2021 Employee Climate Survey

Central Administration

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

**Survey Timeline**

- **2021**: Survey Launched- October 19th
  - Automated messages signed by Deans and VPs
  - Language similar to 2018
- **2022**: Data Preparation
  - Data analysis
  - Report writing
  - Report reported 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

- Recruit's 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 was used to ensure that sample demographics align with known population parameters.

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

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

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

• Questions on organizational themes were in a 5 point-likert scale- strongly disagree, disagree, neither agree nor disagree, agree, strongly agree.

• 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 sample size…n’s.

• Statistical tests are provided in the data tables, today’s presentation focuses on average percentage agreement across organizational themes.
# Response Rates by College/Division

<table>
<thead>
<tr>
<th>College/Division</th>
<th>Sent</th>
<th>Completed</th>
<th>Response Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSU Overall</td>
<td>7911</td>
<td>3457</td>
<td>44%</td>
</tr>
<tr>
<td>Center for Environmental Management of Military Lands</td>
<td>518</td>
<td>94</td>
<td>18%</td>
</tr>
<tr>
<td>Central Administration</td>
<td>126</td>
<td>55</td>
<td>44%</td>
</tr>
<tr>
<td>College of Agricultural Sciences</td>
<td>403</td>
<td>156</td>
<td>39%</td>
</tr>
<tr>
<td>College of Business</td>
<td>282</td>
<td>99</td>
<td>35%</td>
</tr>
<tr>
<td>College of Health and Human Sciences</td>
<td>463</td>
<td>166</td>
<td>36%</td>
</tr>
<tr>
<td>College of Liberal Arts</td>
<td>677</td>
<td>263</td>
<td>39%</td>
</tr>
<tr>
<td>College of Natural Sciences</td>
<td>516</td>
<td>142</td>
<td>28%</td>
</tr>
<tr>
<td>College of Veterinary Medicine and Biomedical Sciences</td>
<td>1085</td>
<td>438</td>
<td>40%</td>
</tr>
<tr>
<td>Colorado State Forest Service</td>
<td>122</td>
<td>39</td>
<td>33%</td>
</tr>
<tr>
<td>Division of Athletics</td>
<td>120</td>
<td>50</td>
<td>42%</td>
</tr>
<tr>
<td>Division of Engagement and Extension</td>
<td>300</td>
<td>152</td>
<td>51%</td>
</tr>
<tr>
<td>Division of Enrollment and Access</td>
<td>153</td>
<td>98</td>
<td>64%</td>
</tr>
<tr>
<td>Division of Equity, Equal Opportunity, and Title IX</td>
<td>15</td>
<td>8</td>
<td>53%</td>
</tr>
<tr>
<td>Division of International Programs</td>
<td>42</td>
<td>30</td>
<td>71%</td>
</tr>
<tr>
<td>Division of Student Affairs</td>
<td>896</td>
<td>402</td>
<td>45%</td>
</tr>
<tr>
<td>Division of the Vice President for Research</td>
<td>192</td>
<td>84</td>
<td>44%</td>
</tr>
<tr>
<td>Division of University Operations</td>
<td>685</td>
<td>503</td>
<td>73%</td>
</tr>
<tr>
<td>Graduate School</td>
<td>19</td>
<td>13</td>
<td>68%</td>
</tr>
<tr>
<td>Information Technology</td>
<td>113</td>
<td>61</td>
<td>54%</td>
</tr>
<tr>
<td>University Libraries</td>
<td>70</td>
<td>46</td>
<td>67%</td>
</tr>
<tr>
<td>University Advancement</td>
<td>140</td>
<td>88</td>
<td>63%</td>
</tr>
<tr>
<td>University Marketing and Communications</td>
<td>58</td>
<td>30</td>
<td>52%</td>
</tr>
<tr>
<td>Walter Scott, Jr. College of Engineering</td>
<td>568</td>
<td>305</td>
<td>54%</td>
</tr>
<tr>
<td>Warner College of Natural Resources</td>
<td>348</td>
<td>132</td>
<td>38%</td>
</tr>
</tbody>
</table>
Natural Sciences Demographics by Gender

