

University of La Verne

Climate Survey of Classified Employees

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Executive Summary

The purpose of the climate survey of classified employees was to obtain actionable information about how to make improvements within the culture and climate of the University of La Verne to promote a more satisfying and productive work environment.

The survey was jointly organized and conducted by the Classified Committee and the Educational Effectiveness Committee in the Spring of 2009. All 184 classified employees received the survey and 128 returned it for a 70% return rate. The demographic breakdown was comparable to the University census. The survey had 43 items and one open-ended question requesting comments. It covered five domains: General, Communication, Administrative Process and Systems, Conditions and Attitudes in Department, Diversity in the workplace. A 4-point Likert-type scale was used with the following response options: Disagree Strongly, Disagree, Agree, and Agree Strongly. Agree and Agree Strongly responses were combined to report the summary statistics of the endorsement of items.

The findings were summarized for the total sample, as well as disaggregated by gender, years of service, and ethnic background. In the total sample, items that showed agreements (Agree Strongly and Agree) by equal to or greater than 67% of respondents were considered strengths, needing to be maintained and nurtured. Items with fewer than 67% agreement (Agree Strongly and Agree) were considered needing attention (Percentages of negatively states items were reversed for categorization). Some exceptions to these criteria were made (See Appendix G for a summary Chart).

Examples of strengths include the following:

- Feel respected by co-workers (88%) and supervisors (85%)
- Ethnic and cultural diversity is respected (87%)
- Participate in pro-environment efforts (86%)
- Treated fairly (80%)
- Satisfied with classified hiring process (77%)
- Feel empowered to resolve problems (70%)

Example of items needing attention include the following:

- Spirit of teamwork and cooperation (66%)
- Satisfied with new employee orientation (62%)
- Receive praise and acknowledgement (54%)
- Satisfied with internal hiring opportunities (49%)
- Comfortable making formal complaints (45%)

- Considered leaving (43%)
- Satisfied with promotion opportunities (41%)
- Satisfied with evaluation of performance (42%)
- Satisfied with professional development (48%)
- Satisfied with processes for solving workplace problems (41%)
- Satisfied with internal salary equity (33%)
- Report experiencing retaliation (23%)
- Report experiencing discrimination (19%)

Disaggregation of the responses showed discrepancies in the endorsement of the items by women and men, by recent and earlier employees, and by different ethnic groups. Of special note in the ethnic group differences are: Amount of praise and recognition received (Item 9), satisfaction with performance evaluation processes (Item 17), and satisfaction with the process to solve workplace problems (Item 21).

Action Recommendations: The Classified Committee considered the findings and made the following suggestions for action in no particular order of priority: (a) Human Resources department should provide supervisor training to address issues related to listening skills, team work (not job sharing), giving specific praise, and dealing with difficult employees (items 1,4,9,15,21 and 39); (b) Create more opportunities for professional development in technology areas (Item 20); (c) Revise policy for tuition waiver for classified employees (Item 20); (d) Create a handbook for classified employees to include procedures for grievance, promotion, etc, specific to classified employees (Items 11, 20, and 39); (e) Mandate diversity training for all employees similar to harassment training (Items 42); and (f) Provide on-going stress management workshops during lunch hour (Item 26). The Human Resources department and other appropriate units may suggest other action recommendations base on the findings.

Purpose

The purpose of the climate survey of classified employees was to obtain actionable information about how to make improvements within the culture and climate of the University of La Verne to promote a more satisfying and productive work environment.

Method

Participants

All 184 full-time and part-time classified employees of the University of La Verne received the survey, including those on the Main Campus, the Regional Campuses, and the College of Law. The total number of responses was 128, a 70 percent return rate, which is outstanding, and allows for appropriate generalization. Table 1 presents the breakdown of the demographic information of the sample as well as of the total university classified employees. The sample percentages are comparable to that of the total population in terms of gender, ethnic background, employment status, age, years of service and location.

Table 1. University of La Verne classified staff climate survey **demographic** responses in Spring 2009 (N=128)

Item	Sample (N = 128)	Total ULV (2008) (N = 184)
1. Gender		
Women	70%	69%
Men	26%	31%
Unreported	4%	
2. Age	Mean Age: 43.31 years	42.85 years
	Range: 21 – 66 years	20-68 years
	Median: 45 Years	44 Years
3. Ethnic Background		

African American	3%	9%
Asian	7%	9%
White	38%	47%
Latino/Hispanic	25%	32%
Other groups	6%	3%
Unreported	21%	-
4. Employment Status		
Full time	91%	92%
Part time	9%	8%
5. Years of service at the University of La Verne		
	Mean years: 6.18 years	6.59 years
	Range: 1-25 years	1-32 years
	Median: 4 years	5 years
6. Location		
Main Campus	87%	93%
Off Campus	13%	7%
Ontario Law School	13%	
Regional Campus	80%	
Other	7%	
7. Number of miles traveled one way to work		
	Mean miles: 12.56 miles	
	Range: 1 -62 miles	
	Median: 9.00	

Survey

The survey questions were developed in several stages. First, classified employees were asked to anonymously identify issues that need to be covered in the survey. Second, the literature on such surveys was consulted. Third, survey items were composed and sent to the Classified Committee and the Educational Effectiveness Committee members for input and suggestions. The director of Human

Resources also provided feedback about the items. The final survey was composed of 43 items, an open-ended comment section at the end, and demographic questions (See Appendix A). Items were rated on a 4-point Likert-type scale: Disagree Strongly, Disagree, Agree, and Agree Strongly. The items were grouped under the following five domains:

- I. General (8 items)
- II. Communication at University of La Verne (5 items)
- III. Administrative process and systems at University of La Verne (8 Items)
- IV. Conditions and attitudes in own department at University of La Verne (13 items)
- V. Diversity in the workplace at University of La Verne (9 items)

The domain names were not identified on the survey form distributed to the classified employees. The copy in Appendix A identifies the domains.

Procedure of data collection

The survey was distributed in two ways during the spring semester of 2009: (1) At the town-hall meeting of Classified Employees, and (2) by e-mail, where employees who had not already filled it out at the town-hall meeting were asked to download the survey, complete a hard copy, and mail it anonymously to a post office box number in the mail room through internal mail within two weeks of receiving the e-mail. A reminder was sent after one week. Instructions on the survey indicated that this was an anonymous survey, and that departmental managers and administrative staff will not have access to individual responses.

