



# Employee Engagement Survey Report – Spring 2018

August 29, 2018



**NORTH SEATTLE  
COLLEGE**

*One of the Seattle Colleges*

# Background and Interpretive Guidelines

## Background

- In the Spring 2018 quarter North Seattle College launched an employee engagement survey.
- Numerous attempts were made to increase the response rate.
- 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

- While both mean satisfaction with being an employee of North Seattle College and mean likelihood to recommend North Seattle College increased between 2017 and 2018, these increases did not achieve statistical significance.
- Both overall mean satisfaction with being an employee of the Seattle College District (3.05) and mean likelihood to refer a friend or relative to the Seattle College District as a place to work (2.93) fell into a neutral range (3.0 on a five point scale).

# Findings, Continued

- Across respondents, the attributes of working at North Seattle College which received the highest mean ratings in 2018 were:
  - I feel physically safe when I am on campus at North Seattle College. (mean = 3.88)
  - I am proud to say I work at North Seattle College. (mean = 3.84)
  - North Seattle College is welcoming to all persons. (mean = 3.80)
- Across respondents, the attribute of working at North Seattle College which received the lowest mean rating in 2018 was “I am paid fairly for the work I do at North Seattle College.” (mean =2.65)

# Findings, Continued

- Top predictors of satisfaction with being an employee of North Seattle College from the 2018 Employee Engagement Survey are:
  - I am proud to say I work at North Seattle College.
  - I am paid fairly for the work I do at North Seattle College.
  - My work is appreciated at North Seattle College.
  - At North Seattle College, I feel safe in other ways - emotionally, socially, and intellectually.

# Findings, Continued

- Top predictors of the likelihood that an employee will refer a friend or relative to work at North Seattle College from the 2018 Employee Engagement Survey are:
  - I am proud to say I work at North Seattle College.
  - My suggestions are heard and acted upon.
  - I am paid fairly for the work I do at North Seattle College.

# Findings, Continued

- Mean satisfaction with one's manager increased between 2017 (mean = 4.02) and 2018 (mean = 4.24), but this difference did not achieve statistical significance.
- Across all respondents, the manager attributes which received the highest mean ratings were:
  - The work I do contributes to student success. (mean = 4.59)
  - My manager trusts me to know how to do my job without a lot of supervision. (mean = 4.51)
  - In my work I have the ability to independently complete the tasks that I have been assigned. (mean = 4.51)

# Findings - External Recognition of NSC Employees

- In the past twelve months, at least
  - 22 North Seattle College employees have been accepted into a program of study relating directly or indirectly to teaching and learning.
  - 14 North Seattle College employees have completed a program of study
- Over 60 respondents reported that within the past year they had been a member of a professional organization related either directly or indirectly to teaching and learning
- Fourteen respondents reported that in the past year they had served as members of the Board of Directors of organizations related directly or indirectly to teaching and learning.

# Findings – Professional Development

- Respondents in 2018 were significantly more likely than respondents in 2017 to the employee engagement survey to take part in at least one professional development activity through North Seattle College during the current academic year.
- Employee ratings of the value of professional development activities to their professional growth were significantly more positive in 2018 compared to 2017 respondents, both in terms of response patterns and in mean ratings of value.

# Findings - Diversity

- Both mean satisfaction with diversity efforts (3.47) and with its commitment to diversity in hiring (3.44) indicate there is room for improvement at North Seattle College.
- There were no statistically significant differences in response pattern between 2017 and 2018 respondents in terms of the number of diversity – related activities they had engaged in during the current academic year.

# Findings - Diversity, Continued

- The percentage of respondents in 2018 who reported feeling discriminated against at North Seattle College during the current academic year (23.2 %) was not significantly different than the percentage reporting so in 2017 (24.2 %).
- In the 2018 Employee Engagement Survey, respondents most frequently cited experiencing the following forms of discrimination at North Seattle College within the current academic year:
  - Sex (n = 20)
  - Age (n = 17)
  - Race or ethnicity (n = 13)

# Recommendations – Likelihood to Recommend NSC

- 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 improving scores on the following items:
  - My suggestions are heard and acted upon.
  - I am paid fairly for the work I do at North Seattle College.

