

Employee Climate Survey 2021

Colorado State Forest Service

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 N). 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*
Colorado State Forest Service	122	2	8	39	32.5%

* Response rate = Completed / (Sent - Bounce)

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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 by gender, racially minoritized status, and employment type were compared to known population norms, and weighted to balance any discrepancies. Additionally, a secondary weight was applied to increase the sample n to approximate the total number of employees in the division or college at the time of the survey's administration. Results of the weighting scheme are displayed in Table 2.

Table 2: 2021 Employee Climate Survey Weighting Results

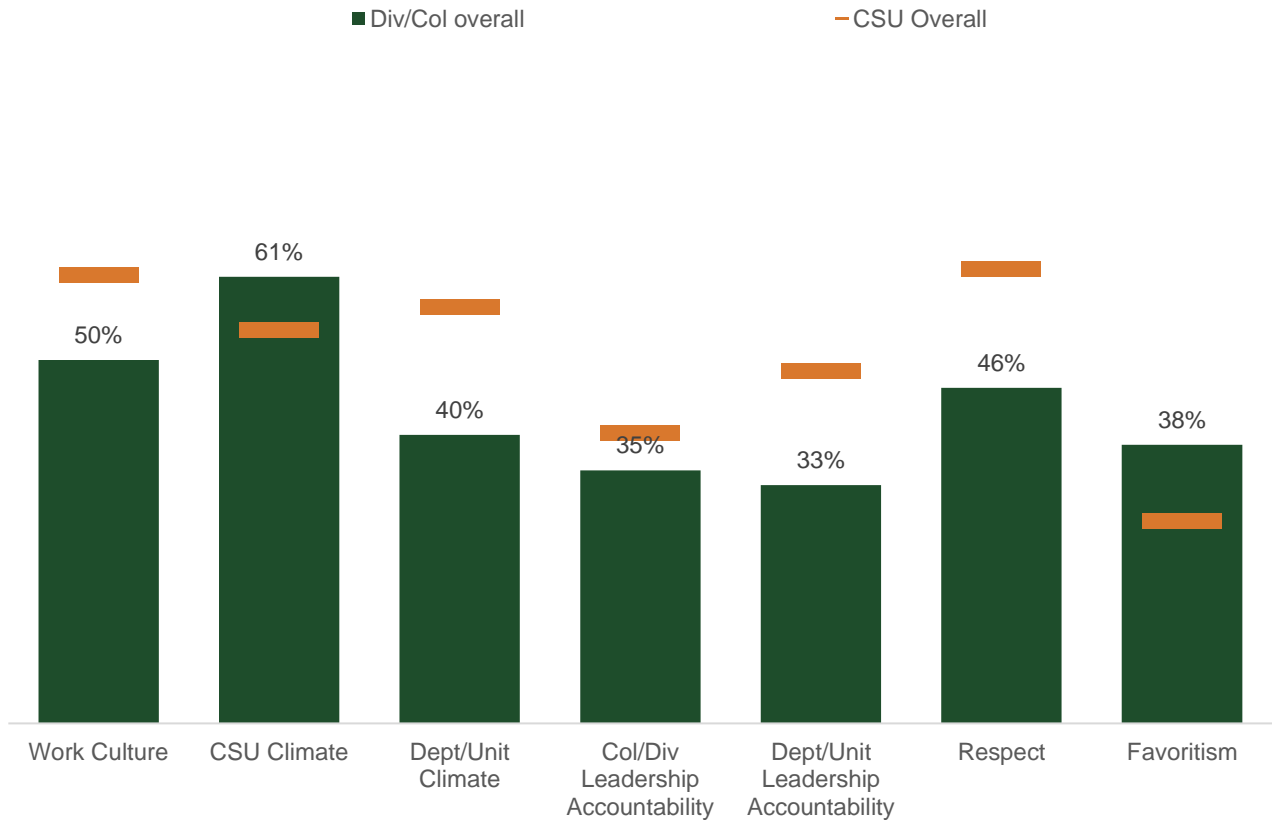
		Division population norm	Unweighted survey sample	Weighted survey population
Respondent gender	Man	70%	62%	70%
	Woman	30%	38%	30%
	Trans, nonbinary, nonconforming (T/NB/NC)	.	0%	0%
Racially minoritized status	Racially minoritized	6%	6%	5%
	Non-racially minoritized	94%	94%	95%
Employee type	Admin Professional	88%	92%	90%
	Contract, continuing, and adjunct (CCA)	0%	0%	0%
	Tenure or Tenure-track (T/TT)	0%	0%	0%
	Faculty	0%	0%	0%
	State Classified	12%	8%	10%
	Other Salaried Employee	0%	0%	0%

Results are weighted by gender, racially minoritized status, 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



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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	13.2%	20.6%	15.5%	36.7%	14.0%	100.0% 122
My department/unit treats all employees equitably	16.3%	28.1%	5.5%	35.7%	14.4%	100.0% 119
My department/unit is open and transparent in communication	23.4%	12.1%	22.0%	24.6%	17.9%	100.0% 122
My department/unit values employee input in major department/unit decisions	28.9%	15.8%	16.8%	22.5%	16.0%	100.0% 122
My department/unit promotes respect for cultural differences	0.0%	12.2%	28.9%	35.0%	23.9%	100.0% 122
My department/unit understands the value of diversity	2.9%	11.6%	21.9%	46.3%	17.3%	100.0% 119
My department/unit communicates the importance of valuing diversity	2.9%	11.6%	20.2%	47.8%	17.5%	100.0% 119
I feel valued as an employee	21.6%	13.1%	14.5%	39.5%	11.2%	100.0% 122
I feel a strong sense of belonging to CSU	14.2%	33.5%	26.7%	20.1%	5.4%	100.0% 122
I feel a strong sense of belonging to my division/college	8.4%	20.8%	38.8%	21.8%	10.1%	100.0% 122
I feel a strong sense of belonging to my department/unit	10.1%	22.9%	15.4%	32.0%	19.6%	100.0% 122
I would recommend CSU as a place of employment	3.9%	9.5%	27.8%	48.7%	10.1%	100.0% 122
I would recommend my department/unit as a place of employment	12.9%	16.1%	16.0%	41.0%	14.0%	100.0% 122

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?	77.5%	22.5%	100.0% 122

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	0.0%	17.3%	7.2%	31.3%	44.2%	100.0% 95
I fear negative job consequences if I am to raise an issue of unfair treatment during my review	38.1%	33.9%	10.7%	17.3%	0.0%	100.0% 95
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	7.2%	8.3%	27.8%	39.3%	17.3%	100.0% 95

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	13.5%	13.5%	42.4%	23.0%	7.5%	100.0% 119
My college/division is treated with respect by CSU	3.9%	23.1%	37.1%	28.4%	7.6%	100.0% 122
The people I interact with treat each other with respect	5.6%	14.8%	14.0%	37.6%	28.0%	100.0% 122
There is respect for religious differences in my department/unit	0.0%	2.0%	46.2%	34.8%	17.0%	100.0% 119
There is respect for liberal perspectives in my department/unit	0.0%	2.0%	40.7%	40.1%	17.3%	100.0% 119
There is respect for conservative perspectives in my department/unit	5.5%	10.5%	48.3%	24.2%	11.5%	100.0% 119

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	13.1%	23.3%	14.9%	24.4%	24.3%	100.0% 122
Resources in my department/unit	9.3%	22.4%	30.0%	16.7%	21.6%	100.0% 122
Professional development opportunities	21.3%	28.1%	28.0%	12.2%	10.4%	100.0% 122
Promoted in my department/unit	13.8%	21.6%	17.9%	15.7%	31.0%	100.0% 122
Hired in my department/unit	16.0%	27.2%	21.5%	7.3%	28.0%	100.0% 122

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	5.8%	18.4%	49.4%	20.4%	6.0%	100.0% 119
Leadership holds employees accountable for inappropriate behavior	2.9%	9.8%	63.9%	19.5%	4.0%	100.0% 119
Leadership holds employees accountable for poor performance in the workplace	7.8%	12.6%	66.8%	8.9%	4.0%	100.0% 119
Leadership acts ethically and honestly in the workplace	5.8%	6.6%	27.6%	47.7%	12.4%	100.0% 119
Leadership addresses issues of inequity	8.0%	10.9%	41.0%	37.1%	3.0%	100.0% 116
Leadership holds all employees to the same standards	4.9%	12.4%	41.1%	29.3%	12.4%	100.0% 119

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	14.4%	19.4%	36.3%	23.3%	6.6%	100.0% 119
Leadership holds employees accountable for inappropriate behavior	11.5%	19.4%	44.9%	17.5%	6.6%	100.0% 119
Leadership holds employees accountable for poor performance in the workplace	11.8%	30.6%	37.8%	15.7%	4.1%	100.0% 116
Leadership acts ethically and honestly in the workplace	5.8%	6.6%	27.6%	47.7%	12.4%	100.0% 119
Leadership addresses issues of inequity	25.4%	12.4%	28.3%	26.7%	7.2%	100.0% 113
Leadership holds all employees to the same standards	28.8%	13.2%	17.1%	28.9%	12.1%	100.0% 122

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	0.0%	3.0%	31.6%	57.4%	7.9%	100.0% 113
Improves the campus climate for all employees	7.0%	3.0%	33.5%	56.5%	0.0%	100.0% 113
Retains diverse employees	0.0%	3.0%	57.1%	33.8%	6.1%	100.0% 113
Creates a supportive environment for employees from diverse backgrounds	0.0%	7.2%	29.2%	60.5%	3.0%	100.0% 113
Encourages discussions related to diversity	0.0%	3.0%	21.5%	48.1%	27.4%	100.0% 113
Provides employees with a positive work experience	3.0%	4.2%	25.0%	64.7%	3.0%	100.0% 113
Climate has become consistently more inclusive of all employees	3.0%	3.0%	32.2%	55.6%	6.1%	100.0% 113

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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	6.5%	19.8%	35.5%	24.9%	13.3%	100.0% 110
Improves the campus climate for all employees	3.0%	24.5%	30.4%	31.9%	10.3%	100.0% 113
Retains diverse employees	7.3%	20.4%	42.9%	16.1%	13.3%	100.0% 113
Creates a supportive environment for employees from diverse backgrounds	0.0%	7.2%	29.2%	60.5%	3.0%	100.0% 113
Encourages discussions related to diversity	2.1%	20.5%	30.4%	39.8%	7.2%	100.0% 113
Provides employees with a positive work experience	11.2%	15.5%	20.2%	38.6%	14.5%	100.0% 113
Climate has become consistently more inclusive of all employees	7.3%	30.5%	24.3%	30.7%	7.2%	100.0% 113