Findings

The overall summary data for the total sample is presented in Table 2 in Appendix B. The data are disaggregated by gender (Table 3), years of service (Table 4), and ethnic background (Table 5), and can be found in Appendix C, D, and E, respectively. Unfortunately, because of small sample sizes African American (5%), Asian American (9%) and Other ethnic groups were combined. The “Agree Strongly” and “Agree” responses were combined in reporting the summary of the data in all tables. Such combination of response categories makes reporting and reading of the data easier. In the total sample, items that showed agreements (Agree Strongly and Agree) by equal to or greater than 67% of respondents were considered strengths, needing to be maintained and nurtured. Items with fewer than 67% agreement (Agree Strongly and Agree) were considered needing attention (Percentages of negatively states items were reversed for categorization). Some exceptions to these criteria were made.

Overall Sample

The list below groups the items into two categories: (a) items that are strengths and need to be nurtured, and (b) items that need attention. Discrepancies in disaggregated data are highlighted later.

Strength that need to be nurtured (=> 67% Agree Strongly and Agree)

I. General

- 2. I actively participate in community building events (70%)
- 3. I am treated fairly here (80%)
- 6. I am aware of pro-environment efforts (80%)
- 7. I am satisfied with pro-environment efforts (82%)
- 8. I actively participate in pro-environment efforts (86%)

II. Communication

- 12. I am aware of what is expected of me as described in my PDQ (85%)
- 13. Culture of the University upholds ethical behavior on the part of everyone (67%)

III. Administrative process and systems

- 14. I am satisfied with the process for hiring classified employees (77%)
- 19. I am satisfied with opportunities to interface with employees from other departments (70%)

IV. Conditions and attitudes

- 22. I am treated with respect by my supervisor (85%)
- 23. I am treated with respect by my coworkers (88%)
- 24. I am treated with respect by faculty (87%)
- 25. I am treated with respect by students (87%)
- 27. I feel comfortable, valued, and included by my colleagues (85%)
- 28. I would encourage someone to work in my department (79%)
- 29. I am encouraged to provide suggestions on ways to improve the workflow (76%)
- 30. I feel empowered to resolve problems (70%)
- 31. I have received the necessary training to do high quality work (69%)
- 34. My workload is light and I am able to do more work (16%)

V. Diversity in the workplace

- 35. ULV provides a welcoming environment for all employees (80%)
- 37. Ethnic and cultural diversity is respected at ULV (87%)

- 40. Discrimination has affected my ability to work at ULV (8%)
- 41. I have experienced sexual harassment at ULV (1%)
- 43. The process for resolving complaints about sexual harassment and discrimination is effective (79%)

Items that require attention for improvement

I. General

- 1. I have a voice about things that affect me (61%)
- 4. There is a spirit of teamwork and cooperation (66%)
- 5. I have considered leaving my job in the past year (43%)

II. Communication

- 9. I am satisfied with the amount of praise I get for doing good work (54%)
- 10. My immediate supervisor keeps me up to date on workplace issues (65%)
- 11. I would feel comfortable making a formal complaint or grievance (45%)

III. Administrative processes and systems

- 15. I am satisfied with the promotional opportunities for classified employees (41%)
- 16. I am satisfied with the hiring opportunities from within the institution (49%)
- 17. I am satisfied with the evaluation of performance (49%)
- 18. I am satisfied with the process for orienting new employees (62%)
- 20. I am satisfied with the opportunities for professional development (48%)
- 21. I am satisfied with how workplace problems are solved (41%)

IV. Conditions and attitudes

- 26. Pace and pressure in my department have a negative influence on my personal or family life (26%)

V. Diversity in the workplace

- 36. My salary is equitable with my peers and colleagues at ULV (33%)
- 38. I have heard employees making inappropriate jokes about people at ULV (32%)
- 39. I have experienced retaliation at ULV (23%)
- 42. I have experiences discrimination at ULV (Total one or more type, 19%)
 - Based on Age (8%)
 - Based on Ethnicity (11%)
 - Religion (6%)
 - Sexual orientation (2%)
 - Disability (6%)
 - Gender (10%)

Gender Comparison

Altogether 70 percent of the sample was women (n=91) and 26% was men (n=35), and 4% did not report gender. The results are summarized in Table 3 in Appendix C. On most of the items the responses are very comparable. However, several of the differences are statistically significant (difference of 18% and greater). The following larger discrepancies regardless of being statistically significant are worth noting:

- Higher proportion of men (51%) than women (38%) indicated they have considered leaving their job in the past year (Item 5).
- Higher proportion of men (68%) than women (49%) are more satisfied with the amount of recognition and praise they get for doing good work (Item 9).
- Higher proportion of men (61%) than women (40%) feel comfortable making a formal complaint or grievance (Item 11).
- Higher proportion of men (52%) than women (38%) are satisfied how workplace problems are solved (Item 21).
- Lesser proportion of men (10%) than women (28%) feel that their workload is light and are able to do more work (Item 34).

Years of Service Comparison

The mean years of service was 6.18 years. For comparison purposes two groups were identified using the median of 4 years as a splitting point: Recent employees, 1-4 years of service (n=66) versus earlier, 5 years and more years of service (n=55). The results are summarized in Table 4 in Appendix D. Again the responses are comparable. Several of the differences were statistically significant (Differences of 18% and over). The following larger differences regardless of being statistically significant are worth noting:

- Higher proportion of recent (51%) than earlier (35%) employees are satisfied with the promotional opportunities at the ULV for classified employees (Item 15).
- Higher proportion of recent (50%) than earlier (32%) employees are satisfied with the process of evaluation of performance (Item 17).
- Higher proportion of recent (50%) than earlier (34%) employees are satisfied with how workplace problems are resolved (Item 21).
- Lesser proportion of recent (63%) than earlier (81%) employees indicate having received the necessary training to do high quality work (Item 31).
- Higher proportion of recent (20%) than earlier (9%) employees indicate their workload is light and are able to do more work (Item 34).
- Higher proportion of recent (45%) than earlier (24%) employees feel their salary is equitable with their peers and colleagues at ULV (Item 36).
- Fewer proportion of recent (13%) than earlier (31%) employees report experiencing retaliation at ULV (Item 39).

