



Employee Engagement Survey Report – Spring 2017

September 21, 2017



NORTH SEATTLE
COLLEGE

One of the Seattle Colleges

Background and Interpretive Guidelines

Background

- In the Spring 2017 quarter North Seattle College launched an employee engagement survey.
- Survey data were analyzed using SPSS software (version 23.0).

Interpretive Guidelines

- For closed – ended items that have a five – point scale, where 5 is the most positive response and one is the most negative response, a mean rating of at least 4.0 should be considered as a guideline for good performance.

Findings

- Overall satisfaction
 - Likelihood to refer a friend
- } Decreased significantly between 2016 and 2017
- Lowest rated institutional attribute (2017):
 - “I am paid fairly for the work I do at North Seattle College.”

Findings, Continued

- Top predictors of satisfaction with being an employee of NSC (2017):
 - I am proud to say I work at North Seattle College.
 - My work is appreciated at North Seattle College.
 - I am paid fairly for the work I do at North Seattle College.
 - I feel physically safe when I am on campus at North Seattle College.

Conclusions – Institutional Attributes, Continued

- Top predictors of the likelihood that an someone will refer a friend or relative to work at NSC (2017):
 - I am proud to say I work at North Seattle College.
 - My suggestions are heard and acted upon.

Findings, Continued

- The mean satisfaction (2017) with one's manager = 4.02
- Lowest rated manager attribute (2017):
 - “My manager has a good understanding of the work I do.”

Findings – Professional Development

- Percent of respondents (2017) answering they had engaged in no professional development activities in the current academic year through NSC = 16.9 %.
- Percent of respondents (2017) who engaged in professional development who either “agreed” or “strongly agreed” that they have been able to apply new knowledge to their work” = 70.4 %.

Findings - Diversity

- Percent of respondents (2017) answering they had attended at least one diversity-related activity at NSC during the current academic year = 70.0 %.
- Percent of respondents (2017) engaging in at least one diversity – related event at NSC who indicated these activities had “contributed to your awareness of and / or competence with respect ... ‘embracing diverse cultures, ideas, perspectives and people’” either “moderately” or “a great deal” = 80.8 %.

Findings – Diversity, Continued

- Percent of respondents (2017) answering that NSC does “very little” to encourage contact among employees from different economic, social, racial or ethnic backgrounds = 16.0 %.
- Percent of respondents (2017) answering they felt discriminated against within the current academic year at NSC = 24.2 %.

Recommendations

- Quadrant analysis indicates that in order to improve overall employee satisfaction with being an employee at the institution, North Seattle College should focus on the following items:
 - My work is appreciated at North Seattle College.
 - I am paid fairly for the work I do at North Seattle College.
- Quadrant analysis indicates that, in order to improve the likelihood that an employee will refer a friend or relative to North Seattle College as a place to work, the institution should focus on the following improving scores on the item: “My work is appreciated at North Seattle College.”

Recommendations, Continued

- In order to improve employee satisfaction with one's manager, North Seattle College should continue to build on its successes with the following items:
 - My manager and I have a good working relationship.
 - My manager's review of my performance is fair.

Recommendations, Continued

- Employees who identify as female are significantly less likely than employees who identify as male to report feeling physically safe on campus at North Seattle College. This should be addressed as soon as possible through information gathering sessions and implementation of processes and procedures to improve the perception of campus safety among female – identified employees.
- Employees who identify as female are significantly less likely than employees who identify as male to report that their manager has a good understanding of the work they do. This is something else that should be addressed, for all employees regardless of gender identity.

Recommendations, Continued

- Nearly one in four respondents to the 2017 employee engagement survey (24.2 %) report having felt discriminated against with the current academic year at North Seattle College. This should be investigated further and interventions should be designed and implemented to decrease the reported incidence of workplace discrimination at North Seattle College.

Recommendations, Continued

- The administration of North Seattle College should share the conclusions and recommendations of this research with all employees of North Seattle College. This should include a description of what will be done to address the issues unearthed in this research. During the spring 2018 quarter the administration of North Seattle College should then report back out to the employee base what has actually been done to rectify issues uncovered in this research.

Overall Satisfaction with Being an Employee of NSC

What is your overall satisfaction with being an employee of North Seattle College?	2016		2017	
	Percent	n	Percent	n
Very Dissatisfied	2.0 %	4	4.2 %	8
Dissatisfied	9.3 %	19	12.5 %	24
Neutral	15.2 %	31	24.5 %	47
Satisfied	48.5 %	99	45.3 %	87
Very Satisfied	25.0 %	51	13.5 %	26
Total	100.0 %	204	100.0 %	192
Chi – Square = 13.737; significance = .008 ; 0 cells (0.0 %) have an expected count of less than 5				
	Mean	n	Mean	n
Average ¹	3.85	204	3.52	192

Overall mean satisfaction with being an employee at North Seattle College decreased significantly between 2016 and 2017.

¹ t = 3.391; two – tailed significance = .001

Likelihood to Recommend NSC as a Place to Work

How likely would you be to refer a friend or relative to North Seattle College as a place to work?	2016		2017	
	Percent	n	Percent	n
Very Unlikely	7.8 %	16	9.9 %	19
Somewhat Unlikely	13.2 %	27	16.7 %	32
Neutral	11.3 %	23	15.6 %	30
Somewhat Likely	29.9 %	61	34.9 %	67
Very Likely	37.7 %	77	22.9 %	44
Total	100.0 %	204	100.0 %	192
Chi – Square = 10.533; significance = .032; 0 cells (0.0 %) have an expected count of less than 5				
	Mean	n	Mean	n
Average ¹	3.76	204	3.44	192

Overall mean likelihood to refer a friend or relative to North Seattle College as a place to work decreased significantly between 2016 and 2017.

Comparison of Mean Ratings by Employee Type

Dependent Measure	AFT Pro – Staff (a)		Classified (b)		Exempt (c)		Full – Time Faculty (d)		Part – Time Faculty (e)		F	Significance
	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n		
What is your overall satisfaction with being an employee of North Seattle College?	3.93	14	3.28	57	3.81	31	3.43	35	3.58	26	2.074	.087
How likely would you be to refer a friend or relative to North Seattle College as a place to work?	3.86	14	3.23	57	3.77	31	3.20	35	3.65	26	1.766	.138
What is your overall satisfaction with your manager at North Seattle College?	4.21	14	3.56 (d)	57	4.13	31	4.43 (b)	35	4.32	26	3.815	.005

The mean rating of satisfaction with one's manager for classified employees (3.56) is significantly lower than the mean rating of full – time faculty members (4.43).

