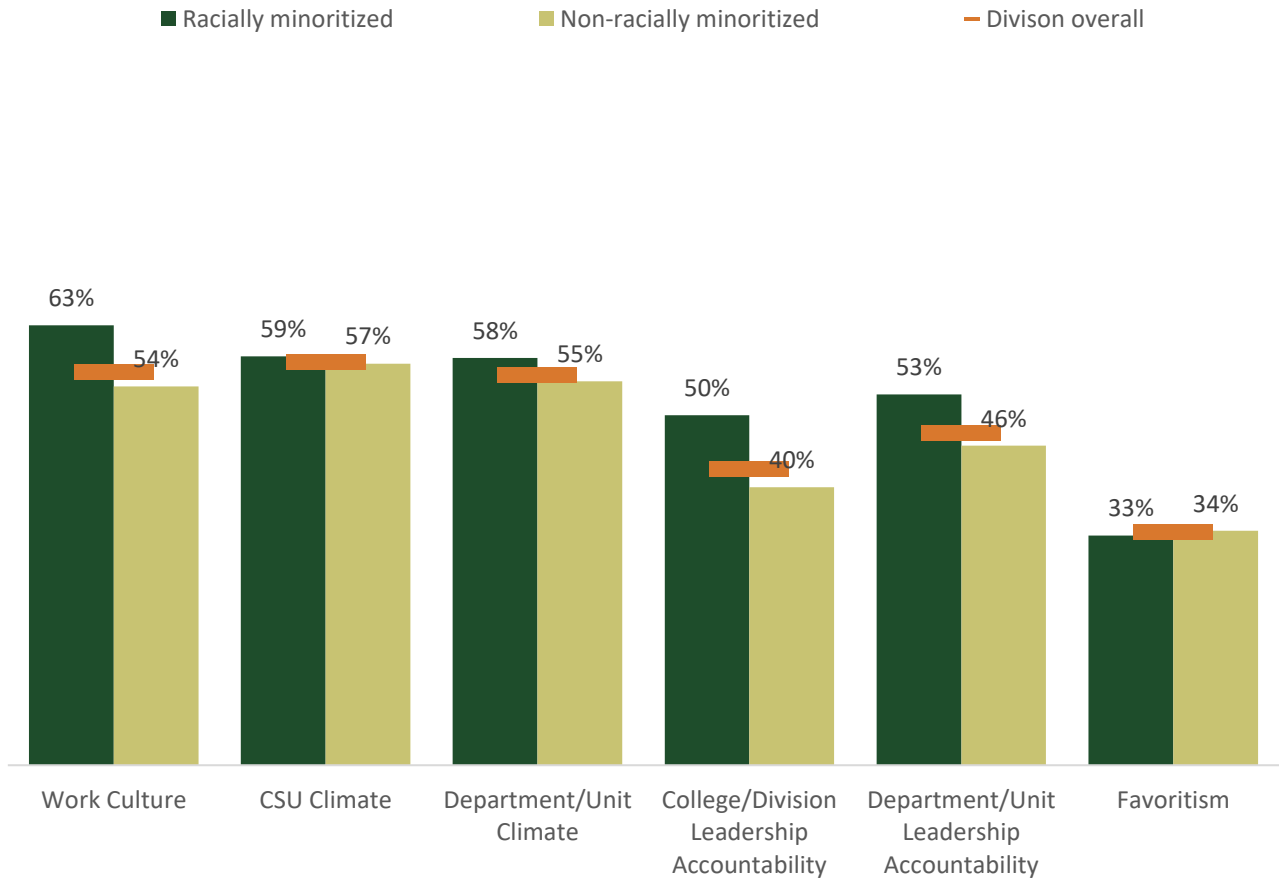
The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

## Comparisons by Racially Minoritized Status

Racially minoritized status is based on responses to the multiple response race and ethnicity survey question (Table 22). If a respondent selected only one race and that one race was Asian, Black, Hispanic or Latinx, Native American or Alaska Native or First Nations, or Native Hawaiian or Other Pacific Islander, or they selected 'The race/ethnicity I most closely align with is not listed,' they are coded as racially minoritized. If a respondent selected one race and that one race was White, they are coded as non-racially minoritized. If a respondent selected more than one race in any combination, they are coded as racially minoritized. Racially minoritized status could not be determined for respondents who skipped the question or selected 'Prefer not to disclose;' these respondents are excluded from these analyses.

**Figure 3: Organizational Themes by Racially Minoritized Status**



**Table 59: Work Culture**

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	63.0% B	125	54.2%	402	56.3%	527
My department/unit promotes a work environment where all employees feel included	73.6% B	138	58.9%	413	62.6%	551
My department/unit treats all employees equitably	67.5% B	138	52.7%	411	56.4%	549
My department/unit is open and transparent in communication	56.1%	138	48.5%	410	50.4%	548
My department/unit values employee input in major department/unit decisions	55.1% B	138	38.0%	413	42.3%	551
My department/unit promotes respect for cultural differences	71.9%	137	69.3%	411	69.9%	548
My department/unit understands the value of diversity	69.5%	134	70.1%	413	69.9%	546
My department/unit communicates the importance of valuing diversity	63.2%	137	64.0%	413	63.8%	549
I feel valued as an employee	57.2%	135	49.8%	411	51.6%	546
I feel a strong sense of belonging to CSU	58.6% B	137	45.5%	411	48.8%	548
I feel a strong sense of belonging to my division/college	56.2% B	135	42.8%	413	46.1%	548
I feel a strong sense of belonging to my department/unit	64.1%	137	56.3%	411	58.3%	548
I would recommend CSU as a place of employment	65.0% B	137	54.3%	413	56.9%	549
I would recommend my department/unit as a place of employment	61.3% B	135	51.6%	411	54.0%	547

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 60: Performance Review in Last Year**

Did you have a performance review in the last year?	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I had a review	86.0%	117	92.2% A	380	90.7%	497
No, I did not have a review	14.0% B	19	7.8%	32	9.3%	51
Total	100.0%	137	100.0%	411	100.0%	548

Results are based on two-sided tests. For each significant pair, the key of the category with the smaller column proportion appears in the category with the larger column proportion.

Significance level for upper case letters (A, B, C): .05<sup>1,2</sup>

1. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

2. Cell counts of some categories are not integers. They were rounded to the nearest integers before performing column proportions tests.

**Table 61: Performance Review**

Please indicate your level of agreement with the following statements about your most recent performance review.	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	81.6%	116	79.0%	377	79.6%	493
I am satisfied with the effort my supervisor put into my most recent performance review	74.2%	117	72.6%	377	73.0%	494
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	26.7%	116	24.5%	377	25.1%	493
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	70.9%	116	64.3%	377	65.9%	493

*Asked only of those respondents who had a performance review in the last year.*

*Percent "Agree" or "Strongly agree"*

*The reported population reflects the number of respondents who answered the survey item.*

*\*Reverse coded when included in overall rating*

a,b,c

a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 62: Respect**

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	61.6%	135	55.0%	407	56.6%	542
My department/unit is treated with respect by other units within my college/division	58.3%	138	48.8%	413	51.2%	551
My college/division is treated with respect by CSU	59.0%	137	44.0%	411	47.7%	548
	B					
The people I interact with treat each other with respect	74.9%	137	74.5%	411	74.6%	548
There is respect for religious differences in my department/unit	66.3%	138	57.0%	413	59.3%	551
There is respect for liberal perspectives in my department/unit	58.9%	138	56.6%	411	57.2%	549
There is respect for conservative perspectives in my department/unit	53.1%	138	49.7%	411	50.6%	549

*Percent "Agree" or "Strongly agree"*

*The reported population reflects the number of respondents who answered the survey item.*<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 63: Favoritism**

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	32.9%	130	33.5%	401	33.4%	532
Recognized within my department/unit	33.1%	132	37.5%	404	36.4%	536
Resources in my department/unit	34.8%	130	34.9%	403	34.9%	533
Professional development opportunities	30.4%	133	31.2%	403	31.0%	536
Promoted in my department/unit	36.9%	132	37.7%	403	37.5%	535
Hired in my department/unit	29.3%	133	26.6%	404	27.3%	538

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>a,b,c</sup>

a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 64: Leadership Accountability: College/Division Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	50.1% B	126	39.8%	386	42.3%	512
Leadership adequately addresses inappropriate behavior	57.6% B	137	46.1%	399	49.0%	535
Leadership holds employees accountable for inappropriate behavior	59.9% B	135	42.9%	396	47.2%	531
Leadership holds employees accountable for poor performance in the workplace	45.7% B	134	31.1%	394	34.8%	528
Leadership acts ethically and honestly in the workplace	57.7%	135	50.3%	394	52.2%	529
Leadership addresses issues of inequity	40.1%	133	37.6%	393	38.2%	526
Leadership holds all employees to the same standards	42.6% B	135	31.7%	387	34.5%	522

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 65: Leadership Accountability: Department/Unit Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	53.0%	128	45.7%	382	47.5%	510
Leadership adequately addresses inappropriate behavior	58.1%	138	50.4%	401	52.4%	539
Leadership holds employees accountable for inappropriate behavior	61.6%	137	48.1%	404	51.5%	541
	B					
Leadership holds employees accountable for poor performance in the workplace	50.3%	135	38.3%	401	41.4%	536
	B					
Leadership acts ethically and honestly in the workplace	57.7%	135	50.3%	394	52.2%	529
Leadership addresses issues of inequity	43.1%	137	44.8%	403	44.4%	539
Leadership holds all employees to the same standards	45.4%	135	39.8%	400	41.2%	535

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 66: Climate: CSU Overall**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	58.5%	128	57.5%	391	57.7%	519
Recruits employees from a diverse set of backgrounds	66.4%	138	68.9%	407	68.3%	545
Improves the campus climate for all employees	50.7%	135	49.8%	406	50.1%	541
Retains diverse employees	47.2%	133	52.3%	405	51.0%	538
Creates a supportive environment for employees from diverse backgrounds	65.0%	137	59.8%	403	61.1%	539
Encourages discussions related to diversity	61.6%	137	66.0%	403	64.9%	540
Provides employees with a positive work experience	61.6%	135	54.8%	403	56.5%	538
Climate has become consistently more inclusive of all employees	53.1%	134	54.5%	403	54.2%	537

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>a,b,c</sup>

a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 67: Climate: Department/Unit**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	58.3%	125	54.9%	386	55.7%	512
Recruits employees from a diverse set of backgrounds	64.0%	138	63.1%	410	63.3%	548
Improves the campus climate for all employees	51.3%	136	52.6%	402	52.3%	537
Retains diverse employees	50.9%	137	52.4%	404	52.0%	541
Creates a supportive environment for employees from diverse backgrounds	65.0%	137	59.8%	403	61.1%	539
Encourages discussions related to diversity	55.2%	134	52.1%	408	52.9%	541
Provides employees with a positive work experience	62.6%	132	52.3%	402	54.8%	534
	B					
Climate has become consistently more inclusive of all employees	57.2%	135	52.7%	404	53.8%	539

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 68: Communications: CSU Overall**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	58.2%	127	50.8%	392	52.6%	519
Communications are effective	60.4%	136	53.5%	403	55.2%	539
Communications are timely	61.6%	136	53.2%	401	55.4%	538
Communications are relevant	52.1%	134	49.5%	399	50.1%	533
Communications are informative	62.1%	136	57.3%	401	58.5%	538
Communications are motivating	44.8%	133	30.4%	400	34.0%	533
	B					
Communications are honest	52.7%	133	46.6%	404	48.1%	538
Communications are accessible	69.4%	133	63.5%	403	65.0%	536

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 69: Communications: Division/College**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	57.1%	128	47.0%	382	49.6%	509
	B					
Communications are effective	55.2%	135	46.6%	393	48.8%	528
Communications are timely	60.5%	135	44.6%	391	48.7%	526
	B					
Communications are relevant	56.3%	136	51.8%	389	53.0%	525
Communications are informative	63.6%	136	52.4%	394	55.3%	531
	B					
Communications are motivating	41.9%	133	26.4%	391	30.4%	525
	B					
Communications are honest	52.3%	132	47.1%	394	48.4%	526
Communications are accessible	67.0%	133	58.6%	391	60.8%	525

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 70: Communications: Department/Unit**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	62.6%	124	52.7%	390	55.1%	514
	B					
Communications are effective	61.8%	135	52.0%	406	54.4%	541
	B					
Communications are timely	65.5%	134	50.7%	407	54.4%	541
	B					
Communications are relevant	61.6%	134	60.3%	402	60.6%	536
Communications are informative	67.5%	132	57.1%	406	59.6%	538
	B					
Communications are motivating	48.8%	134	31.8%	401	36.1%	535
	B					
Communications are honest	59.0%	135	54.8%	406	55.9%	541
Communications are accessible	71.2%	131	64.6%	406	66.2%	536

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.



