



FALL 2012
**STAFF ENGAGEMENT AND
DIVERSITY CLIMATE SURVEY
REPORT**

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INTRODUCTION

BACKGROUND

In order to continue to improve Western's campus climate and employee engagement and to enhance the University's commitment to diversity, President Shepard facilitated the distribution of a Staff Engagement and Diversity Climate Survey (Staff Survey) on October 31, 2012. Western had conducted similar studies for faculty and students, and it was critical that the views and opinions of classified and professional staff also be collected in order to identify areas in need of improvement, work on those areas, and ascertain progress.

The Human Resources Office developed a 49 item survey instrument addressing issues of staff engagement. The Equal Opportunity Office, modeling a number of important questions asked in the Higher Education Research Institute (HERI) Faculty Survey, added an additional 33 questions on diversity climate. The total survey instrument contained 82 items.

This survey reflects Western's commitment to supporting diverse staff, and its desire to be responsive to the priorities of campus groups, including the Professional Staff Organization (PSO), the Minority Employee Council (MEC), and the Lesbian, Gay, Bisexual and Transgender Advocacy Council (LGBTAC).

The Staff Survey asked about wide-ranging subjects including many possible areas of satisfaction or dissatisfaction, areas of possible stress, Western's priorities, campus climate, discrimination and the values placed by both staff and Western as an institution on issues of diversity.

METHODOLOGY

Survey Distribution

Western's Office for Survey Research (OSR) administered distribution of the web-based survey. Invitations were sent to all full-time and part-time permanent professional and classified staff. Overall, 1052 individuals were invited to participate.

President Shepard sent an introductory email on October 29, 2012, to all staff prior to the survey distribution to encourage their participation. On October 31, he sent another email to all staff inviting them to participate in the survey and including a link to it. A subsequent email invitation and link to the survey came from John Krieg, Director, OSR, on November 5. Dr. Krieg also sent an additional reminder and request for staff to respond on November 13. The survey was originally set to close on November 14, but was extended to November 16 to encourage additional responses.

Response Rates and Demographics

Of the 1052 surveys sent out, 722 were returned for a response rate of 68.63%. In addition, there were 260 partial responses which are not included in the analyses because the respondent did not enter “submit.” Some respondents chose not to respond to one or more questions, but did enter “submit” at the end of the survey, and thus these responses were included in the analysis.

Of the 708 respondents who answered the question, “What is your employee group?” 232 (33.80%) said that they were professional staff and 476 (67.20%) indicated that they were classified staff. Race demographics for the 722 survey respondents are as follows:

Race Demographics	Frequency	Percent
White only	544	75.4%
Black/African American only	6	0.8%
Asian only	46	6.4%
Native Hawaiian or other Pacific Islander only	5	0.6%
American Indian or Alaska native only	4	0.6%
Hispanic only	10	1.4%
Mixed or multi-racial (specified in ‘other’ or checked more than one category, excluding ‘white’ and ‘other’)	65	9%
*Other (did not specify type of ‘other’ or preferred not to provide race/ethnicity)	7	1%
No response/Unknown (did not identify race/ethnicity)	35	4.8%
Total Respondents	722	100%

*not included in people of color or non-minority count

In summary, the survey respondents consisted of: 18.84% people of color (n=136) and 75.35% non-minority staff (n=544). The term “staff of color” includes those individuals who identified as Black/African American, Asian/Native Hawaiian or Pacific Islander, American Indian or Alaskan Native, Hispanic, or mixed or multi-racial (excluding White and other). The term “non-minority” is used to refer to respondents who identified as White/Caucasian.

Staff that identified their race as “other” were not included in the comparison analysis by race, as their numbers were too small and racial identity was not clear, unless they defined “other” as Caucasian heritage or noted a race/ethnicity (e.g., Filipino) that permitted the person to be classified as non-minority or person of color. Responses from those who identified their race as “other” are included in the analyses by gender and sexual orientation, even though they are not included in the analysis by race.

In addition, 661 respondents indicated their sexual orientation with the following breakout: 5.30% of these respondents identified as lesbian, gay, bisexual or other non-heterosexual (LGBO, n=35); 94.70% of the respondents identified as heterosexual/straight (n=626). Of the 691 respondents who identified their gender, 61.20% indicated female (n=423); 38.50% indicated male (n=266); 0.40% (n=3) identified as other; and one person identified as female and other.

Demographic Tables

Staff Type

Staff	N= Number of Respondents	% Respondents
Professional Staff	232	32.80%
Classified Staff	476	67.20%
No Response	14	1.94%
Total Responses to this Question	708	98.06%
All Respondents	722	100%

Race

Race	N= Number of Respondents	% Respondents
People of Color	136	19.80%
Non-Minority (White/Caucasian)	544	79.18%
Other	7	1.02%
No Response	35	4.85%
Total Responses to this Question	687	95.15%
All Respondents	722	100%

Gender

Gender	N = Number of Respondents	% Respondents
Female	423	61.22%
Male	266	38.49%
Other	3	0.29%
No Response	31	4.29%
Total Responses to this Question	691	95.71%
All Respondents	722	100%

Sexual Orientation

Sexual Orientation	N=Number of Respondents	% Respondents
LGBO	35	5.30%
Heterosexual/straight	626	94.70%
No Response	61	8.45%
Total Responses to this Question	661	91.55%
All Respondents	722	100%

Data Analyses

OSR conducted tests of statistical significance for comparison group analyses (race, sexual orientation, and gender), utilizing SPSS software for the within group comparisons (staff of color/non-minority, LGBO/heterosexual, female/male). Tests for statistical significance were conducted on all survey items using either the t-test or Chi-square test, as appropriate. The t-test was used for questions when response options were on a rating scale (e.g. strongly disagree to strongly agree). It examined the likelihood that a difference in the means of two subgroups of any comparison group (e.g., “staff of color” and “non-minority staff”) was likely due to chance, or whether it represented actual significant differences in how these two populations responded.

OSR also conducted statistical significance analyses using the Pearson’s Chi-square test for questions with two response categorical variables (e.g., indicating yes or no by checking a box if you have experienced sexism). The Chi-square test is based on examining the difference between the actual and expected distribution of responses, where the expected responses would be equal distribution between two groups.

Like the t-test, the level of significance for the Chi-square test (p-value), represents the probability of error involved in rejecting the null hypothesis of equality between the two groups. The reported statistical significance for both the t-tests and the Chi-square tests are based on p-values smaller than 0.05 (expressed as $p < .05$) which represents a difference in mean values for the population, a difference that did not occur by random chance. In Part II of the Report, any time there is statistical significance found between two subgroups, the p-value is $< .05$.

Throughout Part II of the Report, even when there are no statistically significant findings, note may be made of the frequency distribution of the responses that may serve as useful indicators of subgroup opinions. Additionally, the letter “m” that is used in this section of the Report refers to the mean or average response of the particular subgroup analyzed.

The mean is calculated for the variety of response categories listed below using the corresponding numerical indicators. For example, for items with response categories ranging

from “strongly disagree” to “strongly agree,” an $m=3.5$ indicates that the mean response for the subgroup analyzed falls somewhere between “agree” and “strongly agree.”

Strongly disagree = 1

Disagree = 2

Agree = 3

Strongly agree = 4

Never = 1

Rarely = 2

Occasionally = 3

Frequently = 4

Low priority = 1

Medium priority = 2

High priority = 3

Highest priority = 4

Not at all = 1

Somewhat = 2

Very = 3

Not at all = 1

To some extent = 2

To a great extent = 3

Report Sections

Part I: Total Participant Frequency Responses

Part II analyzes data for all participants for each survey item, by frequency of response. This part of the Report provides an overview of the way in which participants' answers were distributed across response categories, and provides a general view of staff opinions.

Part II: Responses by Race, Sexual Orientation and Gender

Part II analyzes all questions by three comparison groups: race, sexual orientation and gender. The responses for each of these groups were divided into the following subgroups: staff of color/non-minority; LGBQ/heterosexual; and female/male. For each item, analyses are also provided to indicate whether the differences between subgroups are statistically significant.

Part III: Comparisons of Faculty, Staff and Student Diversity Climate Survey Responses

Part III compares the results of the Staff Survey on selected diversity climate questions with results of similar questions that were asked in the HERI Faculty Survey and/or the Student Climate Survey.

Summary Highlights and Conclusion

Part IV provides data analyses for selected questions from the Staff Survey, where differences between subgroups (staff of color/non-minority; LGBQ/heterosexual; female/male) were statistically significant. Findings for all questions (those with statistically significant differences as well as those that are not statistically significant) by subgroup are provided in Part II of this Report.

FINDINGS AND ANALYSIS

Part I: Total Participant Frequency Responses

1. I have enough information to get my job done.¹

The majority of respondents (89.70%) either “agreed” or “strongly agreed” with this statement. 10.30% of respondents either “disagreed” or “strongly disagreed” that they had enough information to get their job done.

	All Respondents
Strongly disagree	1.50%
Disagree	8.80%
Agree	59.20%
Strongly agree	30.50%

Table 1 - I have enough information to get my job done.

2. I have the necessary equipment/physical resources to get my job done.

85.50% of respondents either “agreed” or “strongly agreed” when asked if they had the necessary equipment/physical resources to get their job done as compared to 14.50% of respondents who indicated that they either “disagreed” or “strongly disagreed” with this statement.

	All Respondents
Strongly disagree	3.20%
Disagree	11.30%
Agree	57.70%
Strongly agree	27.80%

Table 2 - I have the necessary equipment/physical resources to get my job done.

3. I have enough time to get my job done.

Nearly two-thirds (63.30%) of the respondents either “agreed” or “strongly agreed” that they had enough time to get their job done. A little over one-third (36.70%) of the respondents either “disagreed” or “strongly disagreed” with this statement.

¹ In some cases, percentages do not sum to one hundred because of rounding.

	All Respondents
Strongly disagree	9.60%
Disagree	27.10%
Agree	50.90%
Strongly agree	12.40%

Table 3 - I have enough time to get my job done.

4. I have the freedom to determine the best way to get my work done.

86.30% either “agreed” or “strongly agreed” with this statement as compared to 13.80% of respondents who either “disagreed” or “strongly disagreed” that they have the freedom to determine the best way to get their work done.

	All Respondents
Strongly disagree	3.10%
Disagree	10.70%
Agree	51.70%
Strongly agree	34.60%

Table 4 - I have the freedom to determine the best way to get my work done.

5. I can rely on my co-workers/colleagues when I need help.

88.50% of respondents either “agreed” or “strongly agreed” with this statement as compared to 11.40% of respondents who either “disagreed” or “strongly disagreed” that they can rely on their co-workers/colleagues when they need help.

	All Respondents
Strongly disagree	1.90%
Disagree	9.50%
Agree	54.00%
Strongly agree	34.50%

Table 5 - I can rely on my co-workers/colleagues when I need help.

6. I help co-workers/colleagues when they need it.

Nearly all respondents (98.80%) either “agreed” or “strongly agreed” with this statement.

	All Respondents
Strongly disagree	0.60%
Disagree	0.60%
Agree	46.00%
Strongly agree	52.80%

Table 6 - I help co-workers/colleagues when they need it.

7. I am included in making decisions that affect me.

About two-thirds of the respondents (68%) either “agreed” or “strongly agreed” that they are included in making decisions that affect them, while about one-third (32%) of respondents either “disagreed” or “strongly disagreed” with this statement.

	All Respondents
Strongly disagree	8.80%
Disagree	23.20%
Agree	51.20%
Strongly agree	16.80%

Table 7 - I am included in making decisions that affect me.

8. To what extent do you agree that your current manager or supervisor provides ongoing feedback to help you improve your performance?

78.70% of respondents either “agreed” or “strongly agreed” that their current manager or supervisor provides ongoing feedback to help them improve their performance as compared to 21.40% of respondents who either “disagreed” or “strongly disagreed” with this statement.

	All Respondents
Strongly disagree	6.70%
Disagree	19.20%
Agree	53.20%
Strongly agree	20.90%

Table 8 - My supervisor provides ongoing feedback to help me improve my performance.

9. To what extent do you agree that your current manager or supervisor communicates a clear sense of direction for your department?

69.60% either “agreed” or “strongly agreed” that their current manager or supervisor communicates a clear sense of direction for their department. Just under one-third (30.30%) either “disagreed” or “strongly disagreed” with this statement.

	All Respondents
Strongly disagree	7.80%
Disagree	22.50%
Agree	46.70%
Strongly agree	22.90%

Table 9 - My supervisor communicates a clear sense of direction for my department.

10. To what extent do you agree that your current manager or supervisor supports your career development?

76.30% of respondents either “agreed” or “strongly agreed” that their current manager or supervisor supports their career development. Nearly a quarter of respondents (23.70%) either “disagreed” or “strongly disagreed” with this statement.

	All Respondents
Strongly disagree	7.30%
Disagree	16.40%
Agree	48.60%
Strongly agree	27.70%

Table 10 - My supervisor supports my career development.

11. To what extent do you agree that your current manager or supervisor encourages communication?

Nearly 80% of respondents (79.10%) either “agreed” or “strongly agreed” that their current manager or supervisor encourages communication, as compared to 20.90% of respondents who either “disagreed” or “strongly disagreed.”

	All Respondents
Strongly disagree	6.00%
Disagree	14.90%
Agree	47.20%
Strongly agree	31.90%

Table 11 - My supervisor encourages communication.

12. To what extent do you agree that your current manager or supervisor welcomes ideas about how to improve the work process?

80.10% of the respondents either “agreed” or “strongly agreed” that their current manager or supervisor welcomes ideas about how to improve the work process. Nearly 20% (19.80%) of the respondents either “disagreed” or “strongly disagreed” with this statement.

	All Respondents
Strongly disagree	6.00%
Disagree	13.80%
Agree	45.90%
Strongly agree	34.20%

Table 12 - My supervisor welcomes ideas about how to improve the work process.

13. To what extent do you agree that your current manager or supervisor encourages creative problem-solving?

The majority of the respondents (80.30%) said their current manager or supervisor encourages creative problem-solving, by responding either “agree” or “strongly agree.” 19.60% said they either “disagreed” or “strongly disagreed” with this statement.

	All Respondents
Strongly disagree	5.30%
Disagree	14.30%
Agree	46.90%
Strongly agree	33.40%

Table 13 - My supervisor encourages creative problem-solving.

14. To what extent do you agree that your current manager or supervisor supports team-based approaches to complex work issues?

78.50% of the respondents either “agreed” or “strongly agreed” that their current manager or supervisor supports team-based approaches to complex work issues. 21.50% of all respondents indicated they either “disagreed” or “strongly disagreed” with this statement.

	All Respondents
Strongly disagree	5.70%
Disagree	15.80%
Agree	47.50%
Strongly agree	31.00%

Table 14 - My supervisor supports team-based approaches to complex work issues.

15. To what extent do you agree that your current manager or supervisor can be relied on when you need help?

82% of respondents either “agreed” or “strongly agreed” with this statement as compared to 18% of respondents who either “disagreed” or “strongly disagreed” that their current manager or supervisor can be relied on when they need help.

	All Respondents
Strongly disagree	5.10%
Disagree	12.90%
Agree	48.30%
Strongly agree	33.70%

Table 15 - My supervisor can be relied on when I need help.

16. To what extent do you agree that your current manager or supervisor is concerned about the welfare of those who report to him or her?

84.60% of respondents either “agreed” or “strongly agreed” that their current manager or supervisor is concerned about the welfare of those who report to him or her, as compared to 15.40% of respondents who either “disagreed” or “strongly disagreed” with this statement.

	All Respondents
Strongly disagree	5.50%
Disagree	9.90%
Agree	45.10%
Strongly agree	39.50%

Table 16 - My supervisor is concerned about the welfare of those who report to him or her.