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	0.0%	12.7%	21.6%	65.6%	0.0%	100.0% 109
Communications are timely	0.0%	12.7%	21.5%	54.2%	11.6%	100.0% 109
Communications are relevant	0.0%	19.7%	31.8%	46.3%	2.2%	100.0% 109
Communications are informative	2.9%	10.6%	23.1%	61.3%	2.2%	100.0% 109
Communications are motivating	6.0%	10.6%	32.5%	48.8%	2.2%	100.0% 109
Communications are honest	2.9%	10.6%	20.0%	59.1%	7.5%	100.0% 109
Communications are accessible	0.0%	0.0%	22.8%	74.0%	3.1%	100.0% 109

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	0.0%	11.6%	38.8%	45.4%	4.3%	100.0% 109
Communications are timely	2.2%	9.4%	28.0%	49.9%	10.6%	100.0% 109
Communications are relevant	3.1%	11.6%	23.1%	57.9%	4.3%	100.0% 109
Communications are informative	5.5%	3.2%	24.6%	62.3%	4.5%	100.0% 106
Communications are motivating	3.1%	14.7%	44.1%	33.8%	4.3%	100.0% 109
Communications are honest	5.3%	9.1%	27.5%	50.7%	7.4%	100.0% 109
Communications are accessible	0.0%	5.4%	25.6%	61.4%	7.6%	100.0% 107

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	20.0%	14.3%	21.2%	31.8%	12.7%	100.0% 109
Communications are timely	15.6%	27.3%	17.8%	28.7%	10.6%	100.0% 109
Communications are relevant	6.3%	18.5%	11.4%	52.0%	11.8%	100.0% 109
Communications are informative	11.6%	9.4%	14.3%	54.2%	10.6%	100.0% 109
Communications are motivating	17.8%	19.0%	31.4%	24.3%	7.4%	100.0% 109
Communications are honest	18.8%	15.8%	17.8%	40.2%	7.4%	100.0% 109
Communications are accessible	3.1%	8.4%	29.2%	51.8%	7.4%	100.0% 109

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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?	44.4%	41.1%	14.4%	100.0% 109

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	3.7%	8.7%	12.4%	41.8%	33.5%	100.0% 94
My representation in shared governance (CPC, APC, or Faculty Council)	0.0%	10.1%	72.2%	17.7%	0.0%	100.0% 91
My service on committees	0.0%	11.3%	45.6%	35.8%	7.3%	100.0% 91
Annual review process	0.0%	6.2%	38.2%	40.7%	14.9%	100.0% 94
Input collection through anonymous surveys	0.0%	7.3%	54.1%	34.9%	3.7%	100.0% 94

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	5.0%	7.3%	55.4%	32.2%	0.0%	100.0% 94
My division/college	0.0%	6.2%	40.5%	48.2%	5.0%	100.0% 94
My department/unit	15.4%	6.5%	19.4%	37.6%	21.0%	100.0% 89

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	0.0%	*	1.9%	*	19.7%	24
Physical appearance	2.8%	3	2.8%	3	2.8%	3
Physical disability	0.0%	*	1.9%	*	10.6%	13
Mental disability	0.0%	*	1.9%	*	11.3%	14
Employment classification	13.2%	16	13.2%	16	32.9%	40
Gender identity	0.0%	*	1.9%	*	6.7%	8
Job title	8.4%	10	13.2%	16	36.8%	45
Parental status	0.0%	*	0.0%	*	0.0%	*
Religion	0.0%	*	0.0%	*	0.0%	*
Political affiliation	5.4%	7	5.4%	7	7.3%	9
Sexual orientation	2.8%	3	4.8%	6	6.7%	8
Socio-economic status	13.2%	16	11.2%	14	16.0%	20
Ethnic origin	0.0%	*	1.9%	*	4.8%	6
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	0.0%	*	1.9%	*	6.7%	8
Marital status	0.0%	*	0.0%	*	3.9%	5
Nationality/country of origin	0.0%	*	1.9%	*	4.8%	6
None/no response	73.9%	90	71.9%	88	48.3%	59

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

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

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	0.0%	*	0.0%	*	2.8%	3
Bullying	0.0%	*	0.0%	*	14.3%	17
Bias	12.9%	16	10.4%	13	34.0%	41
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	2.8%	3
Verbal abuse	0.0%	*	0.0%	*	4.8%	6
None/no response	87.1%	106	89.6%	109	58.4%	71

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

* Values reported for items with n >= 3.

Table 20: Gender

Gender (Select all that apply):	Pct	Pop
Agender	0.0%	*
Cisgender	17.4%	18
Trans / Transgender	0.0%	*
Non-binary / Gender Queer / Gender Non-Conforming	0.0%	*
Man	70.1%	75
Trans Man / Masculine	0.0%	*
Trans Woman / Feminine	0.0%	*
Two Spirit	0.0%	*
Woman	29.9%	32
Prefer not to disclose	0.0%	*
The gender 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 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	58.5%	57		17.9%	18		87.1%	85	
1	7.0%	7		7.3%	7		2.4%	*	
2	5.9%	6		0.0%	*		3.5%	3	
3	10.8%	11		3.5%	3		7.0%	7	
4	2.4%	*		17.7%	17		0.0%	*	
5	8.2%	8		18.8%	18		0.0%	*	
6 Very	7.3%	7		34.9%	34		0.0%	*	
Total	100.0%	98	1.45	100.0%	98	3.92	100.0%	98	.30

* Values reported for items with n >= 3.

Table 22: Race/Ethnicity

Race and/or Ethnicity (Select all that apply):	Pct	Pop
Native American or Alaska Native or First Nations	0.0%	*
Asian (can include Middle Eastern and North African)	0.0%	*
Black or African American (can include Middle Eastern and North African)	0.0%	*
Hispanic or Latinx	4.5%	5
Native Hawaiian or Other Pacific Islander	0.0%	*
White	94.5%	101
Prefer not to disclose	3.2%	3
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

You indicated that you identify as Black or African American, please select any additional identities that you align with (select all that apply):	Pct	Pop
Black American	0.0%	*
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)	0.0%	*
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

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.	Pct	Pop
Apache	0.0%	*
Cherokee	0.0%	*
Oglala Lakota Sioux	0.0%	*
Navajo/Diné	0.0%	*
Pueblo (e.g., Acoma, Cochiti, Taos)	0.0%	*
Another tribal affiliation	0.0%	*
Unknown/not disclosed	0.0%	*

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

You indicated that you identify as Hispanic or Latinx, please select any additional identities that you align with (select all that apply):	Pct	Pop
Mexican or Chicano/a	50.0%	*
Caribbean	0.0%	*
Puerto Rican	0.0%	*
Cuban	0.0%	*
Central American	0.0%	*
South American	50.0%	*
Prefer not to disclose	0.0%	*
The Latinx/Hispanic identity that I most closely align with is not listed (please specify)	0.0%	*
Spanish or Portuguese	0.0%	*

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

* Values reported for items with n >= 3.

Table 26: Asian

You indicated that you identify as Asian, please select any additional identities that you align with (select all that apply):	Pct	Pop
Central Asians (i.e., Afghani, Armenian, Azerbaijani, Georgians, Kazakh, Kyrgyz, Mongolian, Tajik, Turkman, Uzbek)	0.0%	*
Southeast Asians (i.e., Bruneian, Burmese, Cambodian, Filipino, Hmong, Indonesian, Laotian, Malaysian, Mien, Singaporean, Timorese, Thai, Vietnamese)	0.0%	*
South Asians (i.e., Bangladeshi, Bhutanese, Indian, Maldivians, Nepali, Pakistani, Sri Lankan)	0.0%	*
East Asians (i.e., Chinese, Japanese, Korean, Okinawan, Taiwanese, Tibetan)	0.0%	*
West Asians/Middle East (i.e., Bahrain, Rian, Iraq, Israel, Jordan, Kuwait, Lebanon, Oman, Palestine, Qatar, Saudi Arabia, Syria, Turkey, United Arab Emirates, Yemen)	0.0%	*
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

You indicated that you identify as a Hawaiian/Pacific Islander, please select any additional identities that you align with (select all that apply):	Pct	Pop
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

	Yes	No	Prefer not to respond	Total (Pct Pop)
Do you identify as a person with a disability?	10.8%	86.0%	3.1%	100.0% 109

Table 29: LGBTQIA+

	Yes	No	Unsure	Prefer not to respond	Total (Pct Pop)
Do you identify in the LGBTQIA+ community?	9.9%	83.7%	3.2%	3.2%	100.0% 106

