



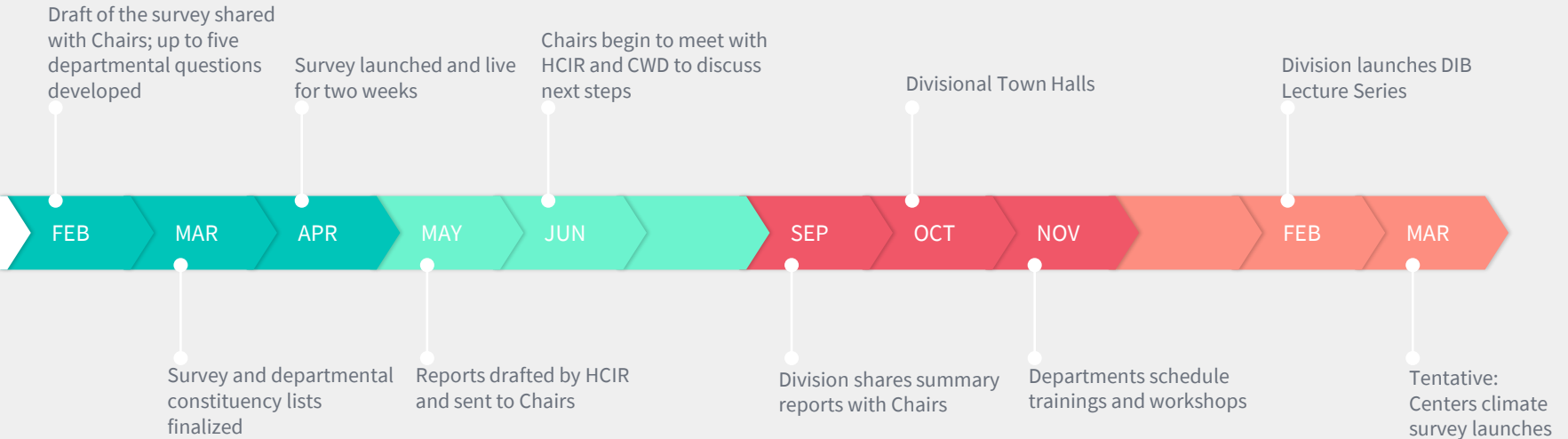
**Division of Arts & Humanities**

# **Climate Survey: Staff Results**

## A&H Climate Survey

- Survey tool developed by the Office of Harvard College Institutional Research (HCIR)
  - Base survey model used for all FAS Divisions
  - A&H Departments able to add supplemental questions for their communities
- A&H faculty, staff, graduate students, and undergraduate concentrators in 21 departments and programs invited to participate

# A&H Climate Survey Timeline



# A&H Climate Survey Response Rate

<b>Role</b>	<b>Invited</b>	<b>Responders</b>	<b>Response Rate</b>
Staff	106	96	90.6%
Faculty	482	326	67.6%
Graduate Student	738	353	47.8%
Undergraduate Student	811	185	22.8%
<b>Total</b>	<b>2,137</b>	<b>960</b>	<b>44.9%</b>

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## Focus On

- Job satisfaction
- Inclusion and belonging
- Interpersonal justice
- Diversity
- Communication and civil discourse
- Workplace incivility
- Accountability for wrongdoing
- Organizational support