- Men: 69%
- Women: 26%
- T/NB/NC: 5%
Demographics by Racially Minoritized Status

Non-Racially Minoritized Employees: 80 (74%)

Racially-Minoritized Employees: 24 (23%)

- Hispanic/Latinx American: 11 (11%)
- Black/African American: 7 (6%)
- Asian American: 6 (6%)
- Native American: 0 (0%)
- Native Hawaiian/Pacific Islander: 0 (0%)
Demographics by Employee Type

- State Classified: 12%
- Admin Professional: 74%
- Contract, continuing, and adjunct (CCA): 14%
Organizational Themes

<table>
<thead>
<tr>
<th>Theme</th>
<th>Average Percent Agreement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Culture</td>
<td>64%</td>
</tr>
<tr>
<td>CSU Climate</td>
<td>44%</td>
</tr>
<tr>
<td>Dept/Unit Climate</td>
<td>62%</td>
</tr>
<tr>
<td>Col/Div Leadership Accountability</td>
<td>38%</td>
</tr>
<tr>
<td>Dept/Unit Leadership Accountability</td>
<td>52%</td>
</tr>
<tr>
<td>Respect</td>
<td>69%</td>
</tr>
<tr>
<td>Favoritism</td>
<td>22%</td>
</tr>
</tbody>
</table>

Average Percent Agreement
Themes by Gender

Average Percent Agreement

- Man
- Woman
- T/NB/NC
- Div/Col overall

Themes:
- Work Culture
- CSU Climate
- Dept/Unit Climate
- Col/Div Leadership Accountability
- Dept/Unit Leadership Accountability
- Respect
- Favorism

Percent Agreement:
- Work Culture: 65% (Man), 69% (Woman), 50% (T/NB/NC), 69% (Div/Col overall)
- CSU Climate: 60% (Man), 43% (Woman), 0% (T/NB/NC), 43% (Div/Col overall)
- Dept/Unit Climate: 66% (Man), 63% (Woman), 63% (T/NB/NC), 71% (Div/Col overall)
- Col/Div Leadership Accountability: 31% (Man), 37% (Woman), 37% (T/NB/NC), 53% (Div/Col overall)
- Dept/Unit Leadership Accountability: 67% (Man), 67% (Woman), 67% (T/NB/NC), 67% (Div/Col overall)
- Respect: 68% (Man), 67% (Woman), 67% (T/NB/NC), 77% (Div/Col overall)
- Favorism: 25% (Man), 20% (Woman), 20% (T/NB/NC), 20% (Div/Col overall)
Themes by Racially Minoritized Status

Average Percent Agreement

- Work Culture: Racially minoritized 60%, Non-racially minoritized 68%
- CSU Climate: Racially minoritized 21%, Non-racially minoritized 55%
- Dept/Unit Climate: Racially minoritized 70%, Non-racially minoritized 63%
- Col/Div Leadership Accountability: Racially minoritized 20%, Non-racially minoritized 45%
- Dept/Unit Leadership Accountability: Racially minoritized 50%, Non-racially minoritized 57%
- Respect: Racially minoritized 66%, Non-racially minoritized 79%
- Favoritism: Racially minoritized 22%, Non-racially minoritized 22%
Themes by Employee Type

Average Percent Agreement

- **Work Culture**
  - Admin Professional: 64%
  - CCAF Faculty: 57%
  - State Classified: 66%
  - Div/Col overall: 75%

- **CSU Climate**
  - Admin Professional: 46%
  - CCAF Faculty: 20%
  - State Classified: 63%
  - Div/Col overall: 66%

- **Dept/Unit Climate**
  - Admin Professional: 63%
  - CCAF Faculty: 49%
  - State Classified: 73%
  - Div/Col overall: 78%