Table 30: Department/Unit

	Pct	Pop
Colorado State Forest Service	100.0%	122
Total	100.0%	122

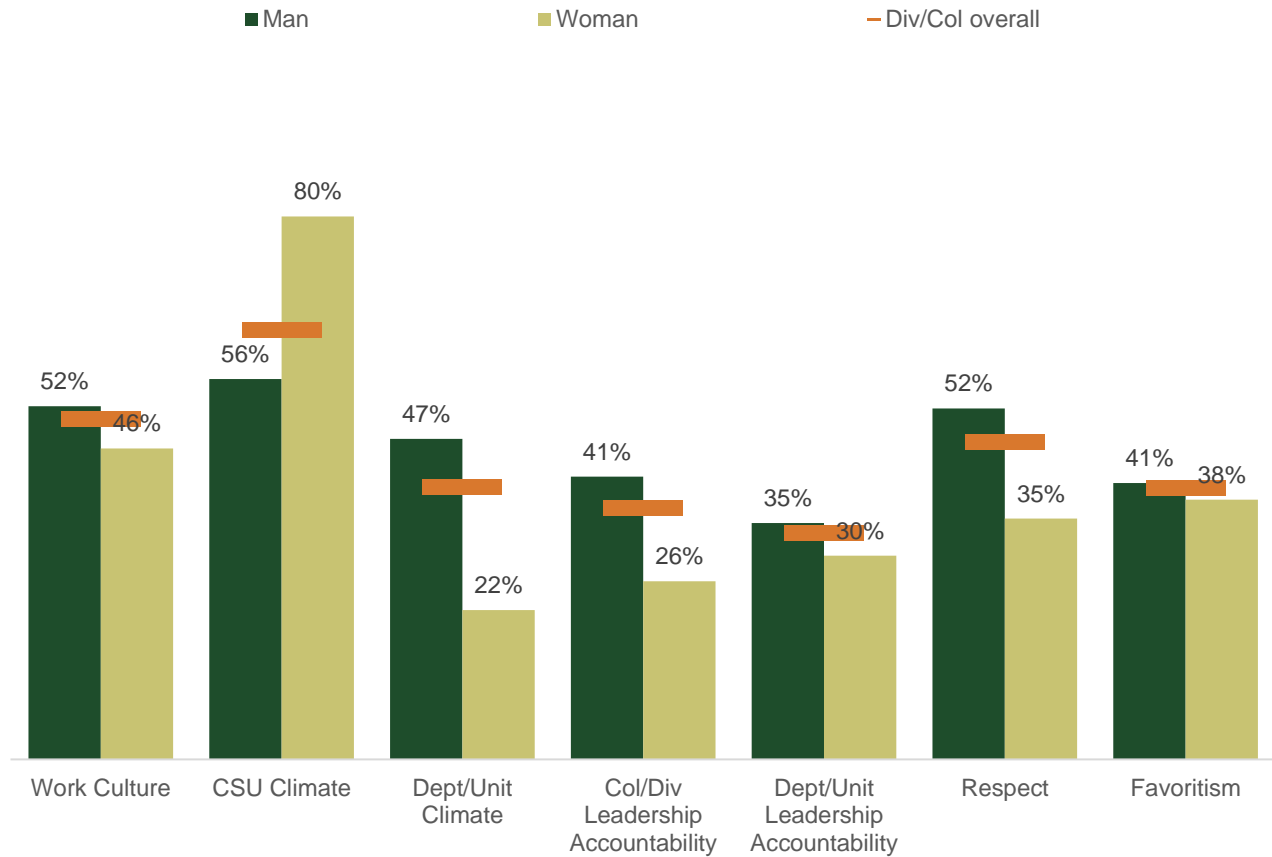
Table 31: Employee Type

	Pct	Pop
Admin Professional	89.6%	109
State Classified	10.4%	13
Total	100.0%	122

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 Compared by Gender



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Table 32: 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)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	51.9%	75	45.6%	32	50.0%	106
My department/unit promotes a work environment where all employees feel included	58.6%	75	37.4%	32	52.3%	106
			B			
My department/unit treats all employees equitably	52.3%	75	44.8%	32	50.1%	106
My department/unit is open and transparent in communication	49.4%	75	37.4%	32	45.8%	106
My department/unit values employee input in major department/unit decisions	38.5%	75	37.4%	32	38.2%	106
My department/unit promotes respect for cultural differences	67.8%	75	37.4%	32	58.7%	106
			B			
My department/unit understands the value of diversity	63.2%	75	59.8%	32	62.2%	106
My department/unit communicates the importance of valuing diversity	72.4%	75	44.8%	32	64.2%	106
			B			
I feel valued as an employee	52.3%	75	52.3%	32	52.3%	106
I feel a strong sense of belonging to CSU	18.4%	75	44.8%	32	26.3%	106
			A			
I feel a strong sense of belonging to my division/college	32.2%	75	37.4%	32	33.7%	106
I feel a strong sense of belonging to my department/unit	56.9%	75	44.8%	32	53.3%	106
I would recommend CSU as a place of employment	50.6%	75	77.6%	32	58.6%	106
			A			
I would recommend my department/unit as a place of employment	61.5%	75	37.4%	32	54.3%	106
			B			

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.^{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 33: Performance Review in Last Year

Did you have a performance review in the last year?	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I had a review	77.0%	57	77.6%	25	77.2%	82
No, I did not have a review	23.0%	17	22.4%	7	22.8%	24
Total	100.0%	75	100.0%	32	100.0%	106

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^{a,b}

- 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 34: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	74.6%	57	80.7%	25	76.5%	82
I am satisfied with the effort my supervisor put into my most recent performance review	67.9%	57	80.7%	25	71.8%	82
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	20.2%	57	19.3%	25	19.9%	82
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	56.0%	57	61.5%	25	57.6%	82

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 35: 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)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	51.5%	75	35.4%	32	46.7%	106
My department/unit is treated with respect by other units within my college/division	33.9%	75	14.9%	32	28.2%	106
My college/division is treated with respect by CSU	38.5%	75	47.7%	32	41.3%	106
The people I interact with treat each other with respect	66.1%	75	67.3%	32	66.4%	106
There is respect for religious differences in my department/unit	61.5%	75	29.9%	32	52.0%	106
There is respect for liberal perspectives in my department/unit	66.1%	75	29.9%	32	55.3%	106
There is respect for conservative perspectives in my department/unit	43.1%	75	22.4%	32	36.9%	106

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.^{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 36: 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)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	40.6%	75	38.1%	32	39.8%	106
Recognized within my department/unit	47.7%	75	55.2%	32	49.9%	106
Resources in my department/unit	41.4%	75	40.2%	32	41.0%	106
Professional development opportunities	23.0%	75	32.7%	32	25.9%	106
Promoted in my department/unit	47.7%	75	47.7%	32	47.7%	106
Hired in my department/unit	43.1%	75	14.9%	32	34.7%	106

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.^{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 37: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	41.5%	75	26.2%	32	36.9%	106
	B					
Leadership adequately addresses inappropriate behavior	29.3%	75	29.9%	32	29.5%	106
Leadership holds employees accountable for inappropriate behavior	31.1%	75	14.9%	32	26.2%	106
Leadership holds employees accountable for poor performance in the workplace	17.3%	75	7.5%	32	14.3%	106
Leadership acts ethically and honestly in the workplace	72.4%	75	44.8%	32	64.2%	106
	B					
Leadership addresses issues of inequity	49.4%	75	29.9%	32	43.6%	106
Leadership holds all employees to the same standards	49.4%	75	29.9%	32	43.6%	106

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.^{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: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	34.7%	75	29.9%	32	33.2%	106
Leadership adequately addresses inappropriate behavior	33.9%	75	22.4%	32	30.5%	106
Leadership holds employees accountable for inappropriate behavior	24.7%	75	22.4%	32	24.0%	106
Leadership holds employees accountable for poor performance in the workplace	20.1%	75	14.9%	32	18.6%	106
Leadership acts ethically and honestly in the workplace	72.4%	75	44.8%	32	64.2%	106
	B					
Leadership addresses issues of inequity	38.5%	75	29.9%	32	35.9%	106
Leadership holds all employees to the same standards	38.5%	75	37.4%	32	38.2%	106

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.^{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 39: 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)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
	CSU CLIMATE OVERALL	55.8%	75	79.7%	32	63.0%
Recruits employees from a diverse set of backgrounds	67.8%	75	62.6%	32	66.3%	106
Improves the campus climate for all employees	52.3%	75	77.6%	32	59.9%	106
Retains diverse employees	29.3%	75	62.6%	32	39.3%	106
Creates a supportive environment for employees from diverse backgrounds	52.3%	75	92.5%	32	64.3%	106
Encourages discussions related to diversity	66.1%	75	92.5%	32	74.0%	106
Provides employees with a positive work experience	66.1%	75	85.1%	32	71.8%	106
Climate has become consistently more inclusive of all employees	56.9%	75	85.1%	32	65.3%	106

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.^{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 40: 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)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
	DEPARTMENT/UNIT CLIMATE OVERALL	47.0%	75	21.9%	29	39.9%
Recruits employees from a diverse set of backgrounds	52.3%	75	0.0%	29	37.5%	104
Improves the campus climate for all employees	47.7%	75	37.4%	32	44.6%	106
Retains diverse employees	33.9%	75	14.9%	32	28.2%	106
Creates a supportive environment for employees from diverse backgrounds	52.3%	75	92.5%	32	64.3%	106
Encourages discussions related to diversity	47.7%	75	44.8%	32	46.8%	106
Provides employees with a positive work experience	56.9%	75	44.8%	32	53.3%	106
Climate has become consistently more inclusive of all employees	47.7%	75	22.4%	32	40.1%	106

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.^{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 41: 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)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU COMMUNICATIONS OVERALL	57.1%	75	81.4%	32	64.4%	106
Communications are effective	56.9%	75	92.5%	32	67.6%	106
Communications are timely	61.5%	75	82.2%	32	67.7%	106
Communications are relevant	47.7%	75	55.2%	32	49.9%	106
Communications are informative	56.9%	75	85.1%	32	65.3%	106
Communications are motivating	38.5%	75	85.1%	32	52.4%	106
Communications are honest	61.5%	75	85.1%	32	68.5%	106
Communications are accessible	77.0%	75	85.1%	32	79.4%	106

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.^{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 42: 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)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION COMMUNICATIONS OVERALL	56.6%	71	59.2%	29	57.4%	101
Communications are effective	49.4%	75	55.2%	32	51.2%	106
Communications are timely	63.2%	75	59.8%	32	62.2%	106
Communications are relevant	67.8%	75	55.2%	32	64.0%	106
Communications are informative	61.5%	71	85.1%	32	68.8%	103
Communications are motivating	35.7%	75	47.7%	32	39.3%	106
Communications are honest	58.6%	75	62.6%	32	59.8%	106
Communications are accessible	72.4%	75	67.7%	29	71.1%	104

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.^{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 43: 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)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	49.5%	75	56.6%	32	51.6%	106
Communications are effective	43.1%	75	52.3%	32	45.9%	106
Communications are timely	38.5%	75	44.8%	32	40.4%	106
Communications are relevant	58.6%	75	82.2%	32	65.7%	106
Communications are informative	63.2%	75	74.7%	32	66.7%	106
Communications are motivating	33.9%	75	29.9%	32	32.7%	106
Communications are honest	47.7%	75	52.3%	32	49.1%	106
Communications are accessible	61.5%	75	59.8%	32	61.0%	106

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.^{1,2,3}

- 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 44: Communicated Feedback

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	32.2%	24	77.6%	25	45.8%	49
Maybe, I can provide feedback in limited situations	54.0%	40	14.9%	5	42.3%	45
No, I don't have an opportunity to provide feedback	13.8%	10	7.5%	*	11.9%	13
Total	100.0%	75	100.0%	32	100.0%	106

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.^{1,2}

- Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
- Cell counts of some categories are not integers. They were rounded to the nearest integers before performing column proportions tests.

Table 45: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	40.4%	64	57.2%	27	45.4%	91
One on one conversations with my supervisor	71.3%	64	83.8%	29	75.3%	94
My representation in shared governance (CPC, APC, or Faculty Council)	12.7%	64	29.7%	27	17.7%	91
My service on committees	41.4%	64	47.3%	27	43.1%	91
Annual review process	50.0%	64	67.7%	29	55.6%	94
Input collection through anonymous surveys	26.7%	64	64.6%	29	38.6%	94

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.^{1,2,3}

- 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.