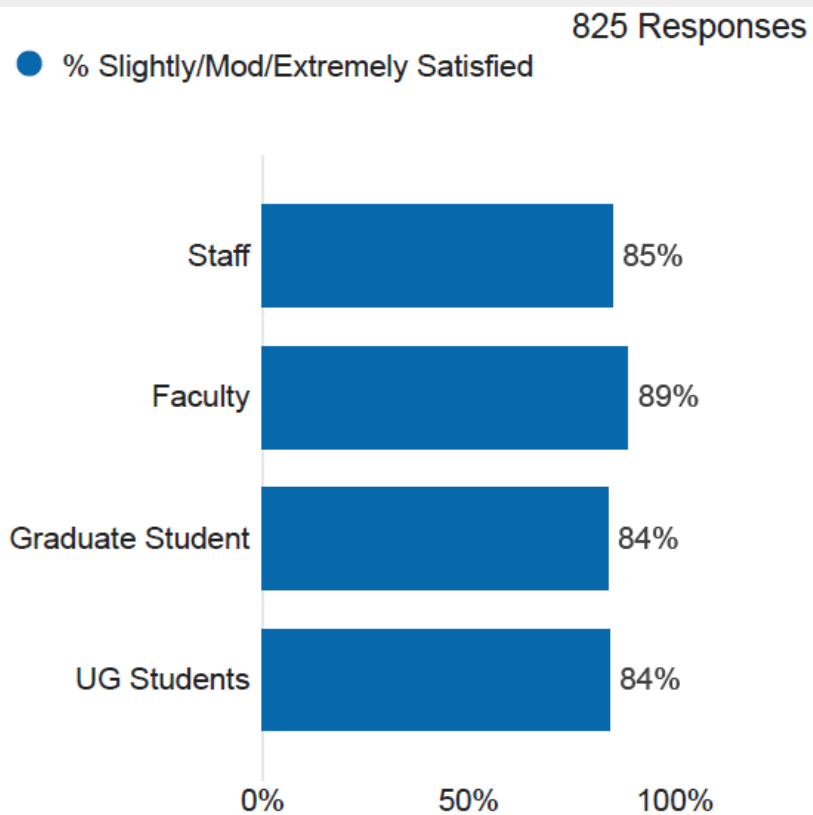
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# Survey Results



# Overall Satisfaction



# Overall Satisfaction

		N	How satisfied are you with your job?	How satisfied are you with your department as a welcoming and respectful environment to work	If I had to do it over again, I would choose to work here.
Staff	Non-Exempt	43	83%	83%	90%
Staff	Exempt	35	89%	86%	89%
Staff	Did not disclose	18	50%	50%	50%
Staff	Female	48	85%	83%	90%
Staff	Male	12	82%	82%	91%
Staff	Nonbinary/Self-Describe	6	83%	67%	67%
Staff	Did not disclose	30	86%	93%	92%
Staff	URM	12	83%	55%	75%
Staff	Asian	9	89%	89%	89%
Staff	White	46	84%	87%	91%
Staff	Did not disclose	29	85%	92%	92%

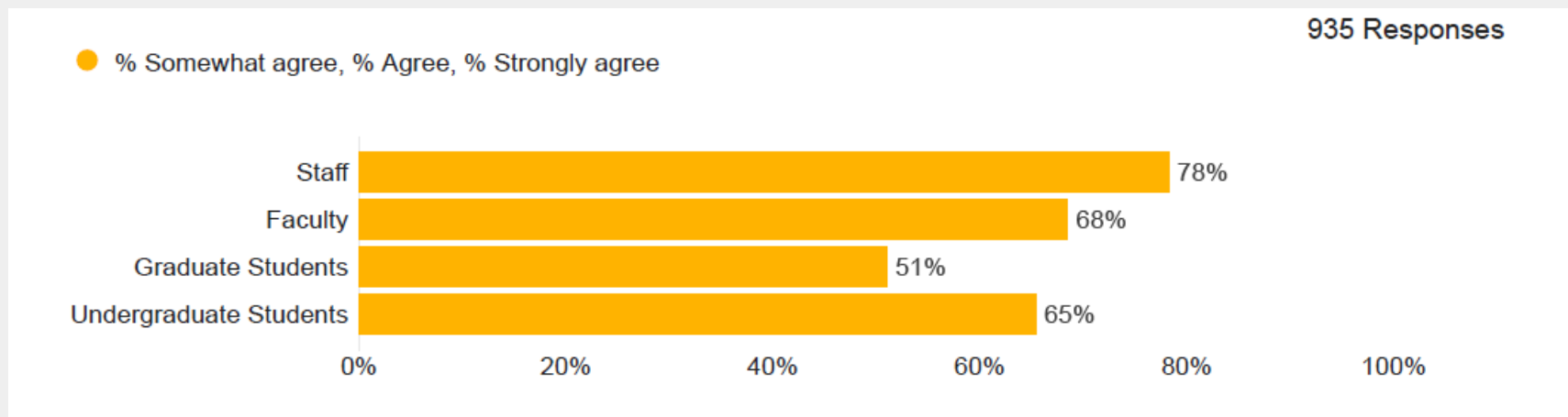
# Inclusion & Belonging

The experience of feeling valued, part of a community, needed and accepted by other people, groups or environments