Ethnic Group Comparison

Respondents self-identified their ethnic background in an open-ended question. Of the total 21% (n=26) did not respond to the question and were not included in the comparison. Unfortunately, because of low sample sizes some ethnic backgrounds had to be combined (African American, Asian and Others); For comparison analysis, 49 were classified as White American, 32 as Latino/a American, and 21 were placed in the Combined group. Test of statistical significance did not yield significant differences with small sample sizes being an issue. However, a number of large discrepancies are worth noting.:

- Higher proportion of Latino/a Americans (93%) than White Americans (82%) or the Combined group (80%) reported being treated fairly at ULV (Item 3).
- Lesser proportion of White Americans (65%) than Latino/a Americans (81%) or the Combined group (80%) felt that there was a spirit of teamwork and cooperation (Item 4).
- Lesser proportion of White Americans (90%) than Latino/a Americans (82%) or the Combined group (70%) were satisfied with the pro-environment efforts at ULV (Item 7).
- Lesser proportion of White Americans (54%) than Latino/a Americans (62%) or the Combined group (75%) were satisfied with the amount of recognition or praise for doing good work (Item 9).
- Lesser proportion of White Americans (44%) and Latino/a Americans (46%) than the Combined group (62%) were satisfied with the process for evaluation of performance (Item 17).
- Lesser proportion of Latino/a Americans (58%) than White Americans (73%) or the Combined group (75%) were satisfied with the process for orienting new employees (Item 18).
- Lesser proportion of Latino/a Americans (63%) than White Americans (72%) or the Combined group (85%) were satisfied with opportunities to interface with employees in other departments (Item 19).
- Lesser proportion of White Americans (80%) than Latino/a Americans (97%) or the Combined group (90%) feel comfortable, valued, and included by their colleagues (Item 27).
 - Higher proportion of the Combined group (89%) than White Americans (76%) or Latino/a Americans (71%) feel they have the necessary tools to do high quality work efficiently (Item 32).

Comments by respondents

The comment section of the survey yielded a number of observations and suggestions. Appendix F includes all the comments (with no corrections for mechanical errors) and identifies several general themes that emerged. The following are the general themes:

- Human Resources could be more effective in dealing with employee issues, complaints and grievances.
- Morale is affected by difficult managers, unsatisfactory reward and recognition processes, and by low pay.
- Faculty are favored over classified employees.

- Work ethic and oversight has room for improvement.
- Some concern about anonymity and the format of the response options.

Action Recommendations

The Classified Committee considered the findings and made the following suggestions for action in no particular order of priority: (a) Human Resources department should provide supervisor training to address issues related to listening skills, team work (not job sharing), giving specific praise, and dealing with difficult employees (items 1,4,9,15,21 and 39); (b) Create more opportunities for professional development in technology areas (Item 20); (c) Revise policy for tuition waiver for classified employees (Item 20); (d) Create a handbook for classified employees to include procedures for grievance, promotion, etc, specific to classified employees (Items 11, 20, and 39); (e) Mandate diversity training for all employees similar to harassment training (Items 42); and (f) Provide on-going stress management workshops during lunch hour (Item 26). The Human Resources department and other appropriate units may suggest other action recommendations base on the findings.

Appendix A

Classified Employee Climate Survey Form with Domains identified

Climate Survey of Classified Employees

Instructions for Survey

This is a climate survey of Classified Staff at the University of La Verne planned jointly by the Educational Effectiveness Committee and the Classified Committee. It is part of the periodic assessments for WASC every several years, and is intended to improve the effectiveness of the way the University functions. It will also help the University better support Classified Staff. This is an anonymous survey, so please do not place your name on the survey. You may skip any question you choose to or not respond to the survey at all. The information gathered here will only be used in summary form. Department Managers and administrative staff will not have access to individual responses.

Demographic Information

1. Gender:

- Male
 Female
 Other

2. Age: _____

3. Ethnic Background: _____

4. Employment Status:

- Full-time
 Part-time

5. Years of service at the University of La Verne: _____

6. Location:

- Main Campus
 Off Campus:
 Ontario Law School
 Regional Campus
 Other

7. Number of miles traveled one way to work: _____

Domain 1: General

1. I have a voice about the things that affect me
Disagree Strongly Disagree Agree Agree Strongly
2. I actively participate in community building events such as the annual picnic, bowling night, holiday events, etc.
Disagree Strongly Disagree Agree Agree Strongly
3. I am treated fairly here
Disagree Strongly Disagree Agree Agree Strongly
4. I feel that there is a spirit of teamwork and cooperation
Disagree Strongly Disagree Agree Agree Strongly
5. I have considered leaving my job in the past year
Disagree Strongly Disagree Agree Agree Strongly
6. I am aware of the pro-environment (e.g. recycling, energy saving, etc.) efforts at the University of La Verne
Yes No
7. I am satisfied with the pro-environment (e.g. recycling, energy saving, etc.) efforts at the University of La Verne
Disagree Strongly Disagree Agree Agree Strongly
8. I actively participate in the pro-environment (e.g. recycling, energy saving, etc.) efforts at the University of La Verne
Disagree Strongly Disagree Agree Agree Strongly

Domain 2: Communication at University of La Verne

9. I am satisfied with the amount of recognition or praise I get for doing good work
Disagree Strongly Disagree Agree Agree Strongly
10. I feel that my immediate supervisor keeps me up to date on workplace issues
Disagree Strongly Disagree Agree Agree Strongly