17. To what extent do you agree that your current manager or supervisor is trustworthy?

84.30% either “agreed” or “strongly agreed” that their current manager or supervisor is trustworthy, while 15.6% of respondents either “disagreed” or “strongly disagreed.”

	All Respondents
Strongly disagree	4.20%
Disagree	11.40%
Agree	44.40%
Strongly agree	39.90%

Table 17 - My supervisor is trustworthy.

18. To what extent do you agree that your current manager or supervisor treats employees equitably?

76.30% of respondents either “agreed” or “strongly agreed” with this statement. 23.70% of the survey respondents either “disagreed” or “strongly disagreed” that their current manager or supervisor treats employees equitably.

	All Respondents
Strongly disagree	9.00%
Disagree	14.70%
Agree	40.40%
Strongly agree	35.90%

Table 18 - My supervisor treats employees equitably.

19. To what extent do you agree that your current manager or supervisor shows appreciation/recognition?

Nearly 80% of respondents (78.70%) either “agreed” or “strongly agreed” that their current manager or supervisor shows appreciation/recognition, while 21.30% of respondents either “disagreed” or “strongly disagreed” with this statement.

	All Respondents
Strongly disagree	5.40%
Disagree	15.90%
Agree	46.30%
Strongly agree	32.40%

Table 19 - My supervisor shows appreciation/recognition.

20. To what extent do you agree that, “Conditions on my job allow me to be highly productive.”

71.40% of respondents either “agreed” or “strongly agreed” that conditions on their job allowed them to be highly productive. 28.60% of respondents either “disagreed” or “strongly disagreed.”

	All Respondents
Strongly disagree	3.40%
Disagree	25.20%
Agree	56.90%
Strongly agree	14.50%

Table 20 - Conditions on my job allow me to be highly productive.

21. To what extent do you agree that, “In my department, I am treated with respect.”

86.70% of respondents either “agreed” or “strongly agreed” that they were treated with respect in their department. 13.20% of respondents either “disagreed” or “strongly disagreed” with this statement.

	All Respondents
Strongly disagree	2.90%
Disagree	10.30%
Agree	58.80%
Strongly agree	27.90%

Table 21 - In my department, I am treated with respect.

22. To what extent do you agree that, “Outside my department, I am treated with respect.”

As with the previous question, the responses were much the same. When asked if they are treated with respect outside of their department, 88.10% of respondents either “agreed” or “strongly agreed,” while 11.90% of the respondents either “disagreed” or “strongly disagreed.”

	All Respondents
Strongly disagree	2.20%
Disagree	9.70%
Agree	63.90%
Strongly agree	24.20%

Table 22 - Outside my department, I am treated with respect.

23. To what extent do you agree that, “I am proud to be working for my department.”

The majority (90%) of all respondents either “agreed” or “strongly agreed” with this statement. 10% of respondents either “disagreed” or “strongly disagreed.”

	All Respondents
Strongly disagree	2.40%
Disagree	7.60%
Agree	47.50%
Strongly agree	42.50%

Table 23 - I am proud to be working for my department.

24. To what extent do you agree that, “My department motivates me to do my best.”

72.10% of respondents either “agreed” or “strongly agreed” with this statement. 27.9% either “disagreed” or “strongly disagreed” that their department motivates them to do their best.

	All Respondents
Strongly disagree	5.80%
Disagree	22.10%
Agree	46.30%
Strongly agree	25.80%

Table 24 - My department motivates me to do my best.

25. To what extent do you agree that, “I feel a sense of personal satisfaction when I do my job well.”

A vast majority of respondents (96.90%) either “agreed” or “strongly agreed” that they feel a sense of personal satisfaction when they do their job well. Only 3.10% of respondents either “disagreed” or “strongly disagreed” with this statement.

	All Respondents
Strongly disagree	0.30%
Disagree	2.80%
Agree	41.60%
Strongly agree	55.30%

Table 25 - I feel a sense of personal satisfaction when I do my job well.

26. To what extent do you agree that, “I have to work harder than other employees to be valued equally.”

Nearly one-third of respondents (31.60%) either “agreed” or “strongly agreed” with this statement, compared to 68.40% of respondents who either “disagreed” or “strongly disagreed” that they had to work harder than other employees to be valued equally.

	All Respondents
Strongly disagree	14.00%
Disagree	54.40%
Agree	21.00%
Strongly agree	10.60%

Table 26 - I have to work harder than other employees to be valued equally.

27. To what extent do you agree that, “My job lets me use my skills and abilities.”

86.20% of respondents either “agreed” or “strongly agreed” that their job lets them use their skills and abilities. 13.80% of the respondents either “disagreed” or “strongly disagreed” with this statement.

	All Respondents
Strongly disagree	3.90%
Disagree	9.90%
Agree	59.10%
Strongly agree	27.10%

Table 27 - My job lets me use my skills and abilities.

28. To what extent do you agree that, “My job requires that I learn new things.”

89.20% of the respondents either “agreed” or “strongly agreed” that their job requires them to learn new things. 10.80% of the respondents either “disagreed” or “strongly disagreed” with this statement.

	All Respondents
Strongly disagree	2.10%
Disagree	8.70%
Agree	59.70%
Strongly agree	29.50%

Table 28 - My job requires that I learn new things.

29. To what extent do you agree that, “Working in my department has strengthened my personal commitment to Western.”

74.90% of respondents either “agreed” or “strongly agreed” with this statement. One-quarter (25.10%) of all respondents indicated that they either “disagreed” or “strongly disagreed” that working in their department has strengthened their personal commitment to Western.

	All Respondents
Strongly disagree	5.00%
Disagree	20.10%
Agree	53.70%
Strongly agree	21.20%

Table 29 - Working in my department has strengthened my personal commitment to Western.

30. To what extent do you agree that, “If I were offered a comparable position with slightly better compensation at another organization, I would stay at Western.”

Over half of the respondents (56.80%) either “agreed” or “strongly agreed” that if offered a comparable position with slightly better compensation at another organization, they would stay at Western. 43.20% of respondents either “disagreed” or “strongly disagreed” with this statement.

	All Respondents
Strongly disagree	13.40%
Disagree	29.80%
Agree	43.20%
Strongly agree	13.60%

Table 30 - If I were offered a comparable position with slightly better compensation at another organization, I would stay at Western.

31. To what extent do you agree that, “I would recommend Western to friends and family seeking employment.”

82.80% either “agreed” or “strongly agreed” that they would recommend Western to friends and family seeking employment. 17.30% of the respondents either “disagreed” or “strongly disagreed” with this statement.

	All Respondents
Strongly disagree	4.50%
Disagree	12.80%
Agree	62.40%
Strongly agree	20.40%

Table 31 - I would recommend Western to friends and family seeking employment.

32. To what extent do you agree that, “It would be easy for me to find a similar job with another employer with approximately the same income and benefits as I have now.”

The responses to this statement were split almost equally. 51.70% of respondents either “agreed” or “strongly agreed” while 48.20% of respondents either “disagreed” or “strongly disagreed.”

	All Respondents
Strongly disagree	7.00%
Disagree	41.20%
Agree	38.30%
Strongly agree	13.40%

Table 32 - It would be easy for me to find a similar job with another employer with approximately the same income and benefits as I have now.

33. To what extent do you agree that, “I am paid appropriately.”

37.70% of respondents either “agreed” or “strongly agreed” that they are paid appropriately, while 62.30% of the respondents either “disagreed” or “strongly disagreed.”

	All Respondents
Strongly disagree	21.20%
Disagree	41.10%
Agree	34.50%
Strongly agree	3.20%

Table 33 - I am paid appropriately.

34. To what extent do you agree that, “I receive appropriate benefits.”

84.70% of respondents either “agreed” or “strongly agreed” that they receive appropriate benefits, while 15.20% either “disagreed” or “strongly disagreed” with this statement.

	All Respondents
Strongly disagree	2.90%
Disagree	12.30%
Agree	68.40%
Strongly agree	16.30%

Table 34 - I receive appropriate benefits.

35. To what extent do you agree that, “I am satisfied with my job.”

75% either “agreed” or “strongly agreed” that they are satisfied with their job, while one-quarter of the respondents (25%) either “disagreed” or “strongly disagreed” with this statement.

	All Respondents
Strongly disagree	3.90%
Disagree	21.10%
Agree	59.90%
Strongly agree	15.10%

Table 35 – I am satisfied with my job.

Responses to questions 36-43 regarding staff employees’ work experiences at Western over the past three years are compiled below.

	All Respondents
Been passed over for promotion	12.30%
Been blocked in my career path	17.00%
Received public recognition of workplace achievement	29.00%
Experienced job insecurity	38.80%
Collaborated on a successful first-rate project	47.60%
Received unfair personnel evaluations	9.30%
Had an opportunity to provide exceptional service to relevant clientele	66.20%

Table 36-43 - Staff employees' work experiences at Western over the past three years.

44. How frequently do you work on unnecessary tasks or projects?

40.60% of respondents said that they either “frequently” or “occasionally” work on unnecessary tasks or projects. 59.30% of the respondents said that they either “never” or “rarely” work on unnecessary tasks or projects.

	All Respondents
Never	16.10%
Rarely	43.20%
Occasionally	35.60%
Frequently	5.00%

Table 44 - How frequently do you work on unnecessary tasks or projects in your current position at Western?

45. How frequently do you take work home in the evenings or on weekends to stay caught up?

41.40% of respondents said that they either “frequently” or “occasionally” take work home in the evenings or on weekends to stay caught up. 58.60% of the respondents said they either “rarely” or “never” do this.

	All Respondents
Never	35.80%
Rarely	22.80%
Occasionally	26.00%
Frequently	15.40%

Table 45 - How frequently do you take work home in the evenings or on weekends to stay caught up?

46. How frequently do you work excessively long hours?

When respondents were asked if they work excessively long hours, 39.90% of respondents said they either “frequently” or “occasionally” do so and 60.10% of respondents said they either “rarely” or “never” work excessively long hours.

	All Respondents
Never	29.40%
Rarely	30.70%
Occasionally	26.30%
Frequently	13.60%

Table 46 - How frequently do you work excessively long hours?

47. How frequently do you spend too much time in unimportant meetings?

44% of respondents said they either “frequently” or “occasionally” spend too much time in unimportant meetings, compared to 56% of respondents who said they either “rarely” or “never” do this.

	All Respondents
Never	14.70%
Rarely	41.30%
Occasionally	36.10%
Frequently	7.90%

Table 47 - How frequently do you spend too much time in unimportant meetings in your current position at Western?

48. How frequently do you receive conflicting requests from two or more people?

43% of respondents said that they either “frequently” or “occasionally” receive conflicting responses from two or more people. 57% of respondents said they either “rarely” or “never” receive conflicting requests from two or more people.

	All Respondents
Never	15.10%
Rarely	41.90%
Occasionally	32.80%
Frequently	10.20%

Table 48 - How frequently do you receive conflicting requests from two or more people?

49. How familiar are you with Western's mission statement?

8.30% of the respondents indicated they are “not at all” familiar with Western’s mission statement, compared to 56.10% of respondents who said they were “somewhat” familiar with Western’s mission statement. 35.60% say they are “very” familiar with Western's mission statement.

	All Respondents
Not at all	8.30%
Somewhat	56.10%
Very	35.60%

Table 49 - How familiar are you with Western’s mission statement?

50. Please indicate the extent to which you felt welcomed when you first came to Western.

95.10% of respondents said they felt welcomed either “to some extent” or “to a great extent” when they first came to Western. 4.90% of respondents said that they felt “not at all” welcomed.

	All Respondents
Not at all	4.90%
To some extent	40.00%
To a great extent	55.10%

Table 50 - To what extent did you feel welcomed when you first came to Western?

51. Please indicate the extent to which you have to work harder than your colleagues to be perceived as a valued employee.

Responses to this question were almost evenly split, with 50.70% of respondents feeling that either “to some extent” or “to a great extent” they have to work harder than their colleagues to be perceived as a valued employee, compared to 49.30% of respondents who felt “not at all” this way.

	All Respondents
Not at all	49.30%
To some extent	38.70%
To a great extent	12.00%

Table 51 - To what extent do you have to work harder than your colleagues to be perceived as a valued employee?

Responses to questions 52-58 regarding staff experiences at Western over the past three years are compiled below:

	All Respondents
Been sexually harassed?	2.30%
Experienced subtle discrimination based upon group identity?	18.10%
Experienced overt discrimination based upon group identity?	5.10%
Experienced racism?	5.40%
Experience sexism?	10.30%
Experienced heterosexism? ²	3.40%
None of the above	75.50%

Table 52 - 58 - Responses regarding staff experiences at Western over the past three years.

59. To what extent do you agree with the following statement: Western’s workforce should include more employees of color.

72% of respondents either “agreed” or “strongly agreed” that Western’s workforce should include more employees of color, while 28% of respondents either “disagreed” or “strongly disagreed” with this statement.

	All Respondents
Strongly disagree	1.80%
Disagree	26.20%
Agree	56.00%
Strongly agree	16.00%

Table 59 - Western’s workforce should include more employees of color.

60. To what extent do you agree with the following statement: Western’s workforce should include more women.

45.80% of respondents either “agreed” or “strongly agreed” that Western’s workforce should include more women, while 54.20% of respondents either “disagreed” or “strongly disagreed” with this statement.

² Includes the system of beliefs and biases that favor male-female sexuality, causing discrimination against lesbian, gay, bisexual and other non-heterosexual people.

	All Respondents
Strongly disagree	3.20%
Disagree	51.00%
Agree	37.60%
Strongly agree	8.20%

Table 60 - Western's workforce should include more women.

61. To what extent do you agree with the following statement: Western's workforce should include more employees with disabilities.

Approximately two-thirds of respondents (67%) either "agreed" or "strongly agreed" that Western's workforce should include more employees with disabilities, while 33% of respondents either "disagreed" or "strongly disagreed" with this statement.

	All Respondents
Strongly disagree	1.60%
Disagree	31.40%
Agree	57.50%
Strongly agree	9.50%

Table 61 - Western's workforce should include more employees with disabilities.

62. To what extent do you agree with the following statement: Western's workforce should include more veterans.

Almost three-quarters of the respondents (73.10%) either "agreed" or "strongly agreed" that Western's workforce should include more veterans, while 26.90% of respondents either "disagreed" or "strongly disagreed" with this statement.

	All Respondents
Strongly disagree	1.40%
Disagree	25.50%
Agree	59.30%
Strongly agree	13.80%

Table 62 - Western's workforce should include more veterans.

63. To what extent do you agree that employees of color are treated fairly at Western?

89.40% of respondents either “agreed” or “strongly agreed” that employees of color are treated fairly at Western, while 10.50% of respondents either “disagreed” or “strongly disagreed” with this statement.

	All Respondents
Strongly disagree	1.50%
Disagree	9.00%
Agree	73.20%
Strongly agree	16.20%

Table 63 - Employees of color are treated fairly at Western.

64. To what extent do you agree that women employees are treated fairly at Western?

The majority of respondents (85.60%) either “agreed” or “strongly agreed” that women employees are treated fairly at Western, while 14.50% either “disagreed” or “strongly disagreed” with this statement.

	All Respondents
Strongly disagree	2.00%
Disagree	12.50%
Agree	67.80%
Strongly agree	17.80%

Table 64 - Women employees are treated fairly at Western.

65. To what extent do you agree that gay, lesbian, bisexual, and transgender employees are treated fairly at Western?

87.80% of respondents either “agreed” or “strongly agreed” that gay, lesbian, bisexual, and transgender employees are treated fairly at Western, while 12.10% either “disagreed” or “strongly disagreed” with this statement.

	All Respondents
Strongly disagree	1.50%
Disagree	10.60%
Agree	71.80%
Strongly agree	16.00%

Table 65 - Gay, lesbian, bisexual and transgender employees are treated fairly at Western.