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Table 46: Feedback Valued

When I give feedback it is valued by:	Man (A)		Woman (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	39.8%	60	58.6% A	29	46.0%	89
CSU overall	23.3%	64	51.5% A	29	32.2%	94
My division/college	46.7%	64	67.7%	29	53.3%	94
My department/unit	59.7%	60	56.5%	29	58.7%	89

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.^{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 47: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	0.0%	*	0.0%	*	0.0%	*
Physical appearance	4.6%	3	0.0%	*	3.2%	3
Physical disability	0.0%	*	0.0%	*	0.0%	*
Mental disability	0.0%	*	0.0%	*	0.0%	*
Employment classification	18.4%	14	7.5%	*	15.1%	16
Gender identity	0.0%	*	0.0%	*	0.0%	*
Job title	13.8%	10	0.0%	*	9.7%	10
Parental status	0.0%	*	0.0%	*	0.0%	*
Religion	0.0%	*	0.0%	*	0.0%	*
Political affiliation	4.6%	3	0.0%	*	3.2%	3
Sexual orientation	4.6%	3	0.0%	*	3.2%	3
Socio-economic status	18.4%	14	7.5%	*	15.1%	16
Ethnic origin	0.0%	*	0.0%	*	0.0%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	0.0%	*	0.0%	*	0.0%	*
Marital status	0.0%	*	0.0%	*	0.0%	*
Nationality/country of origin	0.0%	*	0.0%	*	0.0%	*
None/no response	67.8%	51	85.1%	27	73.0%	78

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 48: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	0.0%	*	7.5%	*	2.2%	*
Physical appearance	4.6%	3	0.0%	*	3.2%	3
Physical disability	0.0%	*	7.5%	*	2.2%	*
Mental disability	0.0%	*	7.5%	*	2.2%	*
Employment classification	18.4%	14	7.5%	*	15.1%	16
Gender identity	0.0%	*	7.5%	*	2.2%	*
Job title	18.4%	14	7.5%	*	15.1%	16
Parental status	0.0%	*	0.0%	*	0.0%	*
Religion	0.0%	*	0.0%	*	0.0%	*
Political affiliation	4.6%	3	0.0%	*	3.2%	3
Sexual orientation	4.6%	3	7.5%	*	5.5%	6
Socio-economic status	18.4%	14	0.0%	*	12.9%	14
Ethnic origin	0.0%	*	7.5%	*	2.2%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	0.0%	*	7.5%	*	2.2%	*
Marital status	0.0%	*	0.0%	*	0.0%	*
Nationality/country of origin	0.0%	*	7.5%	*	2.2%	*
None/no response	67.8%	51	77.6%	25	70.7%	75

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 49: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	Man		Woman		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	24.7%	18	17.8%	6	22.6%	24
Physical appearance	4.6%	3	0.0%	*	3.2%	3
Physical disability	10.9%	8	14.9%	5	12.1%	13
Mental disability	10.9%	8	17.8%	6	13.0%	14
Employment classification	43.1%	32	25.3%	8	37.8%	40
Gender identity	4.6%	3	14.9%	5	7.7%	8
Job title	43.1%	32	40.2%	13	42.2%	45
Parental status	0.0%	*	0.0%	*	0.0%	*
Religion	0.0%	*	0.0%	*	0.0%	*
Political affiliation	4.6%	3	7.5%	*	5.5%	6
Sexual orientation	4.6%	3	14.9%	5	7.7%	8
Socio-economic status	23.0%	17	7.5%	*	18.3%	20
Ethnic origin	4.6%	3	7.5%	*	5.5%	6
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	4.6%	3	14.9%	5	7.7%	8
Marital status	0.0%	*	14.9%	5	4.5%	5
Nationality/country of origin	4.6%	3	7.5%	*	5.5%	6
None/no response	43.1%	32	44.8%	14	43.6%	46

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 50: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	Man		Woman		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	0.0%	*
Bullying	0.0%	*	0.0%	*	0.0%	*
Bias	13.8%	10	7.5%	*	11.9%	13
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	0.0%	*	0.0%	*
None/no response	86.2%	64	92.5%	29	88.1%	94

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: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	Man		Woman		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*	0.0%	*
Bullying	0.0%	*	0.0%	*	0.0%	*
Bias	13.8%	10	7.5%	*	11.9%	13
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	0.0%	*	0.0%	*
None/no response	86.2%	64	92.5%	29	88.1%	94

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: Other Potential Problems: Department/Unit

Please indicate if any of the following are currently problematic.	Man		Woman		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Sexual harassment	4.6%	3	0.0%	*	3.2%	3
Bullying	13.8%	10	22.4%	7	16.4%	17
Bias	38.5%	29	40.2%	13	39.0%	41
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	4.6%	3	0.0%	*	3.2%	3
Verbal abuse	4.6%	3	7.5%	*	5.5%	6
None/no response	52.3%	39	52.3%	17	52.3%	56

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

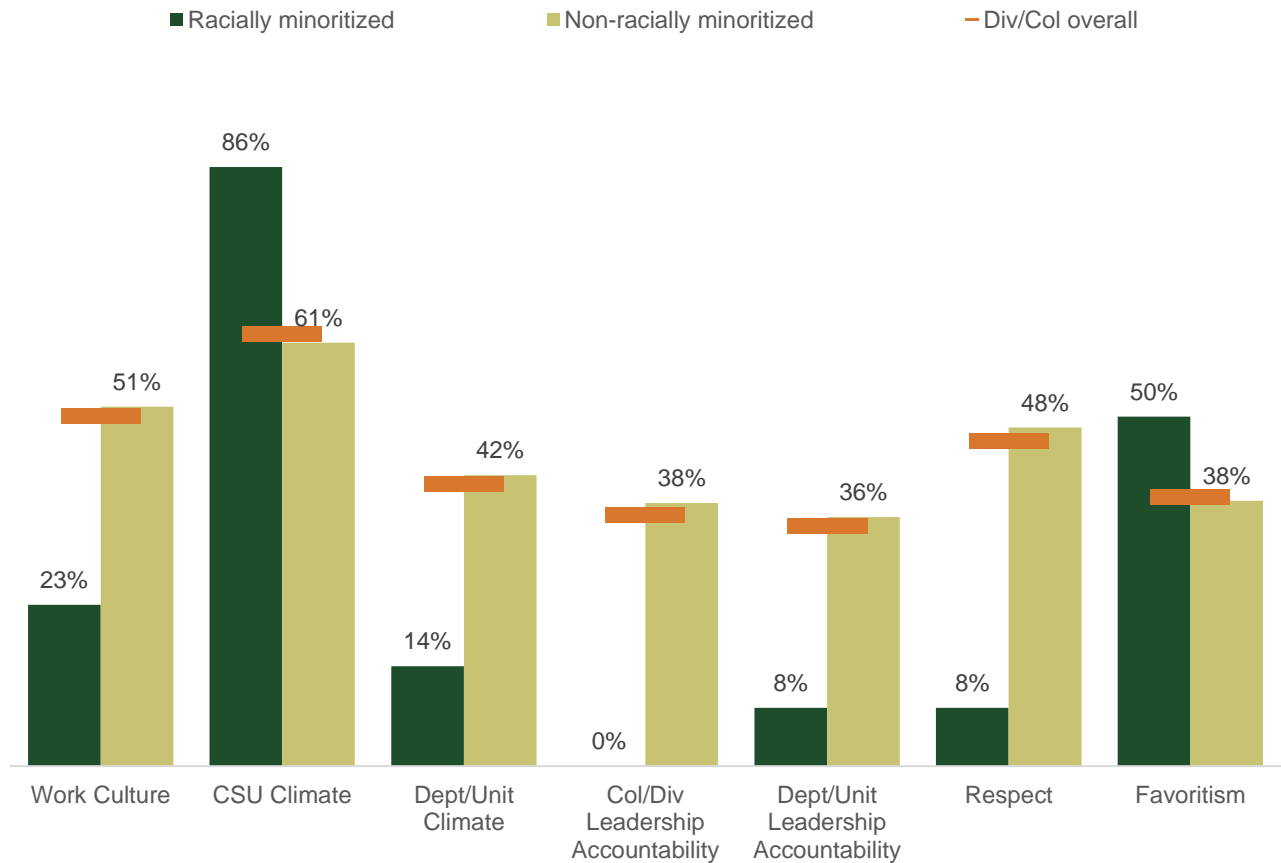
Statistical significance not tested.

* Values reported for items with n >= 3.

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 Compared by Racially Minoritized Status



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Table 53: 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 (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	23.1%	5	51.4%	98	50.1%	103
My department/unit promotes a work environment where all employees feel included	0.0%	5	56.6%	98	54.0%	103
My department/unit treats all employees equitably	0.0%	5	54.2%	98	51.7%	103
My department/unit is open and transparent in communication	0.0%	5	49.7%	98	47.4%	103
My department/unit values employee input in major department/unit decisions	0.0%	5	41.4%	98	39.4%	103
My department/unit promotes respect for cultural differences	0.0%	5	60.1%	98	57.3%	103
My department/unit understands the value of diversity	50.0%	5	65.0%	98	64.3%	103
My department/unit communicates the importance of valuing diversity	50.0%	5	63.6%	98	63.0%	103
I feel valued as an employee	50.0%	5	54.2%	98	54.0%	103
I feel a strong sense of belonging to CSU	50.0%	5	22.6%	98	23.8%	103
I feel a strong sense of belonging to my division/college	0.0%	5	33.0%	98	31.5%	103
I feel a strong sense of belonging to my department/unit	50.0%	5	51.8%	98	51.7%	103
I would recommend CSU as a place of employment	50.0%	5	57.6%	98	57.3%	103
I would recommend my department/unit as a place of employment	0.0%	5	58.8%	98	56.1%	103

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.^{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 54: 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	100.0% ^a	5	75.3%	74	76.4%	79
No, I did not have a review	0.0% ^a	*	24.7%	24	23.6%	24
Total	100.0%	5	100.0%	98	100.0%	103

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 $n \geq 3$.^{b,c}

- a. This category is not used in comparisons because its column proportion is equal to zero or one.
- b. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
- c. Cell counts of some categories are not integers. They were rounded to the nearest integers before performing column proportions tests.