11. I would feel comfortable making a formal complaint or grievance

Disagree Strongly Disagree Agree Agree Strongly

12. I am aware of what is expected of me as described in my position description

Disagree Strongly Disagree Agree Agree Strongly

13. I feel that the culture of the University upholds ethical behavior on the part of every employee

Disagree Strongly Disagree Agree Agree Strongly

Domain 3: Administrative processes and systems at University of La Verne

14. I am satisfied with the process for hiring Classified employees

Disagree Strongly Disagree Agree Agree Strongly

15. I am satisfied with the promotional opportunities at the University of La Verne for Classified Employees

Disagree Strongly Disagree Agree Agree Strongly

16. I am satisfied with the hiring opportunities from within the institution for Classified employees

Disagree Strongly Disagree Agree Agree Strongly

17. I am satisfied with the process for evaluation of performance

Disagree Strongly Disagree Agree Agree Strongly

18. I am satisfied with the process for orientating new employees

Disagree Strongly Disagree Agree Agree Strongly

19. I am satisfied with the opportunities to interface with employees in other departments

Disagree Strongly Disagree Agree Agree Strongly

20. I am satisfied with the opportunities for professional development

Disagree Strongly Disagree Agree Agree Strongly

21. I am satisfied with how workplace problems are solved

Disagree Strongly Disagree Agree Agree Strongly

Domain 4: Conditions and attitudes in your department at University of La Verne

22. I am treated with respect by my supervisors

Disagree Strongly Disagree Agree Agree Strongly

23. I am treated with respect by my coworkers

Disagree Strongly Disagree Agree Agree Strongly

24. I am treated with respect by faculty

Disagree Strongly Disagree Agree Agree Strongly

25. I am treated with respect by students

Disagree Strongly Disagree Agree Agree Strongly

26. I feel that the pace and pressure in my department have a negative influence on my personal or family life

Disagree Strongly Disagree Agree Agree Strongly

27. I feel comfortable, valued, and included by my colleagues

Disagree Strongly Disagree Agree Agree Strongly

28. I would encourage someone to work in my department

Disagree Strongly Disagree Agree Agree Strongly

29. I am encouraged to provide suggestions on ways to improve the work flow

Disagree Strongly Disagree Agree Agree Strongly

30. I feel empowered to resolve problems

Disagree Strongly Disagree Agree Agree Strongly

31. I feel that I have received the necessary training to do high quality work

- | | | | | |
|--|-------------------|----------|-------|----------------|
| | Disagree Strongly | Disagree | Agree | Agree Strongly |
| 32. I feel that I have the necessary tools to do high quality work efficiently | Disagree Strongly | Disagree | Agree | Agree Strongly |
| 33. I feel that my workload is just right | Disagree Strongly | Disagree | Agree | Agree Strongly |
| 34. I feel that my workload is light and I am able to do more work | Disagree Strongly | Disagree | Agree | Agree Strongly |

Domain 5: Diversity in the Workplace at University of La Verne

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|---|-------------------|----------|-------|----------------|
| 35. I feel that the University of La Verne provides a welcoming environment for all employees | Disagree Strongly | Disagree | Agree | Agree Strongly |
| 36. I feel that my salary is equitable with my peers and colleagues at the University of La Verne | Disagree Strongly | Disagree | Agree | Agree Strongly |
| 37. I feel that ethnic and cultural diversity is respected at the University of La Verne | Disagree Strongly | Disagree | Agree | Agree Strongly |
| 38. I have heard employees making inappropriate jokes about people at the University of La Verne | Disagree Strongly | Disagree | Agree | Agree Strongly |
| 39. I have experienced retaliation at the University of La Verne | Disagree Strongly | Disagree | Agree | Agree Strongly |
| 40. I feel that discrimination has affected my ability to work at the University of La Verne | Disagree Strongly | Disagree | Agree | Agree Strongly |
| 41. I have experienced sexual harassment at the University of La Verne | | | | |

Yes No

42. I have experienced discrimination at the University of La Verne based on:

- | | | |
|--------------------------|-----|----|
| a. Age | Yes | No |
| b. Ethnicity | Yes | No |
| c. Religious intolerance | Yes | No |
| d. Sexual orientation | Yes | No |
| e. Disability | Yes | No |
| f. Gender | Yes | No |

43. I feel that the process for resolving complaints about sexual harassment and discrimination is effective

Disagree Strongly Disagree Agree Agree Strongly

Comments

We welcome any comments you have that have not been covered by any of the survey questions.

Appendix B

Table 2: Responses of the total sample of classified employees

Table 2. University of La Verne classified staff climate survey responses in Spring 2009 by the **total sample** (N=128; Not everyone answered all the questions)

Item	N	% Agree and Agree Strongly
<u>Domain I: General</u>		
1. I have a voice about the things that affect me.	126	61
2. I actively participate in community building events such as the annual picnic, bowling night, holiday events, etc.	122	70
3. I am treated fairly here.	122	80
4. I feel that there is a spirit of teamwork and cooperation	125	66
5. I have considered leaving my job in the past year.	127	43
6. I am aware of the pro-environment (e.g. recycling, energy saving, etc.) efforts at the University of La Verne	128	89 % Yes
7. I am satisfied with the pro-environment (e.g. recycling, energy saving, etc.) efforts at the University of La Verne.	122	82
8. I actively participate in the pro-environment (e.g. recycling, energy saving, etc.) efforts at the University of La Verne.	126	86
<u>Domain II: Communication at University of La Verne</u>		
9. I am satisfied with the amount of recognition or praise I get for doing good work.	128	54

10. I feel that my immediate supervisor keeps me up to date on workplace issues.	127	65
11. I would feel comfortable making a formal complaint or grievance.	126	45
12. I am aware of what is expected of me as described in my position description.	128	85
13. I feel that the culture of the University upholds ethical behavior on the part of every employee.	122	67

Domain III: Administrative processes and systems at University of La Verne

14. I am satisfied with the process for hiring classified employees.	122	77
15. I am satisfied with the promotional opportunities at the University of La Verne for classified employees.	120	41
16. I am satisfied with the hiring opportunities from within the institution for classified employees.	112	49
17. I am satisfied with the process for evaluation of performance.	118	42
18. I am satisfied with the process for orientating new employees.	119	62
19. I am satisfied with the opportunities to interface with employees in other departments.	123	70
20. I am satisfied with the opportunities for professional development	118	48

21. I am satisfied with how workplace problems are solved.	123	41
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Domain IV: Conditions and attitudes in your department at University of La Verne

22. I am treated with respect by my supervisors.	124	85
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23. I am treated with respect by my coworkers.	125	88
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24. I am treated with respect by my faculty.	125	87
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25. I am treated with respect by students.	126	87
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26. I feel that the pace and pressure in my department have a negative influence on my personal or family life.	124	26
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27. I feel comfortable, valued, and included by my colleagues.	125	85
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28. I would encourage someone to work in my department.	119	79
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29. I am encouraged to provide suggestions on ways to improve the work flow.	125	76
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30. I feel empowered to resolve problems.	124	70
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31. I feel that I have received the necessary training to do high quality work.	121	69
32. I feel that I have the necessary tools to do high quality work efficiently.	121	70
33. I feel that my workload is just right.	120	63
34. I feel that my workload is light and I am able to do more work.	118	16
<u>Domain V: Diversity in the workplace at University of La Verne</u>		
35. I feel that the University of La Verne provides a welcoming environment for all employees.	121	80
36. I feel that my salary is equitable with my peers and colleagues at the University of La Verne.	113	33
37. I feel that ethnic and cultural diversity is respected at the University of La Verne.	123	87
38. I have heard employees making inappropriate jokes about people at the University of La Verne.	122	32
39. I have experienced retaliation at the University of La Verne.	124	23
40. I feel that discrimination has affected my ability to work at the University of La Verne	122	8
41. I have experienced sexual harassment at the University of La Verne.	124	99% No