# Recommendations – Satisfaction with One's Manager

- Quadrant analysis indicates that 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 listens to my concerns.
  - My manager knows how to do her / his job.

# Recommendations – External Recognition

- In its Spring 2018 employee engagement survey, North Seattle College collected data on employee efforts in the area of excellence in teaching and learning.
- North Seattle College should
  - Communicate these achievements to the campus community.
  - Identify resources that will enable employees to obtain additional credentials and engage in activities that will enable the college to obtain recognition for excellence in teaching and learning.

# Recommendations - Diversity

- Results of this survey indicate that North Seattle College has room for improvement in the area of diversity.
  - Mean ratings of satisfaction with the college's diversity efforts in general and its efforts in diversity in hiring in particular are below 4.0 on a 5 point scale. Additionally, over one in five respondents indicated in both the 2017 and 2018 employee engagement surveys that they had experienced discrimination within the past year at North Seattle College.
- North Seattle College should fully support the efforts of the new Associate Vice President for Diversity, Equity, and Inclusion as he begins to lead the development of a more diverse, equitable, and inclusive culture at the college.

# Recommendations – Survey Administration

- Despite repeated reminders, the number of respondents to the employee engagement survey has been roughly 200 for the past three years. Additionally, many respondents do not complete the survey, especially questions asking about respondent ethnicity, race, and gender. This in turn limits the usefulness of the survey data in drawing conclusions.
- North Seattle College should consider the use of incentives in encouraging participation in the survey, and the college should also reinforce to employees that the survey is anonymous.

# Overall Satisfaction with Being an Employee of NSC

What is your overall satisfaction with being an employee of North Seattle College?	2016		2017		2018	
	Percent	n	Percent	n	Percent	n
Very Dissatisfied	2.0 %	4	4.2 %	8	2.1 %	4
Dissatisfied	9.3 %	19	12.5 %	24	11.8 %	23
Neutral	15.2 %	31	24.5 %	47	14.4 %	28
Satisfied	48.5 %	99	45.3 %	87	54.9 %	107
Very Satisfied	25.0 %	51	13.5 %	26	16.9 %	33
<b>Total</b>	<b>100.0 %</b>	<b>204</b>	<b>100.0 %</b>	<b>192</b>	<b>100.0 %</b>	<b>195</b>
Chi – Square = 19.340, significance = .013, 0 cells (0.0 %) have an expected count of less than 5						
	Mean (a)	n	Mean (b)	n	Mean (c)	n
Average	3.85 (b)	204	3.52 (a)	192	3.73	195
F = 6.010, Significance = .003						

Overall mean satisfaction with being an employee at North Seattle College in 2016 was statistically greater than 2017.

While mean satisfaction with being an employee of North Seattle College increased between 2017 and 2018, the increase did not achieve statistical significance.

# 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		2018	
	Percent	n	Percent	n	Percent	n
Very Unlikely	7.8 %	16	9.9 %	19	8.9 %	17
Somewhat Unlikely	13.2 %	27	16.7 %	32	14.7 %	28
Neutral	11.3 %	23	15.6 %	30	16.8 %	32
Somewhat Likely	29.9 %	61	34.9 %	67	30.9 %	59
Very Likely	37.7 %	77	22.9 %	44	28.8 %	55
<b>Total</b>	<b>100.0 %</b>	<b>204</b>	<b>100.0 %</b>	<b>192</b>	<b>100.0 %</b>	<b>191</b>
Chi – Square = 11.809, significance = .160; 0 cells (0.0 %) have an expected count of less than 5						
	Mean (a)	n	Mean (b)	n	Mean (c)	n
Average	3.76 (b)	204	3.44 (a)	192	3.56	191
F = 3.181; significance = .042						

Overall mean likelihood to recommend North Seattle College in 2016 was statistically greater than 2017.

