

# 2023 Institute Culture Survey

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**Slide deck and recording will be uploaded to InsideCIRES, under “Diversity, Equity and Inclusion”**

**Note:**

CU Boulder administers this Culture Survey. All CU Boulder employees take this survey (main campus in 2021; Institutes in 2023). CIRES Administration does not control the design of the survey, the administration of the survey or the data collection.

	Engagement Survey	Culture Survey
<b>When was the survey administered?</b>	April 2023	October 2023
<b>What was the purpose of the survey?</b>	<p><b>What is your engagement as a CIRES employee?</b></p> <ul style="list-style-type: none"> <li>• Enthusiasm for one’s work</li> <li>• Career satisfaction</li> <li>• Pride in the institution</li> <li>• Connection to the mission of the institution</li> <li>• Employee wellness</li> <li>• Intent to stay</li> </ul>	<p><b>What does it feel like to work for CIRES?</b></p> <ul style="list-style-type: none"> <li>• Sense of belonging and community</li> <li>• Institute and unit culture</li> <li>• Experiences of incivility</li> <li>• Identity-based discrimination and harassment</li> <li>• Consequences of identity-based negative treatment</li> <li>• Intent to stay</li> </ul>
<b>Was the response rate different?</b>	There was a 60% response rate for all of CIRES.	There was a 44% response rate for all of CIRES.
<b>Is the employee identifiable?</b>	Yes, employee responses were correlated to the supervisor. If the supervisor had more than five direct reports, they received a report on their team.	No, all survey data was immediately anonymized once the survey was submitted. Employee data is disaggregated on the dashboard if groups are larger than 10 employees.
<b>Where can an employee find the survey data?</b>	<a href="https://ciresblogs.colorado.edu/cires-admin/2023/10/18/engagement-survey-results-for-cires/">https://ciresblogs.colorado.edu/cires-admin/2023/10/18/engagement-survey-results-for-cires/</a>	<a href="https://www.colorado.edu/dei/survey-results/2023-institutes-culture-survey-dashboard">https://www.colorado.edu/dei/survey-results/2023-institutes-culture-survey-dashboard</a>
<b>When will the survey be administered again?</b>	2026	2025

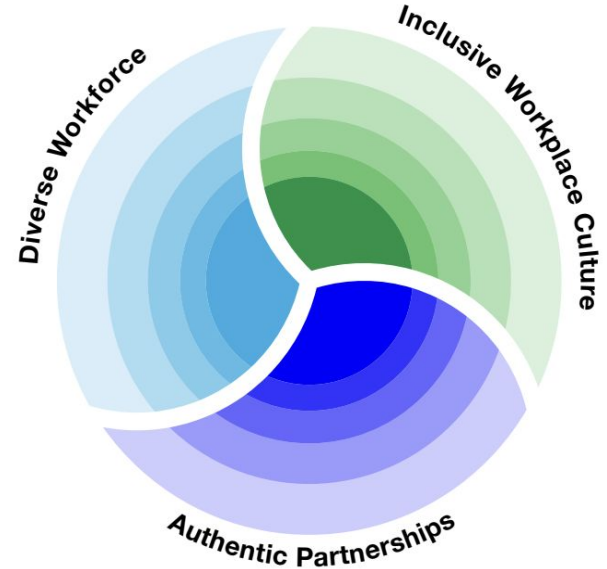
# Inclusive Workplace Culture

Workplace culture can be assessed by investigating **norms**, **behaviors**, **attitudes** and **communication**.

Teams that utilize inclusive norms and develop **psychological safety** in order to engage diverse perspectives are more successful at catalyzing innovative ideas and problem-solving.

An inclusive workplace culture allows for each employee can be fully themselves, without need for “masking” or assimilation practices. We have to investigate our norms, attitudes, behaviors and communication in order to reduce the barriers to belonging for all.

We can “take the temperature” of workplace culture through surveys, focus groups and individual conversations. We want to focus on **areas of strength** and **areas for growth**.



## Belonging

Belonging is measured through four questions for both the unit and the institute such as:

"In this institute, I am treated like I belong."

"In my unit, I am treated like I belong."

