2021 Employee Climate Survey

University Libraries

Results dissemination and workshop

Assessment Group for Diversity Issues

Facilitated by Shannon L. Archibeque-Engle, PhD, and Nozipho Becker, PhD

For more information and full results: https://inclusiveexcellence.colostate.edu/data/employee-climate-survey/
2021 Employee Climate Survey

THANK YOU

• Institutional Research, Planning, and Effectiveness partnership

• Office for Inclusive Excellence staff

• President, Vice Presidents, and Deans
  • Messages, incentives, and support were critical to success
  • 2018 request for College and Division level reports

• YOU
2021 Employee Climate Survey

Office for Inclusive Excellence Assessment Team for Diversity Issues

Claude Jailet, Facilities Management
Kirsten Slaughter-Rice, Administrative Professional Council
Sue Doe, Faculty Council
Meg Skeehan, Classified Personnel Council
Valerie Lewis, Health Network
Kari Dockendorff, School of Education, Assistant Professor
Rickey Frierson, Warner College of Natural Resources
Andrew Norton, Faculty Council
Elizabeth Williams, Communication Studies, Associate Professor
Heather Novak, Institutional Research, Planning, and Effectiveness
Shannon Archibeque-Engle, Office for Inclusive Excellence, Chair
2021 Employee Climate Survey

- Purpose is to assess the current employee climate
- Language similar to 2018
- 2018-2021 comparison is priority
- Emphasis on disaggregated data
- Cross tabs by gender, racial minoritized status, and employee type
- College/Division level reports posted
  - Department/unit level reports available by request
- Survey Timeline

- **2021**
  - Survey Launch - October 19th
    - Automated messages signed by Deans and VPs
    - Language similar to 2018
  - Survey Close - November 22nd

- **2022**
  - Data Preparation
    - Data analysis
    - Report writing
    - Report presented at university level

- **2023**
  - Results Dissemination
    - Hired a Qualitative & Survey Research Analyst
    - College/Division level
    - Department/Unit level
2021 Employee Climate Survey

• Results
  • Tool
    • Provide an overall picture of employment experiences and perceptions
    • Further CSU’s commitment to institutional accountability
    • Be actionable and incite dialogue
      • Inform policies, initiatives, and opportunities that will provide an equitable and exceptional work environment
      • Previous actions: supervisory training, professional development opportunities, unit level Diversity Strategic Plans
    • Provide benchmark for longitudinal data collection and comparison
Organizational Themes

Work Culture

- My department/unit promotes a work environment where all employees feel included
- My department/unit treats all employees equitably
- My department/unit is open and transparent in communication
- My department/unit values employee input in major department/unit decisions
- My department/unit promotes respect for cultural differences
- My department/unit understands the value of diversity
- My department/unit communicates the importance of valuing diversity
- I feel valued as an employee
- I feel a strong sense of belonging to CSU
- I feel a strong sense of belonging to my division/college
- I feel a strong sense of belonging to my department/unit
- I would recommend CSU as a place of employment
- I would recommend my department/unit as a place of employment
Organizational Themes

Climate

• Recruits employees from a diverse set of backgrounds
• Improves the campus climate for all employees
• Retains diverse employees
• Creates a supportive environment for employees from diverse backgrounds
• Encourages discussions related to diversity
• Provides employees with a positive work experience
• Climate has become consistently more inclusive of all employees
Organizational Themes

Leadership Accountability

- Leadership adequately addresses inappropriate behavior
- Leadership holds employees accountable for inappropriate behavior
- Leadership holds employees accountable for poor performance in the workplace
- Leadership acts ethically and honestly in the workplace
- Leadership addresses issues of inequity
- Leadership holds all employees to the same standards
Organizational Themes

Respect

• My department/unit is treated with respect by other units within my college/division
• My college/division is treated with respect by CSU
• The people I interact with treat each other with respect
• There is respect for religious differences in my department/unit
• There is respect for liberal perspectives in my department/unit
• There is respect for conservative perspectives in my department/unit
Organizational Themes

**Favoritism** plays a role in who gets:

- Recognized within my department/unit
- Resources in my department/unit
- Professional development opportunities
- Promoted in my department/unit
- Hired in my department/unit
Organizational Themes