42. I have experienced discrimination at the University of La Verne based on:

a. Age	120	92% No
b. Ethnicity	121	89% No
c. Religious Intolerance	118	94% No
d. Sexual Orientation	119	98% No
e. Disability	118	94% No
f. Gender	121	90% No

43. I feel that the process for resolving complaints about sexual harassment and discrimination is effective. 93 79%

Appendix C

Table 3: Comparison of responses by women and men

Table 3. University of La Verne classified staff climate survey responses in Spring 2009 by **Women and Men**

Item	Men		Women	
	N	% Agree and Agree Strongly	N	% Agree and Agree Strongly
<u>Domain I: General</u>				
1. I have a voice about the things that affect me.	35	59	89	65
2. I actively participate in community building events such as the annual picnic, bowling night, holiday events, etc.	35	65	88	73
3. I am treated fairly here.	35	77	88	82
4. I feel that there is a spirit of teamwork and cooperation	35	70	88	66
5. I have considered leaving my job in the past year.	35	51	90	38
6. I am aware of the pro-environment(e.g. recycling, energy saving, etc.) efforts at the University of La Verne	35	88% yes	91	90% Yes
7. I am satisfied with the pro-environment (e.g. recycling, energy saving, etc.) efforts at the University of La Verne.	35	73	86	86
8. I actively participate in the pro-environment (e.g. recycling, energy saving, etc.) efforts at the University of La Verne.	34	84	90	87

Domain II: Communication at University of La Verne

9. I am satisfied with the amount of recognition or praise I get for doing good work.	35	68	91	49
10. I feel that my immediate supervisor keeps me up to date on workplace issues.	35	68	90	63
11. I would feel comfortable making a formal complaint or grievance.	34	61	91	40
12. I am aware of what is expected of me as described in my position description.	35	85	91	86
13. I feel that the culture of the University upholds ethical behavior on the part of every employee.	35	70	86	66

Domain III: Administrative processes and systems at University of La Verne

14. I am satisfied with the process for hiring classified employees.	35	73	85	78
15. I am satisfied with the promotional opportunities at the University of La Verne for classified employees.	34	43	84	43
16. I am satisfied with the hiring opportunities from within the institution for classified employees.	33	54	78	48
17. I am satisfied with the process for evaluation of performance.	33	48	84	39
18. I am satisfied with the process for orientating new employees.	33	72	84	60
19. I am satisfied with the opportunities to interface with employees in other departments.	34	78	88	68

20. I am satisfied 33 45 83 48
with the opportunities for professional development

21. I am satisfied 34 52 88 38
with how workplace problems are solved.

Domain IV: Conditions and attitudes in your department at University of La Verne

22. I am treated 34 76 88 88
with respect by my supervisors.

23. I am treated 35 88 88 89
with respect by my coworkers.

24. I am treated 35 79 88 90
with respect by my faculty.

25. I am treated 35 100 89 97
with respect by students.

26. I feel that the 35 27 87 25
pace and pressure in my department have a negative influence on my personal or family life.

27. I feel 35 83 88 85
comfortable, valued, and included by my colleagues.

28. I would 35 74 83 79
encourage someone to work in my department.

29. I am 35 68 89 78
encouraged to provide suggestions on ways to improve the workflow.

30. I feel 35 71 88 70
empowered to resolve problems.

31. I feel 34 75 85 68
that I have received the necessary training to do high quality work.

32. I feel 34 69 85 72
that I have the necessary tools to do high quality work efficiently.

33. I feel that 35 64 84 63
my workload is just right.

34. I feel that 35 10 82 28
my workload is light and I am able to do more work.

Domain V: Diversity in the workplace at University of La Verne

35. I feel that 35 74 85 81
the University of La Verne provides a welcoming environment for all employees.

36. I feel that 32 37 80 33
my salary is equitable with my peers and colleagues at the University of La Verne.

37. I feel that 35 84 86 88
ethnic and cultural diversity is respected at the University of La Verne.

38. I have 33 36 87 31
heard employees making inappropriate jokes about people at the University of La Verne.

39. I have 35 27 87 20
experienced retaliation at the University of La Verne.

40. I feel that discrimination has affected my ability to work at the University of La Verne	34	13	86	5
41. I have experienced sexual harassment at the University of La Verne.	34	100% No	88	98% No
42. I have experienced discrimination at the University of La Verne based on:				
a. Age	33	93% No	85	90% No
b. Ethnicity	34	91% No	85	88% No
c. Religious Intolerance	32	90% No	84	96% No
d. Sexual Orientation	33	97% No	84	98% No
e. Disability	32	94% No	84	95% No
f. Gender	33	93% No	86	89% No
43. I feel that the process for resolving complaints about sexual harassment and discrimination is effective.	31	80	61	80

Appendix D

Table 4: Comparison of classified employees by years of service

Table 4. University of La Verne classified staff climate survey responses in Spring 2009 by **years of service**

Item	Years of Service			
	N	1-4 Years % Agree and Agree Strongly	N	5 years & Beyond % Agree and Agree Strongly
<u>Domain I: General</u>				
1. I have a voice about the things that affect me.	65	68	54	57
2. I actively participate in community building events such as the annual picnic, bowling night, holiday events, etc.	62	65	54	77
3. I am treated fairly here.	62	83	54	77
4. I feel that there is a spirit of teamwork and cooperation	64	72	54	61
5. I have considered leaving my job in the past year.	65	37	55	42
6. I am aware of the pro-environment(e.g. recycling, energy saving, etc.) efforts at the University of La Verne	66	86% Yes	55	92% Yes
7. I am satisfied with the pro-environment (e.g. recycling, energy saving, etc.) efforts at the University of La Verne.	64	79	51	87
8. I actively participate in the pro-environment (e.g. recycling, energy saving, etc.) efforts at the University of La Verne.	66	86	54	86
<u>Domain II: Communication at University of La Verne</u>				
9. I am satisfied with the amount of recognition or praise I get for doing good work.	66	60	55	50

10. I feel that 66 67 54 66
my immediate supervisor keeps me up to date on workplace issues.

11. I would feel 65 44 54 49
comfortable making a formal complaint or grievance.

12. I am aware of 66 82 55 93
what is expected of me as described in my position description.

13. I feel that the 64 74 52 60
culture of the University upholds ethical behavior on the part of every employee.

Domain III: Administrative processes and Systems

14. I am satisfied 64 82 52 76
with the process for hiring classified employees.

15. I am satisfied 61 51 53 35
with the promotional opportunities at the University of La Verne for classified employees.