Table 55: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
	PERFORMANCE REVIEW OVERALL	83.3%	5	74.9%	74	75.4%
I am satisfied with the effort my supervisor put into my most recent performance review	100.0%	5	68.6%	74	70.5%	79
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	0.0%	5	22.1%	74	20.8%	79
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	50.0%	5	56.1%	74	55.8%	79

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 56: 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 (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
	RESPECT OVERALL	8.3%	5	48.4%	98	46.6%
My department/unit is treated with respect by other units within my college/division	0.0%	5	27.1%	98	25.9%	103
My college/division is treated with respect by CSU	0.0%	5	44.7%	98	42.6%	103
The people I interact with treat each other with respect	50.0%	5	69.6%	98	68.7%	103
There is respect for religious differences in my department/unit	0.0%	5	52.9%	98	50.4%	103
There is respect for liberal perspectives in my department/unit	0.0%	5	56.4%	98	53.8%	103
There is respect for conservative perspectives in my department/unit	0.0%	5	40.0%	98	38.1%	103

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.^{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 57: 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	50.0%	5	38.0%	98	38.5%
Recognized within my department/unit	50.0%	5	48.2%	98	48.3%	103
Resources in my department/unit	50.0%	5	38.5%	98	39.1%	103
Professional development opportunities	50.0%	5	25.6%	98	26.8%	103
Promoted in my department/unit	50.0%	5	45.8%	98	46.0%	103
Hired in my department/unit	50.0%	5	31.7%	98	32.5%	103

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.^{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 58: 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	0.0%	5	37.7%	98	35.9%
Leadership adequately addresses inappropriate behavior	0.0%	5	31.9%	98	30.5%	103
Leadership holds employees accountable for inappropriate behavior	0.0%	5	24.9%	98	23.8%	103
Leadership holds employees accountable for poor performance in the workplace	0.0%	5	15.5%	98	14.8%	103
Leadership acts ethically and honestly in the workplace	0.0%	5	66.0%	98	63.0%	103
Leadership addresses issues of inequity	0.0%	5	43.7%	98	41.7%	103
Leadership holds all employees to the same standards	0.0%	5	43.7%	98	41.7%	103

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.^{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 59: Leadership Accountability: Department/Unit 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
	DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	8.3%	5	35.6%	98	34.4%
Leadership adequately addresses inappropriate behavior	0.0%	5	33.0%	98	31.5%	103
Leadership holds employees accountable for inappropriate behavior	0.0%	5	26.0%	98	24.8%	103
Leadership holds employees accountable for poor performance in the workplace	0.0%	5	20.1%	98	19.2%	103
Leadership acts ethically and honestly in the workplace	0.0%	5	66.0%	98	63.0%	103
Leadership addresses issues of inequity	0.0%	5	38.9%	98	37.1%	103
Leadership holds all employees to the same standards	0.0%	5	41.4%	98	39.4%	103

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.^{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 60: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	85.7%	5	60.6%		9861.7%	103
Recruits employees from a diverse set of backgrounds	50.0%	5	65.9%		9865.1%	103
Improves the campus climate for all employees	100.0%	5	56.5%		9858.5%	103
Retains diverse employees	100.0%	5	34.2%		9837.3%	103
			B			
Creates a supportive environment for employees from diverse backgrounds	100.0%	5	61.4%		9863.1%	103
Encourages discussions related to diversity	100.0%	5	71.8%		9873.1%	103
Provides employees with a positive work experience	50.0%	5	71.8%		9870.8%	103
Climate has become consistently more inclusive of all employees	100.0%	5	62.4%		9864.2%	103

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.^{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 61: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	14.3%	5	41.6%		9640.3%	101
Recruits employees from a diverse set of backgrounds	0.0%	5	37.1%		9635.4%	101
Improves the campus climate for all employees	0.0%	5	48.3%		9846.1%	103
			A			
Retains diverse employees	0.0%	5	27.1%		9825.9%	103
Creates a supportive environment for employees from diverse backgrounds	100.0%	5	61.4%		9863.1%	103
Encourages discussions related to diversity	50.0%	5	48.3%		9848.4%	103
Provides employees with a positive work experience	50.0%	5	55.3%		9855.1%	103
Climate has become consistently more inclusive of all employees	0.0%	5	43.5%		9841.5%	103

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.^{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 62: 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 (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
	CSU COMMUNICATIONS OVERALL	92.9%	5	61.8%	98	63.2%
Communications are effective	100.0%	5	64.8%	98	66.5%	103
Communications are timely	100.0%	5	65.0%	98	66.6%	103
Communications are relevant	50.0%	5	48.2%	98	48.3%	103
Communications are informative	100.0%	5	62.4%	98	64.2%	103
Communications are motivating	100.0%	5	48.5%	98	50.8%	103
			B			
Communications are honest	100.0%	5	65.9%	98	67.5%	103
Communications are accessible	100.0%	5	77.7%	98	78.7%	103

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.^{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 63: 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 (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
	COLLEGE/DIVISION COMMUNICATIONS OVERALL	42.9%	5	56.6%	92	55.9%
Communications are effective	0.0%	5	51.9%	98	49.5%	103
			A			
Communications are timely	0.0%	5	63.9%	98	60.9%	103
			A			
Communications are relevant	50.0%	5	63.5%	98	62.8%	103
Communications are informative	100.0%	5	66.1%	95	67.7%	99
Communications are motivating	50.0%	5	36.6%	98	37.2%	103
Communications are honest	0.0%	5	61.3%	98	58.5%	103
			A			
Communications are accessible	100.0%	5	68.6%	96	70.1%	101

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.^{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 64: 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 (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT COMMUNICATIONS OVERALL	57.1%	5	52.2%	98	52.4%	103
Communications are effective	50.0%	5	47.3%	98	47.4%	103
Communications are timely	0.0%	5	43.8%	98	41.8%	103
Communications are relevant	100.0%	5	66.3%	98	67.9%	103
Communications are informative	100.0%	5	63.9%	98	65.6%	103
Communications are motivating	0.0%	5	35.4%	98	33.8%	103
Communications are honest	50.0%	5	50.8%	98	50.7%	103
Communications are accessible	100.0%	5	57.7%	98	59.7%	103

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.^{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 65: Communicated Feedback

During the past 12 months, have you had the opportunity to communicate feedback to CSU?	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Yes, I have the opportunity to provide feedback	100.0% ^a	5	44.7%	44	47.3%	49
Maybe, I can provide feedback in limited situations	0.0% ^a	*	45.9%	45	43.8%	45
No, I don't have an opportunity to provide feedback	0.0% ^a	*	9.4%	9	9.0%	9
Total	100.0%	5	100.0%	98	100.0%	103

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.^{b,c}

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

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

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

Table 66: Responsiveness to Feedback

When I use the following channels, leadership is responsive to my feedback:	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPONSIVENESS TO FEEDBACK OVERALL	20.0%	5	46.8%	87	45.4%	91
One on one conversations with my supervisor	50.0%	5	76.6%	89	75.3%	94
My representation in shared governance (CPC, APC, or Faculty Council)	0.0%	5	18.7%	87	17.7%	91
My service on committees	0.0%	5	45.5%	87	43.1%	91
Annual review process	50.0%	5	55.9%	89	55.6%	94
Input collection through anonymous surveys	0.0%	5	40.6%	89	38.6%	94

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.^{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.

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Table 67: Feedback Valued

When I give feedback it is valued by:	Racially minoritized (A)		Non-racially minoritized (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
FEEDBACK VALUED OVERALL	50.0%	5	45.8%	84	46.0%	89
CSU overall	50.0%	5	31.2%	89	32.2%	94
My division/college	50.0%	5	53.5%	89	53.3%	94
My department/unit	50.0%	5	59.2%	84	58.7%	89

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.^{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 68: 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	0.0%	*	0.0%	*	0.0%	*
Physical appearance	0.0%	*	3.5%	3	3.3%	3
Physical disability	0.0%	*	0.0%	*	0.0%	*
Mental disability	0.0%	*	0.0%	*	0.0%	*
Employment classification	0.0%	*	16.4%	16	15.6%	16
Gender identity	0.0%	*	0.0%	*	0.0%	*
Job title	0.0%	*	10.5%	10	10.0%	10
Parental status	0.0%	*	0.0%	*	0.0%	*
Religion	0.0%	*	0.0%	*	0.0%	*
Political affiliation	0.0%	*	3.5%	3	3.3%	3
Sexual orientation	0.0%	*	3.5%	3	3.3%	3
Socio-economic status	0.0%	*	16.4%	16	15.6%	16
Ethnic origin	0.0%	*	0.0%	*	0.0%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	0.0%	*	0.0%	*	0.0%	*
Marital status	0.0%	*	0.0%	*	0.0%	*
Nationality/country of origin	0.0%	*	0.0%	*	0.0%	*
None/no response	100.0%	5	70.7%	69	72.1%	74

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 69: 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	0.0%	*	2.4%	*	2.3%	*
Physical appearance	0.0%	*	3.5%	3	3.3%	3
Physical disability	0.0%	*	2.4%	*	2.3%	*
Mental disability	0.0%	*	2.4%	*	2.3%	*
Employment classification	0.0%	*	16.4%	16	15.6%	16
Gender identity	0.0%	*	2.4%	*	2.3%	*
Job title	0.0%	*	16.4%	16	15.6%	16
Parental status	0.0%	*	0.0%	*	0.0%	*
Religion	0.0%	*	0.0%	*	0.0%	*
Political affiliation	0.0%	*	3.5%	3	3.3%	3
Sexual orientation	0.0%	*	5.9%	6	5.6%	6
Socio-economic status	0.0%	*	14.0%	14	13.3%	14
Ethnic origin	0.0%	*	2.4%	*	2.3%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	0.0%	*	2.4%	*	2.3%	*
Marital status	0.0%	*	0.0%	*	0.0%	*
Nationality/country of origin	0.0%	*	2.4%	*	2.3%	*
None/no response	100.0%	5	68.3%	67	69.8%	72

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 70: 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	50.0%	*	18.6%	18	20.1%	21
Physical appearance	0.0%	*	3.5%	3	3.3%	3
Physical disability	0.0%	*	13.1%	13	12.5%	13
Mental disability	0.0%	*	14.1%	14	13.4%	14
Employment classification	50.0%	*	35.0%	34	35.7%	37
Gender identity	0.0%	*	8.3%	8	7.9%	8
Job title	50.0%	*	39.8%	39	40.3%	41
Parental status	0.0%	*	0.0%	*	0.0%	*
Religion	0.0%	*	0.0%	*	0.0%	*
Political affiliation	0.0%	*	5.9%	6	5.6%	6
Sexual orientation	0.0%	*	8.3%	8	7.9%	8
Socio-economic status	0.0%	*	19.9%	20	19.0%	20
Ethnic origin	0.0%	*	5.9%	6	5.6%	6
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	0.0%	*	8.3%	8	7.9%	8
Marital status	0.0%	*	4.8%	5	4.6%	5
Nationality/country of origin	0.0%	*	5.9%	6	5.6%	6
None/no response	50.0%	*	44.8%	44	45.1%	46

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

Statistical significance not tested.