**Table 71: Communicated Feedback**

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	43.5%	58	42.8%	175	43.0%	233
Maybe, I can provide feedback in limited situations	32.9%	44	37.0%	151	36.0%	195
No, I don't have an opportunity to provide feedback	23.6%	32	20.1%	82	21.0%	114
Total	100.0%	134	100.0%	409	100.0%	543

Results are based on two-sided tests. For each significant pair, the key of the category with the smaller column proportion appears in the category with the larger column proportion.

Significance level for upper case letters (A, B, C): .05<sup>a,b</sup>

a. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

b. Cell counts of some categories are not integers. They were rounded to the nearest integers before performing column proportions tests.

**Table 72: Responsiveness to Feedback**

When I use the following channels, leadership is responsive to my feedback:	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	55.2%	70	47.7%	266	49.2%	336
One on one conversations with my supervisor	78.1%	71	74.1%	275	74.9%	346
My representation in shared governance (CPC, APC, or Faculty Council)	37.9% B	73	23.1%	272	26.2%	344
My service on committees	40.1%	73	38.6%	273	38.9%	346
Annual review process	63.2%	73	61.5%	270	61.8%	343
Input collection through anonymous surveys	60.4% B	71	42.9%	268	46.5%	339

Asked only of those respondents who yes or maybe had the opportunity to communicate feedback.

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 73: Feedback Valued**

When I give feedback it is valued by:	Racially minoritized		Non-racially minoritized		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	48.9%	73	39.7%	261	41.7%	334
CSU overall	35.3%	73	29.6%	267	30.8%	340
My division/college	47.3%	73	35.4%	263	37.9%	335
My department/unit	64.0%	73	55.0%	269	56.9%	341

Asked only of those respondents who yes or maybe had the opportunity to communicate feedback.

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>a,b,c</sup>

a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 74: Discriminatory Attitudes: CSU Overall**

Please indicate if discriminatory attitudes are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	10.4%	14	6.6%	27	7.6%	42
Physical appearance	14.2%	20	4.2%	17	6.7%	37
Physical disability	5.3%	7	5.4%	22	5.4%	30
Mental disability	8.4%	12	5.7%	24	6.4%	35
Employment classification	17.8%	25	21.6%	89	20.7%	114
Gender identity	8.4%	12	8.0%	33	8.1%	44
Job title	15.7%	22	16.1%	66	16.0%	88
Parental status	4.2%	6	4.9%	20	4.7%	26
Religion	12.4%	17	9.1%	37	9.9%	54
Political affiliation	16.2%	22	17.4%	72	17.1%	94
Sexual orientation	8.4%	12	5.2%	22	6.0%	33
Socio-economic status	7.4%	10	8.8%	36	8.4%	46
Ethnic origin	13.4%	18	4.8%	20	6.9%	38
Veteran status	7.0%	10	2.9%	12	4.0%	22
Race or color	13.9%	19	5.6%	23	7.7%	42
Marital status	5.3%	7	2.9%	12	3.5%	19
Nationality/country of origin	9.6%	13	4.5%	18	5.7%	32
None/no response	61.0%	84	59.6%	246	60.0%	330

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

**Table 75: Discriminatory Attitudes: Division/College**

Please indicate if discriminatory attitudes are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	7.3%	10	7.7%	32	7.6%	42
Physical appearance	7.9%	11	4.4%	18	5.3%	29
Physical disability	7.4%	10	4.1%	17	4.9%	27
Mental disability	8.2%	11	4.7%	19	5.6%	31
Employment classification	12.8%	18	15.2%	63	14.6%	80
Gender identity	8.2%	11	6.8%	28	7.2%	39
Job title	10.8%	15	13.2%	55	12.6%	70
Parental status	8.5%	12	3.8%	16	5.0%	27
Religion	4.2%	6	5.5%	23	5.2%	28
Political affiliation	11.5%	16	10.5%	43	10.8%	59
Sexual orientation	7.4%	10	5.3%	22	5.8%	32
Socio-economic status	9.5%	13	7.0%	29	7.6%	42
Ethnic origin	9.1%	13	4.1%	17	5.4%	30
Veteran status	6.3%	9	4.0%	16	4.5%	25
Race or color	7.9%	11	5.0%	21	5.7%	32
Marital status	5.3%	7	3.2%	13	3.7%	21
Nationality/country of origin	6.4%	9	3.7%	15	4.3%	24
None/no response	78.0%	108	68.3%	282	70.8%	390

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

**Table 76: Discriminatory Attitudes: Department/Unit**

Please indicate if discriminatory attitudes are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	12.7%	18	13.6%	56	13.4%	74
Physical appearance	9.1%	13	6.0%	25	6.8%	37
Physical disability	7.2%	10	7.4%	30	7.3%	40
Mental disability	10.4%	14	6.8%	28	7.7%	43
Employment classification	13.1%	18	20.9%	86	19.0%	105
Gender identity	8.0%	11	8.8%	36	8.6%	47
Job title	15.2%	21	22.2%	92	20.5%	113
Parental status	6.1%	8	6.8%	28	6.6%	37
Religion	4.3%	6	6.6%	27	6.0%	33
Political affiliation	6.9%	9	14.9%	61	12.9%	71
Sexual orientation	5.0%	7	7.2%	30	6.7%	37
Socio-economic status	5.2%	7	6.7%	28	6.3%	35
Ethnic origin	7.0%	10	4.6%	19	5.2%	29
Veteran status	4.2%	6	3.6%	15	3.7%	21
Race or color	10.9%	15	7.3%	30	8.2%	45
Marital status	4.1%	6	2.5%	10	2.9%	16
Nationality/country of origin	8.5%	12	4.9%	20	5.8%	32
None/no response	60.2%	83	56.2%	232	57.2%	315

Total may exceed 100% as respondents could select more than one option.  
Statistical significance not tested.

**Table 77: Other Potential Problems: CSU Overall**

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	9.2%	13	6.1%	25	6.9%	38
Bullying	10.3%	14	11.4%	47	11.1%	61
Bias	18.4%	25	18.3%	75	18.3%	101
Physical assault	6.4%	9	2.0%	8	3.1%	17
Sexual misconduct	7.4%	10	3.3%	14	4.3%	24
Verbal abuse	8.3%	12	8.0%	33	8.1%	45
None/no response	77.3%	107	77.1%	318	77.1%	425

Total may exceed 100% as respondents could select more than one option.  
Statistical significance not tested.

**Table 78: Other Potential Problems: Division/College**

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	7.4%	10	4.0%	16	4.8%	27
Bullying	9.2%	13	5.7%	24	6.6%	36
Bias	17.7%	24	14.0%	58	15.0%	82
Physical assault	5.3%	7	1.1%	5	2.1%	12
Sexual misconduct	5.3%	7	2.1%	9	2.9%	16
Verbal abuse	10.9%	15	5.4%	22	6.8%	38
None/no response	80.2%	111	82.5%	340	81.9%	451

Total may exceed 100% as respondents could select more than one option.  
Statistical significance not tested.

**Table 79: Other Potential Problems: Department/Unit**

Please indicate if any of the following are currently problematic.	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	4.3%	6	3.1%	13	3.4%	19
Bullying	13.6%	19	11.2%	46	11.8%	65
Bias	20.5%	28	22.1%	91	21.7%	120
Physical assault	4.2%	6	1.1%	4	1.8%	10
Sexual misconduct	7.3%	10	2.5%	10	3.7%	20
Verbal abuse	15.6%	22	10.5%	43	11.8%	65
None/no response	73.1%	101	74.3%	307	74.0%	408

Total may exceed 100% as respondents could select more than one option.  
Statistical significance not tested.

**Table 80: Perceptions of Safety**

Please rate your perception of safety in the following areas of your physical environment using the five-point scale below.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Building entrance locks and locking schedules	78.4%	134	77.0%	391	77.3%	525
Physical surroundings (e.g., sidewalks, curbs, bike paths, crosswalks, restrooms, stairwells)	82.4%	132	76.7%	392	78.1%	525
Adequate outdoor lighting on campus	71.4%	135	67.5%	392	68.5%	528
Safety procedures and protective equipment in spaces I frequently perform my work	71.1%	135	68.5%	390	69.2%	525
Safe building environments (e.g., air quality, temperature, noise, water quality, etc.)	67.3%	135	63.8%	390	64.7%	525

Percent "Safe" or "Very safe"

The reported population reflects the number of respondents who answered the survey item.<sup>a,b,c</sup>

a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 81: Interpersonal Conflict**

Thinking of the past year, where if anywhere, have you experienced interpersonal conflict and or verbal assaults in your job? (Select all that apply)	Racially minoritized		Non-racially minoritized		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Internal to your specific department (e.g., immediate supervisor, coworkers, supervisees, etc.)	26.3%	31	29.3%	101	28.6%	131
Internal to the VPUO Division	2.0%	*	3.1%	11	2.8%	13
External to the VPUO Division (e.g., clients/customers, employees in other divisions, colleges, etc.)	11.8%	14	9.8%	34	10.3%	47
I have not experienced interpersonal conflict in the past year	67.6%	79	62.9%	216	64.1%	295

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with  $n \geq 3$ .

**Table 82: Principles of Community**

Please indicate the extent to which you agree or disagree with each of the following statements:	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
My department encourages and practices the Principles of Community	66.3%	135	62.3%	388	63.3%	523
Thinking of the past year, I feel I had an appropriate level of support for my work within my unit	65.8%	135	58.5%	387	60.4%	522
During the pandemic, I feel the level of internal communication within my unit/Division was adequate	59.5%	135	54.7%	388	55.9%	523

