2021 Employee Climate Survey

College of Business

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/
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

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**2021**

- Survey launched: October 19th
  - Automated messages signed by Deans and VPs
  - Language similar to 2018
- Survey closed: November 22nd

**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><strong>College of Business</strong></td>
<td><strong>282</strong></td>
<td><strong>99</strong></td>
<td><strong>35%</strong></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>
College of Business Demographics by Gender

- Men: 50%
- Women: 47%
- T/NB/NC: 3%
Demographics by Racially Minoritized Status

Non-Racially Minoritized Employees 205 (81%)

Racially-Minoritized Employees 28 (12%)

Hispanic/Latinx American 14 (6%)

Native American 4 (2%)

Asian American 10 (4%)

Black/African American * (1%)

Native Hawaiian/Pac. Islander * (0%)
Demographics by Employee Type

- State Classified: 6%
- Admin Professional: 31%
- Other Salaried Employee: 0%
- Tenure/Tenure-Track (T/TT) Faculty: 27%
- Contract, continuing, and adjunct (CCA): 37%
Organizational Themes

<table>
<thead>
<tr>
<th>Theme</th>
<th>Division Overall</th>
<th>CSU Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Culture</td>
<td>70%</td>
<td></td>
</tr>
<tr>
<td>CSU Climate</td>
<td>59%</td>
<td></td>
</tr>
<tr>
<td>Dept/Unit Climate</td>
<td>63%</td>
<td></td>
</tr>
<tr>
<td>Col/Div Leadership Accountability</td>
<td>46%</td>
<td></td>
</tr>
<tr>
<td>Dept/Unit Leadership Accountability</td>
<td>59%</td>
<td></td>
</tr>
<tr>
<td>Respect</td>
<td>71%</td>
<td></td>
</tr>
<tr>
<td>Favorism</td>
<td>21%</td>
<td></td>
</tr>
</tbody>
</table>

Average Percent Agreement
Themes by Gender

Average Percent Agreement

- Work Culture: 96% (Man), 66% (Woman), 77% (T/NB/NC), 100% (Div/Col overall)
- CSU Climate: 67% (Man), 54% (Woman), 43% (T/NB/NC), 62% (Div/Col overall)
- Dept/Unit Climate: 71% (Man), 62% (Woman), 43% (T/NB/NC), 43% (Div/Col overall)
- Col/Div Leadership Accountability: 58% (Man), 43% (Woman), 48% (T/NB/NC), 43% (Div/Col overall)
- Dept/Unit Leadership Accountability: 63% (Man), 59% (Woman), 58% (T/NB/NC), 59% (Div/Col overall)
- Respect: 73% (Man), 66% (Woman), 73% (T/NB/NC), 100% (Div/Col overall)
- Favoritism: 0% (Man), 15% (Woman), 23% (T/NB/NC), 23% (Div/Col overall)
Themes by Racially Minoritized Status

- **Work Culture**: 66% Racially minoritized, 74% Non-racially minoritized, Div/Col overall 72%
- **CSU Climate**: 45% Racially minoritized, 63% Non-racially minoritized
- **Dept/Unit Climate**: 49% Racially minoritized, 69% Non-racially minoritized
- **Col/Div Leadership Accountability**: 57% Racially minoritized, 47% Non-racially minoritized
- **Dept/Unit Leadership Accountability**: 66% Racially minoritized, 61% Non-racially minoritized
- **Respect**: 77% Racially minoritized, 72% Non-racially minoritized
- **Favoritism**: 33% Racially minoritized, 17% Non-racially minoritized

Average Percent Agreement
Themes by Employee Type

- Admin Professional
- CCAF Faculty
- T or TT Faculty
- State Classified
- Div/Col overall

Average Percent Agreement:

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

- Admin Professional
- CCAF Faculty
- T or TT Faculty
- State Classified
- Div/Col overall

Average Percent Agreement:
Themes Compared Over Time

Average Percent Agreement

- Work Culture: 70% (2021), 71% (2018)
- CSU Climate: 59% (2021), 63% (2018)
- Dept/Unit Climate: 46% (2021), 47% (2018)
- Col/Div Leadership Accountability: 59% (2021), 67% (2018)
- Dept/Unit Leadership Accountability: 71% (2021), 70% (2018)
- Respect: 71% (2021), 70% (2018)
- Favoritism: 21% (2021), 32% (2018)
Themes Over Time by Gender

Average Percent Agreement

- Work Culture: 92% (2018), 96% (2021)
- CSU Climate: 71% (2018), 73% (2021)
- Dept/Unit Climate: 43% (2018), 43% (2021)
- Col/DIV/Leadership: 33% (2018), 58% (2021)
- Dept/Unit Leadership: 100% (2018), 92% (2021)
- Respect: 100% (2018), 100% (2021)
- Favoritism: 0% (2018), 0% (2021)
Themes Over Time by Racially Minoritized Status