66. To what extent do you agree that employees with disabilities are treated fairly at Western?

87.50% of respondents either “agreed” or “strongly agreed” that employees with disabilities are treated fairly at Western, while 12.40% either “disagreed” or “strongly disagreed” with this statement.

	All Respondents
Strongly disagree	1.70%
Disagree	10.70%
Agree	72.40%
Strongly agree	15.10%

Table 66 - Employees with disabilities are treated fairly at Western.

67. To what extent do you agree that veteran employees are treated fairly at Western?

The majority of respondents (92.60%) either “agreed” or “strongly agreed” that veteran employees are treated fairly at Western, compared to 7.40% of respondents who either “disagreed” or “strongly disagreed” with this statement.

	All Respondents
Strongly disagree	0.60%
Disagree	6.80%
Agree	78.60%
Strongly agree	14.00%

Table 67 - Veteran employees are treated fairly at Western.

68. To what extent do you agree that all employees are treated fairly at Western?

82.80% of respondents either “agreed” or “strongly agreed” that all employees are treated fairly at Western. 17.10% of respondent either “disagreed” or “strongly disagreed” with this statement.

	All Respondents
Strongly disagree	2.60%
Disagree	14.50%
Agree	69.10%
Strongly agree	13.70%

Table 68 - All employees are treated fairly at Western.

Questions 69-73 ask employees to rate their perception of Western’s level of priority on various issues that are illustrated below.

	Either “High” or “Highest Priority”	Either “Low” or “Medium Priority”
What level of priority do you believe Western places on creating a more inclusive campus community that is welcoming of employees from diverse backgrounds?	57.90%	42.10%
What level of priority do you believe Western places on promoting gender equity among employees?	48.20%	51.80%
What level of priority do you believe Western places on increasing representation of employees and administrators of color?	50.00%	49.90%
What level of priority do you believe Western places on increasing representation of women employees and administrators?	39.80%	60.10%
What level of priority do you believe Western places on developing an appreciation for multiculturalism?	60.90%	39.10%

Table 69-73 – Employees rate their perception of Western’s level of priority on various issues.

74. To what extent do you agree that promoting diversity leads to the employment of too many under-qualified employees?

Less than one-quarter of respondents (22.60%) either “agreed” or “strongly agreed” that promoting diversity leads to the employment of too many under-qualified employees, while the majority (77.30%) of respondents either “disagreed” or “strongly disagreed” with this statement.

	All Respondents
Strongly disagree	27.30%
Disagree	50.00%
Agree	18.10%
Strongly agree	4.50%

Table 74 - Diversity leads to the employment of too many under-qualified employees.

75. To what extent do you agree that a racially/ethnically diverse workforce enhances the work experience and climate for all employees?

The majority of respondents (91.50%) either “agreed” or “strongly agreed” that a racially/ethnically diverse workforce enhances the work experience and climate for all employees, while 8.50% either “disagreed” or “strongly disagreed” with this statement.

	All Respondents
Strongly disagree	1.30%
Disagree	7.20%
Agree	60.80%
Strongly agree	30.70%

Table 75 - A racially/ethnically diverse workforce enhances the work experience and climate for all employees.

76. To what extent do you agree that Western should prohibit racist, sexist and hate speech regarding any protected category group on campus?

89.20% of respondents either “agreed” or “strongly agreed” that Western should prohibit racist, sexist and hate speech regarding any protected category group on campus. 10.80% of respondents either “disagreed” or “strongly disagreed” with this statement.

	All Respondents
Strongly disagree	2.00%
Disagree	8.80%
Agree	37.80%
Strongly agree	51.40%

Table 76 - Western should prohibit racist, sexist and hate speech regarding any protected category group on campus.

77. To what extent do you agree that Western provides sufficient resources to help me feel included and valued?

Just over three-quarters of respondents (75.90%) either “agreed” or “strongly agreed” that Western provides sufficient resources to help them feel included and valued, while 24.10% either “disagreed” or “strongly disagreed” with this statement.

	All Respondents
Strongly disagree	3.80%
Disagree	20.30%
Agree	66.90%
Strongly agree	9.00%

Table 77 - Western provides sufficient resources to help me feel included and valued.

78. To what extent do you agree that there is a lot of racial conflict at Western?

7.40% of respondents either “agreed” or “strongly agreed” that there is a lot of racial conflict at Western, while the majority of respondents (92.60%) either “disagreed” or “strongly disagreed” with this statement.

	All Respondents
Strongly disagree	28.10%
Disagree	64.50%
Agree	6.10%
Strongly agree	1.30%

Table 78 - There is a lot of racial conflict at Western.

79. To what extent do you agree that diversity should be more strongly reflected at Western?

Two-thirds of respondents (67%) either “agreed” or “strongly agreed” that diversity should be more strongly reflected at Western, while 33.10% either “disagreed” or “strongly disagreed” with this statement.

	All Respondents
Strongly disagree	2.40%
Disagree	30.70%
Agree	52.60%
Strongly agree	14.40%

Table 79 - Diversity should be more strongly reflected at Western.

80. To what extent do you agree that, at Western, there is respect for the expression of diverse values, beliefs and identities?

The majority of respondents (87.60%) either “agreed” or “strongly agreed” that, at Western, there is respect for the expression of diverse values, beliefs and identities. 12.40% either “disagreed” or “strongly disagreed” with this statement.

	All Respondents
Strongly disagree	3.00%
Disagree	9.40%
Agree	72.60%
Strongly agree	15.00%

Table 80 - At Western, there is respect for the expression of diverse values, beliefs and identities.

81. To what extent do you agree with the statement, “My colleagues respect the expression of diverse values, beliefs and identities.”

Like the responses to the previous question, the majority of respondents (86.40%) either “agreed” or “strongly agreed” that their colleagues respect the expression of diverse values, beliefs and identities. 13.60% of respondents either “disagreed” or “strongly disagreed” with this statement.

	All Respondents
Strongly disagree	3.00%
Disagree	10.60%
Agree	66.30%
Strongly agree	20.10%

Table 81 - My colleagues respect the expression of diverse values, beliefs and identities.

82. To what extent do you agree with the statement, “My supervisor respects the expression of diverse values, beliefs and identities.”

Almost 90% of the respondents (88.50%) either “agreed” or “strongly agreed” that their supervisor respects the expression of diverse values, beliefs and identities. 11.40% of respondents either “disagreed” or “strongly disagreed” with this statement.

	All Respondents
Strongly disagree	2.90%
Disagree	8.50%
Agree	59.60%
Strongly agree	28.90%

Table 82 - My supervisor respects the expression of diverse values, beliefs and identities.

PART II: Analysis by Race, Sexual Orientation and Gender

Tests of statistical significance were performed in the following analyses by race, sexual orientation and gender (see Methodology section for additional detail on statistical significance). Please note that “m” refers to the mean response of the particular subgroup. The analyses below are chronological, matching the order of responses in Part I.

1. I have enough information to get my job done.

Responses to this question were not statistically significant by race, sexual orientation or gender. Of note is that LGBO staff respondents disagreed at the highest rate of frequency (22.9%), compared to their heterosexual counterparts (8.3%) and as compared to all other respondents.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Strongly disagree	0.7%	1.3%	0.0%	1.1%	0.5%	2.3%
Disagree	9.6%	8.3%	22.9%	8.3%	8.5%	9.1%
Agree	64.0%	58.1%	48.6%	59.8%	59.5%	58.1%
Strongly agree	25.7%	32.3%	28.6%	30.8%	31.5%	30.6%

Table 1 – I have enough information to get my job done.

2. I have the necessary equipment/physical resources to get my job done.

Findings were statistically significant by gender, but were not significant by race or sexual orientation. Female staff (m=3.22) reported having the necessary equipment/physical resources to get the job done to a greater extent than male staff (m=2.96).

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Strongly disagree	4.5%	2.6%	0.0%	3.2%	0.7%	6.8%
Disagree	14.2%	10.7%	11.8%	11.4%	8.8%	15.9%
Agree	57.5%	57.3%	55.9%	57.7%	58.1%	56.1%
Strongly agree	23.9%	29.4%	32.4%	27.7%	32.4%	21.2%

Table 2 – I have the necessary equipment/physical resources to get my job done.

3. I have enough time to get my job done.

Responses to this question were not statistically significant by race, sexual orientation or gender. Responses were fairly similar for respondents across race, sexual orientation and gender categories.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBQ	Heterosexual	Female	Male
Strongly disagree	6.7%	9.4%	2.9%	9.8%	8.7%	10.6%
Disagree	25.9%	27.6%	28.6%	27.7%	29.1%	23.9%
Agree	53.3%	51.2%	54.3%	50.8%	48.7%	55.3%
Strongly agree	14.1%	11.8%	14.3%	11.7%	13.5%	10.2%

Table 3 – I have enough time to get my job done.

4. I have the freedom to determine the best way to get my job done.

Findings were statistically significant by race, but not by sexual orientation or gender. Non-minority staff (m=3.22) agreed more strongly than staff of color (m=3.08) that they had the freedom to determine the best way to get their job done. 38.4% non-minority staff answered “strongly agree” to this statement, compared to 23.5% staff of color who answered in this way. LGBQ respondents either “disagreed” or “strongly disagreed” at a much higher frequency rate (34.3%) than their heterosexual counterparts (11.9%) and as compared to all other respondents.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBQ	Heterosexual	Female	Male
Strongly disagree	2.2%	2.9%	2.9%	2.6%	2.6%	3.0%
Disagree	10.3%	10.5%	31.4%	9.3%	10.9%	10.5%
Agree	64.0%	48.2%	31.4%	52.7%	50.8%	52.3%
Strongly agree	23.5%	38.4%	34.3%	35.5%	35.7%	34.2%

Table 4 – I have the freedom to determine the best way to get my job done.

5. I can rely on my co-workers/colleagues when I need help.

Responses to this question were not statistically significant by race, sexual orientation or gender. Frequency of responses across all subgroups contain very little difference.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Strongly disagree	2.2%	2.0%	0.0%	2.2%	1.7%	2.6%
Disagree	9.6%	9.6%	8.6%	9.8%	10.9%	7.5%
Agree	60.0%	51.9%	65.7%	53.1%	53.0%	55.5%
Strongly agree	28.1%	36.5%	25.7%	34.8%	34.4%	34.3%

Table 5 – I can rely on my co-workers/colleagues when I need help.

6. I help co-workers/colleagues when they need it.

Findings were statistically significant by race, but not by sexual orientation or gender. Staff of color agreed less strongly ($m=3.43$) than non-minority staff ($m=3.53$). 44.4% staff of color “strongly agreed” compared to 55.5% of their non-minority staff counterparts.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Strongly disagree	0.0%	0.6%	0.0%	0.5%	0.2%	0.8%
Disagree	0.7%	0.6%	0.0%	0.6%	0.5%	0.8%
Agree	54.8%	43.4%	51.4%	44.4%	45.4%	45.7%
Strongly agree	44.4%	55.5%	48.6%	54.5%	53.9%	52.8%

Table 6 – I help co-workers/colleagues when they need it.

7. I am included in making decisions that affect me.

Responses to this question were not statistically significant by race, sexual orientation or gender. Of note, the LGBO respondents had the highest frequency of “disagree” or “strongly disagree” responses (48.6%) as compared to all other respondents.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Strongly disagree	6.0%	8.7%	14.3%	8.0%	7.3%	9.5%
Disagree	20.9%	23.8%	34.3%	22.5%	24.9%	20.8%
Agree	56.0%	50.5%	37.1%	52.2%	52.1%	50.4%
Strongly agree	17.2%	17.1%	14.3%	17.3%	15.6%	19.3%

Table 7 – I am included in making decisions that affect me.

8. To what extent do you agree that your current supervisor provides ongoing feedback to help you improve your performance?

Responses to this question were not statistically significant by race, sexual orientation or gender. Of note, again, LGBO staff had the highest frequency response in the “disagree” or “strongly disagree” categories as compared to their heterosexual counterparts and all other respondents.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Strongly disagree	4.4%	7.0%	8.6%	6.6%	6.2%	7.1%
Disagree	18.5%	19.9%	22.9%	19.5%	18.8%	20.3%
Agree	57.8%	51.5%	54.3%	52.3%	53.1%	53.4%
Strongly agree	19.3%	21.6%	14.3%	21.6%	21.9%	19.2%

Table 8 – My current supervisor provides ongoing feedback to help me improve my performance.

9. To what extent do you agree that your current supervisor communicates a clear sense of direction for your department?

Responses to this question were not statistically significant by race, sexual orientation or gender. As in the previous question, of note is that the highest frequency response in the “disagree” or “strongly disagree” categories is from LGBO staff respondents (40.0%), as compared to their heterosexual counterparts (30.6%), and as compared to all other respondents.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Strongly disagree	5.2%	7.9%	8.6%	7.2%	6.4%	8.7%
Disagree	25.2%	21.9%	31.4%	23.4%	23.0%	22.3%
Agree	50.4%	45.9%	48.6%	45.4%	48.3%	45.3%
Strongly agree	19.3%	24.3%	11.4%	24.0%	22.3%	23.8%

Table 9 – My current supervisor communicates a clear sense of direction for my department.

10. To what extent do you agree that your current supervisor supports your career development?

Findings were statistically significant by race, but not by sexual orientation or gender. Staff of color (m=2.83) agreed less strongly than non-minority staff (m=3.00) that their supervisor supports their career development.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBQ	Heterosexual	Female	Male
Strongly disagree	7.5%	7.1%	11.4%	6.9%	5.7%	9.1%
Disagree	20.1%	15.6%	11.4%	17.3%	18.4%	13.7%
Agree	53.7%	47.1%	51.4%	47.6%	46.5%	52.1%
Strongly agree	18.7%	30.2%	25.7%	28.2%	29.4%	25.1%

Table 10 – My supervisor supports my career development.

11. To what extent do you agree that your current supervisor encourages communication?

Responses to this question were not statistically significant by race, sexual orientation or gender. Of note is that LGBQ staff answered at a higher frequency of response in the “disagree” or “strongly disagree” categories (31.4%) as compared to their heterosexual counterparts (20.1%) and as compared to all other respondents.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBQ	Heterosexual	Female	Male
Strongly disagree	5.2%	5.7%	5.7%	5.4%	5.2%	6.0%
Disagree	14.8%	14.5%	25.7%	14.7%	16.4%	11.7%
Agree	54.8%	45.7%	42.9%	47.0%	46.0%	51.3%
Strongly agree	25.2%	34.1%	25.7%	32.8%	32.5%	30.9%

Table 11 – My current supervisor encourages communication.

12. To what extent do you agree that your current supervisor welcomes ideas about how to improve the work process?

Responses to this question were not statistically significant by race, sexual orientation or gender. Of note, again, is that LGBQ staff answered at a higher frequency of response in the “disagree” or “strongly disagree” categories (28.5%) as compared to their heterosexual counterparts (19.1%) and as compared to all other respondents.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Strongly disagree	5.9%	5.7%	11.4%	5.3%	5.2%	6.4%
Disagree	16.3%	13.1%	17.1%	13.8%	12.6%	15.1%
Agree	51.1%	44.5%	48.6%	46.1%	46.4%	46.8%
Strongly agree	26.7%	36.6%	22.9%	34.8%	35.7%	31.7%

Table 12 – My current supervisor welcomes ideas about how to improve the work process.

13. To what extent do you agree that your current supervisor encourages creative problem-solving?

Responses to this question were not statistically significant by race, sexual orientation or gender.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Strongly disagree	3.7%	5.7%	11.4%	4.6%	4.7%	6.1%
Disagree	19.1%	12.5%	14.3%	14.1%	14.7%	12.5%
Agree	49.3%	46.5%	45.7%	47.1%	47.0%	48.5%
Strongly agree	27.9%	35.2%	28.6%	34.1%	33.6%	33.0%

Table 13 – My current supervisor encourages creative problem-solving.