* Values reported for items with n >= 3.

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Table 71: 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	0.0%	*	0.0%	*	0.0%	*
Bullying	0.0%	*	0.0%	*	0.0%	*
Bias	50.0%	*	10.5%	10	12.3%	13
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	0.0%	*	0.0%	*
None/no response	50.0%	*	89.5%	88	87.7%	90

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 72: 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	0.0%	*	0.0%	*	0.0%	*
Bullying	0.0%	*	0.0%	*	0.0%	*
Bias	50.0%	*	10.5%	10	12.3%	13
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	0.0%	*	0.0%	*
None/no response	50.0%	*	89.5%	88	87.7%	90

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 73: 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	0.0%	*	3.5%	3	3.3%	3
Bullying	0.0%	*	17.7%	17	16.9%	17
Bias	100.0%	5	33.9%	33	37.0%	38
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	3.5%	3	3.3%	3
Verbal abuse	0.0%	*	5.9%	6	5.6%	6
None/no response	0.0%	*	56.7%	56	54.0%	56

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

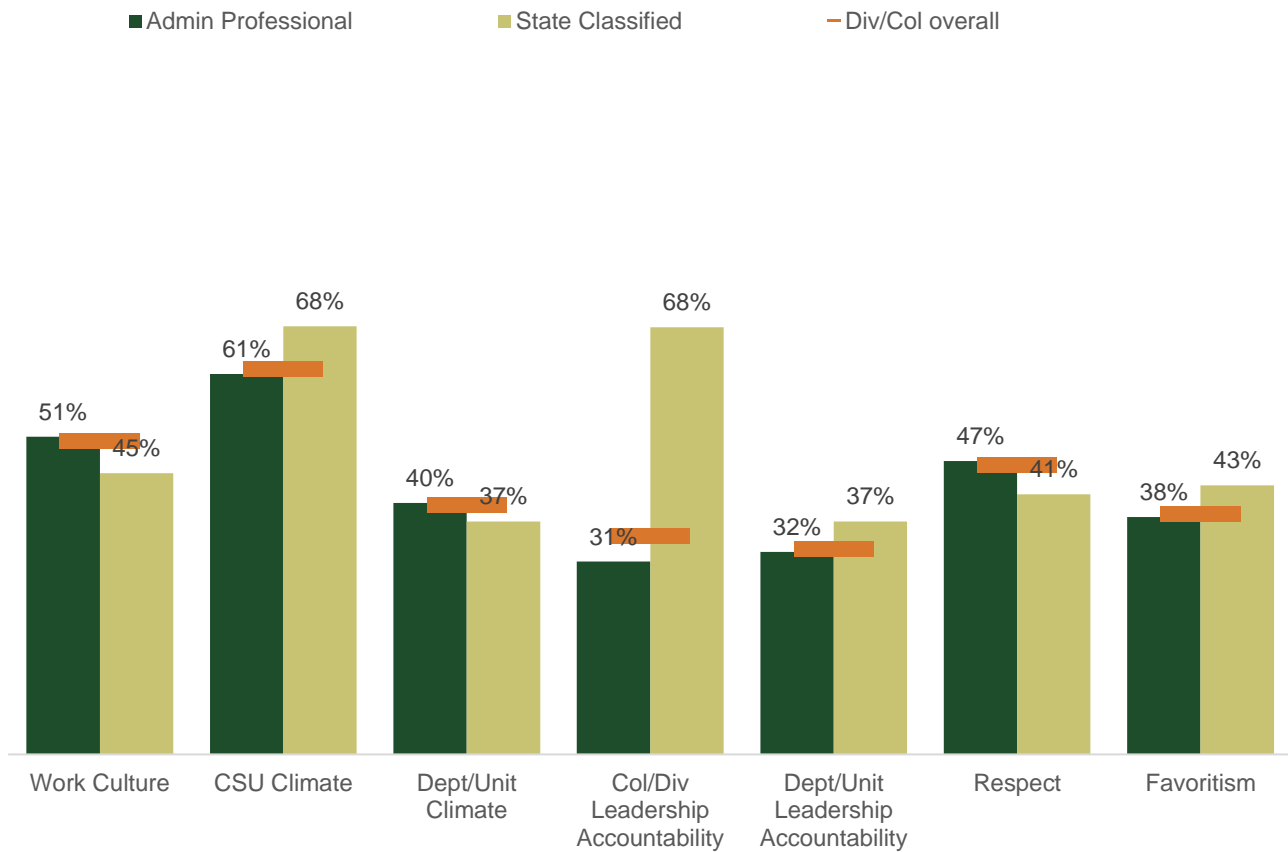
Statistical significance not tested.

* Values reported for items with n >= 3.

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 Compared by Employee Type



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Table 74: 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	50.6%	106	44.8%	13	50.0%	119
My department/unit promotes a work environment where all employees feel included	48.0%	109	74.2%	13	50.7%	122
My department/unit treats all employees equitably	51.6%	106	37.1%	13	50.1%	119
My department/unit is open and transparent in communication	38.8%	109	74.2%	13	42.5%	122
			A			
My department/unit values employee input in major department/unit decisions	38.6%	109	37.1%	13	38.4%	122
My department/unit promotes respect for cultural differences	57.1%	109	74.2%	13	58.9%	122
My department/unit understands the value of diversity	62.3%	106	74.2%	13	63.6%	119
My department/unit communicates the importance of valuing diversity	64.2%	106	74.2%	13	65.3%	119
I feel valued as an employee	52.3%	109	37.1%	13	50.7%	122
I feel a strong sense of belonging to CSU	28.5%	109	0.0%	13	25.5%	122
	B					
I feel a strong sense of belonging to my division/college	35.7%	109	0.0%	13	32.0%	122
	B					
I feel a strong sense of belonging to my department/unit	53.3%	109	37.1%	13	51.6%	122
I would recommend CSU as a place of employment	62.7%	109	25.8%	13	58.8%	122
	B					
I would recommend my department/unit as a place of employment	57.1%	109	37.1%	13	55.0%	122

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.^{1,2,3}

- 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 75: 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	74.9%	82	100.0% ^a	13	77.5%	95
No, I did not have a review	25.1%	27	0.0% ^a	*	22.5%	27
Total	100.0%	109	100.0%	13	100.0%	122

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.^{b,c}

- This category is not used in comparisons because its column proportion is equal to zero or one.
- Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.
- Cell counts of some categories are not integers. They were rounded to the nearest integers before performing column proportions tests.

Table 76: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	Admin Pro (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	77.7%	82	75.3%	13	77.4%	95
I am satisfied with the effort my supervisor put into my most recent performance review	77.5%	82	62.9%	13	75.5%	95
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	14.2%	82	37.1%	13	17.3%	95
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	55.6%	82	62.9%	13	56.6%	95

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 77: 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 (A)		SC (B)		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
RESPECT OVERALL	46.7%	106	41.4%	13	46.2%	119
My department/unit is treated with respect by other units within my college/division	29.7%	106	37.1%	13	30.5%	119
My college/division is treated with respect by CSU	32.8%	109	62.9%	13	36.0%	122
The people I interact with treat each other with respect	68.9%	109	37.1%	13	65.6%	122
There is respect for religious differences in my department/unit	53.6%	106	37.1%	13	51.8%	119
There is respect for liberal perspectives in my department/unit	59.8%	106	37.1%	13	57.3%	119
There is respect for conservative perspectives in my department/unit	35.5%	106	37.1%	13	35.7%	119

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.^{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 78: 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	37.8%	109	42.9%	13	38.3%	122
Recognized within my department/unit	47.0%	109	62.9%	13	48.7%	122
Resources in my department/unit	39.8%	109	25.8%	13	38.3%	122
Professional development opportunities	22.2%	109	25.8%	13	22.6%	122
Promoted in my department/unit	44.8%	109	62.9%	13	46.7%	122
Hired in my department/unit	35.2%	109	37.1%	13	35.4%	122

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.^{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 79: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Admin Pro		SC		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	30.7%	103	68.0%	13	34.8%	116
Leadership adequately addresses inappropriate behavior	25.1%	106	37.1%	13	26.4%	119
Leadership holds employees accountable for inappropriate behavior	17.4%	106	74.2%	13	23.5%	119
Leadership holds employees accountable for poor performance in the workplace	5.5%	106	74.2%	13	12.8%	119
Leadership acts ethically and honestly in the workplace	58.3%	106	74.2%	13	60.1%	119
Leadership addresses issues of inequity	35.8%	103	74.2%	13	40.1%	116
Leadership holds all employees to the same standards	37.7%	106	74.2%	13	41.6%	119

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.^{1,2,3}

- 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 80: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	Admin Pro		SC		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	32.2%	100	37.1%	13	32.8%	113
Leadership adequately addresses inappropriate behavior	29.0%	106	37.1%	13	29.9%	119
Leadership holds employees accountable for inappropriate behavior	22.6%	106	37.1%	13	24.1%	119
Leadership holds employees accountable for poor performance in the workplace	17.6%	103	37.1%	13	19.8%	116
Leadership acts ethically and honestly in the workplace	58.3%	106	74.2%	13	60.1%	119
Leadership addresses issues of inequity	33.5%	100	37.1%	13	33.9%	113
Leadership holds all employees to the same standards	41.4%	109	37.1%	13	41.0%	122

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.^{a,b,c}

- 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 81: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	Admin Pro		SC		Overall	
	(A)		(B)			
	Pct	Pop	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	60.6%	100	68.2%	13	61.5%	113
Recruits employees from a diverse set of backgrounds	61.0%	100	100.0%	13	65.4%	113
Improves the campus climate for all employees	55.7%	100	62.9%	13	56.5%	113
Retains diverse employees	36.9%	100	62.9%	13	39.9%	113
Creates a supportive environment for employees from diverse backgrounds	63.6%	100	62.9%	13	63.5%	113
Encourages discussions related to diversity	77.0%	100	62.9%	13	75.4%	113
Provides employees with a positive work experience	68.4%	100	62.9%	13	67.8%	113
Climate has become consistently more inclusive of all employees	61.5%	100	62.9%	13	61.7%	113

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.^{1,2,3}

- 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.