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>a,b,c</sup>

a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

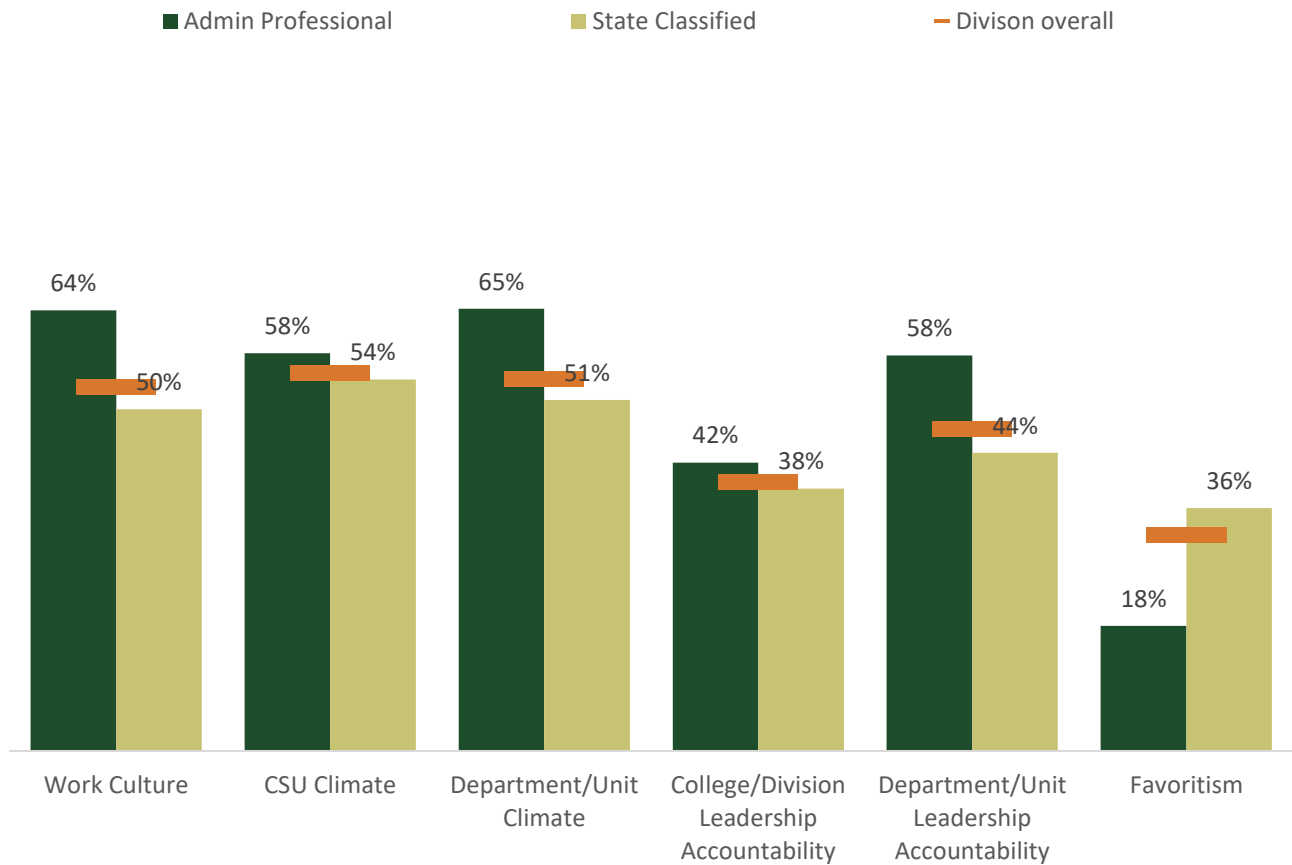
b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

## Comparisons by Employee Type

Employment type is based on the employee's current classification within the Human Resources system. State Classified (SC) employees are those with positions within the State Personnel System under Colorado statutes. Administrative professional (Admin Pro) employees hold positions exempt from the State Personnel System under Colorado statutes and are not faculty positions. Research Associates and Research Scientists are considered Admin Pro. Faculty includes all personnel who carry academic rank (professor, associate professor, assistant professor, master instructor, senior instructor, instructor, and faculty affiliate) and the University President. Faculty have been coded into two groups. Tenure and Tenure Track (T/TT) faculty include tenured faculty, tenure-track faculty, and faculty with transitional appointments. Contract, Continuing, and Adjunct (CCA) faculty include contract faculty, continuing faculty, and adjunct faculty as well as faculty with temporary, special, and/or senior teaching appointments. As employment type was included as part of the survey sample meta data (and not asked on the survey), employment type could not be determined for employees who completed a hard copy survey. These employees as well as other salaried employees are excluded from these analyses.

**Figure 4: Organizational Themes by Employee Type**



**Table 83: Work Culture**

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	64.5% B	117	50.0%	401	53.3%	518
My department/unit promotes a work environment where all employees feel included	68.4% B	118	57.0%	411	59.6%	530
My department/unit treats all employees equitably	64.7% B	118	48.7%	408	52.2%	527
My department/unit is open and transparent in communication	62.3% B	117	45.7%	408	49.4%	526
My department/unit values employee input in major department/unit decisions	60.1% B	118	37.7%	410	42.7%	528
My department/unit promotes respect for cultural differences	81.3% B	118	63.8%	408	67.7%	527
My department/unit understands the value of diversity	77.6% B	118	62.4%	408	65.8%	527
My department/unit communicates the importance of valuing diversity	67.5%	118	60.1%	410	61.8%	528
I feel valued as an employee	61.8% B	118	44.8%	408	48.6%	527
I feel a strong sense of belonging to CSU	59.5% B	118	39.7%	410	44.1%	528
I feel a strong sense of belonging to my division/college	48.3%	118	39.2%	410	41.3%	528
I feel a strong sense of belonging to my department/unit	65.8% B	118	49.8%	408	53.4%	527
I would recommend CSU as a place of employment	59.5%	118	49.8%	410	52.0%	528
I would recommend my department/unit as a place of employment	60.7% B	118	47.5%	410	50.4%	528

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 84: Performance Review in Last Year**

Did you have a performance review in the last year?	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I had a review	80.5%	94	93.1% A	383	90.3%	477
No, I did not have a review	19.5% B	23	6.9%	28	9.7%	51
Total	100.0%	117	100.0%	411	100.0%	528

Results are based on two-sided tests. For each significant pair, the key of the category with the smaller column proportion appears in the category with the larger column proportion.

Significance level for upper case letters (A, B, C): .05<sup>1,2</sup>

1. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

2. Cell counts of some categories are not integers. They were rounded to the nearest integers before performing column proportions tests.

**Table 85: Performance Review**

Please indicate your level of agreement with the following statements about your most recent performance review.	Admin Pro		SC		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	84.8%	94	76.5%	383	78.2%	477
I am satisfied with the effort my supervisor put into my most recent performance review	B					
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	83.0%	94	67.4%	383	70.5%	477
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	B					
	17.7%	94	23.2%	383	22.1%	477
	71.5%	94	62.2%	383	64.0%	477

*Asked only of those respondents who had a performance review in the last year.*

*Percent "Agree" or "Strongly agree"*

*The reported population reflects the number of respondents who answered the survey item.*

*\*Reverse coded when included in overall rating*

1,2,3

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 86: Respect**

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Admin Pro		SC		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	61.9%	117	52.4%	404	54.5%	521
	B					
My department/unit is treated with respect by other units within my college/division	60.7%	117	45.3%	408	48.7%	525
	B					
My college/division is treated with respect by CSU	43.6%	117	40.7%	407	41.3%	524
The people I interact with treat each other with respect	82.9%	117	70.0%	408	72.8%	525
	B					
There is respect for religious differences in my department/unit	64.2%	117	56.5%	408	58.2%	525
There is respect for liberal perspectives in my department/unit	67.1%	117	54.2%	407	57.1%	524
	B					
There is respect for conservative perspectives in my department/unit	52.6%	117	46.6%	406	47.9%	523

*Percent "Agree" or "Strongly agree"*

*The reported population reflects the number of respondents who answered the survey item.*<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.



**Table 87: Favoritism**

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	18.3%	116	35.5% A	391	31.6%	507
Recognized within my department/unit	19.0%	116	39.5% A	395	34.8%	511
Resources in my department/unit	22.6%	116	36.8% A	394	33.6%	510
Professional development opportunities	14.9%	116	34.1% A	395	29.7%	511
Promoted in my department/unit	23.4%	116	38.5% A	394	35.1%	510
Hired in my department/unit	11.4%	116	29.6% A	397	25.5%	513

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 88: Leadership Accountability: College/Division Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	42.2%	116	38.4%	378	39.3%	493
Leadership adequately addresses inappropriate behavior	41.5%	116	45.6%	397	44.7%	513
Leadership holds employees accountable for inappropriate behavior	43.2%	116	42.0%	394	42.2%	510
Leadership holds employees accountable for poor performance in the workplace	33.8%	116	32.7%	394	32.9%	510
Leadership acts ethically and honestly in the workplace	62.9% B	116	43.9%	394	48.2%	510
Leadership addresses issues of inequity	37.9%	116	34.7%	390	35.4%	505
Leadership holds all employees to the same standards	33.8%	116	31.1%	387	31.7%	502

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 89: Leadership Accountability: Department/Unit Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	57.9%	116	43.6%	369	47.0%	484
Leadership adequately addresses inappropriate behavior	54.7%	116	49.3%	397	50.5%	513
Leadership holds employees accountable for inappropriate behavior	60.3%	116	46.8%	396	49.9%	511
Leadership holds employees accountable for poor performance in the workplace	50.0%	116	38.3%	393	41.0%	508
Leadership acts ethically and honestly in the workplace	62.9%	116	43.9%	394	48.2%	510
Leadership addresses issues of inequity	54.4%	116	39.8%	394	43.1%	510
Leadership holds all employees to the same standards	54.1%	116	38.2%	391	41.8%	507

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 90: Climate: CSU Overall**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	58.2%	114	54.3%	381	55.2%	495
Recruits employees from a diverse set of backgrounds	68.8%	116	64.3%	400	65.3%	516
Improves the campus climate for all employees	48.2%	116	46.4%	397	46.8%	513
Retains diverse employees	47.5%	115	47.4%	394	47.5%	509
Creates a supportive environment for employees from diverse backgrounds	58.2%	116	59.1%	393	58.9%	508
Encourages discussions related to diversity	76.0%	115	63.3%	394	66.1%	509
Provides employees with a positive work experience	55.0%	116	49.7%	393	50.9%	509
Climate has become consistently more inclusive of all employees	52.6%	116	51.4%	392	51.7%	507

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 91: Climate: Department/Unit**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	64.7% B	113	51.3%	377	54.4%	489
Recruits employees from a diverse set of backgrounds	67.3%	116	60.7%	402	62.2%	517
Improves the campus climate for all employees	66.8% B	114	44.9%	396	49.8%	510
Retains diverse employees	52.4%	116	47.6%	394	48.7%	510
Creates a supportive environment for employees from diverse backgrounds	58.2%	116	59.1%	393	58.9%	508
Encourages discussions related to diversity	63.5% B	115	53.1%	397	55.4%	512
Provides employees with a positive work experience	65.6% B	116	46.9%	390	51.2%	505
Climate has become consistently more inclusive of all employees	62.7% B	116	49.4%	392	52.4%	507

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 92: Communications: CSU Overall**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	55.6% B	111	46.5%	381	48.6%	492
Communications are effective	55.3%	114	49.9%	389	51.1%	503
Communications are timely	55.0%	114	51.4%	389	52.2%	503
Communications are relevant	59.3% B	111	42.1%	387	45.9%	498
Communications are informative	63.4% B	114	51.4%	389	54.1%	503
Communications are motivating	36.6%	114	29.3%	387	31.0%	501
Communications are honest	53.6% B	114	39.2%	389	42.5%	503
Communications are accessible	62.5%	114	61.4%	387	61.7%	501

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 93: Communications: Division/College**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	49.8%	113	43.4%	375	44.9%	488
Communications are effective	44.9%	114	43.2%	382	43.6%	497
Communications are timely	43.4%	114	45.0%	384	44.6%	498
Communications are relevant	57.9%	113	45.4%	384	48.2%	497
	B					
Communications are informative	59.2%	114	48.3%	385	50.8%	500
	B					
Communications are motivating	30.3%	114	26.4%	384	27.3%	498
Communications are honest	53.3%	114	40.1%	382	43.2%	497
	B					
Communications are accessible	57.1%	114	57.3%	381	57.3%	495

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 94: Communications: Department/Unit**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	63.0%	111	50.4%	383	53.3%	494
	B					
Communications are effective	64.6%	114	49.7%	392	53.1%	506
	B					
Communications are timely	61.9%	114	50.6%	390	53.2%	504
	B					
Communications are relevant	73.9%	112	55.7%	390	59.8%	502
	B					
Communications are informative	66.9%	114	53.5%	392	56.5%	506
	B					
Communications are motivating	39.6%	114	32.0%	389	33.8%	503
Communications are honest	69.1%	113	50.1%	392	54.3%	505
	B					
Communications are accessible	67.0%	114	62.0%	388	63.1%	503

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 95: Communicated Feedback**

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	44.5%	50	39.3%	156	40.5%	207
Maybe, I can provide feedback in limited situations	40.2%	46	36.9%	147	37.7%	192
No, I don't have an opportunity to provide feedback	15.3%	17	23.8%	94	21.9%	112
Total	100.0%	113	100.0%	397	100.0%	511

Results are based on two-sided tests. For each significant pair, the key of the category with the smaller column proportion appears in the category with the larger column proportion.