Comparison of NSC Attributes by Length of Time at NSC

Dependent Measure	Less than 5 Years (a)		5 to 10 Years (b)		More than 10 Years (c)		F	Significance
	Mean	n	Mean	n	Mean	n		
What is your overall satisfaction with being an employee of North Seattle College?	3.64	73	3.33	39	3.53	64	1.182	.309
How likely would you be to refer a friend or relative to North Seattle College as a place to work?	3.68	73	3.26	39	3.36	64	1.834	.163
What is your overall satisfaction with your manager at North Seattle College?	3.97	73	4.10	39	4.13	64	.302	.739

There are no statistically significant mean differences in ratings of overall satisfaction or satisfaction with one's manager by length of tenure in one's job at North Seattle College.

Comparison of Mean Ratings by Race / Ethnicity

Dependent Measure	Employees of Color ¹		White		t	Significance
	Mean	n	Mean	n		
What is your overall satisfaction with being an employee of North Seattle College?	3.44	41	3.60	121	- 0.895	.372
How likely would you be to refer a friend or relative to North Seattle College as a place to work?	3.39	41	3.49	121	- 0.423	.673
What is your overall satisfaction with your manager at North Seattle College?	3.85	41	4.17	121	- 1.458	.147

There are no statistically significant mean differences in ratings of overall satisfaction or satisfaction with one's manager by respondent race / ethnicity group.

¹ Employees of color = American Indian or Alaska Native + Asian / Asian American + Black / African American + Hispanic / Latino + More than one race

Note: Thirty (30) respondents did not indicate their ethnicity / race.

Comparison of Mean Ratings by Gender

Dependent Measure	Male		Female		t	Significance
	Mean	n	Mean	n		
What is your overall satisfaction with being an employee of North Seattle College?	3.67	58	3.46	112	1.262	.209
How likely would you be to refer a friend or relative to North Seattle College as a place to work?	3.64	58	3.38	112	1.216	.226
What is your overall satisfaction with your manager at North Seattle College?	4.24	58	3.91	112	1.677	.095

There are no statistically significant mean differences in ratings of overall satisfaction or satisfaction with one's manager by employee gender.

Agreement with Attributes of Working at NSC

Please indicate your level of agreement with the following statements regarding your overall experience at North Seattle College.	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	n
	Percent	n	Percent	n	Percent	n	Percent	n	Percent	n		
My suggestions are heard and acted upon.	8.4 %	15	16.2 %	29	31.3 %	56	32.4 %	58	11.7 %	21	3.23	179
I have adequate resources to do my job.	6.0 %	11	23.5 %	43	23.0 %	42	36.1 %	66	11.5 %	21	3.23	183
North Seattle College supports my professional development.	6.0 %	11	10.4 %	19	19.7 %	36	41.0 %	75	23.0 %	42	3.64	183
North Seattle College is welcoming to all persons.	2.2 %	4	8.2 %	15	15.8 %	29	38.0 %	70	35.9 %	66	3.97	184
I feel physically safe when I am on campus at North Seattle College.	0.5 %	1	3.3 %	6	10.9 %	20	49.7 %	91	35.5 %	65	4.17	183
At North Seattle College, I feel safe in other ways -emotionally, socially, and intellectually.	3.8 %	7	12.6 %	23	15.8 %	29	43.7 %	80	24.0 %	44	3.72	183
I am proud to say I work at North Seattle College.	2.8 %	5	5.0 %	9	21.5 %	39	38.1 %	69	32.6 %	59	3.93	181

Across respondents, the attributes of working at North Seattle College which received the highest mean ratings were:

- I am aware that North Seattle College is a tobacco – free campus. (mean = 4.79)
- I feel physically safe when I am on campus at North Seattle College. (mean = 4.17)
- I know how the work I do supports the strategic plan objectives of North Seattle College. (mean = 4.06)



Agreement with Attributes of Working at NSC, Continued

Please indicate your level of agreement with the following statements regarding your overall experience at North Seattle College.	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	n
	Percent	n	Percent	n	Percent	n	Percent	n	Percent	n		
My work is appreciated at North Seattle College.	9.3 %	17	10.4 %	19	14.8 %	27	39.6 %	72	25.8 %	47	3.62	182
I am concerned about my job security at North Seattle College.	4.9 %	9	14.2 %	26	20.2 %	37	36.6 %	67	24.0 %	44	3.61	183
I know how the work I do supports the strategic plan objectives of North Seattle College.	1.7 %	3	7.8 %	14	15.0 %	27	33.9 %	61	41.7 %	75	4.06	180
I am paid fairly for the work I do at North Seattle College.	24.0 %	44	27.9 %	51	16.9 %	31	23.0 %	42	8.2 %	15	2.63	183
I am aware that North Seattle College is a tobacco – free campus.	0.0 %	0	0.0 %	0	2.8 %	5	15.6 %	28	81.7 %	147	4.79	180
I am in favor of North Seattle College being a tobacco – free campus.	3.4 %	6	4.0 %	7	12.5 %	22	17.0 %	30	63.1%	111	3.99	176

Across respondents, the attribute of working at North Seattle College which received the lowest mean rating was:

- I am paid fairly for the work I do at North Seattle College. (mean = 2.63)

Comparison of NSC Attributes by Employee Type

NSC Attribute	AFT Pro – Staff (a)		Classified (b)		Exempt (c)		Full – Time Faculty (d)		Part – Time Faculty (e)		F	Significance
	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n		
My suggestions are heard and acted upon.	3.46	13	3.00 (c)	56	3.71 (b)	31	3.03	34	3.28	25	2.430	.050
I have adequate resources to do my job.	3.43	14	3.11	56	3.39	31	3.06	35	3.54	26	1.126	.346
North Seattle College supports my professional development.	4.14	14	3.51	57	3.90	31	3.51	35	3.48	25	1.593	.179
North Seattle College is welcoming to all persons.	4.14	14	3.95	57	3.94	31	3.89	35	4.04	26	.201	.938
I feel physically safe when I am on campus at North Seattle College.	4.07	14	4.00 (e)	56	4.19	31	4.24	34	4.62 (b)	26	3.324	.012

Respondents who identified as members of the classified union reported significantly lower mean ratings of agreement on the following attributes of working at North Seattle College, as compared to the worker groups indicated, as follows:

- My suggestions are heard and acted upon. (compared to Exempt)
- I feel physically safe when I am on campus at North Seattle College. (compared to Part – Time Faculty Members)

Comparison of NSC Attributes by Employee Type

NSC Attribute	AFT Pro – Staff (a)		Classified (b)		Exempt (c)		Full – Time Faculty (d)		Part – Time Faculty (e)		F	Significance
	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n		
At North Seattle College, I feel safe in other ways - emotionally, socially, and intellectually.	3.93	14	3.40 (c)	57	4.10 (b)	31	3.83	35	3.69	26	2.533	.042
I am proud to say I work at North Seattle College.	4.29	14	3.65	55	4.06	31	3.76	34	4.12	26	2.106	.083
My work is appreciated at North Seattle College.	3.71	14	3.43	56	4.00	31	3.46	35	3.58	26	1.200	.313
I am concerned about my job security at North Seattle College.	3.57	14	3.63	57	3.61	31	3.31	35	4.08	26	1.730	.146