## Culture Items

Positive workplace norms in the unit are measured through four questions.

Supportive environment in the unit is addressed through 17 questions.

Leadership commitment to DEI is addressed through three questions.

## Incivility

Employees were asked to report types of incivility behaviors.

They also identified consequences, if the behavior was related to one or more aspects of their identity, and the perpetrators of this behavior.

## Discrimination

Employees were asked to report discrimination as a result of their identities.

They also identified consequences and specific ways that this discrimination may have caused harm in the workplace.

## Outcomes

Outcomes for the institute are measured through four questions such as:

"If I had it to do over again, I would choose to work at this institute."

"In the past 12 months, I have seriously considered leaving the institute due to workplace culture."

Reporting concerns is also measured with three questions.

Strongly disagree	Disagree	Somewhat disagree	Somewhat agree	Agree	Strongly agree
1	2	3	4	5	6

combined

combined

# Dashboard demonstration

<https://www.colorado.edu/dei/survey-results/2023-institutes-culture-survey-dashboard>

# Demographic data by unit

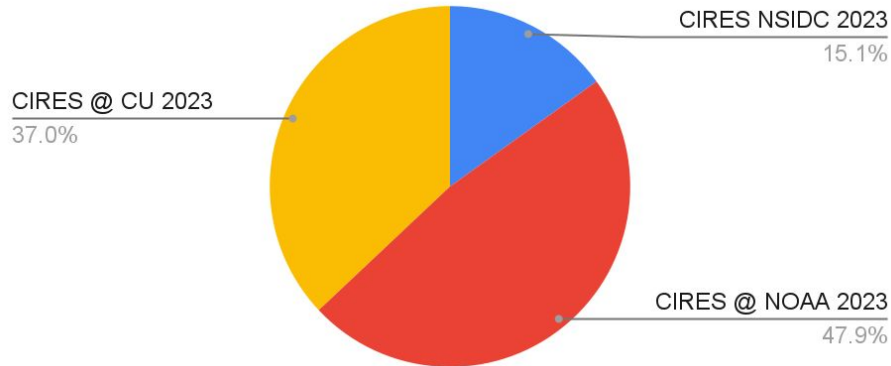
Response rate for all institutes was **38%**.  
CIRES response rate was **44%** (n=370).

Data is divided into three categories:  
CIRES@NOAA, CIRES@NSIDC, All other CIRES

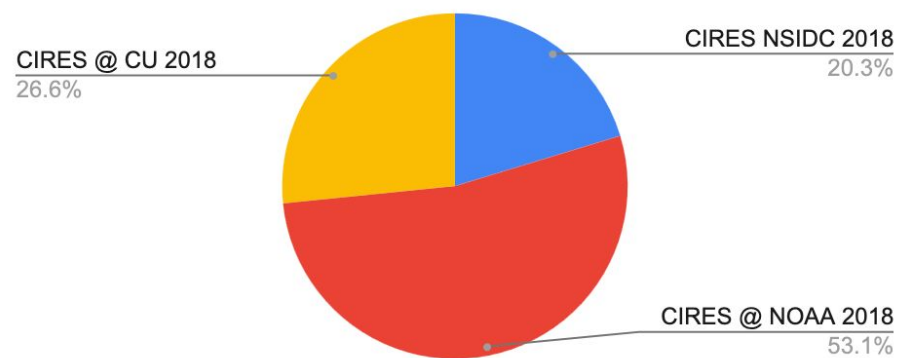
## 2023 Demographic data for CIRES

NOAA	NSIDC	CU
<b>48%</b>	<b>10%</b>	<b>42%</b>

## 2023 Survey respondents



## 2018 Survey respondents



# Demographic data across identities

CIRES response rate was **44%** (n=370).