16. I am satisfied 57 53 49 49
with the hiring opportunities from within the institution for classified employees.

17. I am satisfied 61 50 51 32
with the process for evaluation of performance.

18. I am satisfied 63 61 50 68
with the process for orientating new employees.

19. I am satisfied 64 64 53 76
with the opportunities to interface with employees in other departments.

20. I am satisfied with the opportunities for professional development 61 46 50 52

21. I am satisfied with how workplace problems are solved. 65 50 52 34

Domain IV: Conditions and attitudes in your department at University of La Verne

22. I am treated with respect by my supervisors. 63 81 55 88

23. I am treated with respect by my coworkers. 64 83 54 93

24. I am treated with respect by my faculty. 66 90 52 84

25. I am treated with respect by students. 65 98 54 98

26. I feel that the pace and pressure in my department have a negative influence on my personal or family life. 64 27 53 22

27. I feel comfortable, valued, and included by my colleagues. 64 86 55 83

28. I would encourage someone to work in my department. 61 76 52 82

29. I am encouraged to provide suggestions on ways to improve the workflow. 65 81 54 70

30. I feel empowered to resolve problems. 65 73 53 69

31. I feel 64 63 51 81

that I have received the necessary training to do high quality work.

32. I feel 61 73 54 73
that I have the necessary tools to do high quality work efficiently.

33. I feel that 63 71 51 57
my workload is just right.

34. I feel that 61 20 51 9
my workload is light and I am able to do more work.

Domain V: Diversity in the workplace at University of La Verne

35. I feel that 62 80 52 82
the University of La Verne provides a welcoming environment for all employees.

36. I feel that 57 45 49 24
my salary is equitable with my peers and colleagues at the University of La Verne.

37. I feel that 62 89 54 86
ethnic and cultural diversity is respected at the University of La Verne.

38. I have 63 28 53 39
heard employees making inappropriate jokes about people at the University of La Verne.

39. I have 64 13 53 31
experienced retaliation at the University of La Verne.

40. I feel that 64 8 52 6
discrimination has affected my ability to work at the University of La Verne

41. I have 62 97% No 53 98% No
experienced sexual harassment at the University of La Verne.

42. I have experienced discrimination at the University of La Verne based on:

a. Age	63	95% No	50	90% No
b. Ethnicity	63	93% No	51	84% No
c. Religious Intolerance	63	95% No	48	97% No
d. Sexual Orientation	63	98% No	49	100% No
e. Disability	63	96% No	48	93% No
f. Gender	64	92% No	50	90% No

43. I feel that the process for resolving complaints about sexual harassment and discrimination is effective.

43

83

44

77

Appendix E

Table 5: Comparison of ethnic groups

Table 5. University of La Verne classified staff climate survey in Spring 2009 by **ethnic background** (N=102; 26 individuals did not respond to the question)

Item	Ethnic Background					
	White		Latino		Combined (Excludes no responses) (African American, Asian, Other groups)	
	N	% Agree and Agree Strongly	N	% Agree and Agree Strongly	N	% Agree and Agree Strongly
<u>Domain I: General</u>						
1. I have a voice about the things that affect me.	49	67	32	68	20	60
2. I actively participate in community building events such as the annual picnic, bowling night, holiday events, etc.	47	69	30	73	21	80
3. I am treated fairly here.	48	82	30	93	21	80
4. I feel that there is a spirit of teamwork and cooperation	49	65	29	81	21	80
5. I have considered leaving my job in the past year.	49	38	32	37	21	28
6. I am aware of the pro-environment(e.g. recycling, energy saving, etc.) efforts at the University of La Verne	49	93% Yes	32	84% Yes	21	95% Yes
7. I am satisfied with the pro-environment (e.g. recycling, energy saving, etc.) efforts at the University of La Verne.	46	90	30	82	21	70

8. I actively participate in the pro-environment (e.g. recycling, energy saving, etc.) efforts at the University of La Verne. 48 93 32 71 20 100

Domain II: Communication at University of La Verne

9. I am satisfied with the amount of recognition or praise I get for doing good work. 49 54 32 62 21 75

10. I feel that my immediate supervisor keeps me up to date on workplace issues. 48 68 32 68 21 80

11. I would feel comfortable making a formal complaint or grievance. 49 46 31 47 21 52

12. I am aware of what is expected of me as described in my position description. 49 91 32 88 21 84

13. I feel that the culture of the University upholds ethical behavior on the part of every employee. 47 67 31 80 21 70

Domain III: Administrative processes and systems at University of La Verne

14. I am satisfied with the process for hiring classified employees. 46 86 32 84 20 75

15. I am satisfied with the promotional opportunities at the University of La Verne for classified employees. 47 44 31 51 20 40

16. I am satisfied with the hiring opportunities from within the institution for classified employees. 45 55 30 53 17 63

17. I am satisfied with the process for evaluation of performance. 47 44 28 46 19 62

18. I am satisfied with the process for orientating new employees.	46	73	29	58	20	75
19. I am satisfied with the opportunities to interface with employees in other departments.	48	72	30	63	21	85
20. I am satisfied with the opportunities for professional development	44	58	29	48	19	47
21. I am satisfied with how workplace problems are solved.	48	43	30	39	21	67
<u>Domain IV: Conditions and attitudes in your department at University of La Verne</u>						
22. I am treated with respect by my supervisors.	48	87	31	83	21	80
23. I am treated with respect by my coworkers.	47	89	32	90	21	100
24. I am treated with respect by my faculty.	48	89	31	86	21	90
25. I am treated with respect by students.	48	100	31	100	21	94
26. I feel that the pace and pressure in my department have a negative influence on my personal or family life.	47	31	31	17	21	14
27. I feel comfortable, valued, and included by my colleagues.	48	80	32	97	21	90