Significance level for upper case letters (A, B, C): .05<sup>a,b</sup>

a. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

b. Cell counts of some categories are not integers. They were rounded to the nearest integers before performing column proportions tests.

**Table 96: Responsiveness to Feedback**

When I use the following channels, leadership is responsive to my feedback:	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	50.7%	95	46.4%	291	47.4%	386
One on one conversations with my supervisor	84.4% B	96	70.7%	297	74.0%	393
My representation in shared governance (CPC, APC, or Faculty Council)	20.2%	96	27.0%	297	25.4%	393
My service on committees	50.0% B	96	31.3%	299	35.8%	395
Annual review process	66.3%	96	59.0%	297	60.8%	393
Input collection through anonymous surveys	34.4%	95	47.4% A	293	44.2%	388

Asked only of those respondents who yes or maybe had the opportunity to communicate feedback.

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 97: Feedback Valued**

When I give feedback it is valued by:	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	43.8%	96	39.2%	287	40.3%	383
CSU overall	25.5%	96	31.0%	293	29.7%	389
My division/college	40.1%	96	35.0%	288	36.3%	384
My department/unit	65.7% B	96	52.5%	294	55.7%	390

Asked only of those respondents who yes or maybe had the opportunity to communicate feedback.

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 98: Discriminatory Attitudes: CSU Overall**

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	10.0%	12	8.2%	34	8.6%	46
Physical appearance	5.5%	6	7.8%	32	7.3%	39
Physical disability	3.7%	4	6.1%	25	5.6%	30
Mental disability	3.7%	4	6.8%	28	6.1%	32
Employment classification	25.9%	31	19.3%	80	20.8%	110
Gender identity	5.5%	6	9.5%	39	8.6%	46
Job title	19.0%	22	17.0%	70	17.4%	92
Parental status	0.9%	*	6.1%	25	4.9%	26
Religion	11.2%	13	12.0%	50	11.9%	63
Political affiliation	19.8%	23	18.2%	75	18.5%	98
Sexual orientation	5.7%	7	6.7%	28	6.5%	35
Socio-economic status	9.2%	11	9.6%	40	9.5%	51
Ethnic origin	3.7%	4	8.8%	36	7.7%	41
Veteran status	0.9%	*	6.0%	25	4.9%	26
Race or color	8.3%	10	9.1%	38	9.0%	48
Marital status	1.2%	*	5.7%	24	4.7%	25
Nationality/country of origin	1.7%	*	7.5%	31	6.2%	33
None/no response	48.8%	58	59.7%	246	57.2%	304

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with n >= 3.

**Table 99: Discriminatory Attitudes: Division/College**

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	2.9%	3	9.7%	40	8.1%	43
Physical appearance	3.5%	4	5.7%	24	5.2%	28
Physical disability	0.9%	*	5.7%	24	4.6%	25
Mental disability	2.9%	3	6.0%	25	5.3%	28
Employment classification	17.5%	21	13.7%	57	14.6%	77
Gender identity	2.6%	3	7.8%	32	6.6%	35
Job title	14.1%	17	10.5%	44	11.3%	60
Parental status	0.9%	*	5.8%	24	4.7%	25
Religion	4.0%	5	7.2%	30	6.5%	34
Political affiliation	6.6%	8	12.6%	52	11.2%	60
Sexual orientation	2.6%	3	6.8%	28	5.8%	31
Socio-economic status	5.5%	6	8.6%	36	7.9%	42
Ethnic origin	1.7%	*	6.1%	25	5.1%	27
Veteran status	0.0%	*	5.8%	24	4.5%	24
Race or color	5.5%	6	7.1%	29	6.7%	36
Marital status	1.2%	*	5.0%	21	4.2%	22
Nationality/country of origin	1.7%	*	5.3%	22	4.5%	24
None/no response	68.9%	82	70.0%	289	69.8%	370

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with n >= 3.

**Table 100: Discriminatory Attitudes: Department/Unit**

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	4.3%	5	13.0%	54	11.1%	59
Physical appearance	1.7%	*	6.2%	26	5.2%	28
Physical disability	0.9%	*	7.6%	31	6.1%	32
Mental disability	1.7%	*	7.2%	30	6.0%	32
Employment classification	15.8%	19	17.7%	73	17.3%	92
Gender identity	4.3%	5	7.5%	31	6.8%	36
Job title	15.8%	19	18.5%	76	17.9%	95
Parental status	2.6%	3	6.8%	28	5.9%	31
Religion	2.0%	*	7.2%	30	6.0%	32
Political affiliation	8.1%	10	11.7%	48	10.9%	58
Sexual orientation	1.7%	*	5.4%	22	4.6%	24
Socio-economic status	4.6%	5	6.5%	27	6.0%	32
Ethnic origin	0.9%	*	4.4%	18	3.6%	19
Veteran status	0.0%	*	4.0%	17	3.1%	17
Race or color	2.6%	3	7.6%	31	6.5%	34
Marital status	0.0%	*	2.5%	10	2.0%	10
Nationality/country of origin	0.0%	*	5.1%	21	3.9%	21
None/no response	66.7%	79	60.8%	251	62.1%	330

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with n >= 3.

**Table 101: Other Potential Problems: CSU Overall**

Please indicate if any of the following are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	2.6%	3	7.8%	32	6.6%	35
Bullying	12.3%	15	11.8%	49	11.9%	63
Bias	17.8%	21	22.2%	92	21.3%	113
Physical assault	0.9%	*	3.6%	15	3.0%	16
Sexual misconduct	2.9%	3	4.6%	19	4.2%	22
Verbal abuse	10.3%	12	9.5%	39	9.7%	52
None/no response	72.1%	85	73.4%	303	73.1%	388

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with n >= 3.

**Table 102: Other Potential Problems: Division/College**

Please indicate if any of the following are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	6.1%	25	4.8%	25
Bullying	5.5%	6	8.4%	35	7.7%	41
Bias	9.8%	12	18.2%	75	16.3%	87
Physical assault	0.0%	*	2.9%	12	2.3%	12
Sexual misconduct	1.2%	*	3.9%	16	3.3%	18
Verbal abuse	5.5%	6	8.6%	35	7.9%	42
None/no response	86.7%	103	78.2%	323	80.1%	425

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with n >= 3.



**Table 103: Other Potential Problems: Department/Unit**

Please indicate if any of the following are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	3.2%	13	2.5%	13
Bullying	4.3%	5	12.2%	50	10.5%	56
Bias	8.6%	10	21.9%	90	18.9%	101
Physical assault	0.0%	*	1.8%	7	1.4%	7
Sexual misconduct	0.0%	*	2.9%	12	2.3%	12
Verbal abuse	4.3%	5	11.1%	46	9.6%	51
None/no response	87.9%	104	73.8%	304	76.9%	408

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with  $n \geq 3$ .

**Table 104: Perceptions of Safety**

Please rate your perception of safety in the following areas of your physical environment using the five-point scale below.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Building entrance locks and locking schedules	80.7%	113	74.4%	396	75.8%	509
Physical surroundings (e.g., sidewalks, curbs, bike paths, crosswalks, restrooms, stairwells)	82.8%	113	75.8%	396	77.4%	509
Adequate outdoor lighting on campus	67.8%	113	67.4%	398	67.5%	510
Safety procedures and protective equipment in spaces I frequently perform my work	69.4%	111	65.9%	398	66.6%	508
Safe building environments (e.g., air quality, temperature, noise, water quality, etc.)	58.1%	112	62.7%	398	61.7%	509

Percent "Safe" or "Very safe"

The reported population reflects the number of respondents who answered the survey item.<sup>a,b,c</sup>

a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 105: Interpersonal Conflict**

Thinking of the past year, where if anywhere, have you experienced interpersonal conflict and or verbal assaults in your job? (Select all that apply)	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Internal to your specific department (e.g., immediate supervisor, coworkers, supervisees, etc.)	22.6%	23	29.6%	103	28.0%	126
Internal to the VPUO Division	8.3%	9	2.0%	7	3.5%	16
External to the VPUO Division (e.g., clients/customers, employees in other divisions, colleges, etc.)	20.0%	20	11.3%	39	13.3%	60
I have not experienced interpersonal conflict in the past year	59.3%	61	62.8%	219	62.1%	279

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.



**Table 106: Principles of Community**

Please indicate the extent to which you agree or disagree with each of the following statements:	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
My department encourages and practices the Principles of Community	74.7% B	113	60.1%	398	63.4%	510
Thinking of the past year, I feel I had an appropriate level of support for my work within my unit	67.8% B	113	55.9%	396	58.5%	509
During the pandemic, I feel the level of internal communication within my unit/Division was adequate	60.9%	113	52.7%	398	54.5%	510

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

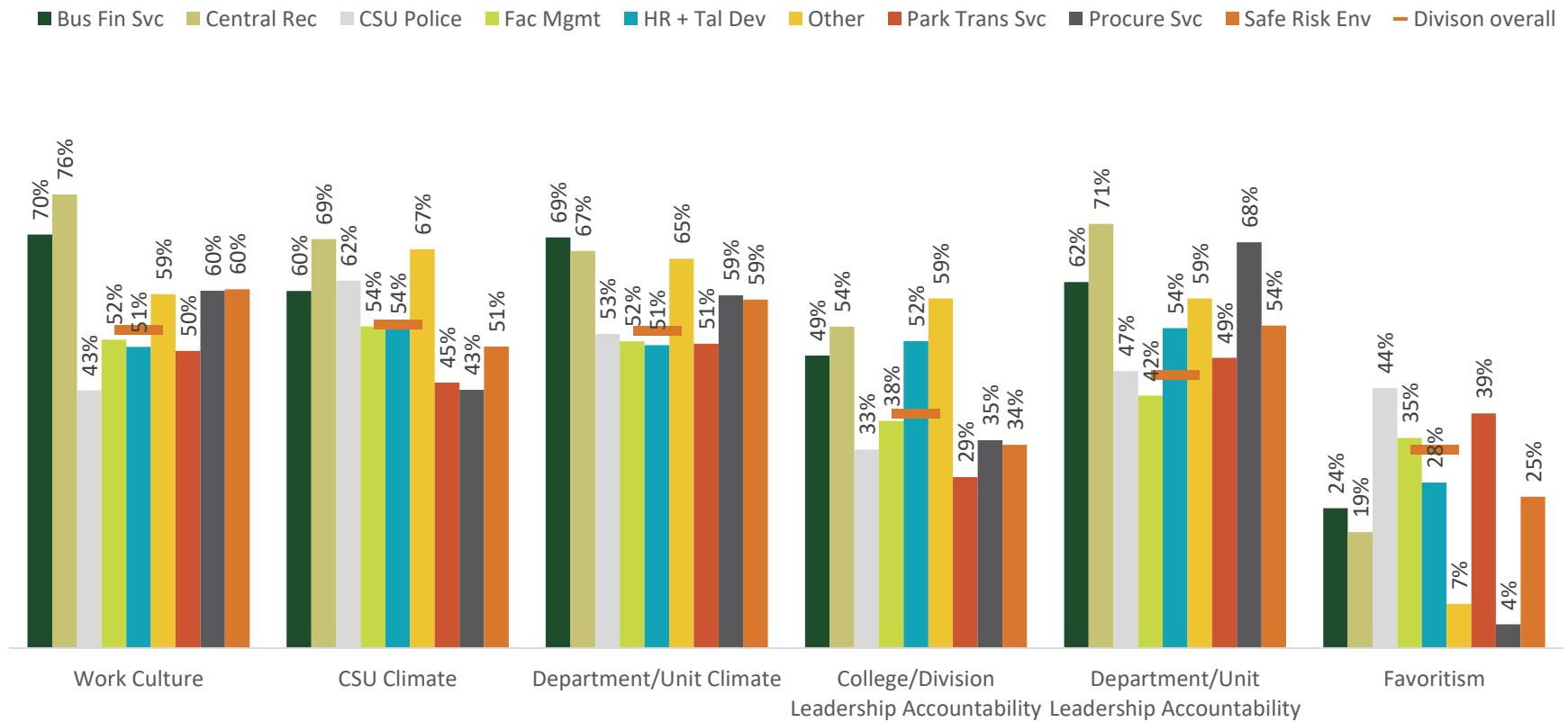
## Comparisons by Department/Unit

Some departments with a small number of employees may have been combined for these comparisons. Groupings appear in the following table.