# Inclusion & Belonging

	N	I feel valued by others in the community	I feel accepted by others in the community	I feel connected to others in the community	There is a strong sense of community in the department
Non-Exempt	43	93%	95%	84%	88%
Exempt	35	91%	94%	83%	71%
Did not disclose	18	79%	79%	64%	64%
Female	48	90%	92%	81%	79%
Male	12	92%	92%	75%	75%
Nonbinary/Self-Describe	6	100%	100%	83%	100%
Did not disclose	30	88%	92%	81%	73%
URM	12	92%	83%	75%	83%
Asian	9	89%	89%	89%	89%
White	46	91%	96%	83%	78%
Did not disclose	29	88%	92%	76%	72%

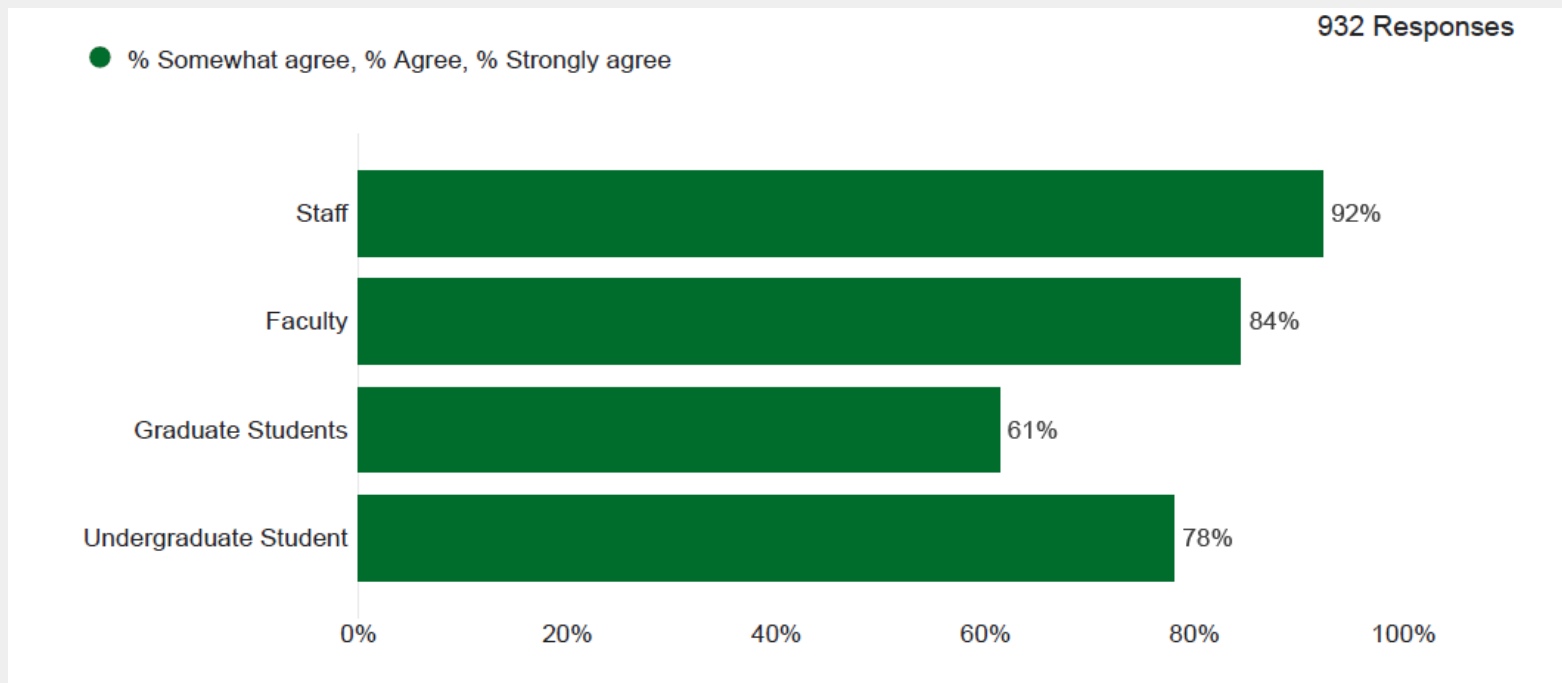
## There is a strong sense of community...



# Diversity

The FAS is committed to creating and maintaining a workplace community that is as diverse as our student and global populations, where all may feel at home, whatever their race, gender, age, sexual orientation, faith, abilities, work status, or other identifying characteristics.