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Table 82: 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	40.0%	97	37.1%	13	39.7%	110
Recruits employees from a diverse set of backgrounds	38.3%	97	37.1%	13	38.2%	110
Improves the campus climate for all employees	42.8%	100	37.1%	13	42.1%	113
Retains diverse employees	28.5%	100	37.1%	13	29.4%	113
Creates a supportive environment for employees from diverse backgrounds	63.6%	100	62.9%	13	63.5%	113
Encourages discussions related to diversity	48.3%	100	37.1%	13	47.0%	113
Provides employees with a positive work experience	55.1%	100	37.1%	13	53.1%	113
Climate has become consistently more inclusive of all employees	38.0%	100	37.1%	13	37.9%	113

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.^{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 83: 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	62.3%	97	64.5%	13	62.6%	109
Communications are effective	66.0%	97	62.9%	13	65.6%	109
Communications are timely	69.5%	97	37.1%	13	65.8%	109
Communications are relevant	46.6%	97	62.9%	13	48.5%	109
Communications are informative	63.5%	97	62.9%	13	63.5%	109
Communications are motivating	49.4%	97	62.9%	13	50.9%	109
Communications are honest	67.1%	97	62.9%	13	66.6%	109
Communications are accessible	74.1%	97	100.0%	13	77.2%	109

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.^{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 84: 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	50.0%	91	96.3%	1355.7%	104	
Communications are effective	43.1%	97	100.0%	1349.7%	109	A
Communications are timely	58.6%	97	74.2%	1360.4%	109	A
Communications are relevant	57.2%	97	100.0%	1362.2%	109	A
Communications are informative	62.2%	93	100.0%	1366.7%	106	A
Communications are motivating	30.0%	97	100.0%	1338.1%	109	A
Communications are honest	52.6%	97	100.0%	1358.1%	109	A
Communications are accessible	64.8%	94	100.0%	1369.0%	107	A

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.^{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 85: 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	50.5%	97	47.7%	1350.2%	109	
Communications are effective	45.5%	97	37.1%	1344.6%	109	
Communications are timely	39.5%	97	37.1%	1339.3%	109	
Communications are relevant	62.4%	97	74.2%	1363.8%	109	
Communications are informative	63.5%	97	74.2%	1364.8%	109	
Communications are motivating	31.1%	97	37.1%	1331.8%	109	
Communications are honest	49.1%	97	37.1%	1347.7%	109	
Communications are accessible	62.2%	97	37.1%	1359.2%	109	

Percent "Agree" or "Strongly agree"

The reported population reflects the number of respondents who answered the survey item.^{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 86: 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	46.9%	45	25.8%	3	44.4%	49
Maybe, I can provide feedback in limited situations	36.8%	36	74.2%	9	41.1%	45
			A			
No, I don't have an opportunity to provide feedback	16.3%	16	0.0% ¹	*	14.4%	16
Total	100.0%	97	100.0%	13	100.0%	109

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.^{2,3}

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 87: 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	43.4%	79	57.7%	13	45.4%	91
One on one conversations with my supervisor	77.2%	81	62.9%	13	75.3%	94
My representation in shared governance (CPC, APC, or Faculty Council)	10.4%	79	62.9%	13	17.7%	91
			A			
My service on committees	33.9%	79	100.0%	13	43.1%	91
			A			
Annual review process	54.4%	81	62.9%	13	55.6%	94
Input collection through anonymous surveys	44.6%	81	0.0%	13	38.6%	94
			B			

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.^{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 88: 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	44.0%	81	66.7%	8	46.0%	89
CSU overall	27.4%	81	62.9%	13	32.2%	94
			A			
My division/college	45.9%	81	100.0%	13	53.3%	94
			A			
My department/unit	58.6%	81	59.0%	8	58.7%	89

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.^{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 89: Discriminatory Attitudes: CSU Overall

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	0.0%	*	0.0%	*	0.0%	*
Physical appearance	3.1%	3	0.0%	*	2.8%	3
Physical disability	0.0%	*	0.0%	*	0.0%	*
Mental disability	0.0%	*	0.0%	*	0.0%	*
Employment classification	14.7%	16	0.0%	*	13.2%	16
Gender identity	0.0%	*	0.0%	*	0.0%	*
Job title	9.4%	10	0.0%	*	8.4%	10
Parental status	0.0%	*	0.0%	*	0.0%	*
Religion	0.0%	*	0.0%	*	0.0%	*
Political affiliation	6.0%	7	0.0%	*	5.4%	7
Sexual orientation	3.1%	3	0.0%	*	2.8%	3
Socio-economic status	14.7%	16	0.0%	*	13.2%	16
Ethnic origin	0.0%	*	0.0%	*	0.0%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	0.0%	*	0.0%	*	0.0%	*
Marital status	0.0%	*	0.0%	*	0.0%	*
Nationality/country of origin	0.0%	*	0.0%	*	0.0%	*
None/no response	70.8%	77	100.0%	13	73.9%	90

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 90: Discriminatory Attitudes: Division/College

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	2.2%	*	0.0%	*	1.9%	*
Physical appearance	3.1%	3	0.0%	*	2.8%	3
Physical disability	2.2%	*	0.0%	*	1.9%	*
Mental disability	2.2%	*	0.0%	*	1.9%	*
Employment classification	14.7%	16	0.0%	*	13.2%	16
Gender identity	2.2%	*	0.0%	*	1.9%	*
Job title	14.7%	16	0.0%	*	13.2%	16
Parental status	0.0%	*	0.0%	*	0.0%	*
Religion	0.0%	*	0.0%	*	0.0%	*
Political affiliation	6.0%	7	0.0%	*	5.4%	7
Sexual orientation	5.3%	6	0.0%	*	4.8%	6
Socio-economic status	12.5%	14	0.0%	*	11.2%	14
Ethnic origin	2.2%	*	0.0%	*	1.9%	*
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	2.2%	*	0.0%	*	1.9%	*
Marital status	0.0%	*	0.0%	*	0.0%	*
Nationality/country of origin	2.2%	*	0.0%	*	1.9%	*
None/no response	68.7%	75	100.0%	13	71.9%	88

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 91: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	Admin Pro		SC		Overall	
	Pct	Pop	Pct	Pop	Pct	Pop
Age	14.7%	16	62.9%	8	19.7%	24
Physical appearance	3.1%	3	0.0%	*	2.8%	3
Physical disability	7.5%	8	37.1%	5	10.6%	13
Mental disability	5.3%	6	62.9%	8	11.3%	14
Employment classification	29.4%	32	62.9%	8	32.9%	40
Gender identity	7.5%	8	0.0%	*	6.7%	8
Job title	33.8%	37	62.9%	8	36.8%	45
Parental status	0.0%	*	0.0%	*	0.0%	*
Religion	0.0%	*	0.0%	*	0.0%	*
Political affiliation	8.2%	9	0.0%	*	7.3%	9
Sexual orientation	7.5%	8	0.0%	*	6.7%	8
Socio-economic status	17.9%	20	0.0%	*	16.0%	20
Ethnic origin	5.3%	6	0.0%	*	4.8%	6
Veteran status	0.0%	*	0.0%	*	0.0%	*
Race or color	7.5%	8	0.0%	*	6.7%	8
Marital status	4.4%	5	0.0%	*	3.9%	5
Nationality/country of origin	5.3%	6	0.0%	*	4.8%	6
None/no response	49.6%	54	37.1%	5	48.3%	59

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 92: 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	0.0%	*	0.0%	*	0.0%	*
Bullying	0.0%	*	0.0%	*	0.0%	*
Bias	14.4%	16	0.0%	*	12.9%	16
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	0.0%	*	0.0%	*
None/no response	85.6%	93	100.0%	13	87.1%	106

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 93: 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%	*	0.0%	*	0.0%	*
Bullying	0.0%	*	0.0%	*	0.0%	*
Bias	11.6%	13	0.0%	*	10.4%	13
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*	0.0%	*
Verbal abuse	0.0%	*	0.0%	*	0.0%	*
None/no response	88.4%	97	100.0%	13	89.6%	109

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 94: 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	3.1%	3	0.0%	*	2.8%	3
Bullying	15.9%	17	0.0%	*	14.3%	17
Bias	30.7%	33	62.9%	8	34.0%	41
Physical assault	0.0%	*	0.0%	*	0.0%	*
Sexual misconduct	3.1%	3	0.0%	*	2.8%	3
Verbal abuse	5.3%	6	0.0%	*	4.8%	6
None/no response	60.9%	67	37.1%	5	58.4%	71

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

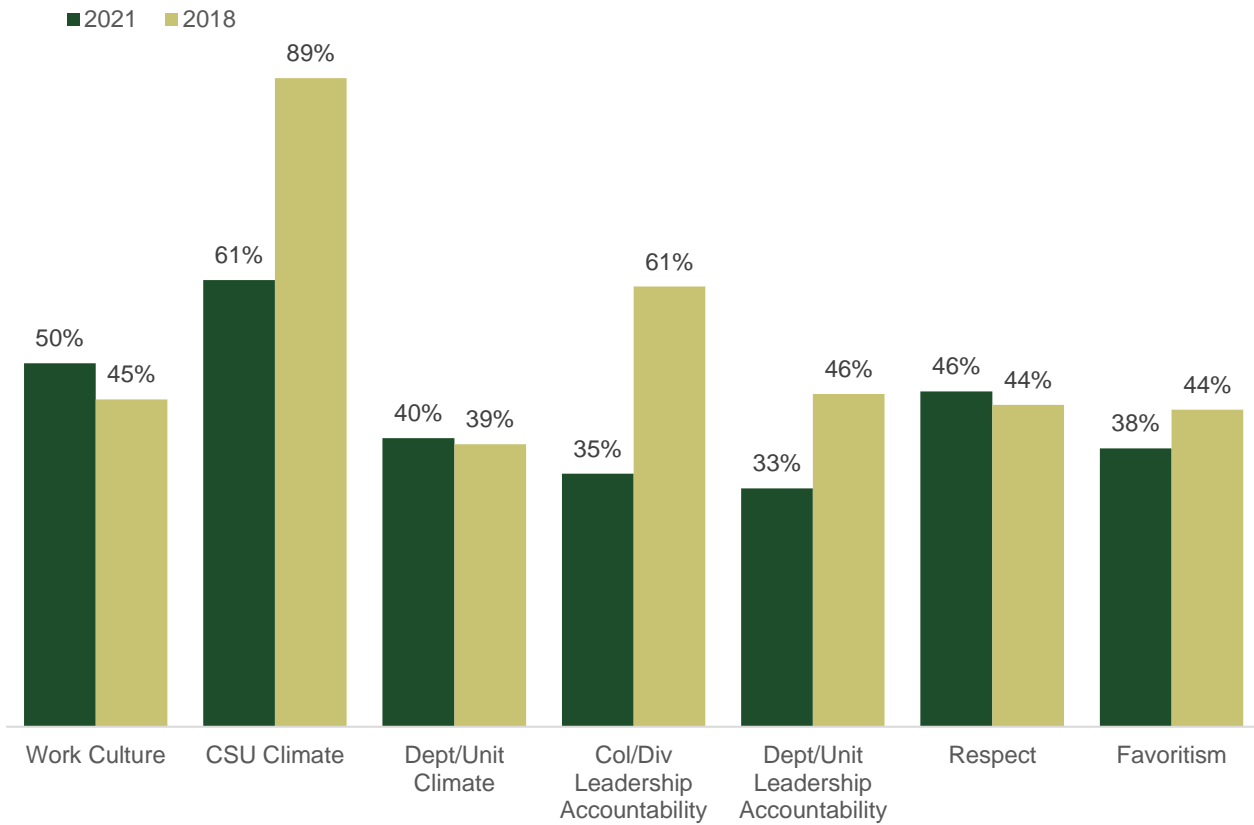
Statistical significance not tested.