**Table 107: Department Grouping**

		Pct
Bus Fin Svc	Business and Financial Services	5.0%
Central Rec	Central Receiving	1.8%
CSU Police	CSU Police Department	2.5%
Fac Mgmt	Facilities Management	76.9%
HR + Tal Dev	Human Resources	3.8%
	Talent Development	1.1%
Other	Office of Budgets	0.4%
	Unknown	0.2%
	Vice Pres for University Operations	0.7%
Park Trans Svc	Parking & Transportation Services	3.1%
Procure Svc	Procurement Services	1.5%
Safe Risk Env	AVP Safety and Risk Services	0.4%
	Environmental Health Services	1.8%
	Risk Management and Insurance	0.9%

Figure 5: Organizational Themes by Department



# Employee Climate Survey 2021

**Table 108: Work Culture**

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	Bus Fin Svc (A)		Central Rec (B)		CSU Police (C)		Fac Mgmt (D)		HR + Tal Dev (E)		Other (F)		Park Trans Svc (G)		Procure Svc (H)		Safe Risk Env (I)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	69.5%	34	76.3%	12	43.3%	17	51.9%	493	50.6%	33	59.5%	9	50.0%	21	60.1%	10	60.3%	21	53.4%	650
My department/unit promotes a work environment where all employees feel included	92.0%	34	78.8%	12	45.1%	17	57.6%	525	46.7%	33	59.0%	9	58.8%	21	73.2%	10	69.8%	22	59.5%	683
My department/unit treats all employees equitably	73.2%	34	66.2%	12	45.1%	17	51.2%	522	50.8%	33	59.0%	9	52.4%	21	73.2%	10	63.6%	22	53.2%	681
My department/unit is open and transparent in communication	78.6%	34	57.8%	12	36.2%	17	47.3%	520	40.0%	33	44.1%	9	46.8%	21	73.2%	10	48.9%	21	48.8%	677
My department/unit values employee input in major department/unit decisions	64.2%	34	57.8%	12	42.3%	17	37.8%	523	43.1%	33	59.0%	9	41.0%	21	59.8%	10	62.9%	22	41.4%	681
My department/unit promotes respect for cultural differences	78.6%	34	91.5%	12	60.0%	17	65.8%	521	74.9%	33	74.0%	9	65.4%	21	73.2%	10	76.9%	22	67.8%	679
My department/unit understands the value of diversity	89.0%	34	100.0%	12	71.0%	17	64.1%	518	70.7%	33	74.0%	9	51.7%	21	76.6%	10	67.6%	22	66.6%	676
My department/unit communicates the importance of valuing diversity	52.7%	34	100.0%	12	77.0%	17	61.1%	521	63.1%	33	27.6%	9	65.4%	21	76.6%	10	56.7%	22	61.7%	679
I feel valued as an employee	70.2%	34	66.2%	12	20.1%	17	47.5%	518	47.7%	33	59.0%	9	45.2%	21	63.2%	10	55.8%	22	48.9%	676
I feel a strong sense of belonging to CSU	60.2%	34	70.3%	12	37.9%	17	43.5%	520	39.0%	33	59.0%	9	51.7%	21	44.9%	10	51.9%	22	45.2%	678
I feel a strong sense of belonging to my division/college	51.2%	34	70.3%	12	20.1%	17	42.6%	518	40.5%	33	59.0%	9	40.3%	21	14.8%	10	44.2%	22	42.7%	677
I feel a strong sense of belonging to my department/unit	63.2%	34	78.8%	12	45.1%	17	53.9%	521	49.7%	33	62.8%	9	45.2%	21	59.8%	10	65.2%	22	54.7%	679
I would recommend CSU as a place of employment	66.2%	34	87.3%	12	35.1%	17	53.0%	523	45.0%	33	74.0%	9	45.2%	21	39.8%	10	54.2%	22	53.3%	681
I would recommend my department/unit as a place of employment	64.2%	34	66.2%	12	28.2%	17	51.3%	520	46.7%	33	62.8%	9	40.3%	21	53.2%	10	65.2%	22	51.7%	678

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

# Employee Climate Survey 2021

**Table 109: Performance Review in Last Year**

	Bus Fin Svc		Central Rec		CSU Police		Fac Mgmt		HR + Tal Dev		Other		Park Trans Svc		Procure Svc		Safe Risk Env		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)		(G)		(H)		(I)			
Did you have a performance review in the last year?	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
No, I did not have a review	3.0%	*	36.9% D	4	35.1% D	6	6.7%	35	20.4%	6	26.0%	*	18.6%	4	10.0%	*	15.5%	3	9.4%	63
Yes, I had a review	97.0%	33	63.1%	8	64.9%	11	93.3% B C	485	79.6%	25	74.0%	7	81.4%	17	90.0%	9	84.5%	19	90.6%	613
Total	100.0%	34	100.0%	12	100.0%	17	100.0%	520	100.0%	32	100.0%	9	100.0%	21	100.0%	10	100.0%	22	100.0%	677

Results are based on two-sided tests. For each significant pair, the key of the category with the smaller column proportion appears in the category with the larger column proportion.

Significance level for upper case letters (A, B, C): .05\* Values reported for items with n >= 3.<sup>1,2</sup>

1. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

2. Cell counts of some categories are not integers. They were rounded to the nearest integers before performing column proportions tests.

**Table 110: Performance Review**

	Bus Fin Svc		Central Rec		CSU Police		Fac Mgmt		HR + Tal Dev		Other		Park Trans Svc		Procure Svc		Safe Risk Env		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)		(G)		(H)		(I)			
Please indicate your level of agreement with the following statements about your most recent performance review.	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	78.9%	33	86.7%	8	87.2%	11	76.8%	481	78.5%	25	77.7%	7	81.2%	17	95.0%	9	91.8%	19	78.1%	609
I am satisfied with the effort my supervisor put into my most recent performance review	85.6%	33	100.0%	8	73.9%	11	69.2%	482	63.1%	25	77.7%	7	66.4%	17	100.0%	9	94.5%	19	71.6%	611
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	13.4%	33	0.0%	8	39.8%	11	25.1%	481	21.6%	25	0.0%	7	34.6%	17	0.0%	9	37.5%	19	24.3%	609
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	51.3%	33	60.0%	8	87.6%	11	61.1%	481	72.5%	25	55.4%	7	77.2%	17	85.1%	9	80.8%	19	62.9%	609

Asked only of those respondents who had a performance review in the last year.

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.

\*Reverse coded when included in overall rating

a,b,c

a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

# Employee Climate Survey 2021

**Table 111: Respect**

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	Bus Fin Svc		Central Rec		CSU Police		Fac Mgmt		HR + Tal Dev		Other		Park Trans Svc		Procure Svc		Safe Risk Env		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)		(G)		(H)		(I)		Pct	Pop
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop		
RESPECT OVERALL	68.3%	33	68.0%	12	44.3%	17	53.7%	513	58.4%	32	69.0%	9	47.8%	21	61.5%	10	59.0%	22	55.0%	668
My department/unit is treated with respect by other units within my college/division	64.6%	33	54.9%	12	25.0%	17	48.7%	524	60.9%	32	85.1%	9	25.9%	21	66.5%	10	51.2%	22	49.7%	679
My college/division is treated with respect by CSU	68.8% C	33	54.9%	12	6.0%	17	46.0% C	521	38.6%	32	85.1% C	9	27.6%	21	29.7%	10	31.1%	22	45.1%	676
The people I interact with treat each other with respect	83.9%	33	100.0% C	12	45.9%	17	70.0%	521	76.6%	32	100.0%	9	86.3%	21	73.2%	10	76.9%	22	72.1%	677
There is respect for religious differences in my department/unit	67.3%	33	66.1%	12	79.9%	17	56.5%	524	65.2%	32	59.0%	9	58.2%	21	73.2%	10	55.9%	22	58.5%	679
There is respect for liberal perspectives in my department/unit	71.5%	33	66.1%	12	47.9%	17	55.0%	520	63.1%	32	42.5%	9	44.5%	21	73.2%	10	81.5%	22	56.8%	675
There is respect for conservative perspectives in my department/unit	53.8%	33	66.1%	12	60.9%	17	46.7%	520	45.9%	32	42.5%	9	44.5%	21	53.1%	10	57.3%	22	48.0%	675

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

- Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
- Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
- Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 112: Favoritism**

During the past 12 months, please indicate your level of agreement with the following statements about favoritism. Favoritism plays a role in who gets:	Bus Fin Svc		Central Rec		CSU Police		Fac Mgmt		HR + Tal Dev		Other		Park Trans Svc		Procure Svc		Safe Risk Env		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)		(G)		(H)		(I)		Pct	Pop
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop		
FAVORITISM OVERALL	23.5%	33	19.5%	12	43.7%	17	35.4%	503	27.8%	31	7.4%	9	39.4%	21	4.0%	10	25.5%	22	33.3%	658
Recognized within my department/unit	30.0%	33	33.8%	12	56.9%	17	39.1%	509	29.9%	31	11.1%	9	35.4%	21	0.0%	10	27.8%	22	37.1%	664
Resources in my department/unit	29.6%	33	12.7%	12	56.0%	17	36.5%	506	23.3%	31	11.1%	9	39.5%	21	10.0%	10	37.1%	22	35.0%	661
Professional development opportunities	22.3%	33	8.5%	12	42.8%	17	31.9%	509	30.4%	31	0.0%	9	53.9%	21	0.0%	10	23.1%	22	30.7%	664
Promoted in my department/unit	28.5%	33	21.2%	12	48.9%	17	39.0%	506	36.6%	31	14.9%	9	35.4%	21	10.0%	10	25.5%	22	36.9%	661
Hired in my department/unit	7.3%	33	21.2%	12	14.1%	17	30.7%	511	18.9%	31	0.0%	9	33.0%	21	0.0%	10	14.0%	22	27.0%	665

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>a,b,c</sup>

- Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05
- Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
- Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

# Employee Climate Survey 2021

**Table 113: Leadership Accountability: College/Division Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Bus Fin Svc		Central Rec		CSU Police		Fac Mgmt		HR + Tal Dev		Other		Park Trans Svc		Procure Svc		Safe Risk Env		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)		(G)		(H)		(I)			
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	49.2%	33	54.1%	10	33.4%	15	38.2%	473	51.6%	32	58.8%	9	28.7%	21	34.9%	10	34.2%	21	39.4%	624
Leadership adequately addresses inappropriate behavior	49.7%	33	61.8%	12	43.9%	15	46.0%	499	52.9%	32	74.0%	9	28.2%	21	28.2%	10	43.8%	21	46.2%	651
Leadership holds employees accountable for inappropriate behavior	49.7%	33	49.2%	12	44.8%	15	42.6%	493	59.4%	32	59.0%	9	28.2%	21	38.2%	10	37.2%	21	43.5%	646
Leadership holds employees accountable for poor performance in the workplace	43.4%	33	49.3%	12	25.2%	15	31.4%	492	43.3%	32	59.0%	9	23.3%	21	51.7%	10	24.9%	21	33.0%	644
Leadership acts ethically and honestly in the workplace	72.5%	33	87.3%	12	40.7%	15	43.8%	493	64.1%	32	59.0%	9	42.6%	21	38.3%	10	52.1%	21	47.3%	646
Leadership addresses issues of inequity	32.5%	33	51.6%	10	27.4%	15	34.9%	490	48.2%	32	42.5%	9	33.2%	21	24.8%	10	32.2%	21	35.3%	641
Leadership holds all employees to the same standards	47.5%	33	53.8%	12	18.6%	15	31.1%	483	41.8%	32	59.0%	9	16.9%	21	28.2%	10	14.9%	21	31.9%	636