Role	Culture Survey Response Rate	2023 Demographic data
Professional	~82	82.6%
Postdoc	~4%	3.4%
Graduate student	~8%	9.7%
Undergraduate student	unknown*	4.3%

Group	Culture Survey Response Rate	2023 Demographic data
Women	~55%	45%
Men	~45%	55%
LGBTQ+	~10%	unknown**
Self-reported disability	~17%	unknown**

\*less than 10 responses, data is not shown

\*\*information is not collected for employee hires

Group	Culture Survey Response Rate	2023 Demographic data
Asian	~10%	12.6%
Latine/Hispanic	~6%	5.6%
White	~79%	70.6%
Alaska Native, American Indian	unknown*	0.6%
Black/African American	unknown*	1.0%
Native Hawaiian, Pacific Islander	unknown*	0.1%
Race/Ethnicity Unknown	unknown*	7.7%
Two or more races	unknown*	1.7%
International	~6%	unknown**





# Belonging

CIRES response rate was **~44%** (n=370).

Across all groups, these statements showed **high levels of agreement:**  
*(improvement from 2018)*

- At the institute, I am treated like I belong.
- I am proud to work at the institute.
- I am proud to work in my unit.
- In my unit, I am treated like I belong.



**Areas of strength**

Across all groups, these statements showed **less agreement:**  
*(large improvement from 2018)*

- I have a sense of community in the institute.
- My work is valued at the institute.
- I have a sense of community in my unit\*.
- My work is valued by my unit\*.



**Areas for growth**

\*higher agreement

# CIRES Poll at the Town Hall

The poll asked: "What determines 'a sense of community' for you at work?"

There were **98** responses. Themes are shared below.

- **Shared mission:** we are working together towards a shared goal, and our values are aligned.
- **Sense of belonging** - I can be myself, I see people who look like me, my work is valued, I am included in important meetings, people listen to my ideas and include them, different work styles are honored and people care about my well-being.
- **Personal connection** - we take time to connect and get to know each other's lives, interests and motivations, CIRES has great social events, people care about each other, I can connect or work with people outside my team.
- **Collaborative & psychologically safe spaces** - we solve problems together in a collaborative manner, we have genuine and authentic interactions, communication is open, honest and respectful, I can ask for support from colleagues or supervisor, I can make mistakes without repercussions, we celebrating our successes.

# CIRES Poll at the Town Hall

The poll asked: “What behaviors lead you to feel like your work **is valued** or **is not valued** at CIRES?”

There were **93** responses.

- CIRES employees reported that they **feel valued** when they perceive their work as impactful and when this impact is recognized by leaders through respect, trust, and flexibility. Acts of acknowledgment such as affirmations, gratitude, and award recognitions are particularly appreciated, enhancing employees' sense of value. Further, an emphasis on the importance of feedback and strong collaboration and fostering good team relationships contributes to employees feeling their work is valued.
- On the contrary, **feeling undervalued** stems from several key issues: dismissals of contributions, unrealistic workload expectations, and micromanagement that diminishes autonomy and curiosity in their roles. Specifically, a lack of acknowledgment regarding the high cost of living in Boulder and the challenges of commuting was a notable concern. Discrepancies in pay, respect, promotion and award opportunities emerged as significant factors contributing to employees feeling undervalued. These findings highlight areas of opportunity to enhance employee morale and productivity.

CIRES response rate was **44%** (n=370).

Across all groups, these statements showed **high levels of agreement**:

- Everyone is treated with dignity\*
- Respectful treatment is the norm\*
- Rude behavior is not tolerated\*
- My comments/ideas are taken seriously by my colleagues.
- My work is respected by the people I work with.
- Overall, the workplace culture is positive.
- Leadership at the institute demonstrates a commitment to creating a culture of inclusivity

**Areas of strength**

Across all groups, these statements showed **high levels of disagreement**:

- One or more colleagues say things or behave in ways that humiliate or intimidate people.
- One or more unit leaders say things or behave in ways that humiliate or intimidate people.

2018 Culture Survey data had similar results.

\*not asked on the 2018 Culture Survey

CIRES response rate was **44%** (n=370).

Across all groups, these statements showed **less agreement:**  
*(some improvement from 2018)*

## Areas for growth

- Evaluation criteria for performance are clear.
- I am provided opportunities to advance in my career.
- I receive adequate support/mentoring to advance in my career.
- Unit leadership effectively addresses employees' problematic behaviors that undermine the work environment.
- Unit resources are allocated transparently.
- Leadership at the institute demonstrates a commitment to developing a diverse workforce
- Supervisors effectively addresses employees' problematic behaviors that undermine the work environment.