# There is a demonstrated commitment to diversity...



# Identity

	N	I am treated differently by others because of my identity
Non-Exempt	43	19%
Exempt	35	14%
Did not disclose	18	23%
Female	48	10%
Male	12	8%
Nonbinary/Self-Describe	6	67%
Did not disclose	30	24%
URM	12	33%
Asian	9	33%
White	46	9%
Did not disclose	29	21%

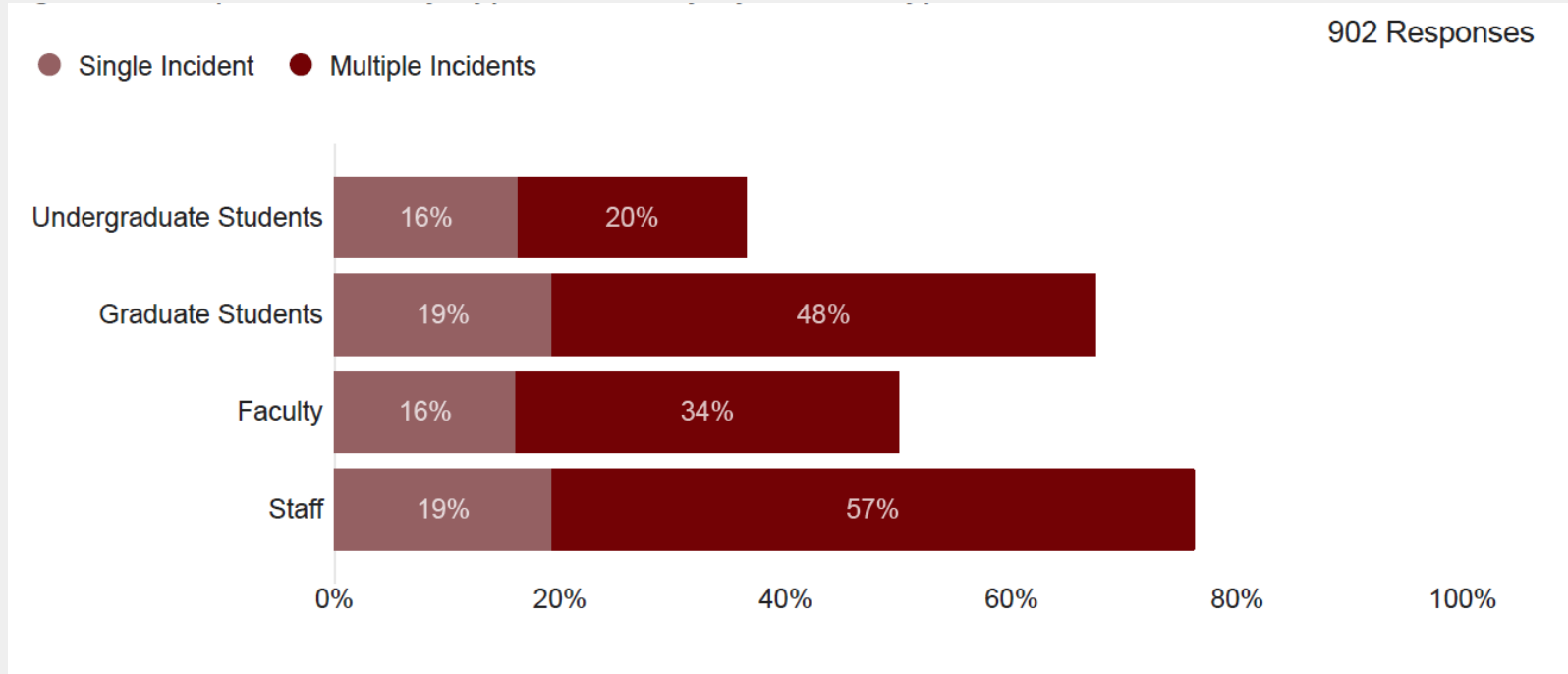
# Points of View

	N	Individuals' differing points-of-view and opinions are respectfully heard and considered	When I disagree with the majority opinion, I feel comfortable with dissenting	I feel comfortable/safe sharing my ideas and points-of-view openly	I feel like my opinions are being respectfully heard and considered as opposed to being ignored or shot down
Non-Exempt	43	84%	70%	76%	84%
Exempt	35	86%	77%	86%	91%
Did not disclose	18	100%	100%	50%	50%
Female	48	88%	69%	74%	90%
Male	12	83%	83%	92%	67%
Nonbinary/Self-Describe	6	100%	100%	83%	83%
Did not disclose	30	71%	69%	86%	93%
URM	12	83%	83%	82%	75%
Asian	9	89%	67%	78%	67%
White	46	89%	76%	80%	91%
Did not disclose	29	69%	62%	77%	92%

# Incivility

The exchange of seemingly inconsequential, inconsiderate words and deeds that violate conventional norms of workplace conduct.