Respondents who identified as members of the classified union reported significantly lower mean ratings of agreement on the following attributes of working at North Seattle College, as compared to the worker groups indicated, as follows:

- At North Seattle College, I feel safe in other ways - emotionally, socially, and intellectually. (compared to Exempt)

Comparison of NSC Attributes by Employee Type

NSC Attribute	AFT Pro – Staff (a)		Classified (b)		Exempt (c)		Full – Time Faculty (d)		Part – Time Faculty (e)		F	Significance
	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n		
I know how the work I do supports the strategic plan objectives of North Seattle College.	4.29	14	3.85	55	4.29 (e)	31	4.29 (e)	35	3.54 (c)(d)	26	3.321	.012
I am paid fairly for the work I do at North Seattle College.	3.43 (b)(d)	14	2.18 (a)(c)	57	3.39 (a)(d)	31	2.20 (a)(c)	35	2.65	26	7.875	.000
I am aware that North Seattle College is a tobacco – free campus.	4.79	14	4.74	54	4.77	31	4.89	35	4.84	25	.560	.692
I am in favor of North Seattle College being a tobacco – free campus.	4.29	14	3.84	55	4.23	31	3.94	35	4.42	24	1.147	.337

In terms of differential responses based on work group, Classified Union members and Full – Time Faculty members reported significantly lower mean ratings than either AFT Pro – Staff or Exempt employees that they are paid fairly for the work they do at North Seattle College.

Comparison of NSC Attributes by Length of Time at NSC

NSC Attribute	Less than 5 Years (a)		5 to 10 Years (b)		More than 10 Years (c)		F	Significance
	Mean	n	Mean	n	Mean	n		
My suggestions are heard and acted upon.	3.44 (b)	71	2.84 (a)	37	3.25	64	3.574	.030
I have adequate resources to do my job.	3.11	73	3.08	39	3.48	63	2.352	.098
North Seattle College supports my professional development.	3.77	73	3.36	39	3.71	63	1.876	.156
North Seattle College is welcoming to all persons.	4.18	73	3.85	39	3.91	64	1.963	.144
I feel physically safe when I am on campus at North Seattle College.	4.25	73	4.21	38	4.16	63	0.242	.785
At North Seattle College, I feel safe in other ways - emotionally, socially, and intellectually.	3.79	73	3.79	39	3.66	64	.340	.713
I am proud to say I work at North Seattle College.	3.95	73	3.82	39	3.95	61	.247	.781
My work is appreciated at North Seattle College.	3.75	73	3.33	39	3.68	63	1.537	.218

Employees who have been employed at North Seattle College for less than five years report significantly higher mean agreement that their suggestions are heard and acted on than employees who have been employed for between five and ten years at the college.

Comparison of NSC Attributes by Length of Time at NSC

NSC Attribute	Less than 5 Years (a)		5 to 10 Years (b)		More than 10 Years (c)		F	Significance
	Mean	n	Mean	n	Mean	n		
I am concerned about my job security at North Seattle College.	3.73	73	3.62	39	3.44	64	1.096	.337
I know how the work I do supports the strategic plan objectives of North Seattle College.	4.12	73	4.03	38	3.98	62	.331	.719
I am paid fairly for the work I do at North Seattle College.	2.71	73	2.36	39	2.70	64	1.099	.335
I am aware that North Seattle College is a tobacco – free campus.	4.84	70	4.82	39	4.68	63	2.052	.132
I am in favor of North Seattle College being a tobacco – free campus.	4.35 (b)	72	3.72 (a)	39	3.97	61	3.369	.037

Employees who have been employed at North Seattle College for less than five years report significantly higher mean agreement that they are in favor of North Seattle College being a tobacco – free campus than employees who have been employed for between five and ten years at the college.

Comparison of NSC Attributes by Race / Ethnicity

NSC Attribute	Employees of Color ¹		White		t	Significance
	Mean	n	Mean	n		
My suggestions are heard and acted upon.	3.13	39	3.34	119	- 1.030	.305
I have adequate resources to do my job.	3.39	41	3.24	120	.736	.463
North Seattle College supports my professional development.	3.61	41	3.70	120	- .444	.658
North Seattle College is welcoming to all persons.	3.88	41	4.11	121	- 1.294	.198
I feel physically safe when I am on campus at North Seattle College.	4.10	41	4.24	119	- 1.037	.301
At North Seattle College, I feel safe in other ways - emotionally, socially, and intellectually.	3.63	41	3.83	121	- 1.006	.316
I am proud to say I work at North Seattle College.	3.78	41	3.99	119	- 1.158	.248
My work is appreciated at North Seattle College.	3.51	41	3.70	120	- .839	.403

There are no statistically significant mean differences in ratings of attributes of working at North Seattle College by respondent race / ethnicity group.

¹ Employees of color = American Indian or Alaska Native + Asian / Asian American + Black / African American + Hispanic / Latino + More than one race

Note: Thirty (30) respondents did not indicate their ethnicity / race.



Comparison of NSC Attributes by Race / Ethnicity

NSC Attribute	Employees of Color ¹		White		t	Significance
	Mean	n	Mean	n		
I am concerned about my job security at North Seattle College.	3.63	41	3.58	121	.268	.789
I know how the work I do supports the strategic plan objectives of North Seattle College.	3.85	40	4.13	119	- 1.486	.139
I am paid fairly for the work I do at North Seattle College.	2.80	41	2.62	121	.778	.438
I am aware that North Seattle College is a tobacco – free campus.	4.68	40	4.81	118	- 1.454	.148
I am in favor of North Seattle College being a tobacco – free campus.	4.10	41	4.05	117	.195	.846

There are no statistically significant mean differences in ratings of attributes of working at North Seattle College by respondent race / ethnicity group.

¹ Employees of color = American Indian or Alaska Native + Asian / Asian American + Black / African American + Hispanic / Latino + More than one race

Note: Thirty (30) respondents did not indicate their ethnicity / race.

Comparison of NSC Attributes by Gender

NSC Attribute	Male		Female		t	Significance
	Mean	n	Mean	n		
My suggestions are heard and acted upon.	3.32	56	3.21	110	.604	.547
I have adequate resources to do my job.	3.22	58	3.27	111	-.253	.801
North Seattle College supports my professional development.	3.54	57	3.70	112	-.833	.406
North Seattle College is welcoming to all persons.	4.16	58	3.95	112	1.301	.195
I feel physically safe when I am on campus at North Seattle College.	4.49	57	4.06	111	3.720	.000
At North Seattle College, I feel safe in other ways - emotionally, socially, and intellectually.	3.86	58	3.71	112	.896	.371
I am proud to say I work at North Seattle College.	3.98	58	3.90	109	.512	.609
My work is appreciated at North Seattle College.	3.53	58	3.66	111	-.605	.546

Employees who identify as female are significantly less likely than employees who identify as male to report feeling physically safe on campus at North Seattle College.