Communications:
• Communications are effective
• Communications are timely
• Communications are relevant
• Communications are informative
• Communications are motivating
• Communications are honest
• Communications are accessible
Demographic Questions

- Expanded our demographic questions for the 2021 survey to include follow up questions regarding race/ethnicity and gender identity

- These questions are helping to inform the work done by the disaggregating race/ethnicity committee

- Intersectionality report forthcoming

- Added a question on identifying as a person with a disability

- Added a question about identifying in the LGBTQIA+ community
Data Collection

• Administered via Qualtrix in Fall 2021 to all CSU employees

• Embedded data included employment type, college/division, department/unit; anonymous

• Survey available in Spanish and English (both web-based and paper hard copy)

• <15 minutes to complete

• Results are reported in aggregate and no identifying information reported; confidential
Sample Weighting

• Weighting is used to ensure the sample demographics align with known population parameters

• Gender, racially minoritized status, college/division, and employment type are used to weight the overall results

• College/division reports are weighted by racially minoritized status, gender, and employment type as needed

• For comparison purposes, 2018 results are also weighted in the 2021 report
Reporting Standards

• Summarize organizational themes with a percent agreement

• Reports include the response distribution per item as well as cross tabs by gender, employee type, and racially minoritized status at the overall level and the college/division level.

• Department level reports are available by request.

• Reports show weighted n’s

• Statistical tests are provided in the data tables, today’s presentation references the overall average rather than comparing distinct groups
## Response Rates by College/Division

<table>
<thead>
<tr>
<th>Division/Unit</th>
<th>Sent</th>
<th>Bounce</th>
<th>Opt-out refusal</th>
<th>Completed</th>
<th>Response rate*</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSU Overall</td>
<td>7,911</td>
<td>27</td>
<td>311</td>
<td>3,457</td>
<td>44%</td>
</tr>
<tr>
<td>Athletics</td>
<td>120</td>
<td>0</td>
<td>8</td>
<td>50</td>
<td>42%</td>
</tr>
<tr>
<td>CEMML</td>
<td>518</td>
<td>1</td>
<td>11</td>
<td>94</td>
<td>18%</td>
</tr>
<tr>
<td>Central Administration</td>
<td>126</td>
<td>2</td>
<td>7</td>
<td>55</td>
<td>44%</td>
</tr>
<tr>
<td>College of Agricultural Sciences</td>
<td>403</td>
<td>2</td>
<td>16</td>
<td>156</td>
<td>39%</td>
</tr>
<tr>
<td>College of Business</td>
<td>282</td>
<td>2</td>
<td>15</td>
<td>99</td>
<td>35%</td>
</tr>
<tr>
<td>College of Health and Human Sciences</td>
<td>463</td>
<td>1</td>
<td>8</td>
<td>166</td>
<td>36%</td>
</tr>
<tr>
<td>College of Liberal Arts</td>
<td>677</td>
<td>2</td>
<td>31</td>
<td>263</td>
<td>39%</td>
</tr>
<tr>
<td>College of Natural Sciences</td>
<td>516</td>
<td>3</td>
<td>23</td>
<td>142</td>
<td>28%</td>
</tr>
<tr>
<td>College of Veterinary Medicine and Biomedical Sciences</td>
<td>1,085</td>
<td>1</td>
<td>43</td>
<td>438</td>
<td>40%</td>
</tr>
<tr>
<td>Colorado State Forest Service</td>
<td>122</td>
<td>2</td>
<td>8</td>
<td>39</td>
<td>33%</td>
</tr>
<tr>
<td>Engagement/Extension</td>
<td>300</td>
<td>2</td>
<td>13</td>
<td>152</td>
<td>51%</td>
</tr>
<tr>
<td>Enrollment/Access</td>
<td>153</td>
<td>0</td>
<td>4</td>
<td>98</td>
<td>64%</td>
</tr>
<tr>
<td>Equity, Equal Opportunity, and Title IX</td>
<td>15</td>
<td>0</td>
<td>3</td>
<td>8</td>
<td>53%</td>
</tr>
<tr>
<td>Graduate School</td>
<td>19</td>
<td>0</td>
<td>0</td>
<td>13</td>
<td>68%</td>
</tr>
<tr>
<td>Information Technology</td>
<td>113</td>
<td>0</td>
<td>6</td>
<td>61</td>
<td>54%</td>
</tr>
<tr>
<td>International Programs</td>
<td>42</td>
<td>0</td>
<td>3</td>
<td>30</td>
<td>71%</td>
</tr>
<tr>
<td>Library</td>
<td>70</td>
<td>1</td>
<td>7</td>
<td>46</td>
<td>67%</td>
</tr>
<tr>
<td>Operations</td>
<td>685</td>
<td>0</td>
<td>23</td>
<td>503</td>
<td>73%</td>
</tr>
<tr>
<td>Research</td>
<td>192</td>
<td>1</td>
<td>8</td>
<td>84</td>
<td>44%</td>
</tr>
<tr>
<td>Student Affairs</td>
<td>896</td>
<td>3</td>
<td>29</td>
<td>402</td>
<td>45%</td>
</tr>
<tr>
<td>University Advancement</td>
<td>140</td>
<td>0</td>
<td>12</td>
<td>88</td>
<td>63%</td>
</tr>
<tr>
<td>University Marketing + Communications</td>
<td>58</td>
<td>0</td>
<td>3</td>
<td>30</td>
<td>52%</td>
</tr>
<tr>
<td>Walter Scott Jr. College of Engineering</td>
<td>568</td>
<td>3</td>
<td>20</td>
<td>305</td>
<td>54%</td>
</tr>
<tr>
<td>Warner College of Natural Resources</td>
<td>348</td>
<td>1</td>
<td>10</td>
<td>132</td>
<td>38%</td>
</tr>
<tr>
<td>Unknown</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Response rate = Completed / (Sent - Bounce)*
Demographics by Gender