- **Col/Div Leadership Accountability**
  - Admin Professional: 37%
  - CCAF Faculty: 24%
  - State Classified: 62%
  - Div/Col overall: 59%

- **Dept/Unit Leadership Accountability**
  - Admin Professional: 53%
  - CCAF Faculty: 45%
  - State Classified: 68%
  - Div/Col overall: 66%

- **Respect**
  - Admin Professional: 25%
  - CCAF Faculty: 8%
  - State Classified: 8%
  - Div/Col overall: 25%

- **Favoritism**
  - Admin Professional: 25%
  - CCAF Faculty: 8%
  - State Classified: 8%
  - Div/Col overall: 8%
Themes Compared Over Time

- **Work Culture**: 64% (2021), 64% (2018)
- **CSU Climate**: 44%, 68%
- **Dept/Unit Climate**: 62%, 58%
- **Col/Div Leadership Accountability**: 38%, 41%
- **Dept/Unit Leadership Accountability**: 52%, 57%
- **Respect**: 69%, 69%
- **Favoritism**: 22%, 36%

Average Percent Agreement
Themes Over Time by Gender

Average Percent Agreement

- **Work Culture:**
  - 2018: 100%
  - 2021: 50%
- **CSU Climate:**
  - 2018: 0%
  - 2021: 0%
- **Dept/Unit Climate:**
  - 2018: 100%
  - 2021: 71%
- **CIVIL Leadership:**
  - 2018: 0%
  - 2021: 67%
- **Dept/Unit Accountability:**
  - 2018: 100%
  - 2021: 67%
- **Respect:**
  - 2018: 67%
  - 2021: 67%
- **Favoritism:**
  - 2018: 0%
  - 2021: 0%

**Male:**
- **2018:**
  - Themes: 75%, 65%, 67%, 60%, 73%, 68%, 31%, 74%, 54%, 71%, 68%
  - Average Percent Agreement: 23%, 25%
- **2021:**
  - Themes: 61%, 69%, 71%, 43%, 57%, 63%, 35%, 51%, 53%, 72%, 77%

**Female:**
- **2018:**
  - Themes: 100%, 100%, 100%, 71%, 0%, 0%, 37%, 51%, 53%
- **2021:**
  - Themes: 60%, 0%, 41%, 20%
Themes Over Time by Racially Minoritized Status

Average Percent Agreement
CSU Perceptions Over Time

- **Recruits employees from a diverse set of backgrounds**: 2018: 75%, 2021: 43%
- **Improves the campus climate for all employees**: 2018: 70%, 2021: 38%
- **Retains diverse employees**: 2018: 61%, 2021: 21%
- **Creates a supportive environment for employees from diverse backgrounds**: 2018: 70%, 2021: 37%
- **Encourages discussions related to diversity**: 2018: 80%, 2021: 78%
- **Provides employees with a positive work experience**: 2018: 74%, 2021: 50%
- **Climate has become consistently more inclusive of all employees**: 2018: 67%, 2021: 49%

**Average Percent Agreement**
Central Administration Perceptions Over Time

- **Recruits employees from a diverse set of backgrounds**: 67% in 2018, 60% in 2021
- **Improves the campus climate for all employees**: 64% in 2018, 69% in 2021
- **Retains diverse employees**: 57% in 2018, 46% in 2021
- **Creates a supportive environment for employees from diverse backgrounds**: 65% in 2018, 37% in 2021
- **Encourages discussions related to diversity**: 62% in 2018, 82% in 2021
- **Provides employees with a positive work experience**: 69% in 2018, 65% in 2021
- **Climate has become consistently more inclusive of all employees**: 59% in 2018, 61% in 2021