Comparison of NSC Attributes by Gender

NSC Attribute	Male		Female		t	Significance
	Mean	n	Mean	n		
I am concerned about my job security at North Seattle College.	3.69	58	3.55	112	.738	.461
I know how the work I do supports the strategic plan objectives of North Seattle College.	3.90	58	4.17	109	- 1.646	.102
I am paid fairly for the work I do at North Seattle College.	2.69	58	2.60	112	.431	.667
I am aware that North Seattle College is a tobacco – free campus.	4.82	56	4.77	110	.620	.536
I am in favor of North Seattle College being a tobacco – free campus.	3.95	57	4.16	109	- .982	.328

Correlations to Overall Satisfaction with North Seattle College

Item	r	n	Significance Level	Significant?
My suggestions are heard and acted upon.	.502	179	.000	Yes
I have adequate resources to do my job.	.358	183	.000	Yes
North Seattle College supports my professional development.	.375	183	.000	Yes
North Seattle College is welcoming to all persons.	.363	184	.000	Yes
I feel physically safe when I am on campus at North Seattle College.	.375	182	.000	Yes
At North Seattle College, I feel safe in other ways - emotionally, socially, and intellectually.	.521	183	.000	Yes
I am proud to say I work at North Seattle College.	.644	181	.000	Yes
My work is appreciated at North Seattle College.	.612	182	.000	Yes

The attributes of working at North Seattle College that have the greatest significant correlations to overall satisfaction with being an employee of the college are:

- I am proud to say I work at North Seattle College. (r = 0.644)
- My work is appreciated at North Seattle College. (r = 0.612)



Correlations to Overall Satisfaction with North Seattle College

Item	r	n	Significance Level	Significant?
I am concerned about my job security at North Seattle College.	-.113	183	.126	No
I know how the work I do supports the strategic plan objectives of North Seattle College.	.248	180	.001	Yes
I am paid fairly for the work I do at North Seattle College.	.499	183	.000	Yes
I am aware that North Seattle College is a tobacco – free campus.	-.011	180	.884	No
I am in favor of North Seattle College being a tobacco – free campus.	.060	185	.414	No
What is your overall satisfaction with your manager at North Seattle College?	.453	182	.000	Yes

The attributes of working at North Seattle College that have the greatest significant correlations to overall satisfaction with being an employee of the college are:

- I am proud to say I work at North Seattle College. (r = 0.644)
- My work is appreciated at North Seattle College. (r = 0.612)

Predictors of Overall Satisfaction with Being an Employee at North Seattle College

Model	Standardized Coefficients	t	Significance	Significant Predictor?
	Beta			
Constant	-	.606	.546	NA
I am proud to say I work at North Seattle College.	.356	4.798	.000	Yes
My work is appreciated at North Seattle College.	.244	3.335	.001	Yes
I am paid fairly for the work I do at North Seattle College.	.194	3.001	.003	Yes
I feel physically safe when I am on campus at North Seattle College.	.146	2.554	.012	Yes
Stepwise Multiple Linear Regression: $R^2 = .527$ Adjusted $R^2 = .515$				

Top predictors of satisfaction with being an employee of North Seattle College include:

- I am proud to say I work at North Seattle College.
- My work is appreciated at North Seattle College.
- I am paid fairly for the work I do at North Seattle College.
- I feel physically safe when I am on campus at North Seattle College.

This model explains 51.5 % of the variance in responses to overall satisfaction with being an employee at North Seattle College.

Predictors of Overall Satisfaction with Being an Employee at North Seattle College: Performance and Importance

		Importance (Derived): Average = 0.349	
		Below Average	Above Average
Performance (Average = 3.76)	Above Average	<p>I am aware that North Seattle College is a tobacco – free campus. (mean = 4.79)</p> <p>I know how the work I do supports the strategic plan objectives of North Seattle College. (mean = 4.06)</p> <p>I am in favor of North Seattle College being a tobacco – free campus. (mean = 3.99)</p>	<p>I feel physically safe when I am on campus at North Seattle College. (mean = 4.17)</p> <p>What is your overall satisfaction with your manager at North Seattle College? (mean = 4.02)</p> <p>North Seattle College is welcoming to all persons. (mean = 3.97)</p> <p>I am proud to say I work at North Seattle College. (mean = 3.93)</p>
	Below Average	<p>I am concerned about my job security at North Seattle College. (mean = 3.61)</p>	<p>At North Seattle College, I feel safe in other ways - emotionally, socially, and intellectually. (mean = 3.72)</p> <p>North Seattle College supports my professional development. (mean = 3.64)</p> <p>My work is appreciated at North Seattle College. (mean = 3.62)</p> <p>My suggestions are heard and acted upon. (mean = 3.23)</p> <p>I have adequate resources to do my job. (mean = 3.23)</p> <p>I am paid fairly for the work I do at North Seattle College. (mean = 2.63)</p>

In order to improve overall employee satisfaction with being an employee at the institution, North Seattle College should focus on the following items:

- **My work is appreciated at North Seattle College.**
- **I am paid fairly for the work I do at North Seattle College.**

Note: Items in bold print are key predictors of overall satisfaction with being an employee of NSC.

Correlations to Likelihood to Refer North Seattle College

Item	r	n	Significance Level	Significant?
My suggestions are heard and acted upon.	.550	179	.000	Yes
I have adequate resources to do my job.	.346	183	.000	Yes
North Seattle College supports my professional development.	.314	183	.000	Yes
North Seattle College is welcoming to all persons.	.333	184	.000	Yes
I feel physically safe when I am on campus at North Seattle College.	.305	182	.000	Yes
At North Seattle College, I feel safe in other ways - emotionally, socially, and intellectually.	.438	183	.000	Yes
I am proud to say I work at North Seattle College.	.640	181	.000	Yes
My work is appreciated at North Seattle College.	.488	182	.000	Yes
I am concerned about my job security at North Seattle College.	-.170	183	.022	Yes

The attributes of working at North Seattle College that have the greatest significant correlations to one's likelihood to refer a friend or relative to the college as a place to work are:

- I am proud to say I work at North Seattle College. (r = 0.640)
- My suggestions are heard and acted upon. (r = 0.550)



Correlations to Likelihood to Refer North Seattle College

Item	r	n	Significance Level	Significant?
I know how the work I do supports the strategic plan objectives of North Seattle College.	.091	180	.225	No
I am paid fairly for the work I do at North Seattle College.	.446	183	.000	Yes
I am aware that North Seattle College is a tobacco – free campus.	.001	180	.990	No
I am in favor of North Seattle College being a tobacco – free campus.	.109	185	.138	No
What is your overall satisfaction with your manager at North Seattle College?	.339	182	.000	Yes

The attributes of working at North Seattle College that have the greatest significant correlations to one’s likelihood to refer a friend or relative to the college as a place to work are:

- I am proud to say I work at North Seattle College. (r = 0.640)
- My suggestions are heard and acted upon. (r = 0.550)

Predictors of Likelihood to Refer North Seattle College

Model	Standardized Coefficients	t	Significance	Significant Predictor?
	Beta			
Constant	-	-.108	.914	NA
I am proud to say I work at North Seattle College.	.538	7.413	.000	Yes
My suggestions are heard and acted upon.	.213	2.931	.004	Yes
Stepwise Multiple Linear Regression: R ² = .690; Adjusted R ² = .476				

Top predictors of the likelihood that an employee will refer a friend or relative to work at North Seattle College include:

- I am proud to say I work at North Seattle College.
- My suggestions are heard and acted upon.