14. To what extent do you agree that your current supervisor supports team-based approaches to complex work issues?

Responses to this question were not statistically significant by race, sexual orientation or gender. Of note is that LGBO staff answered at a higher frequency of response in the “disagree” or “strongly disagree” categories (33.3%) as compared to their heterosexual counterparts (20.8), and as compared to all other respondents.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Strongly disagree	4.5%	5.7%	11.4%	5.0%	5.2%	5.3%
Disagree	16.4%	15.4%	22.9%	15.8%	15.7%	15.2%
Agree	52.2%	46.7%	40.0%	48.0%	47.1%	50.6%
Strongly agree	26.9%	32.2%	25.7%	31.2%	31.9%	28.9%

Table 14 – My current supervisor supports team-based approaches to complex work issues.

15. To what extent do you agree that your current supervisor can be relied on when you need help?

Responses to this question were not statistically significant by race, sexual orientation or gender.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBQ	Heterosexual	Female	Male
Strongly disagree	6.7%	4.4%	5.9%	5.0%	3.8%	6.4%
Disagree	8.9%	13.9%	11.8%	13.2%	13.8%	11.0%
Agree	55.6%	46.3%	52.9%	47.5%	48.4%	48.9%
Strongly agree	28.9%	35.4%	29.4%	34.3%	33.9%	33.7%

Table 15 – My current supervisor can be relied on when I need help.

16. To what extent do you agree that your current supervisor is concerned about the welfare of those who report to him or her?

Responses to this question were not statistically significant by race, sexual orientation or gender.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBQ	Heterosexual	Female	Male
Strongly disagree	6.7%	4.8%	9.1%	4.8%	4.6%	6.0%
Disagree	8.2%	10.6%	6.1%	10.6%	10.6%	8.7%
Agree	54.5%	42.6%	45.5%	44.8%	45.4%	46.0%
Strongly agree	30.6%	42.0%	39.4%	39.8%	39.4%	39.2%

Table 16 – My current supervisor is concerned about the welfare of those who report to him or her.

17. To what extent do you agree that your current supervisor is trustworthy?

Responses to this question were not statistically significant by race, sexual orientation or gender.

The highest level frequency response in the “disagree” or “strongly disagree” categories was among LGBQ respondents (23.5%), as compared to heterosexual staff respondents (14.7%), and as compared to all other respondents.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Strongly disagree	4.5%	3.9%	5.9%	3.7%	3.9%	3.8%
Disagree	11.9%	11.2%	17.6%	11.0%	13.3%	8.0%
Agree	52.2%	42.6%	38.2%	45.5%	42.3%	50.4%
Strongly agree	31.3%	42.2%	38.2%	39.7%	40.6%	37.9%

Table 17 – My current supervisor is trustworthy.

18. To what extent do you agree that your current supervisor at Western treats employees equitably?

Findings were not statistically significant by race, sexual orientation or gender. Of note is that the highest frequency of responses in the “disagree” or “strongly disagree” categories were by staff of color (29.6%) and LGBO staff (28.6%), as compared to their non-minority and heterosexual counterparts, who answered this way at the rate of 21.5% and 23.2%, respectively.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Strongly disagree	9.6%	8.5%	8.6%	8.7%	8.9%	7.9%
Disagree	20.0%	13.0%	20.0%	14.5%	15.3%	14.0%
Agree	40.7%	40.8%	34.3%	40.7%	39.5%	43.0%
Strongly agree	29.6%	37.7%	37.1%	36.1%	36.4%	35.1%

Table 18 – My supervisor treats employees equitably.

19. To what extent do you agree that your current supervisor shows appreciation/recognition?

Responses to this question were not statistically significant by race, sexual orientation or gender. The highest frequency of responses in the “disagree” or “strongly disagree” categories was among LGBO staff respondents at 28.6%; the lowest frequency of responses in these categories was among male staff at 21.9%.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBQ	Heterosexual	Female	Male
Strongly disagree	5.9%	5.2%	11.4%	5.2%	4.5%	6.4%
Disagree	17.8%	14.6%	17.1%	15.1%	16.9%	12.8%
Agree	46.7%	47.4%	40.0%	47.5%	45.8%	50.2%
Strongly agree	29.6%	32.8%	31.4%	32.2%	32.7%	30.6%

Table 19 – My current supervisor shows appreciation/recognition.

20. To what extent do you agree with the following statement regarding your current position: Conditions on my job allow me to be highly productive.

Responses to this question were not statistically significant by race, sexual orientation or gender.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBQ	Heterosexual	Female	Male
Strongly disagree	3.8%	3.0%	8.6%	2.9%	2.6%	3.8%
Disagree	26.3%	24.6%	20.0%	25.1%	23.9%	27.5%
Agree	57.9%	56.9%	54.3%	57.2%	58.4%	55.1%
Strongly agree	12.0%	15.5%	17.1%	14.8%	15.1%	13.6%

Table 20 – Conditions on my job allow me to be highly productive.

21. To what extent do you agree with the following statement regarding your current position: In my department, I am treated with respect.

Findings were statistically significant by race, but not by sexual orientation or gender. Staff of color (m=3.00) agreed less strongly than minority staff (m=3.14) that in their department, they are treated with respect. The highest frequency of response in the “disagree” or “strongly disagree” category was among staff of color (17.1%), compared to their non-minority counterparts at 12.2% who answered this way, and as compared to all other respondents.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBQ	Heterosexual	Female	Male
Strongly disagree	3.7%	2.8%	5.9%	2.7%	2.4%	3.8%
Disagree	13.4%	9.4%	5.9%	11.1%	11.4%	8.4%
Agree	61.9%	57.9%	61.8%	57.7%	57.5%	60.8%
Strongly agree	20.9%	29.9%	26.5%	28.5%	28.7%	27.0%

Table 21 – In my department, I am treated with respect.

22. To what extent do you agree with the following statement regarding your current position: Outside my department, I am treated with respect.

Findings were statistically significant by race, but not by sexual orientation or gender. Staff of color (m=2.99) agreed less strongly than non-minority staff (m=3.13), that outside their department, they are treated with respect. The highest frequency of responses in the “disagree” or “strongly disagree” categories was among staff of color at 18.5%, as compared to non-minority staff who answered in this way at 9.6% and as compared to all other respondents.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Strongly disagree	2.2%	2.2%	3.0%	2.4%	2.4%	2.3%
Disagree	16.3%	7.4%	12.1%	8.9%	9.4%	9.5%
Agree	61.5%	65.0%	48.5%	64.5%	65.2%	62.9%
Strongly agree	20.0%	25.3%	36.4%	24.2%	23.0%	25.4%

Table 22 – Outside my department, I am treated with respect.

23. To what extent do you agree with the following statement regarding your current position: I am proud to be working for my department.

Responses to this question were not statistically significant by race, sexual orientation or gender.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Strongly disagree	3.1%	1.9%	2.9%	2.3%	1.9%	2.3%
Disagree	7.6%	7.8%	14.7%	7.5%	6.5%	9.9%
Agree	45.0%	47.3%	47.1%	46.5%	48.4%	44.7%
Strongly agree	44.3%	43.0%	35.3%	43.8%	43.1%	43.1%

Table 23 – I am proud to be working for my department.

24. To what extent do you agree with the following statement regarding your current position: My department motivates me to do my best.

Responses to this question were not statistically significant by race, sexual orientation or gender.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Strongly disagree	6.8%	5.6%	6.1%	5.8%	3.6%	9.2%
Disagree	22.0%	20.8%	24.2%	22.1%	21.3%	21.4%
Agree	47.0%	46.7%	42.4%	45.6%	48.7%	43.1%
Strongly agree	24.2%	27.0%	27.3%	26.5%	26.4%	26.3%

Table 24 – My department motivates me to do my best.

25. To what extent do you agree with the following statement regarding your current position: I feel a sense of personal satisfaction when I do my job well.

Findings were statistically significant by race, but not by sexual orientation or gender. Staff of color (m=3.39) agreed less strongly than non-minority staff (m=3.55) that they feel a sense of personal satisfaction when they do their job well.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Strongly disagree	0.8%	0.2%	0.0%	0.3%	0.2%	0.4%
Disagree	5.3%	2.2%	5.7%	2.6%	2.8%	2.7%
Agree	47.4%	39.9%	40.0%	41.1%	41.0%	43.2%
Strongly agree	46.6%	57.7%	54.3%	56.0%	55.9%	53.8%

Table 25 – I feel a sense of personal satisfaction when I do my job well.

26. To what extent do you agree with the following statement regarding your current position: I have to work harder than other employees to be valued equally.

Findings were statistically significant by race, but not by sexual orientation or gender. Staff of color (m=2.54) agreed more strongly than non-minority staff (m=2.20) that they had to work harder than other employees to be valued equally. 47% staff of color responded either “agree” or “strongly agree,” compared to their non-minority staff counterparts who answered in this way at a rate of 27.1%.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Strongly disagree	8.3%	16.0%	18.2%	14.0%	15.0%	13.5%
Disagree	44.7%	56.9%	48.5%	54.8%	54.5%	54.8%
Agree	31.1%	18.0%	24.2%	20.3%	21.4%	19.3%
Strongly agree	15.9%	9.1%	9.1%	10.8%	9.0%	12.4%

Table 26 – I have to work harder than other employees to be valued equally.

27. To what extent do you agree with the following statement regarding your current position: My job lets me use my skills and abilities.

Responses to this question were not statistically significant by race, sexual orientation or gender. The highest rate of response in the “disagree” or “strongly disagree” categories was among LGBO staff, at 25.7%, as compared to heterosexual staff who answered in this way (12.1%), and as compared to all other respondents.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Strongly disagree	3.7%	3.7%	11.4%	3.0%	3.1%	4.5%
Disagree	9.7%	9.6%	14.3%	9.1%	10.9%	8.0%
Agree	63.4%	58.1%	48.6%	59.6%	58.2%	60.6%
Strongly agree	23.1%	28.6%	25.7%	28.3%	27.8%	26.9%

Table 27 – My job lets me use my skills and abilities.

28. To what extent do you agree with the following statement regarding your current position: My job requires that I learn new things.

Responses to this question were not statistically significant by race, sexual orientation or gender.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Strongly disagree	4.5%	1.3%	0.0%	1.8%	1.7%	2.3%
Disagree	6.0%	8.9%	8.6%	8.5%	10.5%	5.3%
Agree	61.7%	59.8%	71.4%	59.4%	59.3%	61.2%
Strongly agree	27.8%	30.1%	20.0%	30.3%	28.6%	31.2%

Table 28 – My job requires that I learn new things.

29. To what extent do you agree with the following statement regarding your current position: Working in my department has strengthened my personal commitment to Western.

Responses to this question were not statistically significant by race, sexual orientation or gender. LGBO staff answered at the highest frequency of any of the respondents. 41.1% of this group responded either “disagree” or “strongly disagree” to this statement, compared to 23.8% of their heterosexual counterparts, and compared to similar response frequencies from all other respondents.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Strongly disagree	3.8%	4.7%	2.9%	4.7%	3.6%	6.1%
Disagree	19.7%	20.1%	38.2%	19.1%	20.2%	19.1%
Agree	52.3%	54.1%	44.1%	54.6%	54.7%	53.4%
Strongly agree	24.2%	21.1%	14.7%	21.6%	21.4%	21.4%

Table 29 – Working in my department has strengthened my personal commitment to Western.

30. To what extent do you agree with the following statement regarding your current position: If I were offered a comparable position with slightly better compensation at another organization, I would stay at Western.

Responses to this question were not statistically significant by race, sexual orientation or gender.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Strongly disagree	15.5%	12.2%	17.1%	12.6%	11.2%	15.8%
Disagree	27.9%	29.5%	31.4%	30.0%	29.7%	30.0%
Agree	42.6%	44.7%	40.0%	43.5%	45.0%	41.5%
Strongly agree	14.0%	13.7%	11.4%	13.8%	14.1%	12.7%

Table 30 – If I were offered a comparable position with slightly better compensation at another organization, I would stay at Western.

31. To what extent do you agree with the following statement regarding your current position: I would recommend Western to friends and family seeking employment.

Responses to this question were not statistically significant by race, sexual orientation or gender.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBQ	Heterosexual	Female	Male
Strongly disagree	5.3%	3.9%	5.9%	4.2%	3.6%	5.4%
Disagree	9.8%	13.5%	17.6%	12.7%	12.4%	13.4%
Agree	62.1%	61.9%	61.8%	61.9%	63.1%	60.9%
Strongly agree	22.7%	20.7%	14.7%	21.1%	21.0%	20.3%

Table 31 – I would recommend Western to friends and family seeking employment.

32. To what extent do you agree with the following statement regarding your current position: It would be easy for me to find a similar job with another employer with approximately the same income and benefits as I have now.

Findings were statistically significant by gender, but not by race or sexual orientation. Male staff (m=2.72) agreed more strongly than female staff (m=2.46) that it would be easy for them to find a similar job. 58.7% male respondents either “agreed” or “strongly agreed” with this statement compared to 46.1% of their female staff counterparts.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBQ	Heterosexual	Female	Male
Strongly disagree	6.3%	7.3%	8.8%	6.7%	7.5%	6.2%
Disagree	40.6%	42.1%	38.2%	41.6%	46.4%	35.0%
Agree	33.6%	39.5%	32.4%	38.6%	37.9%	38.5%
Strongly agree	19.5%	11.0%	20.6%	13.1%	8.2%	20.2%

Table 32 – It would be easy for me to find a similar job with another employer with approximately the same income and benefits as I have now.

33. To what extent do you agree with the following statement regarding your current position: I am paid appropriately.

Responses to this question were not statistically significant by race, sexual orientation or gender. Of note is that more than half of the respondents in each subgroup either “disagreed” or “strongly disagreed” with this statement.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Strongly disagree	18.9%	21.3%	32.4%	20.6%	20.1%	21.9%
Disagree	32.6%	42.3%	32.4%	42.5%	40.8%	40.8%
Agree	45.5%	32.9%	26.5%	33.8%	36.0%	34.0%
Strongly agree	3.0%	3.5%	8.8%	3.1%	3.1%	3.4%

Table 33 – I am paid appropriately.

34. To what extent do you agree with the following statement regarding your current position: I receive appropriate benefits.

Responses to this question were not statistically significant by race, sexual orientation or gender. Over 75% of respondents across all subgroups either “agreed” or “strongly agreed” that they receive appropriate benefits.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Strongly disagree	2.3%	2.8%	2.9%	3.1%	2.9%	2.7%
Disagree	18.2%	10.5%	11.8%	12.4%	10.5%	15.7%
Agree	65.2%	69.5%	70.6%	67.6%	69.1%	67.0%
Strongly agree	14.4%	17.2%	14.7%	16.9%	17.6%	14.6%

Table 34 – I receive appropriate benefits.

35. To what extent do you agree with the following statement regarding your current position: I am satisfied with my job.

Responses to this question were not statistically significant by race, sexual orientation or gender. The frequency of the “agree” response to this statement was lowest (48.6%) among LGBO staff, as compared to their heterosexual counterparts (60.8%) and as compared to all other respondents.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Strongly disagree	3.0%	3.5%	5.7%	3.4%	2.9%	4.6%
Disagree	19.7%	20.4%	31.4%	20.6%	23.1%	17.1%
Agree	62.1%	60.4%	48.6%	60.8%	58.7%	63.5%
Strongly agree	15.2%	15.6%	14.3%	15.2%	15.4%	14.8%

Table 34 – I am satisfied with my job.

36. Since being an employee/within the past three years at Western I have been passed over for promotion.

Responses to this question were not statistically significant by race, sexual orientation or gender.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Been passed over for promotion.	17.4%	11.2%	14.3%	12.2%	11.9%	12.9%
Not checked	82.6%	88.8%	85.7%	87.8%	88.1%	87.1%

Table 36 – Since being an employee/within the past three years at Western, I have been passed over for promotion.