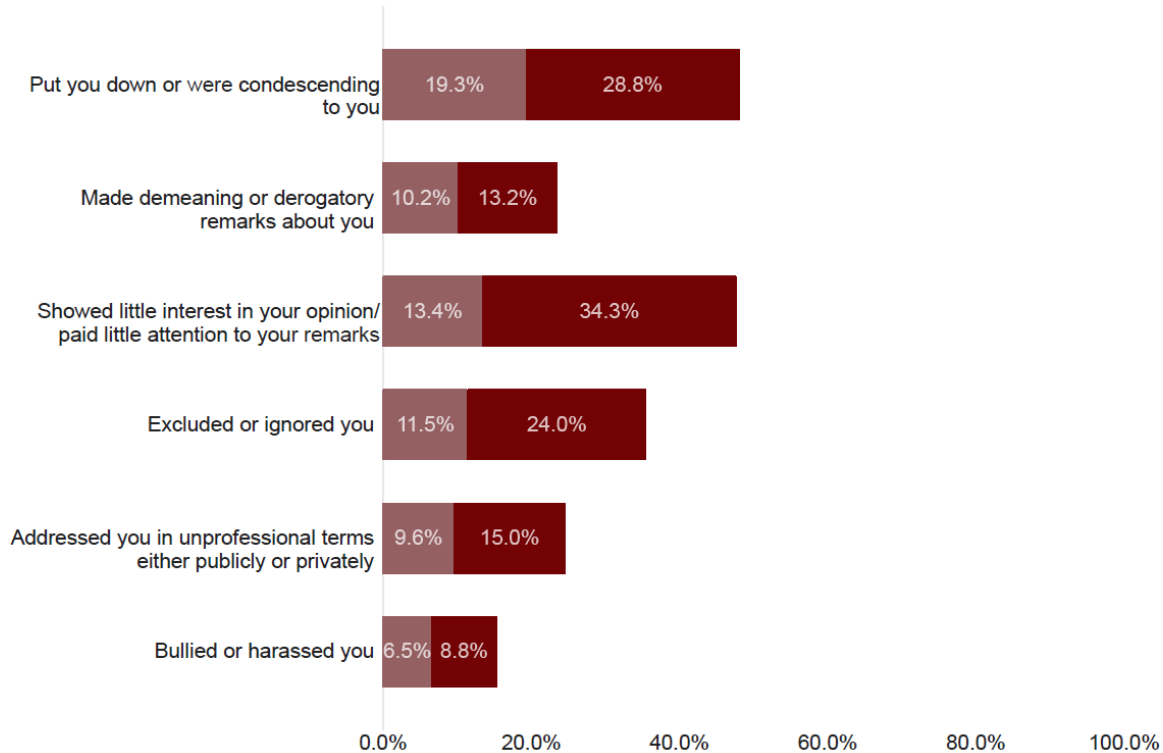
# Experienced Any Type of Incivility



# Types of Incivility Experienced (all populations)

724 Responses

● Yes Single Occurrence ● Yes Multiple Occurrences



# Types of Incivility (Staff Experience)

	N	Put you down or been condescending to you	Made demeaning or derogatory remarks about you	Showed little interest in your opinion/paid little attention to your remarks	Excluded or ignored you	Addressed you in unprofessional terms	Bullied or harassed you
Non-Exempt	43	62.8%	27.9%	72.1%	53.5%	23.3%	20.9%
Exempt	35	45.7%	20.0%	45.7%	40.0%	20.0%	17.1%
Did not disclose	18	77.8%	55.6%	75.0%	88.9%	55.6%	50.0%
Female	48	50.0%	25.0%	56.3%	44%	18.8%	16.7%
Male	12	58.3%	16.7%	58.3%	58%	8.3%	25.0%
Nonbinary/Self-Describe	6	66.7%	33.3%	83.3%	67%	50.0%	
Did not disclose	30	71.4%	38.1%	70.0%	62%	42.9%	40.9%
URM	12	66.7%	41.7%	66.7%	58.3%	33.3%	25.0%
Asian	9	44.4%		44.4%	33.3%		
White	46	47.8%	23.9%	57.8%	45.7%	21.7%	17.4%
Did not disclose	29	80.0%	40.0%	75.0%	70.0%	40.0%	42.9%

# Accountability for Wrongdoing

Targets of incivility will not attempt to resolve issues or report bad behavior due to fear of retaliation by offenders, lack of support from leadership, and a lack of institutional policy or procedures for addressing incivility.