This model explains 47.6 % of the variance in responses to an employee's likelihood to refer a friend or relative to North Seattle College as a place to work.

Predictors of Likelihood to Refer North Seattle College: Performance and Importance

		Importance (Derived): Average = 0.302	
		Below Average	Above Average
Performance (Average = 3.76)	Above Average	<p>I am aware that North Seattle College is a tobacco – free campus. (mean = 4.79)</p> <p>I know how the work I do supports the strategic plan objectives of North Seattle College. (mean = 4.06)</p> <p>I am in favor of North Seattle College being a tobacco – free campus. (mean = 3.99)</p>	<p>I feel physically safe when I am on campus at North Seattle College. (mean = 4.17)</p> <p>What is your overall satisfaction with your manager at North Seattle College? (mean = 4.02)</p> <p>North Seattle College is welcoming to all persons. (mean = 3.97)</p> <p>I am proud to say I work at North Seattle College. (mean = 3.93)</p>
	Below Average	<p>I am concerned about my job security at North Seattle College. (mean = 3.61)</p>	<p>At North Seattle College, I feel safe in other ways - emotionally, socially, and intellectually. (mean = 3.72)</p> <p>North Seattle College supports my professional development. (mean = 3.64)</p> <p>My work is appreciated at North Seattle College. (mean = 3.62)</p> <p>My suggestions are heard and acted upon. (mean = 3.23)</p> <p>I have adequate resources to do my job. (mean = 3.23)</p> <p>I am paid fairly for the work I do at North Seattle College. (mean = 2.63)</p>

In order to improve the likelihood that an employee will refer a friend or relative to North Seattle College as a place to work, the institution should focus on the following improving scores on the item: “My work is appreciated at North Seattle College.”

Note: Items in bold print are key predictors of likelihood to refer a friend or relative to NSC.

Overall Satisfaction with Manager

What is your overall satisfaction with your manager at North Seattle College?	2017	
	Percent	n
Very Dissatisfied	6.6 %	12
Dissatisfied	8.2 %	15
Neutral	9.3 %	17
Satisfied	28.6 %	52
Very Satisfied	47.3 %	86
Total	100.0 %	182
	Mean	n
Average	4.02	182

75.9 %

Among respondents to the 2017 employee engagement survey, over seven in ten (75.9 %) indicated they were either satisfied or very satisfied with their manager at North Seattle College.

The mean satisfaction of 2017 survey respondents with their manager was 4.02 on a five – point scale, where 5 is the most positive rating possible, and a one is the most negative rating possible.

Agreement with Attributes Regarding Respondent Manager

Please indicate your level of agreement with the following statements concerning your manager at North Seattle College.	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	n
	Percent	n	Percent	n	Percent	n	Percent	n	Percent	n		
My manager treats me with respect.	3.3 %	6	3.3 %	6	8.8 %	16	22.7 %	41	61.9 %	112	4.36	181
My manager has a good understanding of the work I do.	7.1%	13	6.0 %	11	12.1 %	22	29.1 %	53	45.6 %	83	3.54	182
My manager's review of my performance is fair.	2.6 %	4	5.1 %	8	14.1 %	22	26.9 %	42	51.3 %	80	4.19	156
My manager knows how to do her / his job.	3.9 %	7	3.9 %	7	11.7 %	21	25.7 %	46	54.7 %	98	4.29	179
My manager communicates with me on a regular basis.	5.5 %	10	13.7 %	25	9.9 %	18	26.9 %	49	44.0 %	80	3.90	182
My manager and I have a good working relationship.	2.2 %	4	6.1 %	11	11.6 %	21	29.3 %	53	50.8 %	92	4.20	181

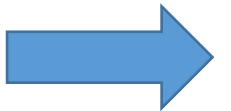
Across all respondents to the 2017 employee engagement survey, the lowest mean rating of agreement on manager attributes was for “My manager has a good understanding of the work I do” (mean = 3.54).

Comparison of Manager Attributes by Employee Type (2017)

Manager Attribute	AFT Pro – Staff (a)		Classified (b)		Exempt (c)		Full – Time Faculty (d)		Part – Time Faculty (e)		F	Significance
	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n		
What is your overall satisfaction with your manager at North Seattle College?	4.21	14	3.56 (d)	57	4.13	31	4.43 (b)	35	4.31	26	3.815	.005
My manager treats me with respect.	4.71	14	4.04 (d)	56	4.48	31	4.63 (b)	35	4.60	25	3.241	.014
My manager has a good understanding of the work I do.	3.69	13	3.37	57	3.65	31	3.63	35	3.73	26	1.130	.344
My manager’s review of my performance is fair.	4.50	12	3.90	48	4.36	28	4.40	30	4.43	21	2.156	.077

Classified respondents provided significantly lower levels of mean agreement than full – time faculty respondents on the following manager attributes:

- What is your overall satisfaction with your manager at North Seattle College?
- My manager treats me with respect.



Comparison of Manager Attributes by Employee Type

Manager Attribute	AFT Pro – Staff (a)		Classified (b)		Exempt (c)		Full – Time Faculty (d)		Part – Time Faculty (e)		F	Significance
	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n		
My manager knows how to do her / his job.	4.54	13	4.07	55	4.48	29	4.34	35	4.52	25	1.657	.163
My manager communicates with me on a regular basis.	4.21	14	3.67	57	4.00	31	4.26	35	3.84	25	1.495	.206
My manager and I have a good working relationship.	4.50	14	3.95	56	4.35	31	4.40	35	4.48	25	2.362	.056

Classified respondents provided significantly lower levels of mean agreement than full – time faculty respondents on the following manager attributes:

- What is your overall satisfaction with your manager at North Seattle College?
- My manager treats me with respect.