37. Since being an employee/within the past three years at Western I have been blocked in my career path.

Responses to this question were not statistically significant by race, sexual orientation or gender.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Been blocked in my career path.	18.2%	16.4%	17.1%	17.1%	15.0%	19.3%
Not checked	81.8%	83.6%	82.9%	82.9%	85.0%	80.7%

Table 37 – Since being an employee/within the past three years at Western I have been blocked in my career path.

38. Since being an employee/within the past three years at Western I have received public recognition of workplace achievement.

Responses to this question were not statistically significant by race, sexual orientation or gender.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Received public recognition of workplace achievement.	28.8%	30.0%	37.1%	29.4%	28.5%	30.7%
Not checked	71.2%	70.0%	62.9%	70.6%	71.5%	69.3%

Table 38 – Since being an employee/within the past three years at Western I have received public recognition of workplace achievement.

39. Since being an employee/within the past three years at Western, I have experienced job insecurity.

Findings were statistically significant by sexual orientation, but not by race or gender. LGBO staff answered at a higher frequency of response in checking the box to indicate they had experienced job insecurity (62.9%) compared to their heterosexual counterparts (37.6%), and as compared to all other respondents.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Experienced job insecurity.	31.1%	40.3%	62.9%	37.6%	40.4%	35.6%
Not checked	68.9%	59.7%	37.1%	62.4%	59.6%	64.4%

Table 39 – Since being an employee/within the past three years at Western, I have experienced job insecurity.

40. Since being an employee/within the past three years at Western, I have collaborated on a successful first-rate project.

Findings were statistically significant by race and gender, but not by sexual orientation. Staff of color (37.1%) were less likely than their non-minority counterparts (50.7%) to check the box that they had collaborated on a successful first-rate project. Women were also less likely to indicate that they had collaborated on a successful first-rate project (43.7%) as compared to their male staff counterparts (53.8%).

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Collaborated on a successful first-rate project.	37.1%	50.7%	54.3%	48.5%	43.7%	53.8%
Not checked	62.9%	49.3%	45.7%	51.5%	56.3%	46.2%

Table 40 – Since being an employee/within the past three years at Western, I have collaborated on a successful first-rate project.

41. Since being an employee/within the past three years at Western I have received unfair personnel evaluations.

Responses to this question were not statistically significant by race, sexual orientation or gender. LGBO staff responded at a higher frequency rate (17.1%) that they had received unfair personnel evaluations, as compared to heterosexual staff (9.1%) and as compared to all other respondents.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Received unfair personnel evaluations.	8.3%	9.2%	17.1%	9.1%	9.0%	9.5%
Not checked	91.7%	90.8%	82.9%	90.9%	91.0%	90.5%

Table 41 – Since being an employee/within the past three years at Western I have received unfair personnel evaluations.

42. Since being an employee/within the past three years at Western, I have had an opportunity to provide exceptional service to relevant clientele.

Findings were statistically significant by race, but not by sexual orientation or gender. Staff of color responded at a lower frequency rate (53.0%) to this statement, as compared to their non-minority counterparts (69.7%), and as compared to all other respondents.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Had an opportunity to provide exceptional service to relevant clientele.	53.0%	69.7%	71.4%	67.7%	66.0%	67.8%
Not checked	47.0%	30.3%	28.6%	32.3%	34.0%	32.2%

Table 42 – Since being an employee/within the past three years at Western, I have had an opportunity to provide exceptional service to relevant clientele.

- 43. Since being an employee/within the past three years at Western, I have not been passed over for promotion, blocked in my career path, received public recognition of workplace achievement, experienced job insecurity, collaborated on a successful first-rate project, received unfair personnel evaluations, nor had an opportunity to provide exceptional service to relevant clientele.**

Findings were statistically significant by race, but not by sexual orientation or gender.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
None of the above.	20.5%	11.9%	8.6%	13.1%	14.0%	12.9%
Not checked	79.5%	88.1%	91.4%	86.9%	86.0%	87.1%

Table 43 – Since being an employee/within the past three years at Western, I have not been passed over for promotion, blocked in my career path, received public recognition of workplace achievement, experienced job insecurity, collaborated on a successful first-rate project, received unfair personnel evaluations, nor had an opportunity to provide exceptional service to relevant clientele.

- 44. How frequently do you work on unnecessary tasks or projects in your current position at Western?**

Findings were statistically significant by gender, but not by race or sexual orientation. Male staff (m=2.40) reported working on unnecessary tasks or projects more frequently than female staff (m=2.22). 44.8% of male respondents said that they worked on unnecessary tasks or projects either “occasionally” or “frequently,” compared to their female staff counterparts, who responded in this way (37.5%).

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Never	18.9%	15.5%	14.3%	15.7%	19.1%	11.0%
Rarely	40.9%	44.5%	31.4%	43.9%	43.4%	44.1%
Occasionally	33.3%	35.6%	48.6%	35.6%	33.7%	38.0%
Frequently	6.8%	4.4%	5.7%	4.8%	3.8%	6.8%

Table 44 – How frequently do you work on unnecessary tasks or projects in your current position at Western?

45. How frequently do you take work home in the evenings or on weekends to stay caught up?

Responses to this question were not statistically significant by race, sexual orientation or gender.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Never	44.7%	33.6%	28.6%	35.4%	36.0%	35.6%
Rarely	22.0%	23.4%	28.6%	22.8%	23.2%	22.7%
Occasionally	18.2%	28.6%	31.4%	26.4%	26.0%	26.5%
Frequently	15.2%	14.4%	11.4%	15.4%	14.8%	15.2%

Table 45 – How frequently do you take work home in the evenings or on weekends to stay caught up?

46. How frequently do you work excessively long hours?

Responses to this question were not statistically significant by race, sexual orientation or gender.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Never	31.8%	29.0%	11.4%	30.7%	32.7%	24.7%
Rarely	31.1%	30.7%	42.9%	29.4%	27.7%	35.4%
Occasionally	23.5%	27.7%	28.6%	27.0%	27.0%	26.2%
Frequently	13.6%	12.6%	17.1%	13.0%	12.6%	13.7%

Table 46 – How frequently do you work excessively long hours?

47. How frequently do you spend too much time in unimportant meetings in your current position at Western?

Findings were statistically significant by race, but not by sexual orientation or gender. Non-minority staff (m=2.39) reported spending too much time in unimportant meetings more frequently than staff of color (m=2.20).

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Never	23.8%	12.6%	5.7%	15.1%	16.9%	11.1%
Rarely	38.5%	42.9%	42.9%	41.7%	41.8%	42.1%
Occasionally	30.8%	36.6%	40.0%	35.6%	33.4%	39.5%
Frequently	6.9%	7.9%	11.4%	7.6%	7.9%	7.3%

Table 47 – How frequently do you spend too much time in unimportant meetings in your current position at Western?

48. How frequently do you receive conflicting requests from two or more people?

Responses to this question were not statistically significant by race, sexual orientation or gender.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Never	18.9%	14.2%	11.4%	15.1%	16.9%	12.2%
Rarely	33.3%	44.2%	45.7%	42.1%	40.0%	45.4%
Occasionally	38.6%	31.1%	28.6%	32.5%	33.3%	31.3%
Frequently	9.1%	10.5%	14.3%	10.3%	9.8%	11.1%

Table 48 – How frequently do you receive conflicting requests from two or more people?

49. How familiar are you with Western’s mission statement?

Findings were statistically significant by sexual orientation, but not by race or gender. LGBO staff (m=2.54) reported more familiarity with Western’s mission statement than heterosexual staff (m=2.26). LGBO staff answered at a higher frequency to the “very” familiar category (57.1%), as compared to their heterosexual counterparts (34.6%).

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Not at all	9.8%	7.9%	2.9%	8.2%	6.9%	10.2%
Somewhat	57.1%	55.9%	40.0%	57.3%	56.2%	56.8%
Very	33.1%	36.2%	57.1%	34.6%	37.0%	33.0%

Table 49 – How familiar are you with Western’s mission statement?

50. Please indicate the extent to which you felt welcomed when you first came to Western.

Findings were statistically significant by race, but not by sexual orientation or gender. Staff of color (m=2.40) reported feeling welcomed to a lesser extent than non-minority staff (m=2.54) when first coming to Western. 8.1% staff of color responded to this statement by saying “not at all,” compared to their non-minority counterparts who answered at 3.7% in this way.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Not at all	8.1%	3.7%	5.7%	4.8%	5.0%	4.5%
To some extent	43.0%	38.4%	42.9%	38.9%	42.1%	34.7%
To a great extent	48.9%	57.9%	51.4%	56.3%	53.0%	60.8%

Table 50 – To what extent did you feel welcomed when you first came to Western?

51. Please indicate the extent to which you have to work harder than your colleagues to be perceived as a valued employee.

Findings were statistically significant by race, but not by sexual orientation or gender. Staff of color (m=1.80) reported feeling the need to work harder than colleagues to be perceived as a valued employee to a greater extent than non-minority staff (m=1.57). 64.1% of staff of color indicated “to some extent” or “to a great extent” in responding to this statement, as compared to 46.8% of non-minority respondents.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Not at all	35.9%	53.2%	41.2%	50.0%	48.0%	51.9%
To some extent	47.3%	36.2%	44.1%	38.5%	40.6%	35.7%
To a great extent	16.8%	10.6%	14.7%	11.5%	11.5%	12.4%

Table 51 – To what extent do you have to work harder than your colleagues to be perceived as a valued employee?

52. Since being an employee/within the past three years at Western I have been sexually harassed.

Findings were not statistically significant by race, sexual orientation or gender.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Been sexually harassed.	1.5%	2.6%	2.9%	2.3%	3.1%	1.2%
Not checked	98.5%	97.4%	97.1%	97.7%	96.9%	98.8%

Table 52 – Since being an employee/within the past three years at Western, I have been sexually harassed.

53. Since being an employee/within the past three years at Western I have experienced subtle discrimination based upon group identity.

Findings were statistically significant by race and sexual orientation, but not by gender. Staff of color checked the box indicating they had experienced subtle discrimination based on group identity at over twice the frequency rate (30.8%) than their non-minority counterparts (14.7%). Similarly, 41.2% LGBO staff indicated this as well and at a much higher frequency than their heterosexual staff counterparts (16.7%).

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Experienced subtle discrimination based upon group identity.	30.8%	14.7%	41.2%	16.7%	18.1%	17.7%
Not checked	69.2%	85.3%	58.8%	83.3%	81.9%	82.3%

Table 53 – Since being an employee/within the past three years at Western, I have experienced subtle discrimination based upon group identity.

54. Since being an employee/within the past three years at Western I have experienced overt discrimination based upon group identity.

Findings were statistically significant by race, but not by sexual orientation or gender. Of note, 9.2% staff of color indicated they had experienced overt discrimination based on group identity, nearly three times the frequency response of their non-minority counterparts (3.7%). Although not statistically significant, 11.8% LGBO staff checked this box, compared to 4.5% heterosexual staff.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Experienced overt discrimination based on group identity.	9.2%	3.7%	11.8%	4.5%	5.5%	4.2%
Not checked	90.8%	96.3%	88.2%	95.5%	94.5%	95.8%

Table 54 – Since being an employee/within the past three years at Western, I experienced overt discrimination based upon group identity.

55. Since being an employee/within the past three years at Western I have experienced racism.

Findings were statistically significant by race and gender, but not by sexual orientation. 16.9% staff of color checked the box that they had experienced racism, compared to 2.8% of non-minority staff who answered this way. Male staff (9.2%) had a higher frequency rate of response than female staff (3.1%) to this question.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Experienced racism.	16.9%	2.8%	8.8%	5.4%	3.1%	9.2%
Not checked	83.1%	97.2%	91.2%	94.6%	96.9%	90.8%

Table 55 – Since being an employee/within the past three years at Western, I have experienced racism.

56. Since being an employee/within the past three years at Western I have experienced sexism.

Findings were not statistically significant by race, sexual orientation or gender. Staff of color, LGBO staff and female staff indicated they had experienced sexism (13.8%, 17.6%, and 11.6%, respectively), at higher frequency rates than their non-minority, heterosexual, and male staff counterparts (9.1%, 9.6%, and 7.3%, respectively).

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Experienced sexism.	13.8%	9.1%	17.6%	9.6%	11.6%	7.3%
Not checked	86.2%	90.9%	82.4%	90.4%	88.4%	92.7%

Table 56 – Since being an employee/within the past three years at Western, I have experienced sexism.

57. Since being an employee/within the past three years at Western I have experienced heterosexism.³

Findings were statistically significant by sexual orientation and gender, but not by race. 38.2% LGBO staff indicated they had experienced heterosexism compared to 1.8% of their heterosexual staff counterparts. Male staff (5.4%) checked this box at a higher rate than their female staff counterparts (2.4%).

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Experienced heterosexism	4.6%	3.4%	38.2%	1.8%	2.4%	5.4%
Not checked	95.4%	96.6%	61.8%	98.2%	97.6%	94.6%

Table 57 – Since being an employee/within the past three years at Western, I have experienced heterosexism.

58. Since being an employee/within the past three years at Western I have not (been sexually harassed, experienced subtle discrimination based on group identity, experienced overt discrimination based on group identity, experienced racism, experienced sexism, experienced heterosexism).

Findings were statistically significant by race and sexual orientation, but not by gender. Staff of color (64.6%) and LGBO staff (44.1%) indicated they had experienced none of the above at lower frequencies than their non-minority (78.7%) and heterosexual (77.3%) counterparts.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
None of the above.	64.6%	78.7%	44.1%	77.3%	74.9%	76.9%
Not checked	35.4%	21.3%	55.9%	22.7%	25.1%	23.1%

Table 58 – Since being an employee/within the past three years at Western, I have not been sexually harassed, experienced subtle discrimination based on group identity, experienced overt discrimination based on group identity, experienced racism, experienced sexism, or experienced heterosexism.

³ Includes the system of beliefs and biases that favor male-female sexuality, causing discrimination against lesbian, gay, bisexual and other non-heterosexual people.

59. To what extent do you agree with the following statement: Western's workforce should include more employees of color.

Findings were statistically significant by race, sexual orientation and gender. Staff of color (m=3.06) agreed more strongly than non-minority staff (m=2.82) that Western's workforce should include more employees of color. LGBO respondents (m=3.38) agreed more strongly than heterosexual staff (m=2.83) with this statement. Female staff (m=2.91) agreed more strongly than male staff (m=2.79) that Western's workforce should include more employees of color.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Strongly disagree	1.6%	1.6%	0.0%	1.7%	1.3%	2.0%
Disagree	19.4%	27.1%	5.9%	27.1%	21.5%	32.9%
Agree	49.6%	58.2%	50.0%	57.1%	61.3%	48.2%
Strongly agree	29.5%	13.1%	44.1%	14.1%	15.9%	16.9%

Table 59 – Western's workforce should include more employees of color.

60. To what extent do you agree with the following statement: Western's workforce should include more women.

Findings were statistically significant by sexual orientation, but not by race or gender. LGBO respondents (m=2.84) agreed more strongly than heterosexual staff (m=2.48) that Western's workforce should include more women.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Strongly disagree	4.8%	2.6%	0.0%	3.3%	2.1%	4.5%
Disagree	43.7%	51.7%	40.6%	51.6%	49.0%	53.9%
Agree	36.5%	39.4%	34.4%	38.3%	40.6%	34.3%
Strongly agree	15.1%	6.3%	25.0%	6.8%	8.4%	7.3%

Table 60 – Western's workforce should include more women.

61. To what extent do you agree with the following statement: Western's workforce should include more employees with disabilities.