While mean likelihood to recommend North Seattle College increased between 2017 and 2018, the increase did not achieve statistical significance.

# Satisfaction with and Likelihood to Recommend Seattle College District

What is your overall satisfaction with being an employee of the Seattle College District?	2018	
	Percent	n
Very Dissatisfied	8.7 %	17
Dissatisfied	23.1 %	45
Neutral	29.7 %	58
Satisfied	31.8 %	62
Very Satisfied	6.7 %	13
<b>Total</b>	<b>100.0 %</b>	<b>195</b>
	Mean	n
<b>Average</b>	<b>3.05</b>	195

How likely would you be to refer a friend or relative to the Seattle College District as a place to work?	2018	
	Percent	n
Very Unlikely	16.8 %	32
Somewhat Unlikely	18.4 %	35
Neutral	26.8 %	51
Somewhat Likely	27.4 %	52
Very Likely	10.5 %	20
<b>Total</b>	<b>100.0 %</b>	<b>190</b>
	Mean	n
<b>Average</b>	<b>2.93</b>	190

Both overall mean satisfaction with being an employee of the Seattle College District (3.05) and mean likelihood to refer a friend or relative to the Seattle College District as a place to work (2.93) fell into a neutral range (3.0 on a five point scale).

# Comparison of Mean Ratings by Employee Type (2018)

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?	3.75	16	3.49 (e)	45	4.06	36	3.65	40	4.12 (b)	26	2.998	.020
What is your overall satisfaction with being an employee of the Seattle College District?	3.25	16	3.04	45	3.00	36	2.54 (e)	39	3.62 (d)	26	4.349	.002
How likely would you be to refer a friend or relative to North Seattle College as a place to work?	4.00	15	3.38	45	3.86	36	3.25	40	3.96	26	2.400	.052
How likely would you be to refer a friend or relative to the Seattle College District as a place to work?	3.25	16	2.87	45	2.86	35	2.73	40	3.42	26	1.612	.174
What is your overall satisfaction with your manager at North Seattle College?	4.31	16	3.84	44	4.44	36	4.43	40	4.65	26	0.645	.631

The mean rating of overall satisfaction with being an employee of North Seattle College of part – time faculty (4.12) is significantly greater than that of classified employees (3.49).

Additionally, the mean rating of overall satisfaction with being an employee of the Seattle College District of part – time faculty (3.62) is significantly greater than that of full – time faculty members (2.54).

# Comparison of NSC Attributes by Length of Time at NSC (2018)

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?	3.80	71	3.60	30	3.84	70	0.730	.484
What is your overall satisfaction with being an employee of the Seattle College District?	3.28 (c)	71	3.07	29	2.80 (a)	70	3.612	.029
How likely would you be to refer a friend or relative to North Seattle College as a place to work?	3.67	70	3.33	30	3.63	70	0.751	.473
How likely would you be to refer a friend or relative to the Seattle College District as a place to work?	3.03	71	2.93	30	2.87	69	0.281	.755
What is your overall satisfaction with your manager at North Seattle College?	4.27	71	4.13	30	4.43	69	1.001	.370

The mean rating of satisfaction with being an employee of the Seattle College District of respondents who have been employed by North Seattle College for less than five years (3.28) is significantly greater than that of persons employed at North Seattle College for more than ten years (2.80).