28. I would encourage someone to work in my department.	48	78	29	89	20	80
29. I am encouraged to provide suggestions on ways to improve the work flow.	49	75	31	86	21	75
30. I feel empowered to resolve problems.	48	72	31	70	21	75
31. I feel that I have received the necessary training to do high quality work.	45	74	30	63	21	76
32. I feel that I have the necessary tools to do high quality work efficiently.	47	76	28	71	21	89
33. I feel that my workload is just right.	47	69	30	60	21	70
34. I feel that my workload is light and I am able to do more work.	46	14	30	23	21	14
<u>Domain V: Diversity in workplace at University of La Verne</u>						
35. I feel that the University of La Verne provides a welcoming environment for all employees.	48	80	29	89	21	80
36. I feel that my salary is equitable with my peers and colleagues at the University of La Verne.	47	40	28	50	18	22
37. I feel that ethnic and cultural diversity is respected at the University of La Verne.	49	91	30	90	21	85
38. I have heard employees making inappropriate jokes about people at the University of La Verne.	47	31	30	23	21	27

39. I have experienced retaliation at the University of La Verne.	48	20	31	19	21	18
40. I feel that discrimination has affected my ability to work at the University of La Verne	47	2	31	6	21	8
41. I have experienced sexual harassment at the University of La Verne.	47	100% No	31	96% No	21	100% No
42. I have experienced discrimination at the University of La Verne based on:						
a. Age	46	95% No	31	93% No	19	100% No
b. Ethnicity	45	97% No	30	90% No	21	85% No
c. Religious Intolerance	44	97% No	31	93% No	19	100% No
d. Sexual Orientation	45	100% No	31	100% No	19	100% No
e. Disability	44	100% No	31	90% No	19	100% No
f. Gender	45	97% No	31	90% No	20	95% No
43. I feel that the process for resolving complaints about sexual harassment and discrimination is effective.	37	80	25	80	16	87

Appendix F
Comments by respondents

Comments of University of La Verne Classified Employees on the Climate Survey

Main Themes

- Human Resources could be more effective in dealing with employee issues, complaints and grievances.
- Morale is effected by difficult managers, unsatisfactory reward and recognition processes, and by low pay.
- Faculty are favored over classified employees.
- Work ethic and oversight has room for improvement.
- Some concern about anonymity and the format of the response options.

All Comments

- I have witnessed many discrimination issues
- I am not confident in human resources nor do I feel I am respected by them. If I have a complaint or issue I do not trust them to help nor keep my conversation – the issues a secret. Rather than resolving the issues, it seems that things get swept under the rug! They do not have the best interest of student-staff in mind.
- I had no real opinion, one way or another on questions 14 through 16, 19, 20, and 43.
- People who have not been here longer than others shouldn't get paid more than the one that have been here for years, or if someone is demoted from his or her position should keep the wage that they were making because its not fair to the rest that have been here for longer and have done their job right.
- Verbal harassment by another employee
- The human resources dept. is ineffective and does not serve our employees well. We have too many vice presidents with high salaries. Classified employees are allowed to do exempt to work for little pay and no titles. We take advantage of the classified labor and managers are allowed to get away with it. Employees quit because of poor managers, it is apparent that within the first 6 months of employment what type of manager you are working for. When are we going to wake up and realize what kind of managers we have? The university wants professional employees with great ideas and passion, but we squash employee spirit with a beer budget, poor leadership, and the resistant to change. There are just a few observations.
- All harassment complaints should be reviewed by outside source. Many faculty feel they are valuable then classified which might be true with regard to being knowledgeable in field but all have value as employees and human beings as contributing members of ULV community
- Morale is an issue here due to workloads. Resources and pay. Turnover is significant. Classified have little voice in decisions in affecting them directly. A somewhat agreed option benefits my response on some questions than agree-disagree. The present options force more positive or negative responses.

- Why no question about whether my workload is too heavy? It is. And no question about whether my salary is equitable with others outside of ULV? It's not. My coworkers are wonderful but my supervisor is NOT! But because is tenure faculty I feel there is no recourse or avenue for complaint. There is little effective communication from upper administration about issues affecting the university and our jobs. We get a lot of rumors, but few facts. Need more opportunity funding for professional development. It feels like classified employees have little voice in campus governance. Well the events put on by the classified committee are fun, but the committee needs to be allowed to do more of substance to address employee issues, and a need to be taken seriously by senior management.
- Salary versus other institutions. Classified committee needs to be proactive to get more politically involved at university policies/governance. Better professional growth, like faculty support.
- Nepotism is ramped at ULV. Only friends of friends and relatives get promoted. Individuals doesn't have to have experience or knowledge to get a promotion just as long as they know someone in senior management a position is created for them.
- As people either quit or move to other department or retire and due to the hiring freeze, many of us are overloaded with extra work and highly stressed
- My department is a shamble. The morale is at rock bottom, the worst in all my time at ULV and I feel it is directly due to my dept. managers. We are treated as children and not respected.
- I don't believe the university values classified staff as thinking, intelligent, people able to offer problem-solving solutions. As well, I fear that if I share my criticism openly, I will be ostracized.
- To me most people pick as employees of the year are a joke, they don't seem to be picked on their work abilities but by who they know.
- Some of the questions should have had a neither, agree, or disagree comment.
- I believe the university policy of having department chairs, and then the next person to report to is the dean, is an excellent process period. I am hoping that the supervisors or program chairs will never have the power to say if a classified employee should keep their job or not. There are some who intimidate and show no respect. I love working with most people here at the university of La Verne. I do think tenure should be abolished for all instructors. Once they make tenure, most act like they can treat anyone as bad as they want, with no regards to the people they work with or the students.
- Some of the questions I cannot answer. Do not have enough information.
- Would like to have more information on a regular basis given to employees (financial) so that as a community there is an understanding, of why or why not we are doing or able to do what we need to.
- Survey questions should be broken down to department level. For example, an employee may feel empowered at department level, but not at university level. Also, survey should be sent electronically. Saves time green initiative.
- There are great questions. It would be nice if people's feedback is analyzed is considered.
- As a part time employee I feel that while I receive praise and recognition within my dept. I am not eligible to receive praise I any other setting. I would like to be involved with the classified committee, but I cant, as I am part time. I understand why this

policy exists, but it prevents me from being more active with the La Verne Community. I also know that part time employees are not eligible for employee of the quarter nominations. I do not know the whole selection process, but I believe that being, at least, nominated would be nice. Other than that I love working here at La Verne, and I while part time does not earn as much as full time my family appreciates my time at home and I hope in years to come I stay here and hopefully advance.