# Incivility data

CIRES response rate was **44%** (n=370).

- Overall, **30%** of all CIRES employee survey respondents reported experiencing incivility behaviors. On the 2018 Culture Survey, **34%** of all professional survey respondents who answered these questions reported experiencing at least one type of hostile treatment within the last two years.
- Reports of these behaviors were more frequent for women than men (**31%** of women and **24%** of men in 2023, **44%** of women and **26%** of men in 2018).
- Reports of these behaviors were far more frequent for those who identify as LGBTQ+ (**43%**), Latine/Hispanic (**36%**) and those with self-reported disabilities (**46%**).
- The most common types of hostile behaviors reported for all CIRES employees were:
  - non-responsiveness or slow responsiveness to emails or requests
  - condescension or dismissive remarks
  - someone constantly interrupting or talking over you
- Those who identify as LGBTQ+ and those with self-reported disabilities also reported:
  - being deliberately ignored or excluded
  - non-verbal behaviors/gestures like eye-rolling
  - making faces in response to you
  - someone taking credit for your work/ideas
  - excessive criticism in front of others (also reported as frequent by International employees)

Areas for growth

# Incivility data

CIRES response rate was **44%** (n=370).

- For those who experienced incivility, **67%** reported that two or more employees were involved. They identified those people as institute staff or scientist (**18%**), a federal employee (**8%**), professional colleague not associated with the institute (**7%**), and institute graduate student employees (**2%**).
- Reported consequences across all CIRES employees included:
  - caused me to be less productive in my work
  - affected my mental health
  - eroded confidence in my abilities
  - caused me to be less certain about my career

**Areas for growth**

**A much higher percentage of respondents reported these consequences for those who identify as LGBTQ+ and those with self-reported disabilities.**

## Discrimination data

CIRES response rate was **44%** (n=370).

- **88%** of all CIRES survey respondents reported that they have not experienced discrimination based on a protected class identity, as compared to **86%** of all institute survey respondents and **82%** of CU Boulder survey respondents.
- **4%** of all CIRES employee survey respondents reported that they are not sure if they have experienced discrimination based on a protected class identity and **2%** preferred not to answer this question.
- The protected class identities that **were selected** for discrimination include: age, race or color, national origin, and disability.

**A much higher percentage of respondents reported these consequences for those who identify as Asian, LGBTQ+ and those with self-reported disabilities.**

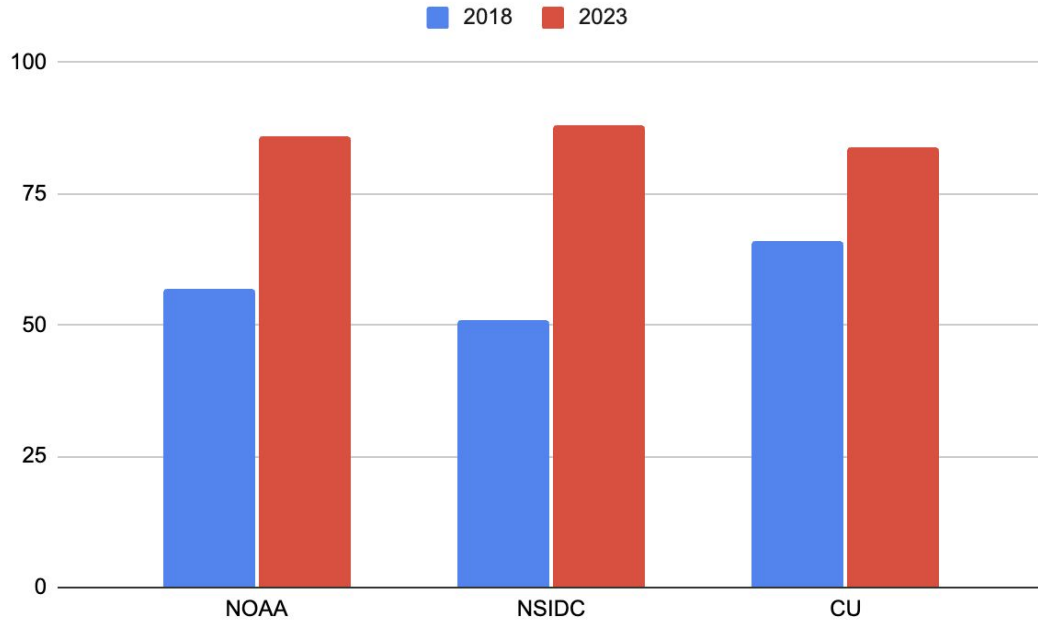
**Areas for growth**



# Reporting and outcomes

CIRES response rate was **44%** (n=370).