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

# Employee Climate Survey 2021

**Table 114: Leadership Accountability: Department/Unit Leadership**

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Bus Fin Svc (A)		Central Rec (B)		CSU Police (C)		Fac Mgmt (D)		HR + Tal Dev (E)		Other (F)		Park Trans Svc (G)		Procure Svc (H)		Safe Risk Env (I)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	61.5%	33	71.3%	12	46.6%	15	42.4%	471	53.8%	32	58.8%	9	48.8%	21	68.2%	10	54.2%	21	45.9%	623
Leadership adequately addresses inappropriate behavior	61.1%	33	70.2%	12	66.0%	15	48.4%	510	56.2%	32	74.0%	9	51.0%	21	53.2%	10	45.5%	21	50.6%	662
Leadership holds employees accountable for inappropriate behavior	64.2%	33	78.8%	12	69.1%	15	46.4%	508	62.6%	32	59.0%	9	51.0%	21	76.6%	10	50.5%	21	50.1%	661
Leadership holds employees accountable for poor performance in the workplace	58.0%	33	67.6%	12	39.7%	15	38.0%	504	43.3%	32	59.0%	9	34.7%	21	76.6%	10	53.1%	21	41.1%	657
Leadership acts ethically and honestly in the workplace	72.5% D	33	87.3%	12	40.7%	15	43.8%	493	64.1%	32	59.0%	9	42.6%	21	38.3%	10	52.1%	21	47.3%	646
Leadership addresses issues of inequity	41.9%	33	66.2%	12	34.0%	15	40.0%	506	48.2%	32	42.5%	9	44.5%	21	63.2%	10	55.5%	21	41.9%	658
Leadership holds all employees to the same standards	64.2%	33	66.2%	12	24.3%	15	36.5%	501	48.2%	32	59.0%	9	46.1%	21	63.2%	10	48.1%	21	40.1%	654

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 115: Climate: CSU Overall**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Bus Fin Svc (A)		Central Rec (B)		CSU Police (C)		Fac Mgmt (D)		HR + Tal Dev (E)		Other (F)		Park Trans Svc (G)		Procure Svc (H)		Safe Risk Env (I)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	60.0%	30	68.8%	12	61.8%	16	54.1%	479	53.7%	32	67.1%	9	44.6%	21	43.4%	10	50.7%	20	54.4%	628
Recruits employees from a diverse set of backgrounds	77.3%	31	63.4%	12	68.4%	16	64.5%	509	51.8%	32	77.7%	9	59.8%	21	63.2%	10	72.7%	21	64.9%	660
Improves the campus climate for all employees	49.7%	31	71.6%	12	43.4%	16	46.6%	503	56.6%	32	59.0%	9	35.4%	21	39.7%	10	19.8%	21	46.5%	655
Retains diverse employees	69.4%	30	33.9%	12	52.1%	16	49.2%	500	32.7%	32	62.8%	9	34.1%	21	24.9%	10	48.0%	21	48.4%	650
Creates a supportive environment for employees from diverse backgrounds	59.5%	31	67.5%	12	68.4%	16	59.2%	500	55.7%	32	74.0%	9	41.2%	21	34.9%	10	48.0%	21	58.3%	651
Encourages discussions related to diversity	67.1%	31	76.0%	12	91.3%	16	59.3%	501	73.8%	32	74.0%	9	60.5%	21	66.5%	10	74.7%	20	62.3%	652
Provides employees with a positive work experience	63.3%	31	88.7%	12	50.0%	16	51.9%	500	50.2%	32	74.0%	9	46.8%	21	24.8%	10	38.8%	21	52.3%	651
Climate has become consistently more inclusive of all employees	42.1%	31	80.2%	12	58.7%	16	50.4%	495	55.1%	32	47.9%	9	34.7%	21	49.8%	10	38.8%	21	50.1%	646

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>a,b,c</sup>

a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.



# Employee Climate Survey 2021

**Table 116: Climate: Department/Unit**

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Bus Fin Svc		Central Rec		CSU Police		Fac Mgmt		HR + Tal Dev		Other		Park Trans Svc		Procure Svc		Safe Risk Env		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)		(G)		(H)		(I)		Pct	Pop
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop		
DEPARTMENT/UNIT CLIMATE OVERALL	69.0%	31	66.8%	12	52.8%	16	51.6%	477	50.9%	31	65.5%	9	51.2%	20	59.3%	9	58.6%	20	53.3%	624
Recruits employees from a diverse set of backgrounds	77.3%	31	66.2%	12	70.6%	16	61.1%	517	40.7%	32	62.8%	9	51.0%	21	63.2%	10	60.4%	21	60.9%	668
Improves the campus climate for all employees	69.2%	31	78.8%	12	42.5%	16	46.3%	509	54.7%	31	74.0%	9	55.2%	20	47.9%	9	60.4%	21	49.4%	657
Retains diverse employees	67.6%	31	54.9%	12	43.4%	16	48.8%	506	29.5%	32	62.8%	9	43.8%	21	49.8%	10	55.4%	21	49.0%	657
Creates a supportive environment for employees from diverse backgrounds	59.5%	31	67.5%	12	68.4%	16	59.2%	500	55.7%	32	74.0%	9	41.2%	21	34.9%	10	48.0%	21	58.3%	651
Encourages discussions related to diversity	47.0%	31	66.2%	12	67.5%	16	50.8%	507	65.8%	32	62.8%	9	46.1%	21	51.7%	10	43.5%	20	51.8%	658
Provides employees with a positive work experience	72.4%	31	66.2%	12	24.1%	16	50.1%	498	48.7%	32	74.0%	9	51.7%	21	53.1%	10	72.8%	21	51.9%	650
Climate has become consistently more inclusive of all employees	67.5%	31	67.6%	12	51.2%	16	49.2%	501	53.0%	32	47.9%	9	44.5%	21	63.2%	10	43.8%	21	50.5%	653

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>a,b,c</sup>

a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 117: Communications: CSU Overall**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Bus Fin Svc		Central Rec		CSU Police		Fac Mgmt		HR + Tal Dev		Other		Park Trans Svc		Procure Svc		Safe Risk Env		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)		(G)		(H)		(I)		Pct	Pop
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop		
CSU COMMUNICATIONS OVERALL	67.4%	30	67.9%	11	27.0%	14	45.9%	485	64.8%	31	57.4%	9	44.3%	21	60.9%	9	41.3%	20	48.0%	628
Communications are effective	72.7%	30	66.5%	11	28.7%	14	48.0%	504	70.1%	32	70.2%	9	49.1%	21	57.5%	9	36.4%	21	50.2%	650
Communications are timely	62.7%	30	66.5%	11	28.7%	14	48.5%	505	64.1%	32	70.2%	9	62.8%	21	69.0%	9	53.7%	21	51.0%	651
Communications are relevant	74.5%	30	90.4%	11	28.7%	14	41.7%	499	77.4%	31	47.9%	9	33.8%	21	73.0%	9	38.3%	20	45.6%	642
Communications are informative	59.3%	30	66.5%	11	38.3%	14	52.9%	501	65.4%	32	47.9%	9	51.7%	21	84.5%	9	47.1%	21	53.8%	647
Communications are motivating	52.5%	30	66.5%	11	10.7%	14	28.4%	497	51.4%	32	47.9%	9	16.9%	21	44.2%	9	19.8%	21	30.7%	643
Communications are honest	67.8%	30	38.2%	11	18.0%	14	41.8%	503	64.2%	32	59.0%	9	40.3%	21	40.3%	9	27.3%	21	43.2%	648
Communications are accessible	82.5%	30	80.8%	11	36.1%	14	60.0%	503	65.4%	32	59.0%	9	55.6%	21	57.5%	9	58.8%	21	60.9%	648

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

# Employee Climate Survey 2021

**Table 118: Communications: Division/College**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Bus Fin Svc		Central Rec		CSU Police		Fac Mgmt		HR + Tal Dev		Other		Park Trans Svc		Procure Svc		Safe Risk Env		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)		(G)		(H)		(I)		Pct	Pop
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop		
COLLEGE/DIVISION COMMUNICATIONS OVERALL	64.8%	30	58.4%	11	25.2%	14	44.2%	470	47.1%	32	51.7%	9	44.1%	21	58.4%	9	43.3%	21	45.4%	616
Communications are effective	67.7%	30	42.7%	11	20.4%	14	44.8%	493	32.7%	32	38.8%	9	51.7%	21	57.5%	9	38.8%	21	44.8%	638
Communications are timely	59.3%	30	56.9%	11	20.4%	14	44.9%	490	34.3%	32	38.8%	9	49.1%	21	69.0%	9	43.1%	21	45.0%	636
Communications are relevant	71.1%	30	80.7%	11	30.0%	14	45.4%	490	64.1%	32	59.0%	9	40.3%	21	73.0%	9	46.4%	21	48.2%	636
Communications are informative	62.7%	30	66.5%	11	30.0%	14	49.6%	497	51.4%	32	59.0%	9	51.7%	21	84.5%	9	53.8%	21	50.9%	643
Communications are motivating	52.5%	30	42.7%	11	9.7%	14	26.8%	490	30.6%	32	47.9%	9	16.9%	21	44.2%	9	24.8%	21	28.2%	636
Communications are honest	67.7%	30	28.6%	11	20.4%	14	42.1%	493	60.9%	32	59.0%	9	45.2%	21	40.3%	9	42.2%	21	43.8%	638
Communications are accessible	72.3%	30	90.4%	11	45.7%	14	56.0%	488	55.7%	32	59.0%	9	54.0%	21	40.3%	9	53.8%	21	56.8%	634

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>a,b,c</sup>

a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 119: Communications: Department/Unit**

Thinking about work communications over the last 12 months, please indicate your level of agreement with the following statements about communications.	Bus Fin Svc		Central Rec		CSU Police		Fac Mgmt		HR + Tal Dev		Other		Park Trans Svc		Procure Svc		Safe Risk Env		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)		(G)		(H)		(I)		Pct	Pop
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop		
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	74.0%	29	67.9%	11	36.4%	14	50.6%	475	54.0%	30	56.4%	9	51.9%	21	66.0%	9	59.3%	21	52.5%	618
Communications are effective	67.3%	30	56.9%	11	43.6%	14	51.0%	506	43.9%	32	55.3%	9	58.1%	21	69.0%	9	62.8%	21	52.3%	651
Communications are timely	67.3%	30	56.9%	11	41.2%	14	51.7%	508	45.4%	32	55.3%	9	48.4%	21	69.0%	9	55.4%	21	52.3%	654
Communications are relevant	79.1%	30	90.4%	11	43.6%	14	54.3%	499	72.9%	31	59.0%	9	60.5%	21	84.5%	9	60.4%	21	57.6%	644
Communications are informative	72.3%	30	66.4%	11	17.0%	14	56.0%	502	57.8%	32	59.0%	9	46.8%	21	84.5%	9	50.4%	21	56.2%	647
Communications are motivating	59.8%	29	42.7%	11	26.6%	14	32.1%	499	41.7%	32	47.9%	9	29.9%	21	28.7%	9	40.5%	21	34.2%	643
Communications are honest	82.5%	30	61.9%	11	37.3%	14	48.7%	506	62.9%	31	59.0%	9	58.9%	21	69.0%	9	72.8%	21	52.4%	650
Communications are accessible	73.4%	30	100.0%	11	45.7%	14	61.6%	503	55.7%	32	59.0%	9	60.5%	21	57.5%	9	72.8%	21	62.4%	648

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

# Employee Climate Survey 2021

**Table 120: Communicated Feedback**

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Bus Fin Svc (A)		Central Rec (B)		CSU Police (C)		Fac Mgmt (D)		HR + Tal Dev (E)		Other (F)		Park Trans Svc (G)		Procure Svc (H)		Safe Risk Env (I)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	37.3%	11	47.8%	5	9.7%	*	41.0%	211	42.2%	13	16.5%	*	46.8%	10	55.8%	5	36.5%	7	40.1%	265
Maybe, I can provide feedback in limited situations	40.6%	12	38.0%	4	15.3%	*	35.5%	183	48.1%	15	52.1%	5	25.8%	5	44.2%	4	47.8%	9	36.3%	240
No, I don't have an opportunity to provide feedback	22.1%	7	14.3%	*	75.0% A D E I	12	23.5%	121	9.7%	3	31.4%	*	27.4%	6	0.0% <sup>1</sup>	*	15.7%	3	23.5%	155
Total	100.0%	30	100.0%	11	100.0%	16	100.0%	514	100.0%	32	100.0%	9	100.0%	21	100.0%	9	100.0%	20	100.0%	660

Results are based on two-sided tests. For each significant pair, the key of the category with the smaller column proportion appears in the category with the larger column proportion.