Findings were statistically significant by race, sexual orientation and gender. Staff of color respondents (m=2.88) agreed more strongly than non-minority staff (m=2.73) that Western's

workforce should include more employees with disabilities. LGBO respondents (m=3.18) agreed more strongly than did heterosexual staff (m=2.72) with this statement. Female respondents (m=2.81) agreed more strongly than male staff (m=2.66) that Western's workforce should include more employees with disabilities.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Strongly disagree	1.6%	1.4%	0.0%	1.6%	1.0%	2.1%
Disagree	24.4%	32.1%	9.4%	32.4%	26.5%	38.3%
Agree	58.3%	58.5%	62.5%	58.0%	62.7%	50.6%
Strongly agree	15.7%	8.0%	28.1%	8.1%	9.7%	9.1%

Table 61 – Western's workforce should include more employees with disabilities.

62. To what extent do you agree with the following statement: Western's workforce should include more veterans.

Findings were statistically significant by race, sexual orientation and gender. Staff of color respondents (m=3.02) agreed more strongly than non-minority staff (m=2.81) that Western's workforce should include more veterans. LGBO respondents (m=3.12) agreed more strongly than heterosexual staff (m=2.85) with this statement. Female respondents (m=2.90) agreed more strongly than male staff (m=2.7) that Western's workforce should include more veterans.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Strongly disagree	0.8%	1.4%	0.0%	1.4%	0.8%	2.1%
Disagree	15.5%	27.7%	15.6%	26.2%	21.3%	32.1%
Agree	64.3%	59.0%	56.3%	59.8%	64.7%	52.1%
Strongly agree	19.4%	11.8%	28.1%	12.6%	13.2%	13.8%

Table 62 – Western's workforce should include more veterans.

63. To what extent do you agree that employees of color are treated fairly at Western?

Findings were statistically significant by sexual orientation, but not by race or gender. LGBO respondents (m=2.74) disagreed more strongly than heterosexual staff (m=3.05) that employees of color are treated fairly at Western. Of note is that 25.9% LGBO staff either "disagreed" or "strongly disagreed," compared to 9.8% of their heterosexual counterparts. Though not

statistically significant, staff of color either “disagreed” or “strongly disagreed” at a greater frequency (17.9%) when compared with their non-minority counterparts (8.6%).

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Strongly disagree	3.9%	0.8%	6.5%	1.2%	1.0%	2.0%
Disagree	14.0%	7.8%	19.4%	8.6%	10.9%	6.1%
Agree	62.8%	75.9%	67.7%	73.7%	73.8%	72.9%
Strongly agree	19.4%	15.5%	6.5%	16.4%	14.2%	19.0%

Table 63 – Employees of color are treated fairly at Western.

64. To what extent do you agree that women employees are treated fairly at Western?

Findings were statistically significant by gender, but not by race or sexual orientation. Female respondents (m=2.94) agreed less strongly than male staff (m=3.13) that women employees are treated fairly at Western. 17.5% female staff responded either “disagree” or “strongly disagree” to this statement, compared to 8.1% of their male staff counterparts.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Strongly disagree	0.8%	2.2%	6.5%	1.4%	2.1%	1.6%
Disagree	14.0%	11.6%	19.4%	12.0%	15.4%	6.5%
Agree	60.5%	70.1%	64.5%	68.3%	68.4%	68.4%
Strongly agree	24.8%	16.2%	9.7%	18.2%	14.1%	23.5%

Table 64 – Women employees are treated fairly at Western.

65. To what extent do you agree that gay, lesbian, bisexual, and transgender employees are treated fairly at Western?

Findings were statistically significant by sexual orientation, but not by race or gender. LGBO respondents (m=2.66) agreed less strongly than heterosexual staff (m=3.04) that gay, lesbian, bisexual and transgender employees are treated fairly at Western. 30.3% LGBO staff either “disagreed” or “strongly disagreed” with this statement, compared to 11.4% of their heterosexual staff counterparts.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Strongly disagree	1.6%	1.4%	9.1%	0.9%	1.6%	1.2%
Disagree	14.3%	10.1%	21.2%	10.5%	11.7%	9.4%
Agree	65.1%	73.2%	63.6%	72.1%	72.8%	70.2%
Strongly agree	19.0%	15.3%	6.1%	16.6%	13.8%	19.2%

Table 65 – Gay, lesbian, bisexual and transgender employees are treated fairly at Western.

66. To what extent do you agree that employees with disabilities are treated fairly at Western?

Findings were statistically significant by sexual orientation and gender, but not by race. LGBO respondents (m=2.73) agreed less strongly than heterosexual employees (m=3.01) that employees with disabilities are treated fairly at Western. Female respondents (m=2.97) agreed less strongly than male staff (m=3.07) that employees with disabilities are treated fairly at Western. 26.6% LGBO staff either “disagreed” or “strongly disagreed” with this statement, compared to 11.8% of their heterosexual counterparts. 13.5% female staff answered in this way compared to 10.2% of their male counterparts.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Strongly disagree	1.6%	1.6%	3.3%	1.4%	1.9%	1.2%
Disagree	13.4%	10.0%	23.3%	10.4%	11.6%	9.0%
Agree	67.7%	73.8%	70.0%	73.1%	74.1%	70.9%
Strongly agree	17.3%	14.5%	3.3%	15.1%	12.4%	18.9%

Table 66 – Employees with disabilities are treated fairly at Western.

67. To what extent do you agree that veteran employees are treated fairly at Western?

Findings were statistically significant by sexual orientation, but not by race or gender. LGBO respondents (m=2.86) agreed less strongly than heterosexual staff (m=3.06) that veteran employees are treated fairly at Western. 13.3% LGBO staff either “disagreed” or “strongly disagreed” with this statement compared to 7.2% of their heterosexual counterparts.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBQ	Heterosexual	Female	Male
Strongly disagree	0.0%	0.6%	3.3%	0.4%	0.3%	0.8%
Disagree	11.4%	5.6%	10.0%	6.8%	7.0%	6.2%
Agree	74.0%	79.8%	83.3%	78.5%	80.3%	76.5%
Strongly agree	14.6%	14.0%	3.3%	14.4%	12.4%	16.5%

Table 67 – Veteran employees are treated fairly at Western.

68. To what extent do you agree that all employees are treated fairly at Western?

Findings were not statistically significant by race, sexual orientation or gender.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBQ	Heterosexual	Female	Male
Strongly disagree	0.0%	3.0%	3.3%	2.1%	2.7%	2.0%
Disagree	19.5%	12.7%	23.3%	14.2%	15.2%	12.4%
Agree	63.4%	71.3%	70.0%	70.0%	70.1%	69.1%
Strongly agree	17.1%	12.9%	3.3%	13.7%	12.0%	16.5%

Table 68 – All employees are treated fairly at Western.

69. What level of priority do you believe Western places on creating a more inclusive campus community that is welcoming of employees from diverse backgrounds?

Findings were statistically significant by race, but not by sexual orientation or gender. Staff of color (m=2.50) responded that they believe Western places a lower priority on creating a more inclusive campus community than did non-minority staff (m=2.66). 48.5% staff of color responded either “low priority” or “medium priority” to this statement, compared to 39.9% of their non-minority staff counterparts.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBQ	Heterosexual	Female	Male
Low priority	12.9%	6.8%	11.8%	8.2%	8.0%	8.6%
Medium priority	35.6%	33.1%	32.4%	33.9%	34.6%	32.3%
High priority	39.4%	46.4%	38.2%	44.3%	42.9%	47.5%
Highest priority	12.1%	13.7%	17.6%	13.5%	14.4%	11.7%

Table 69 – What level of priority do you believe Western places on creating a more inclusive campus community that is welcoming of employees from diverse backgrounds?

70. What level of priority do you believe Western places on promoting gender equity among employees?

Findings were statistically significant by gender, but not by race or sexual orientation. Female staff (m=2.39) responded with a higher frequency than male staff (m=2.56) that they believe Western places a lower priority on promoting gender equity among employees. 14.2% women staff responded “low priority” to this statement, compared to 7.4% of their male staff counterparts.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Low priority	14.5%	10.3%	8.8%	11.8%	14.2%	7.4%
Medium priority	35.1%	40.8%	52.9%	39.6%	41.2%	37.5%
High priority	42.7%	39.1%	23.5%	39.7%	35.3%	46.1%
Highest priority	7.6%	9.7%	14.7%	8.9%	9.3%	9.0%

Table 70 – What level of priority do you believe Western places on promoting gender equity among employees?

71. What level of priority do you believe Western places on increasing representation of employees and administrators of color?

Findings were not statistically significant by race, sexual orientation or gender. Of note, although not statistically significant, 19.8% staff of color responded at a higher frequency indicating “low priority” as compared to their non-minority counterparts (7.4%).

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Low priority	19.8%	7.4%	12.1%	10.6%	9.7%	11.2%
Medium priority	35.1%	40.6%	45.5%	39.5%	40.0%	39.4%
High priority	32.1%	42.0%	27.3%	39.6%	40.0%	39.0%
Highest priority	13.0%	10.0%	15.2%	10.3%	10.4%	10.4%

Table 71 – What level of priority do you believe Western places on increasing representation of employees and administrators of color?

72. What level of priority do you believe Western places on increasing representation of women employees and administrators?

Findings were statistically significant by gender, but not by race or sexual orientation. Female staff (m=2.26) responded at a higher frequency than male staff (m=2.44) that they believe Western places a lower priority on increasing representation of women employees and administrators. 63.3% women staff responded “low priority” or “medium priority” to this statement, compared to 55.9% of their male staff counterparts.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Low priority	15.5%	14.3%	14.7%	15.3%	17.6%	10.7%
Medium priority	43.4%	45.9%	58.8%	44.9%	45.7%	45.2%
High priority	31.8%	31.1%	17.6%	31.0%	29.1%	33.3%
Highest priority	9.3%	8.8%	8.8%	8.8%	7.5%	10.7%

Table 72 – What level of priority do you believe Western places on increasing representation of women employees and administrators?

73. What level of priority do you believe Western places on developing an appreciation for multiculturalism?

Findings were not statistically significant by race, sexual orientation or gender. While not statistically significant, staff of color (44.7%) responded at greater frequencies than non-minority staff (37.0%) that Western places either a “low priority” or “medium priority” on multiculturalism. Similarly, 53.0% LGBO staff compared to 39.3% heterosexual staff responded in this way.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Low priority	12.1%	6.8%	11.8%	8.1%	8.0%	7.8%
Medium priority	32.6%	30.2%	41.2%	31.2%	31.6%	30.5%
High priority	36.4%	48.1%	35.3%	44.9%	43.1%	48.8%
Highest priority	18.9%	14.8%	11.8%	15.8%	17.3%	12.9%

Table 73 – What level of priority do you believe Western places on developing an appreciation for multiculturalism?

74. To what extent do you agree that promoting diversity leads to the employment of too many under-qualified employees?

Findings were statistically significant by sexual orientation and gender, but not by race. LGBO staff (m=1.57) disagreed more strongly than heterosexual staff (m=1.99) that promoting diversity leads to the employment of too many under-qualified employees. Female staff (m=1.88) also disagreed more strongly than male staff (m=.74) with this statement. 91.4% LGBO staff compared to 78.1% heterosexual staff either “disagreed” or “strongly disagreed” with this statement. 82.8% female staff compared to 70.3% male staff responded similarly.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Strongly disagree	33.3%	26.2%	54.3%	26.8%	31.4%	21.3%
Disagree	41.1%	53.1%	37.1%	51.3%	51.4%	49.0%
Agree	20.9%	16.7%	5.7%	17.7%	14.8%	22.5%
Strongly agree	4.7%	4.0%	2.9%	4.2%	2.5%	7.1%

Table 74 – Diversity leads to the employment of too many under-qualified employees.

75. To what extent do you agree that a racially/ethnically diverse workforce enhances the work experience and climate for all employees?

Findings were statistically significant by sexual orientation and gender, but not by race. LGBO staff (m=3.54) agreed more strongly than heterosexual staff (m=3.21) that a racially/ethnically diverse workforce enhances the work experience and climate for all employees. Female staff (m=3.29) agreed more strongly than male staff (m=3.11) with this statement. No LGBO staff respondents either “disagreed” or “strongly disagreed” with this statement, compared to 7.9% of their heterosexual staff. Similarly, 4.9% female staff disagreed or strongly disagreed, compared to 12.4% male staff who responded this way.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Strongly disagree	1.5%	0.9%	0.0%	1.2%	0.5%	1.9%
Disagree	6.8%	6.5%	0.0%	6.7%	4.4%	10.5%
Agree	56.1%	62.0%	45.7%	61.5%	60.5%	61.6%
Strongly agree	35.6%	30.6%	54.3%	30.6%	34.6%	26.0%

Table 75 – A racially/ethnically diverse workforce enhances the work experience and climate for all employees.

76. To what extent do you agree that Western should prohibit racist, sexist and hate speech regarding any protected category group on campus?

Findings were not statistically significant by race, sexual orientation or gender.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBQ	Heterosexual	Female	Male
Strongly disagree	2.3%	1.7%	2.9%	1.6%	1.7%	1.9%
Disagree	8.5%	9.1%	20.6%	8.0%	5.4%	14.7%
Agree	38.8%	37.4%	17.6%	38.5%	41.2%	32.6%
Strongly agree	50.4%	51.9%	58.8%	51.8%	51.7%	50.8%

Table 76 – Western should prohibit racist, sexist and hate speech regarding any protected category group on campus.

77. To what extent do you agree that Western provides sufficient resources to help me feel included and valued?

Findings were not statistically significant by race, sexual orientation or gender. Of note is that 39.4% LGBQ staff either “disagreed” or “strongly disagreed” that Western provides sufficient resources to help them feel included, as compared to 22.9% of their heterosexual counterparts.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBQ	Heterosexual	Female	Male
Strongly disagree	5.4%	2.9%	9.1%	3.2%	3.5%	3.5%
Disagree	16.3%	20.2%	30.3%	19.7%	20.8%	17.7%
Agree	65.1%	68.7%	51.5%	68.2%	68.7%	66.5%
Strongly agree	13.2%	8.3%	9.1%	9.0%	6.9%	12.2%

Table 77 – Western provides sufficient resources to help me feel included and valued.

78. To what extent do you agree that there is a lot of racial conflict at Western?

Findings were statistically significant by race, but not by sexual orientation or gender. Staff of color (m=2.02) agreed more than their non-minority staff counterparts (m=1.75) that there is a lot of racial conflict at Western. 14.6% staff of color either “agreed” or “strongly agreed” with this statement compared to 5.4% non-minority staff.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Strongly disagree	16.9%	30.5%	26.5%	27.6%	22.7%	35.1%
Disagree	68.5%	64.2%	55.9%	66.2%	72.6%	54.1%
Agree	10.0%	4.8%	17.6%	5.0%	3.5%	9.3%
Strongly agree	4.6%	0.6%	0.0%	1.3%	1.2%	1.5%

Table 78 – There is a lot of racial conflict at Western.

79. To what extent do you agree that diversity should be more strongly reflected at Western?

Findings were statistically significant by race, sexual orientation and gender. Staff of color (m=2.95) agreed more strongly than non-minority staff (m=2.76) that diversity should be more strongly reflected at Western. LGBO staff (m=3.46) also agreed more strongly than heterosexual staff respondents (m=2.76) with this statement. Similarly, female staff (m=2.85) agreed more strongly than male staff (m=2.70) that diversity should be more strongly reflected at Western. Staff of color (75.4%), LGBO staff (100%), and women staff (72.4%) either “agreed” or “strongly agreed” that diversity should be more strongly reflected at Western, as compared to their counterparts (non-minority staff, 65.4%; heterosexual staff, 66.2%; male staff, 60.0%).