Average Percent Agreement

- Work Culture: 73% (2018), 74% (2021)
- CSU Climate: 85% (2018), 63% (2021)
- Dept./Unit Climate: 74% (2018), 69% (2021)
- COVID Leadership: 47% (2018), 47% (2021)
- Dept./Unit Leadership: 67% (2018), 61% (2021)
- Accountability: 69% (2018), 72% (2021)
- Respect: 69% (2018), 72% (2021)
- Favoritism: 32% (2018), 17% (2021)

Racially minoritized
Non-racially minoritized

Average Percent Agreement
Themes Over Time by Employee Type

Average Percent Agreement

- Work Culture: 99% (2018), 58% (2021)
- CSU Climate: 93% (2018), 57% (2021)
- Dept/Unit Climate: 74% (2018), 61% (2021)
- CoD/Div Leadership: 70% (2018), 29% (2021)
- Dept/Unit Leadership: 100% (2018), 44% (2021)
- Respect: 92% (2018), 71% (2021)
- Favoritism: 34% (2018), 41% (2021)

Legend:
- Gold: 2018
- Green: 2021

Note: The percentages indicate the average percent agreement over time for each category.
CSU Perceptions Over Time

Average Percent Agreement

- 2014
- 2016
- 2018
- 2021

- Recruits employees from a diverse set of backgrounds: 57%, 67%, 75%, 75%
- Improves the campus climate for all employees: 61%, 62%, 62%, 62%
- Retains diverse employees: 53%, 53%, 61%, 41%
- Creates a supportive environment for employees from diverse backgrounds: 67%, 64%, 70%, 67%
- Encourages discussions related to diversity: 53%, 66%, 63%, 66%
- Provides employees with a positive work experience: 66%, 69%, 69%, 66%
- Climate has become consistently more inclusive of all employees: 58%, 64%, 67%, 63%

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
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

Average Percent Agreement

- 2014
- 2016
- 2018
- 2021
Reported Discriminatory Attitudes Over Time

- Socio-economic status: 2021: 3%, 2018: 5%
- Sexual orientation: 2021: 3%, 2018: 3%
- Religion: 2021: 2%, 2018: 4%
- Race/ethnic origin: 2021: 2%, 2018: 4%
- Political affiliation: 2021: 8%, 2018: 18%
- Physical appearance: 2021: 6%, 2018: 5%
- Parental status: 2021: 4%, 2018: 5%
- Nationality/country of origin: 2021: 6%, 2018: 6%
- Marital status: 2021: 2%, 2018: 6%
- Job title: 2021: 15%, 2018: 40%
- Gender identity: 2021: 3%, 2018: 4%
- Employment classification: 2021: 17%, 2018: 34%
- Disability (mental & physical): 2021: 3%, 2018: 0%
- Age: 2021: 11%, 2018: 6%

Average Percent Agreement

Colorado State University
Harassment/Other Problematic Behaviors Over Time

Average Percent Agreement

2018 CSU Overall: 7% Bias, 1% Bullying, 0% Sexual Harassment/misconduct, 0% Verbal abuse, 1% Physical assualt
2021 CSU Overall: 4% Bias, 3% Bullying, 4% Sexual Harassment/misconduct, 0% Verbal abuse, 0% Physical assualt
2018 College of Business: 16% Bias, 1% Bullying, 8% Sexual Harassment/misconduct, 0% Verbal abuse, 0% Physical assualt
2021 College of Business: 12% Bias, 4% Bullying, 4% Sexual Harassment/misconduct, 0% Verbal abuse, 1% Physical assualt

0%: small sample size, n ≤ 3

Colorado State University

Average Percent Agreement
Key Findings for College of Business

- Compared to CSU overall, the college of Business had higher average percentage agreements across all organizational themes in 2021. Rates were the lowest regarding college/division leadership accountability, with proportions of less than 50%.
- Compared to college/division overall, men reported lower percentage agreements for nearly all organizational themes (except for department/unit accountability). Transgender/non-binary/nonconforming employees reported positive agreements regarding work culture, respect, and department/unit leadership. Women had less desirable results regarding department/unit leadership accountability.
- Compared to college/division overall, non-racially minoritized employees, contract/continuing/adjunct faculty (CCAF), and state classified employees had the lowest percentage agreements for leadership accountability. CCAF and state classified employees were significantly impacted, with less desirable rates in nearly all themes. Regarding favoritism, both state classified staff and T/TT faculty reported rates that were significantly higher than college/division overall (less desirable).
- While there was a decrease in reported discriminatory attitudes in many of the themes in 2021, we found less desirable percentage agreements regarding race/ethnicity, nationality/country of origin, gender identity, physical appearance, and mental/physical disability, as there was an increase in reported discriminatory attitudes around these five themes in the college of Business.
- In addition, reported themes showed an increase in harassment and other problematic behaviors in the college in 2021 compared to 2018. The rates were highest for problematic behaviors related to sexual harassment/misconduct, followed by verbal abuse and physical assault.
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 → Non-Discrimination → Multicultural

- **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**:
  - Culture, climate, and system experience fundamental sustainable change

- **Affirming**:
  - Culture, climate, and system experience fundamental sustainable change

- **Redefining**:
  - Culture, climate, and system experience fundamental sustainable change

- **Multicultural/Inclusive**:
  - 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