2021 Campus and Workplace Culture (CWC) Survey Themes

The University of Colorado is committed to creating an **inclusive** environment where all members of our community feel **respected, supported, and valued**. The results of this survey will help us better understand our existing culture and to identify both strengths and areas of concern to make recommendations for creating and sustaining a just, equitable, and inclusive culture at CU.

The survey included nine (9) sections of questions, which we have grouped into five thematic categories based on reviewing literature** about factors that contribute to creating and maintaining and inclusive environment and supporting employee engagement in the workplace.

Themes

1. **Belonging**
2. **Value & Respect**
3. **Environment** (Collaborative, empowering, and supportive)
4. **Growth & Development**
5. **Misconduct** (Experiences of, addressing and responding to incidents of incivilities, harassment, and discrimination)

Theme Definitions

1. Belonging

Belonging is defined as "the feeling of security and support when there is a sense of acceptance, inclusion, and identity for a member of a certain group or place" (Baumeister & Leary, 1995).

Belonging describes the feeling of security and support one experiences when they are accepted, included, visible, and valued. It is when an individual can bring their authentic self to engage in the structures and systems they exist in. (Adapted from Cornell)

2. Value & Respect

Respect is the "perceived worth accorded to one person by one or more others which is owed to everyone simply as a function of their being persons (Rogers and Ashforth, 2017, p. 158)."

Being valued is the extent to which employees feel like their opinions, perspectives, voice, skills, and contributions are recognized, appreciated, and matter to the organization and its people.

3. **Environment** (Collaborative, Empowering, and Supportive)

A collaborative, empowering, and supportive environment is one in which employees:

- Have a say in decisions that impact their work
- Feel comfortable expressing their opinions and ideas
- Are regularly asked by leadership for their opinions and ideas to help improve the organization through processes, projects, and culture.
- Receive clear direction and communication from leadership
- Have the skills to be able to collaborate and communicate with others
- Are provided the necessary information, resources, tools, feedback, and support to be able to be successful in their work
- Feel connection with other team members

(Adapted from Mone, Eisinger, Guggenheim, et al., 2011; Hamill, 2019; Folkman, 2017)

4. **Growth & Development**

The focus of growth and development is to provide employees the opportunity to learn, evolve, and advance in their careers through training, skill development, coaching, mentorship, career planning, etc. (Adapted from SHRM; Mone, Eisinger, Guggenheim, et al., 2011;)

5. **Addressing Misconduct**

Misconduct describes behaviors that are inappropriate for the workplace and negatively impact the work environment, employees and their work. Misconduct is understood to be a spectrum of behavior and can range from minor issues to serious breaches of policy (adapted from Indeed).

Relevant Articles

**The survey team reviewed literature from journal articles and industry reports and articles. Below are a few highlights from these sources:

How to Measure Inclusion in the Workplace (2021 Harvard Business Review article)

"…inclusion, and a work environment where all people feel respected, accepted, supported and valued, allowing all employees to fully participate in decision-making processes and development opportunities within an organization, is even more of a challenge to measure."

Research from Gartner "identified seven key dimensions of inclusion: fair treatment, integrating differences, decision-making, psychological safety, trust, belonging, and diversity."

What An Inclusive Workplace Actually Looks Like, And Seven Ways to Achieve It (2019 Forbes article)

"An inclusive workplace is cooperative, collaborative, open, fair, curious, accountable and so much more." Below are seven components of inclusion:

1. Access to resources
2. Having a voice
3. Being accepted and valued for who you are
4. Learning and development
5. Collaborative environment
6. Intentionally focusing on inclusive practices
7. Creating a sense of belonging

Paradigm Shift in Employee Engagement- A Critical Analysis on the Drivers of Employee Engagement (Antony, M.R., 2018)

Engagement Drivers:

- **Quality of Life** (Job security, safety, work/life balance)
- **Work** (Empowerment/Autonomy, sense of accomplishment, work tasks)
- **People** (Senior leadership, leadership, supervision, collaboration)
- **Opportunities** (Career opportunities, learning & development)
- **Total Rewards** (Pay, benefits, recognition)
- **Company Practices (**Communication, diversity & inclusion, enabling infrastructure, performance management, customer focus, innovation, talent & staffing)