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBO	Heterosexual	Female	Male
Strongly disagree	3.2%	2.0%	0.0%	2.4%	1.8%	2.9%
Disagree	21.4%	31.7%	0.0%	31.3%	25.8%	37.1%
Agree	52.4%	53.9%	53.1%	53.4%	57.2%	46.9%
Strongly agree	23.0%	12.5%	46.9%	12.8%	15.2%	13.1%

Table 79 – Diversity should be more strongly reflected at Western.

80. To what extent do you agree that, at Western, there is respect for the expression of diverse values, beliefs and identities?

Findings were not statistically significant by race, sexual orientation or gender. While not statistically significant, staff of color (17.8%) and LGBO staff (20.5%) either “disagreed” or “strongly disagreed” with this statement at a higher frequency than their counterparts (non-minority staff, 9.8%; heterosexual staff, 11.2%).

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBQ	Heterosexual	Female	Male
Strongly disagree	7.4%	1.3%	2.9%	2.5%	2.4%	2.7%
Disagree	10.4%	8.5%	17.6%	8.7%	9.8%	8.1%
Agree	65.9%	75.5%	64.7%	74.3%	74.6%	71.8%
Strongly agree	16.3%	14.6%	14.7%	14.5%	13.2%	17.4%

Table 80 – At Western, there is respect for the expression of diverse values, beliefs and identities.

81. To what extent do you agree with the statement, “My colleagues respect the expression of diverse values, beliefs and identities.”

Findings were statistically significant by race, but not by sexual orientation or gender. Staff of color ($m=2.92$) disagreed more strongly than non-minority staff ($m=3.06$) that their colleagues respect the expression of diverse values, beliefs and identities. 21.5% staff of color either “disagreed” or “strongly disagreed” with this statement, compared to 10.8% of their non-minority staff counterparts.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBQ	Heterosexual	Female	Male
Strongly disagree	5.9%	1.9%	3.0%	2.4%	2.4%	3.1%
Disagree	15.6%	8.9%	18.2%	10.1%	10.4%	10.5%
Agree	58.5%	69.6%	57.6%	68.4%	67.1%	68.2%
Strongly agree	20.0%	19.7%	21.2%	19.1%	20.0%	18.2%

Table 81 – My colleagues respect the expression of diverse values, beliefs and identities.

82. To what extent do you agree with the statement, “My supervisor respects the expression of diverse values, beliefs and identities.”

Findings were not statistically significant by race, sexual orientation or gender.

	Race		Sexual Orientation		Gender	
	Staff of Color	Non-Minority	LGBQ	Heterosexual	Female	Male
Strongly disagree	3.8%	2.5%	6.1%	2.3%	2.4%	3.1%
Disagree	10.8%	7.6%	9.1%	8.6%	8.1%	8.9%
Agree	50.0%	63.1%	45.5%	61.2%	60.6%	60.9%
Strongly agree	35.4%	26.8%	39.4%	28.0%	28.9%	27.1%

Table 82 – My supervisor respects the expression of diverse values, beliefs and identities.

PART III: Comparisons of Faculty, Staff and Student Diversity Climate

Survey Responses

The following narrative compares the results of the Staff Survey on selected diversity climate questions with results of similar questions that were asked in the HERI Faculty Survey and/or the Student Climate Survey. It is noted below in bold type when differences between subgroups are statistically significant. In cases of no statistically significant difference, only frequencies are reported.

A. Equitable/Fair Treatment

Staff

Staff were asked to what extent they agreed that all employees “are treated fairly at Western.” LGBQ staff respondents had proportionately the highest frequency in the “disagree” and “strongly disagree” categories at 26.6%, as compared to 16.3% of heterosexual staff. 19.5% staff of color answered either “disagree” or “strongly disagree,” compared to 15.7% of non-minority staff. 17.9% women answered in this way, compared to 14.4% of their male staff counterparts.

Students

Students were asked if they were treated “fairly as a student on this campus.” The lesbian, gay, bi-sexual or transgender (LGBT) community had highest response (7.47%) of “disagreeing” that they were treated fairly as students on this campus, compared to 4.96% heterosexual students. Students of color and non-minority students “disagreed” with this statement at similar rates (5.80% and 4.29%, respectively). 4.52% of women students indicated they “disagreed,” compared to 6.82% of male students who answered this way.

B. Individuals of Color Treated Fairly

Staff

In response to the question: “To what extent do you agree that employees of color are treated fairly,” 25.9% LGBQ staff either “disagreed” or “strongly disagreed” at a higher frequency rate than heterosexual staff (9.8%). 17.9% of staff of color either “disagreed” or “strongly disagreed” with this statement, compared to 8.6% of non-minority staff. 11.9% women responded this way compared to men who answered in this way (8.1%). **These findings were statistically significant by sexual orientation only.**

Faculty

Faculty responded to the statement, “Faculty of color are treated fairly here,” with 23.3% LGBQ

faculty indicating they either “somewhat disagreed” or “strongly disagreed” with this statement, compared to 9.2% of their heterosexual counterparts. 17.1% faculty of color answered in this way, compared to 9.4% of non-minority faculty. Women faculty responded likewise at 12.2%, compared to men at 7.2%. **Findings were statistically significant for all three comparison groups.**

Students

Students were asked a slightly different question: “Is Western supportive of people of different ethnic backgrounds?” Students of color responded at a higher frequency of 8.40% in disagreeing with this statement compared to 2.76% of non-minority students. LGBT students’ and heterosexual/straight students’ “disagree” responses were 3.88% and 3.87%, respectively. Female and male student respondents were 4.58% and 3.47%, respectively.

C. Women Treated Fairly

Staff

When asked: “To what extent do you agree that women employees are treated fairly at Western?” 24.9% LGBO staff either “disagreed” or “strongly disagreed,” compared to 13.4% heterosexual staff. 17.5% women compared to 8.1% men answered either “disagree” or “strongly disagree.” Staff of color responded in this manner at 14.8%, compared to non-minority staff who responded at 13.8%. **These findings were statistically significant by gender.**

Faculty

When looking at the same question posed to faculty, 16.7% LGBO faculty answered either “somewhat disagree” or “strongly disagree,” compared to 10.5% of heterosexual faculty. 17.6% women (compared to 5.1% male faculty) answered in this way. Responding at a lower frequency, 8.6% faculty of color, compared to 11.2% of non-minority faculty, responded “disagree somewhat” or “strongly disagree.” **Findings were statistically significant by gender and sexual orientation.**

D. Promoting Gender Equity

Staff

Staff were asked “What level of priority do you believe Western places on promoting gender equity among employees?” About half of the staff of color (50.3%) and non-minority staff (48.8%) responded either “high priority,” or “highest priority.” 38.2% LGBO staff responded in this way, compared to 48.6% heterosexual staff. 44.6% women responded either “high priority” or “highest priority,” compared to 55.1% of their male staff counterparts. **These findings were statistically significant by gender.**

Faculty

Faculty were asked a similar question, as to how important they believed the priority of promoting gender equity among faculty was at their college. 42.9% faculty of color indicated either “high priority” or “highest priority,” compared to 47.9% non-minority faculty. 40% LGBO faculty responded in this way, compared to 48.2% of heterosexual faculty. The lowest frequency response was among women faculty, at 38.7%, compared to their male faculty counterparts who responded in this way at 54.4%.

E. Gay, Lesbian, Bi-Sexual, and Transgender Individuals Treated Fairly

Faculty

When faculty were asked: “To what extent do you agree that gay, lesbian, bisexual, and transgender employees are treated fairly at Western,” 30.0% of LGBO faculty as compared to 7.5% of heterosexual faculty responded either “disagree” or “disagree strongly.” Faculty of color responded in this fashion at 14.7%, as compared to their non-minority counterparts at 9.3%. Women faculty responded similarly at 13.9%, either “disagreeing somewhat” or “disagreeing strongly,” compared to 6.6% of their male faculty counterparts who answered this way. **These findings were statistically significant by race and sexual orientation.**

Students

Students were given a slightly different statement: “Western is supportive of people who identify as lesbian, gay, bisexual or transgender.” LGBT students responded at twice the proportional frequency (5.18%) in the “disagree” category compared to 1.72% heterosexual/straight students who responded this way. Students of color responded at 2.41%, compared to 1.96% for non-minority students. Female and male students responded at 2.79% and 1.98%, respectively.

F. Work Harder Than Colleagues To Be Perceived As Valued

Staff

When asked to indicate the extent to which they had to “work harder than their colleagues to be perceived as a valued employee,” 64.1% of staff of color said either “to some extent” or “to a great extent.” 58.8% LGBO staff responded in this way, compared to 50% of heterosexual staff. Women staff responded “to some extent” or “to a great extent” at the frequency of 52.1%, compared to 38.1% male staff. **Findings were statistically significant for race but not for sexual orientation or gender.**

Faculty

When faculty were asked a similar question: “Indicate the extent you feel you have to work harder than your colleagues to be perceived as a legitimate scholar,” 75% of faculty of color said either “to some extent” or “to a great extent,” compared to 57% non-minority faculty. 70% LGBO faculty responded in this way, compared to 58.2% heterosexual faculty. 65.4% of women faculty said either “to some extent” or “to a great extent,” compared to 53.6% of their male faculty counterparts.

In addition, faculty responses to this question were statistically significant by race but not by gender or sexual orientation.

G. Sexual Harassment

Staff

When looking at women, this frequency response is slightly greater at 3.1%, compared to 1.2% male staff who indicated they had experienced sexual harassment. LGBO respondents (2.9%) and heterosexual respondents (2.3%) differ very little in frequency of response. Non-minority staff (2.6%) as compared to 1.5% staff of color responded in this way. None of these responses are statistically significant for any group.

Faculty

The staff responses noted above differ substantially from the faculty responses to a similar question: “Have you been sexually harassed at this institution?” with LGBO faculty responding at 23.3%, compared to 6.4% heterosexual faculty. Female faculty responded at 15.7%, compared to 1.4% male faculty. 11.1% faculty of color responded in this way, compared to 7.4% of non-minority faculty. **Findings are statistically significant by sexual orientation and gender but not race for faculty respondents.**

H. Harassment

Students

Students were asked if they had experienced harassment on campus in the last 12 months, but this question did not specify sexual harassment. LGBT students reported the highest frequency of agreeing with this statement (11.37%), compared to 4.92% of heterosexual students. Minority students responded slightly higher with 7.78% agreeing with this statement, compared to 4.9% non-minority students. 5.91% women students responded this way, compared to 6.45% male students.

I. Subtle Discrimination

Staff

When asked if they had “experienced subtle discrimination based on group identity,” 30.8% staff of color compared to non-minority staff (14.7%) and 41.2% of LGBO staff (compared to 16.7% of heterosexual staff respondents said they had experienced subtle discrimination based on group identity. Women and male staff responses were similar in terms of their frequencies: 18.1% and 17.1%, respectively. **These findings were statistically significant based on race and sexual orientation.**

Faculty

Faculty were asked a similar question: “Indicate the extent to which subtle discrimination (prejudice, sexism, racism) has been a source of stress for you during the last two years.” 60.8% of LGBO faculty, compared to 22.5% of heterosexual faculty; 45.5% of faculty of color, compared to 22.7% non-minority faculty; and 41% women, compared to 14.7% male faculty indicated that the degree to which they had experienced subtle discrimination was either “subtle” or “extensive.” **Findings were statistically significant by race, sexual orientation and gender.**

J. Overt Discrimination

Staff

Staff was the only group that was asked if they had “experienced overt discrimination based on group identity in the last three years.” 11.8% LGBO staff compared to heterosexual staff (4.5%) answered that they had experienced overt discrimination. Staff of color indicated a higher percentage of response in this category (9.2%) compared to non-minority staff at 3.7%. Female and male staff responded at similar frequencies of 5.5% and 4.2%, respectively. **These findings were statistically significant by race.**

Staff

In addition, only staff were asked if during the past three years they had experienced racism. Staff of color reported at a much higher frequency (16.9%) compared to non-minority staff (2.8%). LGBO staff also reported at a higher percentage (8.8%) as compared to 5.4% heterosexual staff. Female staff (3.1%) reported less than male staff (9.2%) who indicated they had experienced racism. **Findings were statistically significant by race and gender.**

K. Discriminatory Behavior

Students

Students were asked to respond to a slightly different statement: “I have experienced

discriminatory behavior on campus within the last 12 months.” The highest frequency of response was among students of color (16.7%) as compared to 7.8% non-minority students. LGBT students also responded at a greater frequency (15.46%) compared to 8.9% heterosexual/straight students. Female and male students responded similarly at 10.46% and 10.39%, respectively.

L. Racial Conflict

Staff

14.6% of staff of color either “agreed” or “strongly agreed” that there was a lot of racial conflict at Western, compared to 5.4% non-minority staff. 7.6% LGBO staff responded this way, compared to 6.3% heterosexual staff. Women responded at lower frequencies (4.7%) compared to men (10.8%). **Findings were statistically significant by race.**

Faculty

Faculty responses to the same question were distinctly different in the “somewhat agree” or “strongly agree” categories. 22.8% faculty of color responded in this way, compared to 2.8% non-minority faculty. 10.7% LGBO faculty responded in this way, compared to 5.2% heterosexual faculty respondents. 6.4% women responded in this way, either “agreeing somewhat” or “agreeing strongly,” compared to 2.8% of male faculty respondents. **Findings were statistically significant by race and sexual orientation.**

M. Priority Western Places on Increasing Representation of Individuals of Color

Staff

Staff were asked: “What level of priority do you believe Western places on increasing representation of employees and administrators of color?” 19.8% of staff of color indicated “low priority” to this question, compared to 7.4% of their non-minority staff counterparts. 12.1% of LGBO staff also indicated “low priority,” compared to 10.6% of heterosexual staff. 9.7% of women staff answered in this way, compared to 11.2% of their male counterparts. Findings were not statistically significant by any subgroup.

Faculty

Faculty were asked to respond to a similar statement. 22.9% of faculty of color indicated “low priority” when asked about their perception of the “degree to which Western prioritizes increasing the representation of minorities in the faculty and administration,” as compared to 12.1% of their non-minority faculty counterparts. LGBO faculty had the highest frequency of response at 26.7%, as compared to their heterosexual faculty counterparts (13.1%). Women

faculty responded in this way at 13.7%, compared to 16.1% of their male faculty counterparts. Findings were not statistically significant by any subgroup.

N. Priority Western Places on Increasing Representation of Women Employees

Staff

Staff were asked to rate the priority that Western places on “representation of women employees and administrators.” Women staff had the highest frequency of response in the “low priority” category, with 17.6% saying this, compared to 10.7% of their male staff counterparts. Staff of color responded this way at 15.5%, compared to 14.3% of their non-minority staff counterparts. 14.7% of LGBO staff responded “low priority,” compared to 15.3% of their heterosexual counterparts. **These findings were statistically significant based on gender.**

Faculty

Faculty were provided a similar statement: “Indicate your perception of the degree to which Western prioritizes increasing the representation of women in the faculty and administration.” 8.6% faculty of color responded “low priority,” compared to 15% non-minority faculty. 23.3% LGBO faculty responded in this way compared to 14% heterosexual faculty. Women responded at 17.5% in this way compared to 12.5% of their male faculty counterparts. These findings were not statistically significant by any subgroup.

O. To What Extent Should Western’s Workforce Include More Employees of Color

Staff

Staff were asked: “To what extent should Western’s workforce include more employees of color?” 79.1% staff of color either “agreed” or “strongly agreed” with this statement compared to 71.3% of the non-minority staff respondents. 94.1% of LGBO staff either “agreed” or “strongly agreed” with this statement (highest frequency response) compared to 71.2% of their heterosexual staff counterparts. 77.2% of women either “agreed” or “strongly agreed” with this statement, compared to 65.1% of their male staff counterparts. **These findings were significant based on all three subgroups of race, sexual orientation and gender.**

Faculty

Faculty were asked to respond to a similar statement: “This institution should hire more faculty of color.” 86.6% faculty of color either “somewhat agreed” or “strongly agreed” with this statement compared to 82.1% of their non-minority faculty counterparts. 83.3% LGBO faculty answered in this way compared to 82.9% heterosexual faculty. 82.2% women responded either

“agree somewhat” or “agree strongly,” compared to 83.9% of their male faculty counterparts. There were no statistically significant findings for any of the subgroups.