# Comparison of Mean Ratings by Race / Ethnicity (2018)

Dependent Measure	Employees of Color <sup>1</sup>		White		t	Significance
	Mean	n	Mean	n		
What is your overall satisfaction with being an employee of North Seattle College?	3.57	46	3.80	100	1.876	.173
What is your overall satisfaction with being an employee of the Seattle College District?	3.07	45	2.95	100	0.383	.537
How likely would you be to refer a friend or relative to North Seattle College as a place to work?	3.53	45	3.53	100	0.000	.989
How likely would you be to refer a friend or relative to the Seattle College District as a place to work?	3.04	46	2.75	100	1.855	.175
What is your overall satisfaction with your manager at North Seattle College?	4.22	46	4.35	100	0.560	.456

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

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

Note: Fifty one (51) respondents (out of 197) to the Spring 2018 NSC Employee Engagement Survey did not indicate their ethnicity / race.

# Comparison of Mean Ratings by Gender Identity

Dependent Measure	Feminine		Masculine		t	Significance
	Mean	n	Mean	n		
What is your overall satisfaction with being an employee of North Seattle College?	3.81	74	3.90	42	0.257	.613
What is your overall satisfaction with being an employee of the Seattle College District?	3.11	73	3.31	42	0.926	.338
How likely would you be to refer a friend or relative to North Seattle College as a place to work?	3.77	74	3.71	41	0.064	.800
How likely would you be to refer a friend or relative to the Seattle College District as a place to work?	3.11	73	3.26	42	0.399	.529
What is your overall satisfaction with your manager at North Seattle College?	4.41	73	4.36	42	0.076	.784

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

Note: 38 respondents indicated "prefer not to answer," and 27 respondents chose not to respond to the item requesting the respondent's gender identity.

# Agreement with Attributes of Working at NSC (2018)

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.	4.74 %	9	13.7 %	26	31.1 %	59	36.8 %	70	13.7 %	26	3.41	190
North Seattle College is welcoming to all persons.	2.1 %	4	10.0 %	19	13.2 %	25	55.3 %	105	19.5 %	37	3.80	190
I am proud to say I work at North Seattle College.	3.7 %	7	4.2 %	8	23.2 %	44	42.1 %	80	26.8 %	51	3.84	190
My work is appreciated at North Seattle College.	2.2 %	8	8.2 %	19	15.8 %	35	38.0 %	95	35.9 %	33	3.66	190
I am paid fairly for the work I do at North Seattle College.	21.2 %	40	31.2 %	59	15.9 %	30	25.4 %	48	6.3 %	12	2.65	189
I feel physically safe when I am on campus at North Seattle College.	1.1 %	2	9.5 %	18	13.7 %	26	52.1 %	99	23.7 %	45	3.88	190
At North Seattle College, I feel safe in other ways - emotionally, socially, and intellectually.	6.3 %	12	11.1 %	21	18.0 %	34	41.8 %	79	22.8 %	43	3.63	189

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

- I feel physically safe when I am on campus at North Seattle College. (mean = 3.88)
- I am proud to say I work at North Seattle College. (mean = 3.84)
- North Seattle College is welcoming to all persons. (mean = 3.80)

# Comparison of NSC Attributes by Employee Type (2018)

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.	3.69	16	3.31	45	3.86 (d)	36	3.18 (c)	40	3.42	26	2.600	.038
North Seattle College is welcoming to all persons.	3.81	16	3.96	45	3.86	36	3.68	40	3.92	26	0.544	.704
I am proud to say I work at North Seattle College.	4.06	16	3.82	45	3.94	36	3.73	40	4.12	26	0.809	.521
My work is appreciated at North Seattle College.	3.75	16	3.71	45	4.00 (d)	36	3.30 (c)	40	3.81	26	2.548	.041
I am paid fairly for the work I do at North Seattle College.	2.88	16	2.38 (c)	45	3.22 (b)(d)	36	2.18 (c)	40	2.96	26	4.860	.001

Exempt respondents reported significantly greater levels of mean agreement than full – time faculty respondents on the following survey items:

- My suggestions are heard and acted upon.
- My work is appreciated at North Seattle College.
- I am paid fairly for the work I do at North Seattle College.