- I love the University of La Verne, I love the campus, the students and our community and our culture. I love my job and feel very fortunate to be here, because I don't have a college background. However I sometimes feel as though my experience and my expertise and /or talents are not valued. I took a hug pay cut when I took my job here at La Verne, hoping that my working hard, my strong work ethic and talents would in time bring my salary up. I worry that may never happen especially how in this economic down turn. Despite everything I will always do my job to the best of my ability and will always be proud to work here. I am sure that there are a lot of people here that feel the same way I do. Thanks for listening.
- This is a great working environment. Sometimes I feel the university is too soft on its employees. Some get away with doing things that no other company I have worked for would allow. Tardiness and absences not recorded.
- The classification system is outdated and antiquated. Promotions should be by experience as well as education. 40 yrs of experience should count or be as important as holding a degree. The lack of a degree should not keep a person from being promoted. All rules should apply to everyone. Classified staff is required to give a full 8 hour. All should have to work on full 8 hours as well. 11:00-12:00 lunch and leave at 2:00 is not a full day. You should be able to say no, if you feel like you are being taken advantage of without it being considered insubordination. HR should follow through on complaints and render a decision and not just let it drop. HR should not be bias. People who work in HR should not be part of the University. They should be a separate entity, so they can be impartial. The classification system leaves a lot to be desired. It is not always what you know it's who you know that determines whether you get a promotion.
- I would like to hear more about opportunities for professional development at ULV. I would like to see an opportunity for administrative professionals to become certified as a result of taking classes in that area.
- Next time, please include "not sure" or "not applicable" on survey. Some things fall into those categories. Also, why a hiring freeze only for staff and not faculty? Our jobs are crucial for the running of the institution. Our office has numerous high level faculty and staff, but limited support staff???
- I appreciate all your hard work and dedication to make the experience for classified employees a memorable one. My job situation is very important these days and to still have on is a blessing, so thank you.
- Some workers in certain department could improve on returning phone calls and email (within the dept.) Budget are small, but certain depts. Are expected to buy their own computers, and when they need service, we have to pay for that as well. Shouldn't those depts. Be given a larger budget to accommodate that? Or, they should be placed on the roll out schedule.
- Our main priority, goal is to give and impeccable service to all every students including their parents respectively. Its to shy to say that the majority of most students are complaining about their health status in pertains to their living conditions at their dorms (i.e. Brandt/ Stu-han) in which is not on standard conditions (i.e heat, cool, smells, safety issues, etc.) To satisfy both

parents/students are to project their complains/ to built new dormitory buildings will be the greatest efforts that would reflect outstanding revenues would greatly benefits the ULV.

- I feel that offering related course to job/ duties would benefit the university. At the moment an employee cannot receive training until 4 year without paying the cost. Suggestion: 1 course per semester or year from date of hire, as long as it is not taken during working hours.
- Because of the lack of a neutral answer or an N/A answer this survey will be unsound. Also, the amount of information gathered on the front page makes it possible to identify people and might result in a skew towards positive responses. If you put the ages into categories, t will be more anonymous. Also, next time there is a committee to balance the budget, make sure the faculty don't outnumber us so they don't get a raise and the rest of us suffer.
- Raises! Cost of living goes up all the time
- A good working environment for everyone
- I did not answer some of the questions because I did not agree or disagree. No neutral choice

Appendix G

Overall Sample-Classified Climate Survey-2009

The chart below groups the items in actionable categories under each domain using the data of the overall sample. Discrepancies in disaggregated data are highlighted later. Overall, 24 items fall under strengths, and 17 items fall under items for action.

Domains	<u>Strength</u> Need to continue to nurture	<u>Items for Action</u>
I. General	2. I actively participate in community building events (70%) 3. I am treated fairly here (80%) 6. I am aware of pro- environment efforts (89%) 7. I am satisfied with the pro-environment efforts (82%) 8. I actively participate in pro-environment efforts (86%)	1. I have a voice about things that affect me (61%) 5. I have considered leaving my job in the past year (43%) 4. There is a spirit of teamwork and cooperation (66%)
II. Communication at ULV	12. I am aware of what is expected of me as described in my PDQ (85%) 13. Culture of the University upholds ethical behavior on the part of every employee (67%)	9. I am satisfied with the amount of praise I get for doing good work (54%) 10. My immediate supervisor keeps me up to date on workplace issues (65%) 11. I would feel comfortable making a formal complaint or grievance (45%)
II. Communication at ULV	12. I am aware of what is expected of me as described in my PDQ (85%) 13. Culture of the University upholds ethical behavior on the part of every	9. I am satisfied with the amount of praise I get for doing good work (54%) 10. My immediate supervisor keeps me up to date on workplace issues (65%)

<p>III. Administrative process and systems</p>	<p>14. I am satisfied with the process for hiring classified employees (77%)</p> <p>19. I am satisfied with opportunities to interface with employees from other departments (70%)</p>	<p>15. I am satisfied with the promotional opportunities for classified employees (41%)</p> <p>16. I am satisfied with the hiring opportunities from within the institution (49%)</p> <p>17. I am satisfied with evaluation performance (42%)</p> <p>18. I am satisfied with the process for orienting new employees (62%)</p> <p>20. I am satisfied with the opportunities for professional development (48%)</p> <p>21. I am satisfied with how workplace problems are solved (41%)</p>
<p>IV. Conditions and attitudes in your department</p>	<p>22. I am treated with respect by my supervisor (85%)</p> <p>23. I am treated with respect by my coworkers (88%)</p>	<p>26. Pace and pressure in my department have a negative influence on my personal or family life (26%)</p>

<p>V. Diversity in the workplace</p>	<p>35. ULV provides a welcoming environment for all employees (80%)</p> <p>37. Ethnic and cultural diversity is respected at ULV (87%)</p> <p>40. Discrimination has affected my ability to work at ULV (8%)</p>	<p>36. My salary is equitable with my peers and colleagues at ULV (33%)</p> <p>38. I have heard employees making inappropriate jokes about people at ULV (32%)</p> <p>39. I have experienced retaliation at ULV (23%)</p>
<p>VI. Discrimination</p>	<p>41. I have experienced sexual harassment at ULV (1%)</p> <p>Note: Even one instance is too many</p> <p>43. The process for resolving complaints about sexual harassment and discrimination is effective (79%)</p>	<p>42. I have experienced discrimination at ULV based on:</p> <ul style="list-style-type: none"> • Age (8%) • Ethnicity (11%) • Religious intolerance (6%) • Sexual orientation (2%) • Disability (6%) • Gender (10%) <p>(Overall, 19% (n=24) have checked one or more types of discrimination; 11% (n=14) have checked only one type; 8% (n=10) have checked more than one type)</p>