Comparison of Manager Attributes by Number of Years Employed at NSC

Manager Attribute	Less than 5 Years (a)		5 to 10 Years (b)		More than 10 Years (c)		F	Significance
	Mean	n	Mean	n	Mean	n		
What is your overall satisfaction with your manager at North Seattle College?	3.97	73	4.10	39	4.13	64	.302	.739
My manager treats me with respect.	4.39	72	4.51	39	4.30	64	.554	.576
My manager has a good understanding of the work I do.	3.56	72	3.49	39	3.58	64	.128	.880
My manager's review of my performance is fair.	4.03	64	4.35	34	4.40	53	2.247	.109
My manager knows how to do her / his job.	4.30	70	4.26	38	4.45	62	.623	.537
My manager communicates with me on a regular basis.	3.86	73	4.13	38	3.91	64	.595	.553
My manager and I have a good working relationship.	4.19	72	4.37	38	4.22	64	.393	.676

There are no statistically significant mean differences in ratings of manager attributes by length of time the respondent has been employed at North Seattle College.

Comparison of Manager Attributes by Race / Ethnicity

Manager Attribute	Employees of Color ¹		White		t	Significance
	Mean	n	Mean	n		
What is your overall satisfaction with your manager at North Seattle College?	3.85	41	4.17	121	- 1.458	.147
My manager treats me with respect.	4.15	41	4.47	120	- 1.728	.086
My manager has a good understanding of the work I do.	3.59	41	3.58	120	.067	.947
My manager's review of my performance is fair.	4.03	40	4.34	99	- 1.750	.082
My manager knows how to do her / his job.	4.21	39	4.43	119	- 1.329	.186
My manager communicates with me on a regular basis.	3.85	40	3.98	121	- .585	.560
My manager and I have a good working relationship.	4.05	41	4.31	119	- 1.415	.159

There are no statistically significant mean differences in ratings of manager attributes by employee ethnicity / race group.

¹ Employees of color = American Indian or Alaska Native + Asian / Asian American + Black / African American + Hispanic / Latino + More than one race

Note: Thirty (30) respondents did not indicate their ethnicity / race.

Comparison of Manager Attributes by Gender

Manager Attribute	Male		Female		t	Significance
	Mean	n	Mean	n		
What is your overall satisfaction with your manager at North Seattle College?	4.24	58	3.91	112	1.677	.095
My manager treats me with respect.	4.50	58	4.31	111	1.171	.243
My manager has a good understanding of the work I do.	3.74	58	3.42	111	2.189	.030
My manager's review of my performance is fair.	4.30	54	4.18	90	.673	.502
My manager knows how to do her / his job.	4.45	56	4.29	107	.998	.320
My manager communicates with me on a regular basis.	4.16	58	3.79	111	1.766	.079
My manager and I have a good working relationship.	4.40	58	4.15	110	1.522	.130

Employees who identify as female are significantly less likely than employees who identify as male to report that their manager has a good understanding of the work they do.

Correlations to Overall Satisfaction with Manager

Item	r	n	Significance Level	Significant?
My manager treats me with respect.	.746	180	.000	Yes
My manager has a good understanding of the work I do.	.742	181	.000	Yes
My manager's review of my performance is fair.	.823	155	.000	Yes
My manager knows how to do her / his job.	.754	175	.000	Yes
My manager communicates with me on a regular basis.	.750	181	.000	Yes
My manager and I have a good working relationship.	.810	180	.000	Yes

The attributes of one's manager that have the greatest significant correlations to overall satisfaction with one's manager are:

- My manager's review of my performance is fair. (r = 0.823)
- My manager and I have a good working relationship. (r = 0.810)

Predictors of Satisfaction with One's Manager

Model	Standardized Coefficients	t	Significance	Significant Predictor?
	Beta			
Constant	-	- 4.777	.000	NA
My manager and I have a good working relationship.	.353	4.908	.000	Yes
My manager's review of my work is fair.	.274	3.953	.000	Yes
My manager has a good understanding of the work I do.	.210	4.135	.000	Yes
My manager knows how to do her / his job.	.172	2.930	.000	Yes
Stepwise Multiple Linear Regression: $R^2 = .801$; Adjusted $R^2 = .795$				

Top predictors of respondent satisfaction with one's manager include

- My manager and I have a good working relationship
- My manager's review of my work is fair.
- My manager has a good understanding of the work I do.
- My manager knows how to do her / his job.

This model explains 79.5 % of the variance in responses to an employee's satisfaction with their manager at North Seattle College.

Predictors of Overall Satisfaction with Manager at North Seattle College: Performance and Importance

		Importance (Derived): Average = 0.77	
		Below Average	Above Average
Performance (Average = 4.08)	Above Average	My manager treats me with respect. (mean = 4.36)	My manager and I have a good working relationship. (mean = 4.20)
		My manager knows how to do her / his job. (mean = 4.29)	My manager's review of my performance is fair. (mean = 4.19)
	Below Average	My manager communicates with me on a regular basis. (mean = 3.90)	
		My manager has a good understanding of the work I do. (mean = 3.54)	

In order to improve employee satisfaction with one's manager, North Seattle College should continue to build on its successes with the following items:

- My manager and I have a good working relationship.
- My manager's review of my performance is fair.

Note: Items in bold print are key predictors of overall satisfaction with one's manager.

Employee Professional Development Activities

Approximately how many professional development activities have you engaged in through North Seattle College during the current academic year?	2017	
	Percent	n
None	16.9 %	31
1 - 3	60.1 %	110
4 - 6	14.2 %	26
7 - 9	2.7 %	5
10 or More	6.0 %	11
Total	100.0 %	183

Approximately one in six respondents to the 2017 employee engagement survey (16.9 %) indicated that in the current academic year they had engaged in no professional development activities through North Seattle College.

Overall, how would you rate these professional development activities in terms of their value for your professional growth?	2017	
	Percent	n
Of no value	2.6 %	4
Of little value	10.5 %	16
Neutral	20.4 %	31
Valuable	55.9 %	85
Very valuable	10.5 %	16
Total	100.0 %	152
	Average	n
Mean	3.61	152

66.4 %

Of those 2017 respondents who engaged in at least one professional development activity through North Seattle College, roughly two – thirds (66.4 %) rated these activities as either “valuable” or “very valuable.”

Employee Professional Development Activities, Continued

Please indicate your level of agreement with the following statement regarding your professional development activities during the current academic year: "I have been able to apply new knowledge to my work at North Seattle College."	2017	
	Percent	n
Strongly Disagree	3.3 %	5
Disagree	6.6 %	10
Neutral	19.7 %	30
Agree	57.2 %	87
Strongly Agree	13.2 %	20
Total	100.0 %	152
	Average	n
Mean	3.70	152

70.4 %

Of those 2017 respondents who engaged in at least one professional development activity through North Seattle College, over seven in ten (70.4 %) either "agreed" or "strongly agreed" that they have been able to apply new knowledge to their work."