Average Percent Agreement
Reported Discriminatory Attitudes Over Time

- Socio-economic status: 7% (2021) vs. 10% (2018)
- Sexual orientation: 4% (2021) vs. 4% (2018)
- Religion: 3% (2021) vs. 10% (2018)
- Race/ethnic origin: 4% (2021) vs. 6% (2018)
- Political affiliation: 1% (2021) vs. 30% (2018)
- Physical appearance: 4% (2021) vs. 11% (2018)
- Parental status: 2% (2021) vs. 7% (2018)
- Nationality/country of origin: 2% (2021) vs. 3% (2018)
- Marital status: 2% (2021) vs. 1% (2018)
- Job title: 6% (2021) vs. 10% (2018)
- Gender identity: 5% (2021) vs. 10% (2018)
- Employment classification: 5% (2021) vs. 6% (2018)
- Disability (mental & physical): 8% (2021) vs. 9% (2018)
- Age: 13% (2021) vs. 34% (2018)

Average Percent Agreement
Harassment/Other Problematic Behaviors Over Time

- **2018 CSU Overall**
  - Bias: 36%
  - Bullying: 19%
  - Sexual Harassment/misconduct: 10%
  - Verbal abuse: 1%
  - Physical assault: 1%

- **2021 CSU Overall**
  - Bias: 39%
  - Bullying: 19%
  - Sexual Harassment/misconduct: 14%
  - Verbal abuse: 0%
  - Physical assault: 0%

- **2018 Central Administration**
  - Bias: 28%
  - Bullying: 18%
  - Sexual Harassment/misconduct: 3%
  - Verbal abuse: 1%
  - Physical assault: 0%

- **2021 Central Administration**
  - Bias: 28%
  - Bullying: 7%
  - Sexual Harassment/misconduct: 8%
  - Verbal abuse: 0%
  - Physical assault: 0%

0%: small sample size, n ≤ 3

Average Percent Agreement
Key Findings for Central Administration

- Compared to CSU overall, central admin had undesirable average agreements in nearly all organizational themes in 2021. Rates were lowest around CUS climate and division/unit leadership accountability, with percentages of agreements of less than 50%.
- Compared to college/division overall, women had lower percentages of agreements in nearly all themes, except for work culture and respect. Both men and women reported lower percentage of agreements for college/division leadership accountability. Transgender, nonbinary, nonconforming (T/NB/NC) were reported the lowest rates for work culture.
- Compared to college/division overall, both racially minoritized and CCA faculty reported unfavorable percentages of agreements across all themes in 2021, with rates of less than 50% for college/division and department/unit leadership accountability. Admin professionals reported average agreements that comparable to college/division overall.
- When looking at perceptions over time at the college/division level, we found a decrease in average agreements in nearly all themes between 2018 and 2021. Agreements were the lowest (less than 50%) among participants who agreed that the division creates a supportive environment for employees from diverse backgrounds and that the division retains diverse employees.
- While there was a decrease in reported discriminatory attitudes in nearly all themes in 2021, we found less desirable percentage agreements related to disability status, gender identity, and marital status in 2021 compared to 2018.
- Additionally, except for verbal abuse reported themes showed a significant decrease in nearly all problematic behaviors in the division in 2021 compared to 2018. The rates increased from 3% to 5% for problematic behaviors related to verbal abuse in the division.
Additional Information

Please visit the [Office for Inclusive Excellence](#) (OIE) website and review the following reports:
- Overall CSU report
- College/Division Report

Visit the [Office of Institutional Research, Planning, and Effectiveness](#) (IR) and review detailed CSU Employee Data for additional information.

Please visit the following websites and explore a variety of resources and training opportunities (FREE) available to support faculty and staff across CSU:
- [DEI training](#) opportunities (OIE)
- [Faculty Success](#) (Office of the Provost, OIE, IR)
- [Faculty Institute for Inclusive Excellence](#) (OIE)
- [Chairs & Heads Institute for Inclusive Excellence](#) (Office of the Provost, OIE, IR)
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

Marginalized group members encouraged to join but expected to fit in, status quo culture

Compliance

Non-Discrimination

Affirming

Culture, climate, and system experience fundamental sustainable change

Redefining

Multicultural

Multicultural/Inclusive
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