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

Comparisons by Year

In order to yield meaningful longitudinal comparisons, the 2018 survey sample was weighted using similar methods as 2021. Consequently, 2018 results will not match prior reports because of this methodological adjustment. Only survey items asked in both 2018 and 2021 are presented in the following tables.

Figure 5: Organizational Themes Compared by Year



Employee Climate Survey 2021

Table 95: Work Culture

Thinking about your work environment during the past 12 months, please indicate your agreement with the following statements about work culture.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
WORK CULTURE OVERALL	45.0%	82	50.0%	119
My department/unit promotes a work environment where all employees feel included	56.6%	104	50.7%	122
My department/unit treats all employees equitably	25.9%	104	50.1%	119
			A	
My department/unit is open and transparent in communication	33.5%	104	42.5%	122
My department/unit values employee input in major department/unit decisions	39.4%	104	38.4%	122
My department/unit promotes respect for cultural differences	55.5%	98	58.9%	122
My department/unit understands the value of diversity	43.4%	98	63.6%	119
			A	
My department/unit communicates the importance of valuing diversity	31.4%	98	65.3%	119
			A	
I feel valued as an employee	52.9%	104	50.7%	122
I feel a strong sense of belonging to CSU	28.0%	98	25.5%	122
I feel a strong sense of belonging to my division/college	26.2%	98	32.0%	122
I feel a strong sense of belonging to my department/unit	56.7%	104	51.6%	122
I would recommend CSU as a place of employment	90.4%	82	58.8%	122
			B	
I would recommend my department/unit as a place of employment	50.1%	98	55.0%	122

Percent "Agree" or "Strongly agree"

The reported N reflects the number of respondents who answered the survey item.^{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 96: Performance Review in Last Year

Did you have a performance review in the last year?	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
Yes, I had a review	92.1%	92	77.5%	95
			B	
No, I did not have a review	7.9%	8	22.5%	27
			A	

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^{1,2}

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 97: Performance Review

Please indicate your level of agreement with the following statements about your most recent performance review.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
PERFORMANCE REVIEW OVERALL	86.2%	100	77.4%	95
I am satisfied with the effort my supervisor put into my most recent performance review	72.4%	100	75.5%	95
I fear negative job consequences if I am to raise an issue of unfair treatment during my review*	28.7%	104	17.3%	95
I am aware of the process to mediate disagreements with my supervisor regarding my evaluation.	NA	*	56.6%	95

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

Percent "Agree" or "Strongly agree"

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

*Reverse coded when included in overall rating

* Values reported for items with n >= 3. ^{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 98: Respect

Thinking about your work environment during the past 12 months, please indicate your level of agreement with the following statements about respect.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
RESPECT OVERALL	44.3%	71	46.2%	119
My department/unit is treated with respect by other units within my college/division	6.5%	94	30.5%	119
My college/division is treated with respect by CSU	42.1%	75	36.0%	122
The people I interact with treat each other with respect	77.3%	104	65.6%	122
There is respect for religious differences in my department/unit	49.6%	82	51.8%	119
There is respect for liberal perspectives in my department/unit	54.4%	100	57.3%	119
There is respect for conservative perspectives in my department/unit	62.3%	100	35.7%	119

Percent "Agree" or "Strongly agree"

The reported N reflects the number of respondents who answered the survey item. ^{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 99: 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:	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
FAVORITISM OVERALL	43.6%	90	38.3%	122
Recognized within my department/unit	58.5%	94	48.7%	122
Resources in my department/unit	50.2%	94	38.3%	122
Professional development opportunities	19.7%	100	22.6%	122
Promoted in my department/unit	43.4%	100	46.7%	122
Hired in my department/unit	41.1%	96	35.4%	122

Percent "Agree" or "Strongly agree"

The reported N reflects the number of respondents who answered the survey item. ^{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 100: Leadership Accountability: College/Division Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
COLLEGE/DIVISION LEADERSHIP ACCOUNTABILITY OVERALL	60.6%	41	34.8%	116
	B			
Leadership adequately addresses inappropriate behavior	52.2%	53	26.4%	119
	B			
Leadership holds employees accountable for inappropriate behavior	56.4%	49	23.5%	119
	B			
Leadership holds employees accountable for poor performance in the workplace	44.8%	53	12.8%	119
	B			
Leadership acts ethically and honestly in the workplace	80.4%	68	60.1%	119
	B			
Leadership addresses issues of inequity	81.8%	64	40.1%	116
	B			
Leadership holds all employees to the same standards	72.3%	57	41.6%	119
	B			

Percent "Agree" or "Strongly agree"

The reported N reflects the number of respondents who answered the survey item.^{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 101: Leadership Accountability: Department/Unit Leadership

Thinking about the past 12 months, please indicate your level of agreement about leadership accountability.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT LEADERSHIP ACCOUNTABILITY OVERALL	45.8%	72	32.8%	113
	B			
Leadership adequately addresses inappropriate behavior	53.1%	80	29.9%	119
	B			
Leadership holds employees accountable for inappropriate behavior	44.8%	82	24.1%	119
	B			
Leadership holds employees accountable for poor performance in the workplace	35.3%	82	19.8%	116
	B			
Leadership acts ethically and honestly in the workplace	80.4%	68	60.1%	119
	B			
Leadership addresses issues of inequity	36.3%	96	33.9%	113
	B			
Leadership holds all employees to the same standards	39.4%	104	41.0%	122
	B			

Percent "Agree" or "Strongly agree"

The reported N reflects the number of respondents who answered the survey item.^{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 102: Climate: CSU Overall

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
CSU CLIMATE OVERALL	89.2%	63	61.5%	113
Recruits employees from a diverse set of backgrounds	94.7%	75	65.4%	113
Improves the campus climate for all employees	89.4%	74	56.5%	113
Retains diverse employees	82.4%	67	39.9%	113
Creates a supportive environment for employees from diverse backgrounds	89.4%	75	63.5%	113
Encourages discussions related to diversity	95.5%	86	75.4%	113
Provides employees with a positive work experience	89.4%	74	67.8%	113
Climate has become consistently more inclusive of all employees	94.5%	71	61.7%	113

Percent "Agree" or "Strongly agree"

The reported N reflects the number of respondents who answered the survey item.^{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 103: Climate: Department/Unit

Thinking about your work environment during the last 12 months, please indicate your level of agreement regarding the climate.	2018 (A)		2021 (B)	
	Pct	Pop	Pct	Pop
DEPARTMENT/UNIT CLIMATE OVERALL	38.9%	92	39.7%	110
Recruits employees from a diverse set of backgrounds	36.0%	98	38.2%	110
Improves the campus climate for all employees	34.4%	96	42.1%	113
Retains diverse employees	37.7%	98	29.4%	113
Creates a supportive environment for employees from diverse backgrounds	89.4%	75	63.5%	113
Encourages discussions related to diversity	28.6%	94	47.0%	113
Provides employees with a positive work experience	52.8%	104	53.1%	113
Climate has become consistently more inclusive of all employees	48.1%	94	37.9%	113

Percent "Agree" or "Strongly agree"

The reported N reflects the number of respondents who answered the survey item.^{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 104: Discriminatory Attitudes: Department/Unit

Please indicate if discriminatory attitudes are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Age	31.2%	25	19.7%	24
Physical appearance	19.5%	16	2.8%	3
Physical disability*	4.9%	4	10.6%	13
Mental disability	NA	NA	11.3%	14
Employment classification	58.3%	47	32.9%	40
Gender identity	9.7%	8	6.7%	8
Job title	55.5%	45	36.8%	45
Parental status	9.8%	8	NA	NA
Religion	NA	NA	NA	NA
Political affiliation	24.4%	20	7.3%	9
Sexual orientation	4.9%	4	6.7%	8
Socio-economic status	9.7%	8	16.0%	20
Ethnic origin	4.9%	4	4.8%	6
Veteran status	4.9%	4	NA	NA
Race or color	NA	NA	6.7%	8
Marital status	9.7%	8	3.9%	5
Nationality/country of origin	NA	NA	4.8%	6
None/no response	22.2%	18	48.3%	59

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

Statistical significance not tested.

*In 2018, item was worded as "Disability (e.g. physical, mental)".

Table 105: Other Potential Problems: CSU Overall

Please indicate if any of the following are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Sexual harassment	3.8%	4	0.0%	*
Bullying	7.6%	8	0.0%	*
Bias	26.5%	27	12.9%	16
Physical assault	3.8%	4	0.0%	*
Sexual misconduct	3.8%	4	0.0%	*
Verbal abuse	3.8%	4	0.0%	*
None/no response	73.5%	76	87.1%	106

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 106: Other Potential Problems: Division/College

Please indicate if any of the following are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Sexual harassment	0.0%	*	0.0%	*
Bullying	3.8%	4	0.0%	*
Bias	19.0%	20	10.4%	13
Physical assault	0.0%	*	0.0%	*
Sexual misconduct	0.0%	*	0.0%	*
Verbal abuse	3.8%	4	0.0%	*
None/no response	81.0%	84	89.6%	109

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

Statistical significance not tested.

* Values reported for items with n >= 3.

Table 107: Other Potential Problems: Department/Unit

Please indicate if any of the following are currently problematic.	2018		2021	
	Pct	Pop	Pct	Pop
Sexual harassment	3.8%	4	2.8%	3
Bullying	7.6%	8	14.3%	17
Bias	31.9%	33	34.0%	41
Physical assault	3.8%	4	0.0%	*
Sexual misconduct	3.8%	4	2.8%	3
Verbal abuse	3.8%	4	4.8%	6
None/no response	68.1%	71	58.4%	71

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

Statistical significance not tested.

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