Diversity

Approximately how many diversity-related activities at North Seattle College have you engaged in during the current academic year?	2017	
	Percent	n
None	30.0 %	54
1 – 3	51.7 %	93
4 – 6	11.7 %	21
7 - 9	2.8 %	5
10 or More	3.9 %	7
Total	100.0 %	180

Three in ten respondents to the 2017 employee engagement survey indicated they had attended no diversity-related activities at North Seattle College during the current academic year.

Overall, to what extent have these diversity-related activities contributed to your awareness of and / or competence with respect to our value of “embracing diverse cultures, ideas, perspectives and people”?	2017	
	Percent	n
Not at all	0.8 %	1
Very little	9.6 %	12
Neutral	8.8 %	11
Moderately	52.8 %	66
A great deal	28.0%	35
Total	100.0 %	125
	Average	n
Average	3.98	125

80.8 %

Among respondents to the 2017 employee engagement survey who had engaged in at least one diversity – related event at North Seattle College, over eight in ten (80.8 %) indicated these activities had “contributed to your awareness of and / or competence with respect to our value of ‘embracing diverse cultures, ideas, perspectives and people’” either “moderately” or “a great deal.”

Diversity, Continued

Please indicate your responses to the following questions using the scale provided.	Very Little		Some		Quite a Bit		Very Much		Total	
	Percent	n	Percent	n	Percent	n	Percent	n	Percent	n
How much does the college encourage contact among employees from different economic, social, racial or ethnic backgrounds?	16.0 %	20	44.8 %	56	28.8 %	36	10.4 %	13	100.0 %	125
During the current academic year, how often have you had conversations with employees who differ from you in terms of religious beliefs, political opinions, or personal values?	16.8 %	21	45.6 %	57	24.0 %	30	13.6 %	17	100.0 %	125

Approximately one in six respondents (16.0 %) to the 2017 employee engagement survey report that North Seattle College does “very little” to encourage contact among employees from different economic, social, racial or ethnic backgrounds.

Employee Experience of Workplace Discrimination

Within the current academic year, have you felt discriminated against at North Seattle College?	2017	
	Percent	n
No	75.8 %	138
Yes	24.2 %	44
Total	100.0 %	182

Nearly one in four respondents to the 2017 employee engagement survey (24.2 %) report having felt discriminated against within the current academic year at North Seattle College.

Within the current academic year, have you felt discriminated against at North Seattle College?	Length of Time Employed at NSC					
	Less than 5 Years		Five to Ten Years		More than 10 Years	
	Percent	n	Percent	n	Percent	n
No	81.9 %	59	82.1 %	32	73.4 %	47
Yes	18.1 %	13	17.9 %	7	26.6 %	17
Total	100.0 %	72	100.0 %	39	100.0 %	64
Chi – Square = 1.778; significance = .411; 0 cells (0.0 %) have an expected count of less than 5						

There are no statistically significant differences in the percentage of employees reporting having felt discriminated against within the current academic year at North Seattle College by length of time employed at North Seattle College.

Employee Experience of Workplace Discrimination, Continued

Within the current academic year, have you felt discriminated against at North Seattle College?	Employee Type									
	AFT Pro – Staff		Classified		Exempt		Faculty – Full - Time		Faculty – Part - Time	
	Percent	n	Percent	n	Percent	n	Percent	n	Percent	n
No	85.7 %	12	70.2 %	40	83.9 %	26	80.0 %	28	76.0 %	19
Yes	14.3 %	2	29.8 %	17	16.1 %	5	20.0 %	7	24.0 %	6
Total	100.0 %	14	100.0 %	57	100.0 %	31	100.0 %	35	100.0 %	25
Chi – Square = 3.131; significance = .536 ; 1 cell (10.0 %) has an expected count of less than 5										

There are no statistically significant differences in the percentage of employees reporting having felt discriminated against within the current academic year at North Seattle College by employee type.

Employee Experience of Workplace Discrimination, Continued

Within the current academic year, have you felt discriminated against at North Seattle College?	Employees of Color ¹		White	
	Percent	n	Percent	n
No	77.5 %	31	79.3 %	96
Yes	22.5 %	9	20.7 %	25
Total	100.0 %	40	100.0 %	121

Chi – Square = 0.061, **significance = .805**; 0 cells (0.0 %) have an expected count of less than 5

There is no statistically significant difference in the percentage of employees reporting having felt discriminated against within the current academic year at North Seattle College by ethnicity / race group.

¹ Employees of color = American Indian or Alaska Native + Asian / Asian American + Black / African American + Hispanic / Latino + More than one race

Note: Thirty (30) respondents did not indicate their ethnicity / race.

Within the current academic year, have you felt discriminated against at North Seattle College?	Gender			
	Male		Female	
	Percent	n	Percent	n
No	78.9 %	45	77.7 %	87
Yes	21.1 %	12	22.3 %	25
Total	100.0 %	57	100.0 %	112

Chi – Square = 0.036, **significance = .850**; 0 cells (0.0 %) have an expected count of less than 5

There is no statistically significant difference in the percentage of employees reporting having felt discriminated against within the current academic year at North Seattle College by employees who either identify as male or female.

Employee Experience of Workplace Discrimination, Continued

What is your overall satisfaction with being an employee of North Seattle College?	Within the current academic year, have you felt discriminated against at North Seattle College?			
	No		Yes	
	Percent	n	Percent	n
Very Dissatisfied	2.2 %	3	11.4 %	5
Dissatisfied	10.1 %	14	15.9 %	7
Neutral	22.5 %	31	29.5 %	13
Satisfied	47.8 %	66	40.9 %	18
Very Satisfied	17.4 %	24	2.3 %	1
Total	100.0 %	138	100.0 %	44
Chi – Square = 13.960; significance = .007; 1 cell (10.0 %) has an expected count of less than 5				
	Mean	n	Mean	n
Average	3.68	138	3.07	44
t = 3.614, significance = .000				

Respondents who report having experienced discrimination at North Seattle College within the current academic year report significantly lower levels of satisfaction with being an employee of North Seattle College than employees who had not experienced discrimination at North Seattle College within the current academic

Employee Experience of Workplace Discrimination, Continued

How likely would you be to refer a friend or relative to North Seattle College as a place to work?	Within the current academic year, have you felt discriminated against at North Seattle College?			
	No		Yes	
	Percent	n	Percent	n
Very Unlikely	6.5 %	9	18.2 %	8
Somewhat Unlikely	15.9 %	22	20.5 %	9
Neutral	15.9 %	22	13.6 %	6
Somewhat Likely	34.8 %	48	34.1 %	15
Very Likely	26.8 %	37	13.6 %	6
Total	100.0 %	138	100.0 %	44
Chi – Square = 7.826; significance = .098; 1 cell (10.0 %) has an expected count of less than 5				
	Mean	n	Mean	n
Average	3.59	138	3.05	44
t = 2.518, significance = .013				

Respondents who report having experienced discrimination at North Seattle College within the current academic year report significantly lower mean likelihood to refer a friend or relative to North Seattle College as a place to work than employees who had not experienced discrimination at North Seattle College within the current academic year.