“In the past 12 months, I have seriously considered leaving the institute due to the workplace culture.”  
The data shows a comparison between 2018 Culture Survey results (blue) and 2023 Culture Survey results (red) in terms of how many employees chose “somewhat disagree”, “disagree”, and “strongly disagree”.



## Areas of strength

**Note:** in 2018, the question did not include the phrase “due to workplace culture”.

A correction was made for the NSIDC data after the Town Hall.

# CIRES Poll at the Town Hall

The poll asked: "In your opinion, what could be the reason for this improvement?"

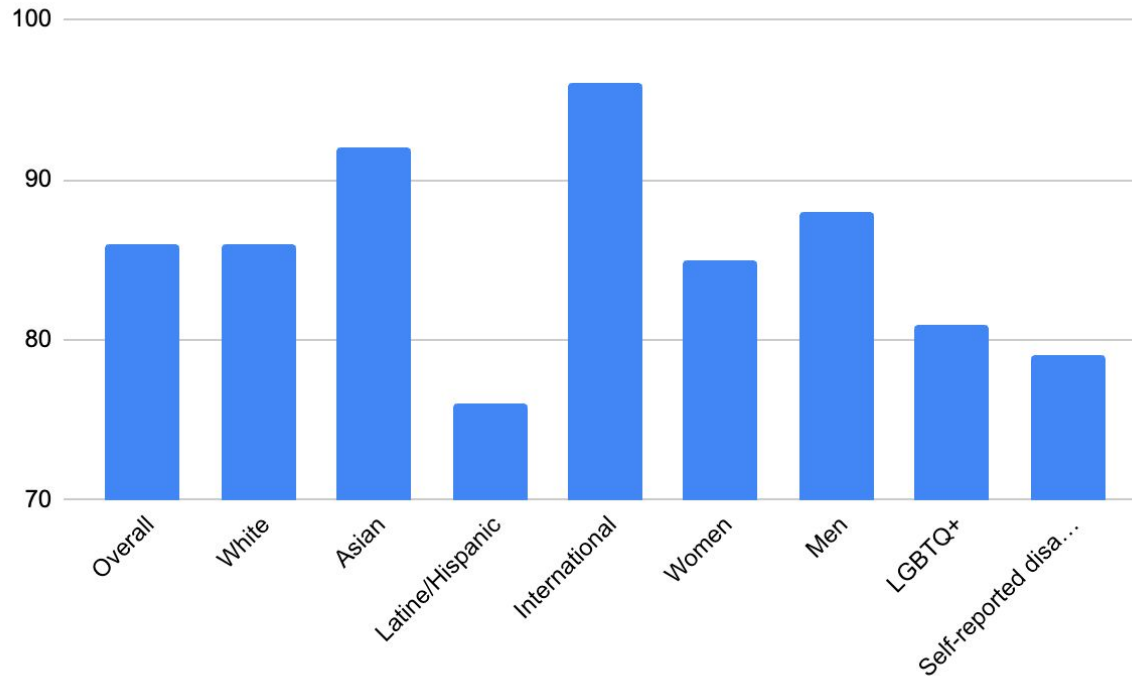
There were **76** responses. Themes are included below.

- Clear leadership commitment to flexible work environments; "it allows them a more flexible schedule, to better balance childcare/home duties with work, and saves them money on commuting".
- Better communication from leadership and spaces for supportive dialogue with employees through Town Halls that "reinforce community and values of the organization."; increased transparency, interest in diverse employee perspectives and better support of diverse needs.
- More trainings provided by HR which "help supervisors feel supported" along with efforts by those supervisors to improve the workplace culture.
- External factors mentioned were:
  - Tightening labor market and change in economy
  - Unhappy employees left the organization or changed to another unit/supervisor
  - Certain employees who created challenging environments left or retired
  - Pandemic helped everyone focus more on employee well-being

# Reporting and outcomes

CIRES response rate was **44%** (n=370).