# Comparison of NSC Attributes by Employee Type (2018)

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 feel physically safe when I am on campus at North Seattle College.	4.13	16	3.56	45	4.08	36	3.89	40	4.00	26	2.370	.055
At North Seattle College, I feel safe in other ways - emotionally, socially, and intellectually.	3.50	16	3.47	45	4.03	36	3.40 (e)	40	4.19 (d)	26	3.399	.011

Part – time faculty members report a significantly greater mean agreement (4.19) than full – time faculty members (3.40) on the following item:

“At North Seattle College, I feel safe in other ways - emotionally, socially, and intellectually.”

# Comparison of NSC Attributes by Length of Time at NSC (2018)

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.	3.65	71	3.30	30	3.41	70	1.613	.202
North Seattle College is welcoming to all persons.	3.94	71	3.73	30	3.83	70	0.630	.534
I am proud to say I work at North Seattle College.	3.94	71	3.83	30	3.90	70	0.141	.869
My work is appreciated at North Seattle College.	3.87 (b)	71	3.33 (a)	30	3.74	70	3.332	.038
I am paid fairly for the work I do at North Seattle College.	2.77	71	2.37	30	2.71	70	1.185	.308
I feel physically safe when I am on campus at North Seattle College.	4.04	71	3.73	30	3.84	70	1.661	.193
At North Seattle College, I feel safe in other ways - emotionally, socially, and intellectually.	3.80	71	3.50	30	3.69	70	0.786	.457

The mean rating of agreement to the statement “my work is appreciated at North Seattle College” of respondents who have been employed by North Seattle College for less than five years (3.87) is significantly greater than that of persons employed at North Seattle College for between five and ten years (3.33).

# Comparison of NSC Attributes by Race / Ethnicity (2018)

NSC Attribute	Employees of Color <sup>1</sup>		White		t	Significance
	Mean	n	Mean	n		
My suggestions are heard and acted upon.	3.54	46	3.43	100	0.395	.531
North Seattle College is welcoming to all persons.	3.67	46	3.89	100	1.738	.189
I am proud to say I work at North Seattle College.	3.87	46	3.90	100	0.030	.864
My work is appreciated at North Seattle College.	3.61	46	3.73	100	0.475	.492
I am paid fairly for the work I do at North Seattle College.	2.54	46	2.66	100	0.294	.589
I feel physically safe when I am on campus at North Seattle College.	3.76	46	3.92	100	1.108	.294
At North Seattle College, I feel safe in other ways - emotionally, socially, and intellectually.	3.50	46	3.71	100	1.099	.296

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

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

Note: Fifty one (51) respondents (out of 197) to the Spring 2018 NSC Employee Engagement Survey did not indicate their ethnicity / race.

# Comparison of NSC Attributes by Gender Identity (2018)

NSC Attribute	Feminine		Masculine		t	Significance
	Mean	n	Mean	n		
My suggestions are heard and acted upon.	3.64	74	3.62	42	0.007	.936
North Seattle College is welcoming to all persons.	3.91	74	4.05	42	0.685	.410
I am proud to say I work at North Seattle College.	3.97	74	3.98	42	0.000	.987
My work is appreciated at North Seattle College.	3.74	74	3.86	42	0.338	.562
I am paid fairly for the work I do at North Seattle College.	2.74	74	2.64	42	0.164	.686
I feel physically safe when I am on campus at North Seattle College.	3.91	74	4.12	42	1.770	.186
At North Seattle College, I feel safe in other ways - emotionally, socially, and intellectually.	3.78	74	3.98	42	0.860	.356

There are no statistically significant mean differences in ratings of attributes of working at North Seattle College by respondent gender identity.

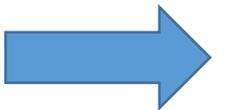
Note: 38 respondents indicated “prefer not to answer,” and 27 respondents chose not to respond to the item requesting the respondent’s gender identity.