Employee Experience of Workplace Discrimination, Continued

What is your overall satisfaction with your manager at North Seattle College?	Within the current academic year, have you felt discriminated against at North Seattle College?			
	No		Yes	
	Percent	n	Percent	n
Very Dissatisfied	2.2 %	3	20.9 %	9
Dissatisfied	5.8 %	8	16.3 %	7
Neutral	8.0 %	11	11.6 %	5
Satisfied	27.5 %	38	32.6 %	14
Very Satisfied	56.5 %	78	18.6 %	8
Total	100.0 %	139	100.0 %	43
Chi – Square = 32.447; significance = .000; 3 cells (30.0 %) has an expected count of less than 5				
	Mean	n	Mean	n
Average	4.30	138	3.12	43
t = 6.086, significance = .000				

Respondents who report having experienced discrimination at North Seattle College within the current academic year report significantly lower levels of satisfaction with their manager than employees who had not experienced discrimination at North Seattle College within the current academic

Employee Experience of Discrimination

Employee Experience of Discrimination ¹	2014		2015		2017	
	Percent ²	n	Percent ²	n	Percent ²	n
Age	10.3 %	29	13.3 %	23	8.9 %	17
Citizenship status	2.1 %	6	0.0 %	0	0.5 %	1
Color	5.3 %	15	4.0 %	7	3.1 %	6
Disability	1.8 %	5	1.7 %	3	3.6 %	7
Gender Expression	2.1 %	6	5.2 %	9	1.0 %	2
Gender Identity ³	-	-	-	-	3.1 %	6
Marital status	2.8 %	8	1.7 %	3	0.5 %	1
National origin	1.8 %	5	0.6 %	1	2.1 %	4
Political affiliation or belief	2.8 %	8	1.7 %	3	3.1 %	6
Race or ethnicity	7.8 %	22	6.9 %	12	4.7 %	9
Religion	3.2 %	9	2.3 %	4	1.0 %	2
Sex	6.7 %	19	9.8 %	17	5.2 %	10
Sexual orientation	1.1 %	3	2.3 %	4	1.0 %	2
Veteran status	0.0 %	0	1.2 %	2	0.5 %	1
Socioeconomic status ³	-	-	-	-	5.7 %	11
Class ³	-	-	-	-	4.7 %	9
Other	6.7 %	19	10.4 %	18	4.7 %	9

Across the years for which data are available, age discrimination is the leading type reported by employees who have experienced discrimination.

¹ Item wording:
 2014 & 2015 → Within the current academic year, have you felt discriminated against based on any of the following characteristics? (Check all that apply.)
 2016 → Item not asked on Spring 2016 employee engagement survey
 2017 → Please indicate the ways in which you have felt discriminated against at North Seattle College. (Select all that apply)

² Percentages based on the following total respondents by year:
 → 2014: n = 282
 → 2015: n = 173
 → 2017: n = 192

³ Response choices added for Spring 2017 employee engagement survey

Strategic Enrollment Management (SEM) Council

Are you aware of the Strategic Enrollment Management (SEM) Council at North Seattle College?	2017	
	Percent	n
Yes	45.3 %	82
No	54.7 %	99
Total	100.0 %	181

Over four in ten respondents to the 2017 employee survey (45.3 %) reported that they are aware of the Strategic Enrollment Management (SEM) Council at North Seattle College.

How many enrollment and retention activities have you been involved in during the past 12 months at North Seattle College?	2017	
	Percent	n
0	46.4 %	83
1	21.8 %	39
2	10.1 %	18
3	5.0 %	9
4 or More	16.8 %	30
Total	100.0 %	179

53.7 %

Over half of the respondents to the 2017 employee survey (53.7 %) reported that they had been involved in at least one enrollment and retention activity during the past 12 months at North Seattle College.

Respondent Profile – Employee Type

Please select the employee type that best describes the work you do at North Seattle College.	2016		2017	
	Percent	n	Percent	n
Full – Time Faculty	22.8 %	42	19.8 %	35
Part – Time Faculty	21.7 %	40	14.7 %	26
Classified	22.3 %	41	32.2 %	57
AFT Pro – Staff	-	-	7.9 %	14
Exempt	27.2 %	50	17.5 %	31
Other	-	-	7.9 %	14
Part – Time Hourly	4.9 %	9	-	-
Work Study	1.1 %	2	-	-
Total	100.0 %	184	100.0 %	177

The largest block of respondents to the 2017 employee survey by employee type (32.2 %) was made up of classified employees.

Respondent Profile – Gender Identity

What is your gender identity? (Select all that apply.)	2016		2017	
	Percent	n	Percent	n
Male	28.3 %	58	30.2 %	58
Female	57.6 %	118	58.9 %	113
Transgender / Gender Variant	-	-	1.0 %	2
A gender identity not listed here	1.0 %	2	1.6 %	3
Genderqueer / Gender non-conforming	1.5 %	3	-	-
Other Gender Identity	1.0 %	2	-	-
Total Respondents to Survey	100.0 %	205	100.0 %	192

Across both the 2016 and 2017 employee surveys, the most frequently cited gender identity among respondents was “female.”

Respondent Profile – Ethnicity and Race

Do you consider yourself to be Hispanic or Latino?	2016		2017	
	Percent	n	Percent	n
Yes	3.6 %	6	2.9 %	5
No	96.4 %	159	97.1 %	169
Total	100.0 %	165	100.0 %	174

Among respondents to both the 2016 and 2017 North Seattle College employee surveys, the most frequently indicated ethnicity / race was white, followed by “no ethnicity or race indicated by respondent.”

Please indicate what race you consider yourself to be. (Check all that apply)	2016		2017	
	Percent	n	Percent	n
American Indian or Alaska Native	0.0 %	0	0.5 %	1
Asian - American	9.3 %	19	12.5 %	24
Black or African American	1.5 %	3	2.6 %	5
Native Hawaiian or Other Pacific Islander	0.0 %	0	0.0 %	0
Hispanic or Latino	2.9 %	6	2.6 %	5
White	62.9 %	129	63.0 %	121
More than One Race	2.0 %	4	3.1 %	6
Race or Ethnicity Note Listed Here / Other	3.4 %	7	-	-
No ethnicity or race indicated by respondent	18.0 %	37	15.6 %	30
Total	100.0 %	205	100.0 %	192

Respondent Profile – Number of Years Employed at NSC

For how many years have you been employed at North Seattle College?	2016		2017	
	Percent	n	Percent	n
Less than five years	48.4 %	92	41.5 %	73
Five to ten years	18.4 %	35	22.2 %	39
More than ten years	33.2 %	63	36.4 %	64
Total	100.0 %	190	100.0 %	176

In both the 2016 and 2017 employee engagement surveys, the largest group of respondents had been employed at North Seattle College for less than five years.