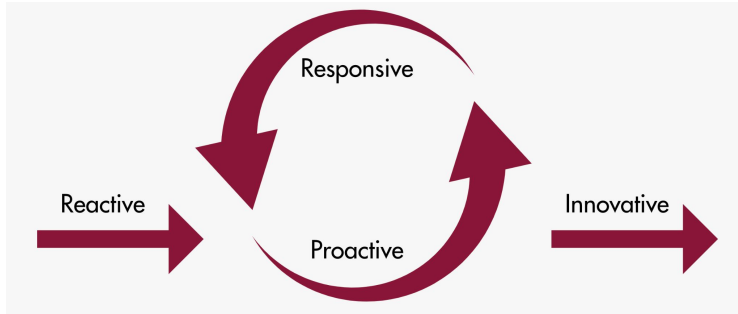
"In the past 12 months, I have seriously considered leaving the institute due to the workplace culture."  
(measured by % somewhat disagree, disagree, and strongly disagree)



# Addressing our areas of growth

At CIRES, we work to foster an inclusive workplace culture that recognizes and embraces the diversity of our communities.

Creating an inclusive workplace culture involves psychological safety. When this is present, each employee can be fully themselves, without need for “masking” or assimilation practices.



*Edwards & Deal, n.d.*

It is necessary to react when someone experiences incivility or discrimination on our teams, whether intentional or not. But we must also take steps proactively to create a sense of belonging and inclusion, and to identify differentiated needs for our employees.

# Incivility and Discrimination

## Reporting harmful behavior:

- Anonymous forms for feedback
- Speak with supervisor, CIRES DEI Director or CIRES HR
- Ombuds Office
- Office of Institutional Equity and Compliance

## Proactive steps to reduce harmful behavior

- Co-creating group norms for communication, meeting processes and how we treat each other
- Taking trainings or reading about implicit bias, bystander interventions and giving/receiving constructive feedback
- Checking in on peers regularly, building strong team relationships through care
- Learning about those who have different lived experiences and social identities

# CIRES Programs and Resources

## Minimizing incivility and discrimination, building community and sense of value for our work

- Gathering data through anonymous feedback forms, surveys, focus groups, individual consultations
  - [Schedule consultations with Becca Edwards, CIRES DEI Director](#)
- Online module on Inclusive Workplace Culture
  - [Use this link to access the course](#)
- Three-part training series twice yearly (*Implicit Bias in the Workplace, Bystander Intervention and Effective Feedback*); CIRES DEI Guest Speakers & CIRES DEI Newsletter; Inclusive Community of Practice meetings; Society for Latinxs/Hispanic in Earth and Space Science (SOLESS)
  - Information on the [CIRES DEI webpage](#), [InsideCIRES DEI page](#)
  - [Subscribe to the CIRES DEI newsletter](#)
- Group norms consultations
  - [Schedule consultations with Becca Edwards, CIRES DEI Director](#)
- Supervisor training resources on [InsideCIRES](#)

# CIRES Programs and Resources

## Support and mentoring for career growth, transparency in leadership processes, employee wellness

- Career Track trainings
  - [Video on Inside CIRES](#)
- Regular Town Hall meetings to clarify processes
- [CIRES Mentoring program](#)
  - Participants reported that the program meets or exceeds their expectations
  - Has been shown to increase sense of belonging for CIRES Employees
- [WorkWell events](#) through CIRES HR
- [Equity-focused Dialogic Skills Workshop series](#) (grad students, post docs, early career researchers)



*It's too easy to get silo-ed into my own organization so it was **super beneficial to see how other CIRES organizations work**, and [what] others do. Getting a peek behind the curtain helped me feel like I was part of CIRES, not just an employee of my own organization.*

-CIRES mentee



## Developing a diverse workforce, coming soon!

- New CIRES Science Pathways program!
- New online module for Diverse Workforce; available September 2024