- Men: 21%
- Women: 79%
- T/NB/NC: Not applicable
Demographics by Racially Minoritized Status

- Racially minoritized: 22%
- Non-racially minoritized: 78%
Demographics by Employee Type

- **State Classified**: 40%
- **Admin Professional**: 25%
- **Other Salaried Employee**: 0%
- **Tenure/Tenure-Track (T/TT) Faculty**: 15%
- **Contract, continuing, and adjunct (CCA)**: 20%
Organizational Themes

Average Percent Agreement

- Work Culture: 70%
- CSU Climate: 61%
- Dept/Unit Climate: 63%
- Col/Div Leadership Accountability: 51%
- Dept/Unit Leadership Accountability: 51%
- Respect: 66%
- Favoritism: 18%

Colorado State University
Themes by Gender

<table>
<thead>
<tr>
<th>Theme</th>
<th>Man</th>
<th>Woman</th>
<th>Div/Col Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Culture</td>
<td>98%</td>
<td>75%</td>
<td>66%</td>
</tr>
<tr>
<td>CSU Climate</td>
<td>80%</td>
<td>62%</td>
<td></td>
</tr>
<tr>
<td>Dept/Unit Climate</td>
<td>88%</td>
<td>67%</td>
<td></td>
</tr>
<tr>
<td>Col/Div Leadership Accountability</td>
<td>81%</td>
<td>49%</td>
<td></td>
</tr>
<tr>
<td>Dept/Unit Leadership Accountability</td>
<td>81%</td>
<td>49%</td>
<td></td>
</tr>
<tr>
<td>Respect</td>
<td>98%</td>
<td>9%</td>
<td>17%</td>
</tr>
<tr>
<td>Favorism</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Average Percent Agreement
Themes by Racially Minoritized Status

- Work Culture: 78% (Racially minoritized), 78% (Non-racially minoritized)
- CSU Climate: 59% (Racially minoritized), 65% (Non-racially minoritized)
- Dept/Unit Climate: 55% (Racially minoritized), 70% (Non-racially minoritized)
- Col/Div Leadership Accountability: 41% (Racially minoritized), 56% (Non-racially minoritized)
- Dept/Unit Leadership Accountability: 56% (Racially minoritized), 56% (Non-racially minoritized)
- Respect: 68% (Racially minoritized), 72% (Non-racially minoritized)
- Favoritism: 12% (Racially minoritized), 18% (Non-racially minoritized)