# Correlations to Overall Satisfaction with NSC (2018)

Item	r	n	Significance Level	Significant?
My suggestions are heard and acted upon.	.540	190	.000	Yes
North Seattle College is welcoming to all persons.	.526	190	.000	Yes
I am proud to say I work at North Seattle College.	.628	190	.000	Yes
My work is appreciated at North Seattle College.	.613	190	.000	Yes
I am paid fairly for the work I do at North Seattle College.	.539	189	.000	Yes
I feel physically safe when I am on campus at North Seattle College.	.412	190	.000	Yes
At North Seattle College, I feel safe in other ways - emotionally, socially, and intellectually.	.619	189	.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 = 0.628)
- At North Seattle College, I feel safe in other ways - emotionally, socially, and intellectually. (r = 0.619)



# Predictors of Overall Satisfaction with Being an Employee at NSC (2018)

Model	Standardized Coefficients	t	Significance	Significant Predictor?
	Beta			
Constant	-	3.522	.001	NA
I am proud to say I work at North Seattle College.	.305	5.078	.000	Yes
I am paid fairly for the work I do at North Seattle College.	.257	4.787	.000	Yes
At North Seattle College, I feel safe in other ways - emotionally, socially, and intellectually.	.249	4.090	.000	Yes
My work is appreciated at North Seattle College.	.184	2.870	.000	Yes
Stepwise Multiple Linear Regression: $R^2 = .598$ <b>Adjusted <math>R^2 = .589</math></b>				

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

- I am proud to say I work at North Seattle College.
- I am paid fairly for the work I do at North Seattle College.
- My work is appreciated at North Seattle College.
- At North Seattle College, I feel safe in other ways - emotionally, socially, and intellectually.

This model explains 58.9 % 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 NSC: Performance and Importance (2018)

		Importance (Derived): Average = 0.554	
		Below Average	Above Average
Performance (Average = 3.55)	Above Average	<p>I feel physically safe when I am on campus at North Seattle College. (mean = 3.88)</p> <p>North Seattle College is welcoming to all persons. (mean = 3.80)</p>	<p><b>I am proud to say I work at North Seattle College. (mean = 3.84)</b></p> <p><b>My work is appreciated at North Seattle College. (mean = 3.66)</b></p> <p>At North Seattle College, I feel safe in other ways - emotionally, socially, and intellectually. (Mean = 3.63)</p>
	Below Average	<p>My suggestions are heard and acted upon. (mean = 3.41)</p> <p><b>I am paid fairly for the work I do at North Seattle College. (mean = 2.65)</b></p>	<b><i>No items in this quadrant</i></b>

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

- I am proud to say I work at North Seattle College.
- My work is appreciated 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 NSC (2018)

Item	r	n	Significance Level	Significant?
My suggestions are heard and acted upon.	.546	189	.000	Yes
North Seattle College is welcoming to all persons.	.472	189	.000	Yes
I am proud to say I work at North Seattle College.	.618	189	.000	Yes
My work is appreciated at North Seattle College.	.468	189	.000	Yes
I am paid fairly for the work I do at North Seattle College.	.518	188	.000	Yes
I feel physically safe when I am on campus at North Seattle College.	.373	189	.000	Yes
At North Seattle College, I feel safe in other ways - emotionally, socially, and intellectually.	.464	188	.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 = 0.618)
- My suggestions are heard and acted upon. (r = 0.546)



# Predictors of Likelihood to Refer NSC (2018)

Model	Standardized Coefficients	t	Significance	Significant Predictor?
	Beta			
Constant	-	-.314	.754	NA
I am proud to say I work at North Seattle College.	.391	5.969	.000	Yes
I am paid fairly for the work I do at North Seattle College.	.316	5.636	.000	Yes
My suggestions are heard and acted upon.	.196	2.952	.004	Yes
Stepwise Multiple Linear Regression: $R^2 = .512$ ; <b>Adjusted <math>R^2 = .504</math></b>				

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.
- I am paid fairly for the work I do at North Seattle College.