Significance level for upper case letters (A, B, C): .05\* Values reported for items with n >= 3.<sup>2,3</sup>

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

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts of some categories are not integers. They were rounded to the nearest integers before performing column proportions tests.

**Table 121: Responsiveness to Feedback**

When I use the following channels, leadership is responsive to my feedback:	Bus Fin Svc (A)		Central Rec (B)		CSU Police (C)		Fac Mgmt (D)		HR + Tal Dev (E)		Other (F)		Park Trans Svc (G)		Procure Svc (H)		Safe Risk Env (I)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	60.0%	22	49.9%	9	74.2%	*	47.0%	278	38.7%	29	37.9%	5	44.5%	15	52.7%	9	50.7%	16	47.4%	386
One on one conversations with my supervisor	84.8%	23	72.1%	9	100.0%	4	70.6%	286	71.0%	29	79.3%	5	81.2%	15	88.4%	9	90.9%	16	73.5%	396
My representation in shared governance (CPC, APC, or Faculty Council)	32.6%	23	33.2%	9	57.0%	*	26.3%	286	12.4%	29	0.0%	5	0.0%	15	51.9%	9	27.8%	16	25.3%	395
My service on committees	56.5%	23	55.6%	9	100.0%	4	34.1%	286	30.2%	29	0.0%	5	35.8%	15	23.2%	9	34.1%	16	35.7%	396
Annual review process	84.8%	23	72.2%	9	57.0%	*	59.6%	285	43.2%	29	79.3%	5	73.4%	15	55.8%	9	57.7%	16	60.8%	393
Input collection through anonymous surveys	47.6%	22	16.7%	9	57.0%	*	46.2%	281	36.7%	29	30.7%	5	32.2%	15	44.2%	9	43.2%	16	44.0%	389

Asked only of those respondents who yes or maybe had the opportunity to communicate feedback.

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.\* Values reported for items with n >= 3.<sup>a,b,c</sup>

a. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

c. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

# Employee Climate Survey 2021

**Table 122: Feedback Valued**

	Bus Fin Svc (A)		Central Rec (B)		CSU Police (C)		Fac Mgmt (D)		HR + Tal Dev (E)		Other (F)		Park Trans Svc (G)		Procure Svc (H)		Safe Risk Env (I)		Overall	
When I give feedback it is valued by:	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	58.6%	23	49.9%	9	52.3%	*	38.3%	274	27.8%	29	29.8%	5	56.3%	15	35.7%	9	54.0%	16	40.3%	383
CSU overall	41.2%	23	44.4%	9	0.0%	*	28.4%	280	24.8%	29	30.7%	5	42.1%	15	17.1%	9	34.0%	16	29.7%	389
My division/college	54.3%	23	44.4%	9	57.0%	*	35.5%	275	24.3%	29	0.0%	5	46.6%	15	17.1%	9	49.5%	16	36.3%	384
My department/unit	80.5%	23	60.9%	9	100.0%	*	52.1%	281	34.4%	29	58.5%	5	80.1%	15	73.0%	9	78.5%	16	55.7%	390

Asked only of those respondents who yes or maybe had the opportunity to communicate feedback.

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item. \* Values reported for items with  $n \geq 3$ .<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 123: Discriminatory Attitudes: CSU Overall**

	Bus Fin Svc		Central Rec		CSU Police		Fac Mgmt		HR + Tal Dev		Other		Park Trans Svc		Procure Svc		Safe Risk Env		Overall	
Please indicate if discriminatory attitudes are currently problematic.	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	12.4%	4	17.0%	*	8.9%	*	6.5%	34	10.3%	3	0.0%	*	12.1%	*	13.4%	*	15.5%	3	7.7%	52
Physical appearance	0.0%	*	8.5%	*	8.9%	*	6.8%	36	15.9%	5	0.0%	*	6.5%	*	13.4%	*	9.3%	*	7.0%	48
Physical disability	4.4%	*	8.5%	*	8.9%	*	5.1%	27	4.1%	*	0.0%	*	13.7%	*	13.4%	*	0.0%	*	5.3%	36
Mental disability	0.0%	*	8.5%	*	8.9%	*	6.2%	33	7.2%	*	0.0%	*	6.5%	*	13.4%	*	0.0%	*	5.9%	40
Employment classification	8.4%	*	29.6%	4	47.7%	8	18.1%	95	22.0%	7	0.0%	*	33.9%	7	38.2%	4	30.2%	7	19.7%	135
Gender identity	4.0%	*	8.5%	*	0.0%	*	8.2%	43	16.3%	5	0.0%	*	13.7%	*	0.0%	*	6.9%	*	8.1%	55
Job title	7.0%	*	29.6%	4	63.8%	11	13.1%	69	24.1%	8	16.5%	*	37.2%	8	38.2%	4	9.4%	*	15.9%	109
Parental status	0.0%	*	8.5%	*	0.0%	*	4.7%	25	8.7%	*	0.0%	*	6.5%	*	0.0%	*	0.0%	*	4.4%	30
Religion	18.4%	6	8.5%	*	8.0%	*	11.6%	61	8.7%	*	0.0%	*	14.4%	3	13.4%	*	17.1%	4	11.8%	81
Political affiliation	24.4%	8	8.5%	*	31.9%	5	17.3%	91	13.4%	4	0.0%	*	21.6%	5	13.4%	*	31.1%	7	17.9%	123
Sexual orientation	4.0%	*	8.5%	*	0.0%	*	6.9%	36	3.1%	*	0.0%	*	13.7%	*	13.4%	*	0.0%	*	6.4%	44
Socio-economic status	4.0%	*	8.5%	*	8.9%	*	8.9%	47	17.5%	6	0.0%	*	4.9%	*	13.4%	*	0.0%	*	8.6%	59
Ethnic origin	4.0%	*	8.5%	*	8.0%	*	8.4%	44	0.0%	*	0.0%	*	13.7%	*	23.4%	*	0.0%	*	7.7%	53
Veteran status	4.0%	*	0.0%	*	8.0%	*	5.1%	27	0.0%	*	0.0%	*	7.2%	*	0.0%	*	0.0%	*	4.6%	31
Race or color	7.0%	*	8.5%	*	14.1%	*	9.1%	48	4.1%	*	0.0%	*	13.7%	*	23.4%	*	4.7%	*	8.9%	61
Marital status	4.0%	*	0.0%	*	0.0%	*	4.7%	25	0.0%	*	0.0%	*	7.2%	*	13.4%	*	0.0%	*	4.3%	29
Nationality/country of origin	0.0%	*	8.5%	*	0.0%	*	7.3%	39	0.0%	*	0.0%	*	7.2%	*	0.0%	*	0.0%	*	6.0%	41
None/no response	75.6%	26	61.9%	7	22.1%	4	62.3%	328	49.3%	16	83.5%	8	49.1%	10	48.3%	5	38.7%	8	60.3%	413

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with  $n \geq 3$ .

# Employee Climate Survey 2021

**Table 124: Discriminatory Attitudes: Division/College**

Please indicate if discriminatory attitudes are currently problematic.	Bus Fin Svc		Central Rec		CSU Police		Fac Mgmt		HR + Tal Dev		Other		Park Trans Svc		Procure Svc		Safe Risk Env		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	7.4%	*	8.5%	*	8.9%	*	8.3%	44	0.0%	*	0.0%	*	6.5%	*	13.4%	*	6.2%	*	7.7%	53
Physical appearance	0.0%	*	8.5%	*	8.9%	*	5.4%	29	3.1%	*	0.0%	*	6.5%	*	0.0%	*	4.7%	*	5.0%	35
Physical disability	0.0%	*	8.5%	*	8.9%	*	5.0%	26	0.0%	*	0.0%	*	13.0%	*	0.0%	*	0.0%	*	4.6%	31
Mental disability	0.0%	*	8.5%	*	8.9%	*	6.0%	32	3.1%	*	0.0%	*	13.0%	*	13.4%	*	0.0%	*	5.7%	39
Employment classification	3.0%	*	8.5%	*	17.9%	3	13.5%	71	15.4%	5	0.0%	*	11.4%	*	24.8%	*	27.8%	6	13.5%	92
Gender identity	0.0%	*	8.5%	*	0.0%	*	8.4%	44	3.1%	*	0.0%	*	13.0%	*	0.0%	*	0.0%	*	7.1%	49
Job title	0.0%	*	8.5%	*	17.9%	3	12.0%	63	16.5%	5	0.0%	*	11.4%	*	10.0%	*	20.9%	5	11.8%	81
Parental status	0.0%	*	8.5%	*	0.0%	*	5.0%	26	8.7%	*	0.0%	*	6.5%	*	0.0%	*	0.0%	*	4.6%	32
Religion	0.0%	*	8.5%	*	8.0%	*	6.6%	35	0.0%	*	0.0%	*	6.5%	*	13.4%	*	12.4%	*	6.2%	43
Political affiliation	0.0%	*	8.5%	*	17.0%	*	13.1%	69	0.0%	*	0.0%	*	0.0%	*	13.4%	*	21.7%	5	11.5%	79
Sexual orientation	0.0%	*	8.5%	*	0.0%	*	6.8%	36	3.1%	*	0.0%	*	13.0%	*	0.0%	*	0.0%	*	5.9%	40
Socio-economic status	0.0%	*	8.5%	*	8.9%	*	7.6%	40	10.3%	3	0.0%	*	6.5%	*	28.2%	*	0.0%	*	7.3%	50
Ethnic origin	0.0%	*	8.5%	*	0.0%	*	6.0%	32	0.0%	*	0.0%	*	13.0%	*	10.0%	*	0.0%	*	5.3%	37
Veteran status	0.0%	*	0.0%	*	0.0%	*	5.6%	29	0.0%	*	0.0%	*	6.5%	*	0.0%	*	0.0%	*	4.5%	31
Race or color	3.0%	*	8.5%	*	8.0%	*	6.5%	34	0.0%	*	0.0%	*	13.0%	*	23.4%	*	4.7%	*	6.4%	44
Marital status	0.0%	*	0.0%	*	0.0%	*	4.7%	25	0.0%	*	0.0%	*	6.5%	*	13.4%	*	0.0%	*	4.0%	28
Nationality/country of origin	0.0%	*	8.5%	*	0.0%	*	5.4%	28	0.0%	*	0.0%	*	6.5%	*	0.0%	*	0.0%	*	4.5%	31
None/no response	89.6%	30	91.5%	11	74.1%	13	70.4%	370	64.6%	21	100.0%	9	70.8%	15	61.8%	6	45.8%	10	71.0%	486

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with n >= 3.