Average Percent Agreement
Themes by Employee Type

Average Percent Agreement
Themes Compared Over Time

<table>
<thead>
<tr>
<th>Theme</th>
<th>2021</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Culture</td>
<td>70%</td>
<td>57%</td>
</tr>
<tr>
<td>CSU Climate</td>
<td>61%</td>
<td>69%</td>
</tr>
<tr>
<td>Dept/Unit Climate</td>
<td>51%</td>
<td>63%</td>
</tr>
<tr>
<td>Col/Div Leadership</td>
<td>46%</td>
<td>51%</td>
</tr>
<tr>
<td>Accountability</td>
<td>43%</td>
<td>51%</td>
</tr>
<tr>
<td>Respect</td>
<td>49%</td>
<td>66%</td>
</tr>
<tr>
<td>Favoritism</td>
<td>18%</td>
<td>27%</td>
</tr>
</tbody>
</table>

Average Percent Agreement
Themes Over Time by Gender

Average Percent Agreement

<table>
<thead>
<tr>
<th>Theme</th>
<th>2016</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Culture</td>
<td>51%</td>
<td>75%</td>
</tr>
<tr>
<td>CSU Climate</td>
<td>65%</td>
<td>62%</td>
</tr>
<tr>
<td>Dept/Unit Climate</td>
<td>49%</td>
<td>67%</td>
</tr>
<tr>
<td>Col/OV Leadership</td>
<td>34%</td>
<td>31%</td>
</tr>
<tr>
<td>Dept/Unit Leadership</td>
<td>36%</td>
<td>46%</td>
</tr>
<tr>
<td>Respect</td>
<td>45%</td>
<td>66%</td>
</tr>
<tr>
<td>Favoritism</td>
<td>30%</td>
<td>17%</td>
</tr>
</tbody>
</table>

Colorado State University

Average Percent Agreement
Themes Over Time by Racially Minoritized Status

Average Percent Agreement

<table>
<thead>
<tr>
<th>Category</th>
<th>2018</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Culture</td>
<td>60%</td>
<td>78%</td>
</tr>
<tr>
<td>CSU Climate</td>
<td>74%</td>
<td>65%</td>
</tr>
<tr>
<td>Dep/Unit Climate</td>
<td>49%</td>
<td>70%</td>
</tr>
<tr>
<td>Grad/Div Leadership</td>
<td>43%</td>
<td>56%</td>
</tr>
<tr>
<td>Accountability</td>
<td>43%</td>
<td>56%</td>
</tr>
<tr>
<td>Dep/Unit Leadership</td>
<td>43%</td>
<td>56%</td>
</tr>
<tr>
<td>Respect</td>
<td>47%</td>
<td>72%</td>
</tr>
<tr>
<td>Favoritism</td>
<td>24%</td>
<td>18%</td>
</tr>
</tbody>
</table>
Themes Over Time by Employee Type

Average Percent Agreement

2018
2021

Admin pro

Faculty/TA

Staff
classified

Work Culture
CSU Climate
Dept/Unit Climate
Col/Div Leadership
Accountability
Dept/Unit Leadership
Accountability
Respect
Favoritism

47% 50%
74% 56%
56% 50%
55% 50%
45% 42%
45% 42%
43% 51%
32% 10%

77% 89%
93% 61%
66% 45%
45% 31%
67% 54%
67% 54%
78% 5%
13%
CSU Perceptions Over Time

- Climate has become consistently more inclusive of all employees: 64% in 2021, 84% in 2018
- Provides employees with a positive work experience: 73% in 2021, 79% in 2018
- Encourages discussions related to diversity: 54% in 2021, 55% in 2018
- Creates a supportive environment for employees from diverse backgrounds: 51% in 2021, 54% in 2018
- Retains diverse employees: 34% in 2021, 51% in 2018
- Improves the campus climate for all employees: 67% in 2021, 71% in 2018
- Recruits employees from a diverse set of backgrounds: 50% in 2021, 76% in 2018