**48%**

**Agreed that there is a clear process for resolving  
grievances surrounding incivility**

# Accountability for Wrongdoing

	N	There is a willingness to correct discourteous or offensive behavior	Clear channels for reporting discourteous or offensive behavior	Clear process for resolving conflicts	Department leadership would ignore a complaint from me	Comfortable (not fear retaliation) coming forward with grievances	All members of the community are held to the same standard
Non-Exempt	43	79%	67%	50%	10%	62%	40%
Exempt	35	66%	57%	49%	9%	74%	51%
Did not disclose	18	100%	0%	0%		0%	50%
Female	48	58%	58%	50%	13%	67%	48%
Male	12	55%	50%	64%	9%	73%	64%
Nonbinary/Self-Describe	6	83%	83%	17%	0%	50%	33%
Did not disclose	30	64%	30%	43%	0%	64%	29%
URM	12	83%	75%	50%	17%	50%	50%
Asian	9	67%	33%	33%	11%	56%	33%
White	46	76%	60%	51%	9%	71%	49%
Did not disclose	29	62%	69%	46%		69%	38%

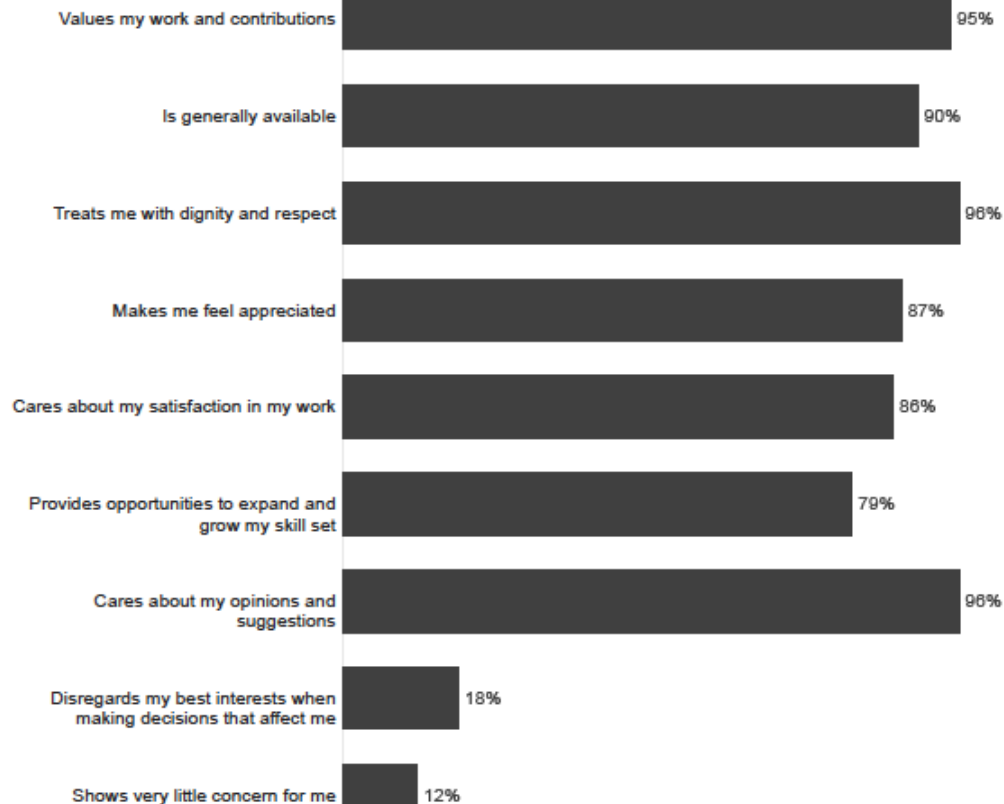
# Organizational Support

Has been shown to be related to employee turnover, organizational commitment, job involvement, job performance, job stress, and withdrawal behavior.