Students

Students were asked if they agreed that “WWU should make a greater effort to recruit and retain diverse faculty.” 66% of students of color “agreed” with this statement compared to 44.83% of non-minority student respondents. 53.11% of LGBT students “agreed” compared to 47.52% of heterosexual student respondents. 52.66% of women students answered in this way compared to 39.85% of male student who agreed with this statement.

Students were also asked if they agreed that “WWU should make a greater effort to recruit and retain diverse staff.” Minority students again have the greatest percentage of response in the “agree” category (63.98%), compared to 40.37% of non-minority students who answered in this way. 50.39% LGBT students said they “agreed” with this statement compared to 43.28% heterosexual students. 48.50% women student respondents said they “agreed” compared to 36.56% of their male student counterparts.

P. To What Extent Should Western’s Workforce Include More Women

Staff

Staff were also asked the extent to which they agreed that “Western’s workforce should include more women.” 51.6% staff of color responded either “agree” or “strongly agree,” compared to 45.7% non-minority staff who responded in this manner. 59.4% LGBO staff responded in this manner, compared to 45.1% heterosexual staff. 49.0% women responded either “agree” or “strongly agree,” compared 41.6% of their male counterparts. **These findings were statistically significant based on sexual orientation.**

Faculty

Faculty were similarly asked the extent to which they agreed with: “This institution should hire more women faculty.” 80% faculty of color either “agreed somewhat” or “agreed strongly” with this statement, compared to 70.8% of their non-minority counterparts. 80% of LGBO faculty also responded in this manner, compared to 70.9% of heterosexual staff. 72.6% of women staff responded “agree somewhat” or “agree strongly,” compared to 71.8% of male faculty. **Findings were statistically significant by race but not by sexual orientation or gender.**

Q. Perceptions of Western’s Priority on Multiculturalism

Staff

Staff were asked: “What level of priority do you believe Western places on developing an appreciation for multiculturalism?” 12.1% faculty of color responded “low priority,” compared

to 6.8% of non-minority faculty who responded in this way. 11.8% LGBO faculty responded in a similar way, compared to 8.1% of their heterosexual staff counterparts. 8% women faculty responded “low priority,” compared to 7.8% male staff who responded in this way. Findings were not statistically significant by race, sexual orientation, or gender.

Faculty

Faculty were similarly asked: “How important to Western is developing an appreciation for multiculturalism?” 20% faculty of color answered “low priority,” compared to 4.2% non-minority faculty. 10.3% LGBO faculty answered in this way, compared to 5.3% of their heterosexual faculty counterparts. 6.5% women responded “low priority,” compared to 6.6% of their male faculty counterparts. **These findings were statistically significant by race.**

R. Diversity and Under-qualified Employees or Under-prepared Students

Staff

Staff were asked “To what extent to you agree that promoting diversity leads to the employment of too many under-qualified employees?” 33.3% staff of color “strongly disagreed,” compared to 26.2% of their non-minority staff counterparts. 54.3% of LGBO staff answered in this manner, compared to 26.8% of heterosexual staff. 31.4% women staff answered “strongly disagree,” compared to 21.3% of their male counterparts. **Findings were statistically significant based on both sexual orientation and gender.**

Faculty

Faculty were asked a similar question about the extent of their agreement with the statement: “Promoting diversity leads to the admission of too many under-prepared students.” 36.1% faculty of color “disagreed strongly,” compared to 43.9% non-minority faculty. 56.7% LGBO faculty answered in this way, compared to 42.1% heterosexual faculty. 52% women faculty answered “disagree strongly,” compared to 36.8% of their male faculty counterparts. **These findings were statistically significant based on gender.**

S. Extent to Which Diversity Enhances Work and Education Experience

Staff

Staff were asked “To what extent do you agree that a racially/ethnically diverse workforce enhances the work experience and climate for all employees?” 8.3% staff of color either “disagreed” or “strongly disagreed” with this statement, compared to 7.4% of their non-minority staff counterparts. No LGBO staff responded in this manner, compared to 7.9% of heterosexual staff. 4.9% women staff either “disagreed” or “strongly disagreed” with this statement, compared to 12.4% of their male staff counterparts. **These findings were statistically significant based on sexual orientation and gender.**

Faculty

Faculty were similarly asked the extent of their agreement with: “A racially/ethnically diverse student body enhances the education experience of all students.” Faculty of color and non-minority faculty had the same frequency response of 2.8% in the categories of either “disagree somewhat” or “disagree strongly” for this statement. 3.3% LGBO faculty answered in this manner, compared to 3.0% heterosexual faculty. 0.8% women faculty either “disagreed somewhat” or “disagreed strongly” with this statement, compared to 5% male faculty. **These findings were statistically significant based on gender.**

T. Western Should Prohibit Racist/Sexist Speech

Staff

Staff were asked to what extent they agreed with: “Western should prohibit racist, sexist and hate speech regarding any protected category group on campus.” There were no differences between staff of color (89.2%) and non-minority staff (89.3%), who either “agreed” or “strongly agreed” with this statement. 76.4% of LGBO staff answered in this manner, compared to 90.3% of their heterosexual staff counterparts. 92.9% women either “agreed” or “strongly agreed,” compared to 83.4% of male respondents. These findings were not significant by any subgroup.

Faculty

Faculty were asked a similar question regarding their agreement with the statement, “Colleges should prohibit racist/sexist speech on campus.” 68.6% faculty of color either “agreed somewhat” or “agreed strongly” with this statement compared to 57.0% of non-minority faculty respondents. 53.6% LGBO faculty answered in this manner, compared to 58.7% of their heterosexual faculty counterparts. 69.9% women faculty answered either “agree somewhat” or “agree strongly,” compared to 47.4% of their male faculty counterparts. These findings were statistically significant based on gender.

U. Expression of Diverse Values and Beliefs

Staff

Staff were asked: “To what extent do you agree that, at Western, there is respect for expression of diverse values, beliefs, and identities?” 82.2% staff of color either “agreed” or “strongly agreed” with this statement, compared to 90.1% of their non-minority staff counterparts. 79.4% LGBO staff answered in this manner, compared to 88.8% of their heterosexual staff counterparts. 87.8% women either “agreed” or “strongly agreed” with this statement, compared to 89.2% of their male staff counterparts. These findings were not statistically significant by race, sexual orientation, or gender.

Faculty

Faculty were asked to indicate how well the following statement describes their college or university: “There is respect for the expression of diverse values and beliefs.” 88.9% faculty of color indicated “somewhat descriptive” or “very descriptive,” compared to 93% non-minority faculty who answered this way. 93.4% LGBO faculty responded in this manner, compared to 91.8% of their heterosexual faculty counterparts. Both female and male faculty indicated at the same frequency rate (92.2% and 92.1%, respectively) answering either “somewhat descriptive” or “very descriptive.” These findings were not statistically significant by race, sexual orientation, or gender.

SUMMARY HIGHLIGHTS AND CONCLUSION

This Report's findings indicate that staff of color, LGBO staff and women staff have important concerns about engagement and the diversity climate at Western. Highlights of some of the statistically significant findings of note are outlined by subgroup below:

A. Race

The following items had statistically significant differences for the comparison subgroups of staff of color/non-minority:

- **Q. 21: To what extent do you agree that: In my department, I am treated with respect.** Staff of color (m=3.00) agreed less strongly than minority staff (m=3.14) that in their department, they are treated with respect. The highest frequency of response in the “disagree” or “strongly disagree” category was among staff of color (17.1%), compared to their non-minority counterparts at 12.2%.
- **Q. 26: To what extent do you agree that: I have to work harder than other employees to be valued equally.** Staff of color (m=2.54) agreed or more strongly agreed than non-minority staff (m=2.20). 47.0% staff of color responded either “agree” or “strongly agree” to this statement, compared to their non-minority staff counterparts (27.1%).
- **Q. 50: Please indicate the extent to which you felt welcomed when you first came to Western.** Staff of color (m=2.40) reported feeling welcomed to a lesser extent than non-minority staff (m=2.54) when first coming to Western. 8.1% staff of color responded to this statement by saying “not at all,” compared to their non-minority counterparts (3.7%).
- **Q. 53: Since being an employee/within the past three years at Western I have experienced subtle discrimination based upon group identity.** Staff of color indicated they had experienced subtle discrimination based on group identity at over twice the frequency (30.8%) than their non-minority counterparts (14.7%).
- **Q. 54: Since being an employee/within the past three years at Western I have experienced overt discrimination based upon group identity.** 9.2% staff of color indicated they had experienced overt discrimination based on group identity, compared to their non-minority counterparts (3.7%).
- **Q. 55: Since being an employee/within the past three years at Western I have experienced racism.** 16.9% staff of color respondents indicated they had experienced racism, compared to 2.8% of non-minority staff.

- **Q. 69: What level of priority do you believe Western places on creating a more inclusive campus community that is welcoming of employees from diverse backgrounds?** Staff of color (m=2.50) responded that they believe Western places a lower priority on creating a more inclusive campus community than did non-minority staff (m=2.66). 48.5% staff of color responded either “low priority” or “medium priority” to this statement, compared to 39.9% of their non-minority staff counterparts.

B. Sexual Orientation

The following items had statistically significant differences for the comparison subgroups of LGBO and heterosexual respondents:

- **Q. 39: Since being an employee/within the past three years at Western, I have experienced job insecurity.** LGBO staff indicated at a higher frequency of response that they had experienced job insecurity (62.9%) compared to their heterosexual counterparts (37.6%).
- **Q. 53: Since being an employee/within the past three years at Western I have experienced subtle discrimination based upon group identity.** 41.2% LGBO staff indicated this as well and at a much higher frequency than their heterosexual staff counterparts (16.7%).
- **Q. 57: Since being an employee/within the past three years at Western I have experienced heterosexism.**⁴ 38.2% LGBO staff indicated they had experienced heterosexism compared to 1.8% of their heterosexual staff counterparts.
- **Q. 58: Since being an employee/within the past three years at Western I have not (been sexually harassed, experienced subtle discrimination based on group identity, experienced overt discrimination based on group identity, experienced racism, experienced sexism, experienced heterosexism).** LGBO staff (44.1%) indicated they had experienced none of the above at lower frequencies than their heterosexual (77.3%) counterparts.
- **Q. 65: To what extent do you agree that gay, lesbian, bisexual, and transgender employees are treated fairly at Western?** LGBO respondents (m=2.66) agreed less strongly than heterosexual staff (m=3.04) that gay, lesbian, bisexual and transgender employees are treated fairly at Western. 30.3% LGBO staff either “disagreed” or “strongly disagreed” with this statement, compared to 11.4% of their heterosexual staff counterparts.

⁴ Includes the system of beliefs and biases that favor male-female sexuality, causing discrimination against lesbian, gay, bisexual and other non-heterosexual people.

- **Q. 75: To what extent do you agree that a racially/ethnically diverse workforce enhances the work experience and climate for all employees?** LGBO staff (m=3.54) agreed more strongly than heterosexual staff (m=3.21) that a racially/ethnically diverse workforce enhances the work experience and climate for all employees. No LGBO staff respondents either “disagreed” or “strongly disagreed” with this statement, compared to 7.9% of heterosexual staff.

C. Gender

The following items had statistically significant differences for the comparison subgroups of women and men respondents:

- **Q. 40: Since being an employee/within the past three years at Western, I have collaborated on a successful first-rate project.** Women were less likely to indicate that they had collaborated on a successful first-rate project (43.7%) as compared to their male staff counterparts (53.8%).
- **Q. 55: Since being an employee/within the past three years at Western I have experienced racism.** Male staff (9.2%) had a higher frequency rate of response than female staff (3.1%) to this question.
- **Q. 64: To what extent do you agree that women employees are treated fairly at Western?** Female respondents (m=2.94) agreed less strongly than male staff (m=3.13) that women employees are treated fairly at Western. 17.5% female staff responded either “disagree” or “strongly disagree” to this statement, compared to 8.1% of their male staff counterparts.
- **Q. 70: What level of priority do you believe Western places on promoting gender equity among employees?** Female staff (m=2.39) responded at a higher frequency than male staff (m=2.56) that they believe Western places a lower priority on promoting gender equity among employees. 14.2% women staff responded “low priority” to this statement, compared to 7.4% of their male staff counterparts.
- **Q. 72: What level of priority do you believe Western places on increasing representation of women employees and administrators?** Female staff (m=2.26) responded at a higher frequency than male staff (m=2.44) that they believe Western places a lower priority on increasing representation of women employees and administrators. 63.3% women staff responded “low priority” or “medium priority” to this statement, compared to 55.9% of their male staff counterparts.
- **Q. 75: To what extent do you agree that a racially/ethnically diverse workforce enhances the work experience and climate for all employees?** Female staff (m=3.29) agreed more strongly than male staff (m=3.11) with this statement. 95.1% female staff answered in this way, compared to 87.6% male staff.

D. Race, Sexual Orientation And Gender

On rare occasion, there were statistically significant differences in all three subgroups:

- **Q. 59: To what extent do you agree with the following statement: Western's workforce should include more employees of color.** Staff of color (m=3.06) agreed more strongly than non-minority staff (m=2.82) that Western's workforce should include more employees of color. LGBO respondents (m=3.38) agreed more strongly than heterosexual staff (m=2.83) with this statement. Female staff (m=2.91) agreed more strongly than male staff (m=2.79) that Western's workforce should include more employees of color.
- **Q. 61: To what extent do you agree with the following statement: Western's workforce should include more employees with disabilities.** Staff of color respondents (m=2.88) agreed more strongly than non-minority staff (m=2.73) that Western's workforce should include more employees with disabilities. LGBO respondents (m=3.18) agreed more strongly than did heterosexual staff (m=2.72) with this statement. Female respondents (m=2.81) agreed more strongly than male staff (m=2.66) that Western's workforce should include more employees with disabilities.
- **Q. 62: To what extent do you agree with the following statement: Western's workforce should include more veterans.** Staff of color respondents (m=3.02) agreed more strongly than non-minority staff (m=2.81) that Western's workforce should include more veterans. LGBO respondents (m=3.12) agreed more strongly than heterosexual staff (m=2.85) with this statement. Female respondents (m=2.90) agreed more strongly than male staff (m=2.7) that Western's workforce should include more veterans.
- **Q. 79: To what extent do you agree that diversity should be more strongly reflected at Western?** Staff of color (m=2.95) agreed more strongly than non-minority staff (m=2.76) that diversity should be more strongly reflected at Western. LGBO staff (m=3.46) also agreed more strongly than heterosexual staff respondents (m=2.76) with this statement. Similarly, female staff (m=2.85) agreed more strongly than male staff (m=2.70) that diversity should be more strongly reflected at Western. Staff of color (75.4%), LGBO staff (100%), and women staff (72.4%) either "agreed" or "strongly agreed" that diversity should be more strongly reflected at Western, as compared to their counterparts (non-minority staff, 65.4%; heterosexual staff, 66.2%; male staff, 60.0%).

E. Conclusion

Overall, many of the responses to the Staff Survey indicated that employees were generally satisfied with engagement and climate. But when looking at responses broken down by race, sexual orientation, and gender, the findings in this Report point to a need for robust, institution-wide efforts to address concerns reflected in the responses of these diverse groups. Findings from this Staff Survey should inform conversations and concerted actions across campus that are

aimed at furthering a culture of respect and inclusion. Initiatives should ensure that all Western staff are treated equitably and experience a positive equal opportunity workplace climate.

Further, these findings demonstrate a need to periodically assess staff engagement and diversity climate for Western's staff.