Average Percent Agreement
University Libraries Perceptions Over Time

- Climate has become consistently more inclusive of all employees
- Provides employees with a positive work experience
- Encourages discussions related to diversity
- Creates a supportive environment for employees from diverse backgrounds
- Retains diverse employees
- Improves the campus climate for all employees
- Recruits employees from a diverse set of backgrounds

Average Percent Agreement:
- Climate has become consistently more inclusive of all employees: 64% (2021), 66% (2018)
- Provides employees with a positive work experience: 75% (2021)
- Encourages discussions related to diversity: 76% (2021)
- Creates a supportive environment for employees from diverse backgrounds: 54% (2021), 55% (2018)
- Retains diverse employees: 47% (2021)
- Improves the campus climate for all employees: 74% (2021)
- Recruits employees from a diverse set of backgrounds: 58% (2021), 59% (2018)
University Libraries Discriminatory Attitudes Over Time

[Bar chart showing the percentage agreement for various categories over time (2018 and 2021).]

- Socio-economic status: 15% 2021, 17% 2018
- Sexual orientation: 0% 2021, 8% 2018
- Religion: 0% 2021, 9% 2018
- Race/ethnic origin: 8% 2021, 17% 2018
- Political affiliation: 6% 2021, 21% 2018
- Physical appearance: 2% 2021, 11% 2018
- Parental status: 13% 2021, 18% 2018
- Nationality/country of origin: 4% 2021, 18% 2018
- Marital status: 4% 2021, 0% 2018
- Job title: 18% 2021, 26% 2018
- Gender identity: 4% 2021, 4% 2018
- Employment classification: 35% 2021, 58% 2018
- Disability (mental & physical): 7% 2021, 15% 2018
- Age: 15% 2021, 18% 2018

Average Percent Agreement

(Colorado State University)
Harassment and Other Problematic Behaviors Over Time

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSU Overall</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bias</td>
<td>38%</td>
<td>40%</td>
</tr>
<tr>
<td>Bullying</td>
<td>15%</td>
<td>18%</td>
</tr>
<tr>
<td>Sexual Harassment/misconduct</td>
<td>3%</td>
<td>2%</td>
</tr>
<tr>
<td>Verbal abuse</td>
<td>12%</td>
<td>12%</td>
</tr>
<tr>
<td>Physical assault</td>
<td>5%</td>
<td>6%</td>
</tr>
<tr>
<td>University Libraries</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bias</td>
<td>24%</td>
<td>14%</td>
</tr>
<tr>
<td>Bullying</td>
<td>14%</td>
<td>15%</td>
</tr>
<tr>
<td>Sexual Harassment/misconduct</td>
<td>3%</td>
<td>0%</td>
</tr>
<tr>
<td>Verbal abuse</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>Physical assault</td>
<td>0%</td>
<td>4%</td>
</tr>
</tbody>
</table>

Average Percent Agreement
A Multicultural Organization

Jackson, Hardiman, and Holvino

1. Clear commitment to creating an inclusive organization
2. Seeks, develops, and values the contributions and talents of all members
3. Includes all members as active participants in decisions that shape the organization
4. Employees reflect diverse social and cultural groups throughout all levels of the organization; and demonstrate the multicultural competencies to serve the increasingly diverse student populations
5. Acts on its commitment to eliminate all forms of exclusion/discrimination within the organization, including racism, sexism, heterosexism, ageism, classism, ableism, religious oppression, etc.
6. Follows through on broader social and environmental responsibilities
Multicultural Organization Development Continuum

- **Monocultural**
  - Exclusionary
    - Exclusion or token presence of marginalized group members
  - Club
  - Compliance
  - Affirming
  - Redefining
  - Multicultural

- **Non-Discrimination**
  - Marginalized group members encouraged to join but expected to fit in, status quo culture

- **Multicultural**
  - Culture, climate, and system experience fundamental sustainable change
What do you notice?

What suggestions do you have for using this data at the university and college/division levels?

How do you see yourself individually or as a team using the ECS results to create an inclusive work environment?

- Small Groups
- 15-20 minutes
- Name, pronouns
- Be prepared to share out
Thank you