## Work Overload

- Staff report feeling overworked, unsupported, underappreciated, and undercompensated.
- Especially true during the pandemic, during which staff report being asked to do more with less while trying to manage job demands with family and one's own mental health.
- Some described experiencing characteristics of burnout (physical, mental, and emotional exhaustion).

# My Supervisor...



# Recommendations

# Levels of Response

FAS

A&H

Science

SEAS

Social  
Science

Depts

Prgrm



## **Improved Accountability System**

Develop clear policies for standards of behavior as well as clear and safe channels for reporting

## Office for Gender Equity

- OGE works to advance Harvard's commitment to providing an environment where each of us feels safe to participate fully in University life – whether studying, teaching, conducting research, or working to support our individual and collective goals.
- Existing resources for support and reporting, including Title IX violations
- FAS Program Officers
  - Seth Avakian – [avakian@fas.harvard.edu](mailto:avakian@fas.harvard.edu)
  - Moriah Silver – [moriah\\_silver@harvard.edu](mailto:moriah_silver@harvard.edu)
- <https://oge.harvard.edu/>

# FAS Office for Diversity, Inclusion, and Belonging

- Equity engagement strategy in development
- Onboarding a new senior director to offer consultation and support to departmental leadership
- Developing a faculty resource library
- FAS-level pilot program of reporting structure for non-Title IX complaints of harassment and bias is being developed by ODIB Administrative Fellow for pilot launch in spring 2022
- [ODIB office](#) is available to triage issues in the meantime
  - Contact [Associate Dean Sheree Ohen](#)



## Workshops/Trainings

Provide opportunities for coaching and other interventions addressing incivility, inclusivity, and sensitivity

# Civility & Bystander Intervention Training

- 90-minute workshops offered by Moriah Silver, Program Officer for Title IX and Professional Conduct through the Office of Faculty Affairs and FAS HR
- Explore how our community can reflect its values through our actions and treatment of others.
- Participants gain tools to foster civility, address bullying behavior, and become active bystanders.
- Departmental sessions are held separately for faculty, staff, and graduate students.

Contact [Moriah Silver](#)

## DIB Trainings Offered by GSAS

- Workshop on Identity & Privilege available for graduate students, faculty, and staff
  - Workshop on Implicit Bias available for faculty
- Contact [Dean Sheila Thomas](#)

## GSAS Advising Project Workshops

- Mentoring Up: This workshop focuses on providing students with tools and skills to help have a productive relationship with their adviser(s).
- Mentoring Workshops: This is focused on equipping faculty with tools to help them be more effective in their advising relationships.

Contact [The Advising Project](#)



## Ongoing Dialogue

Encourage continued departmental conversations, supported by funding for community events

## Departmental Reports & Conversations

- Departments & programs are encouraged to hold community-wide conversations to address the findings of their individual reports.
- Departmental leadership is being asked to identify two to three achievable goals for improving climate, inclusion, and equity in each program in the next year.
- Continued conversations between departmental leadership and Divisional Dean.

## Faculty Liaisons for Inclusive Excellence

- An ODIB initiative to help support faculty at the departmental level with diversity, equity, inclusion and belonging matters.
- FLIEs serve as department representatives that are committed to advancing sustainable inclusive excellence.
- FLIEs bring DIB-related departmental matters to the FLIE meetings and work with their respective department(s) to help implement best practices
- Arts & Humanities FLIEs can be found listed on the website of the [Division of Arts & Humanities](#)

## DIB Divisional Innovation Fund

- Dean Kelsey has authorized use of a Divisional fund to be made available to assist departments in DIB efforts.
- Funds could be used to host trainings or workshops for department members, to invite DIB speakers, to host community events with the purpose of engaging on issues of diversity, inclusion, and belonging.
- Write to [arts-hum@fas.harvard.edu](mailto:arts-hum@fas.harvard.edu) for more info

## A&H Division Lecture Series on DIB

- A four-part monthly lecture series hosted by the Office of the Dean of Arts & Humanities.
- Open to all A&H Division community members.
- Lectures will feature prominent speakers on issues of diversity, inclusion, and belonging, with a focus on dynamic response to pressing issues
- Series launches in February 2022



# Any Questions?

**Write to us!**

You can reach us at:

[arts-hum@fas.harvard.edu](mailto:arts-hum@fas.harvard.edu)

Divisional climate reports can be found on the [website of the Division of Arts & Humanities](#)