# Employee Climate Survey 2021

**Table 125: Discriminatory Attitudes: Department/Unit**

Please indicate if discriminatory attitudes are currently problematic.	Bus Fin Svc		Central Rec		CSU Police		Fac Mgmt		HR + Tal Dev		Other		Park Trans Svc		Procure Svc		Safe Risk Env		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Age	4.4%	*	8.5%	*	8.9%	*	13.1%	69	6.2%	*	0.0%	*	6.5%	*	0.0%	*	0.0%	*	11.2%	77
Physical appearance	0.0%	*	0.0%	*	0.0%	*	7.1%	38	4.1%	*	0.0%	*	0.0%	*	0.0%	*	4.7%	*	5.8%	40
Physical disability	0.0%	*	0.0%	*	8.9%	*	8.2%	43	4.1%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	6.7%	46
Mental disability	0.0%	*	0.0%	*	8.9%	*	8.4%	44	3.1%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	6.8%	47
Employment classification	7.0%	*	0.0%	*	23.8%	4	18.2%	96	14.4%	5	0.0%	*	13.7%	*	24.8%	*	11.6%	*	16.8%	115
Gender identity	0.0%	*	0.0%	*	6.0%	*	8.8%	47	7.2%	*	0.0%	*	7.2%	*	0.0%	*	4.6%	*	7.7%	52
Job title	0.0%	*	8.5%	*	17.8%	3	19.0%	100	23.7%	8	0.0%	*	25.1%	5	24.8%	*	4.6%	*	17.6%	121
Parental status	0.0%	*	0.0%	*	0.0%	*	7.2%	38	7.6%	*	0.0%	*	13.0%	*	0.0%	*	0.0%	*	6.3%	43
Religion	4.0%	*	0.0%	*	0.0%	*	6.3%	33	4.1%	*	0.0%	*	13.7%	*	13.4%	*	0.0%	*	5.9%	40
Political affiliation	0.0%	*	0.0%	*	12.1%	*	13.5%	71	4.1%	*	0.0%	*	7.2%	*	13.4%	*	9.3%	*	11.6%	79
Sexual orientation	0.0%	*	0.0%	*	0.0%	*	7.2%	38	0.0%	*	0.0%	*	7.2%	*	0.0%	*	0.0%	*	5.8%	39
Socio-economic status	0.0%	*	0.0%	*	8.9%	*	6.5%	34	6.2%	*	0.0%	*	6.5%	*	13.4%	*	0.0%	*	5.9%	40
Ethnic origin	4.0%	*	0.0%	*	0.0%	*	5.2%	27	0.0%	*	0.0%	*	7.2%	*	10.0%	*	0.0%	*	4.6%	31
Veteran status	0.0%	*	0.0%	*	0.0%	*	4.4%	23	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	3.4%	23
Race or color	4.0%	*	0.0%	*	0.0%	*	8.2%	43	4.1%	*	0.0%	*	7.2%	*	10.0%	*	4.7%	*	7.2%	49
Marital status	0.0%	*	0.0%	*	0.0%	*	3.3%	17	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	2.5%	17
Nationality/country of origin	0.0%	*	0.0%	*	0.0%	*	6.5%	34	0.0%	*	0.0%	*	7.2%	*	0.0%	*	0.0%	*	5.2%	36
None/no response	88.6%	30	83.0%	10	70.1%	12	57.9%	305	58.4%	19	100.0%	9	61.2%	13	61.8%	6	69.8%	15	61.3%	420

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with n >= 3.

**Table 126: Other Potential Problems: CSU Overall**

Please indicate if any of the following are currently problematic.	Bus Fin Svc		Central Rec		CSU Police		Fac Mgmt		HR + Tal Dev		Other		Park Trans Svc		Procure Svc		Safe Risk Env		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	8.5%	*	0.0%	*	7.2%	38	0.0%	*	0.0%	*	20.1%	4	0.0%	*	6.9%	*	6.5%	45
Bullying	7.0%	*	8.5%	*	0.0%	*	10.6%	56	16.4%	5	0.0%	*	30.7%	6	28.2%	*	20.2%	4	11.4%	78
Bias	13.0%	4	8.5%	*	23.9%	4	17.5%	92	36.9%	12	0.0%	*	41.1%	9	23.4%	*	31.9%	7	19.3%	132
Physical assault	0.0%	*	8.5%	*	0.0%	*	3.3%	17	0.0%	*	0.0%	*	13.7%	*	0.0%	*	0.0%	*	3.1%	21
Sexual misconduct	0.0%	*	8.5%	*	0.0%	*	3.8%	20	0.0%	*	0.0%	*	25.0%	5	13.4%	*	6.9%	*	4.3%	29
Verbal abuse	11.0%	4	8.5%	*	0.0%	*	8.5%	45	16.5%	5	0.0%	*	18.5%	4	13.4%	*	10.9%	*	9.1%	63
None/no response	83.0%	28	91.5%	11	76.1%	13	78.1%	411	50.7%	17	100.0%	9	49.1%	10	61.8%	6	52.6%	12	75.6%	518

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with n >= 3.

# Employee Climate Survey 2021

**Table 127: Other Potential Problems: Division/College**

Please indicate if any of the following are currently problematic.	Bus Fin Svc		Central Rec		CSU Police		Fac Mgmt		HR + Tal Dev		Other		Park Trans Svc		Procure Svc		Safe Risk Env		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	0.0%	*	6.1%	32	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	4.7%	32
Bullying	4.4%	*	0.0%	*	0.0%	*	7.9%	42	3.1%	*	0.0%	*	4.9%	*	13.4%	*	11.6%	*	7.2%	49
Bias	7.4%	*	0.0%	*	9.0%	*	16.2%	85	19.0%	6	0.0%	*	6.5%	*	23.4%	*	9.4%	*	14.8%	102
Physical assault	0.0%	*	0.0%	*	0.0%	*	2.8%	15	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	2.1%	15
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	4.1%	22	0.0%	*	0.0%	*	0.0%	*	13.4%	*	0.0%	*	3.4%	23
Verbal abuse	0.0%	*	0.0%	*	0.0%	*	8.4%	44	3.1%	*	0.0%	*	4.9%	*	13.4%	*	11.6%	*	7.3%	50
None/no response	92.6%	32	100.0%	12	91.0%	15	80.2%	423	77.9%	26	100.0%	9	88.6%	19	76.6%	8	79.1%	17	81.8%	560

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with n >= 3.

**Table 128: Other Potential Problems: Department**

Please indicate if any of the following are currently problematic.	Bus Fin Svc		Central Rec		CSU Police		Fac Mgmt		HR + Tal Dev		Other		Park Trans Svc		Procure Svc		Safe Risk Env		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	0.0%	*	4.3%	23	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	3.3%	23
Bullying	0.0%	*	21.2%	*	6.0%	*	12.9%	68	7.2%	*	14.9%	*	4.9%	*	0.0%	*	4.6%	*	11.3%	77
Bias	4.0%	*	21.2%	*	6.0%	*	21.5%	113	19.0%	6	26.0%	*	21.6%	5	0.0%	*	14.0%	3	19.7%	135
Physical assault	0.0%	*	0.0%	*	0.0%	*	2.4%	13	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	1.9%	13
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*	4.3%	23	0.0%	*	0.0%	*	0.0%	*	0.0%	*	0.0%	*	3.3%	23
Verbal abuse	0.0%	*	0.0%	*	6.0%	*	13.5%	71	4.1%	*	0.0%	*	4.9%	*	0.0%	*	4.6%	*	11.0%	76
None/no response	96.0%	33	78.8%	9	94.0%	16	73.3%	386	77.9%	26	74.0%	7	73.5%	15	100.0%	10	81.4%	18	75.9%	520

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with n >= 3.

# Employee Climate Survey 2021

**Table 129: Perceptions of Safety**

Please rate your perception of safety in the following areas of your physical environment using the five-point scale below.	Bus Fin Svc		CSU Police		Central Rec		Fac Mgmt		Park Trans Svc		Procure Svc		Safe Risk Env		HR + Tal Dev		Other		Overall	
	(A)		(B)		(C)		(D)		(E)		(F)		(G)		(H)		(I)		Pct	Pop
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop		
Building entrance locks and locking schedules	79.1%	30	100.0% E	16	66.6%	11	74.5%	478	50.8%	20	100.0%	9	90.1%	21	61.1%	32	85.1%	9	74.8%	623
Physical surroundings (e.g., sidewalks, curbs, bike paths, crosswalks, restrooms, stairwells)	77.5%	30	93.4%	16	80.7%	11	74.9%	477	67.7%	21	88.3%	9	80.3%	21	74.3%	32	88.9%	9	75.9%	625
Adequate outdoor lighting on campus	65.5%	30	66.3%	16	80.7%	11	66.5%	480	54.1%	21	55.7%	9	90.1%	21	50.2%	32	100.0%	9	66.6%	628
Safety procedures and protective equipment in spaces I frequently perform my work	67.8%	29	81.6%	16	80.7%	11	65.5%	480	60.5%	21	80.6%	8	71.1%	21	59.8%	32	74.0%	9	66.3%	626
Safe building environments (e.g., air quality, temperature, noise, water quality, etc.)	62.6%	29	50.0%	16	71.2%	11	64.1%	479	41.9%	21	61.3%	9	48.9%	21	53.4%	32	100.0%	9	62.5%	625

Percent "Safe" or "Very safe"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.

**Table 130: Interpersonal Conflict**

Thinking of the past year, where if anywhere, have you experienced interpersonal conflict and or verbal assaults in your job? (Select all that apply)	Bus Fin Svc		CSU Police		Central Rec		Fac Mgmt		Park Trans Svc		Procure Svc		Safe Risk Env		HR + Tal Dev		Other		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop
Internal to your specific department (e.g., immediate supervisor, coworkers, supervisees, etc.)	13.9%	4	22.0%	*	27.9%	*	31.3%	124	22.4%	4	30.6%	*	20.0%	4	20.3%	6	14.9%	*	28.5%	151
Internal to the VPUO Division	4.0%	*	0.0%	*	0.0%	*	2.7%	11	0.0%	*	0.0%	*	23.0%	4	0.0%	*	14.9%	*	3.2%	17
External to the VPUO Division (e.g., clients/customers, employees in other divisions, colleges, etc.)	14.7%	4	22.1%	*	44.3%	4	9.0%	36	20.6%	4	63.1%	5	17.2%	3	21.4%	7	0.0%	*	12.3%	65
I have not experienced interpersonal conflict in the past year	67.3%	17	56.0%	7	44.4%	4	63.8%	252	57.0%	11	36.9%	*	57.1%	10	61.4%	19	70.2%	6	62.6%	331

Total may exceed 100% as respondents could select more than one option.

Statistical significance not tested.

\* Values reported for items with n >= 3.



# Employee Climate Survey 2021

**Table 131: Principles of Community**

	Bus Fin Svc		CSU Police		Central Rec		Fac Mgmt		Park Trans Svc		Procure Svc		Safe Risk Env		HR + Tal Dev		Other		Overall	
Please indicate the extent to which you agree or disagree with each of the following statements:	(A)		(B)		(C)		(D)		(E)		(F)		(G)		(H)		(I)		Pct   Pop	
	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop	Pct	Pop		
My department encourages and practices the Principles of Community	80.7%	30	70.6%	16	90.4%	11	58.9%	475	58.1%	21	84.5%	9	70.2%	21	65.8%	32	74.0%	9	62.1%	622
Thinking of the past year, I feel I had an appropriate level of support for my work within my unit	81.9%	30	30.6%	16	61.8%	11	56.7%	473	53.3%	21	73.0%	9	72.8%	21	48.7%	32	74.0%	9	57.9%	621
During the pandemic, I feel the level of internal communication within my unit/Division was adequate	56.4%	30	40.3%	16	52.2%	11	53.2%	473	46.1%	21	88.4%	9	72.7%	21	49.8%	32	74.0%	9	54.0%	621

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.<sup>1,2,3</sup>

1. Results are based on two-sided tests assuming equal variances. For each significant pair, the key of the smaller category appears in the category with the larger mean. Significance level for upper case letters (A, B, C): .05

2. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

3. Cell counts in some subtables are not integers. They were rounded to the nearest integers before performing pairwise comparisons.