This model explains 50.4 % 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 NSC: Performance and Importance (2018)

		Importance (Derived): Average = 0.494	
		Below Average	Above Average
Performance (Average = 3.55)	Above Average	<p>I feel physically safe when I am on campus at North Seattle College. (mean = 3.88)</p> <p>North Seattle College is welcoming to all persons. (mean = 3.80)</p> <p>My work is appreciated at North Seattle College. (mean = 3.66)</p> <p>At North Seattle College, I feel safe in other ways - emotionally, socially, and intellectually. (Mean = 3.63)</p>	<p><b>I am proud to say I work at North Seattle College. (mean = 3.84)</b></p>
	Below Average	<p><u><b>No items in this quadrant</b></u></p>	<p><b>My suggestions are heard and acted upon. (mean = 3.41)</b></p> <p><b>I am paid fairly for the work I do at North Seattle College. (2.65)</b></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 improving scores on the following items:

- My suggestions are heard and acted upon.
- I am paid fairly for the work I do 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		2018	
	Percent	n	Percent	n
Very Dissatisfied	6.6 %	12	4.9 %	9
Dissatisfied	8.2 %	15	5.4 %	10
Neutral	9.3 %	17	6.5 %	12
Satisfied	28.6 %	52	26.6 %	49
Very Satisfied	47.3 %	86	56.5 %	104
<b>Total</b>	<b>100.0 %</b>	<b>182</b>	<b>100.0 %</b>	<b>184</b>
Chi – Square = 4.074, two tail significance = 0.396; zero (0) cells have an expected count of less than 5.				
	Mean	n	Mean	n
Average	4.02	182	4.24	184
t = -1.867; two tail significance = 0.063				

Mean satisfaction with one's manager increased between 2017 (mean = 4.02) and 2018 (mean = 4.24), but this difference did not achieve statistical significance.

# Agreement with Attributes Regarding Respondent Manager (2018)

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		
<b>My manager has a good understanding of the work I do.</b>	3.8 %	7	6.0 %	11	13.1 %	24	35.5 %	65	41.5 %	76	<b>4.05</b>	<b>183</b>
<b>My manager's review of my performance is fair.</b>	0.6 %	1	3.9 %	7	16.7 %	30	30.6 %	55	48.3 %	87	<b>4.22</b>	<b>180</b>
<b>My manager knows how to do her / his job.</b>	2.8 %	5	6.1 %	11	7.2 %	13	30.4 %	55	53.6 %	97	<b>4.26</b>	<b>181</b>
<b>My manager and I have a good working relationship.</b>	2.7 %	5	2.7 %	5	7.6 %	14	33.7 %	62	53.3 %	98	<b>4.36</b>	<b>181</b>
<b>I have a good working relationship with my coworkers.</b>	0.6 %	1	1.1 %	2	4.4 %	8	41.4 %	75	52.5 %	95	<b>4.44</b>	<b>181</b>
<b>My manager listens to my concerns.</b>	3.3 %	6	2.7 %	5	7.1 %	13	34.4 %	62	52.7 %	96	<b>4.30</b>	<b>182</b>
<b>My manager encourages me to develop professionally.</b>	5.6 %	10	3.3 %	6	13.3 %	24	35.0 %	63	42.8 %	77	<b>4.06</b>	<b>180</b>

Across all respondents, the manager attributes which received the highest mean ratings were:

- The work I do contributes to student success. (mean = 4.59 on a five – point scale)
- My manager trusts me to know how to do my job without a lot of supervision. (mean = 4.51 on a five – point scale)
- In my work I have the ability to independently complete the tasks that I have been assigned. (mean = 4.51 on a five – point scale)

# Agreement with Attributes Regarding Respondent Manager (2018)

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 trusts me to know how to do my job without a lot of supervision.	1.6 %	3	1.1 %	2	4.9 %	9	29.0 %	53	63.4 %	116	4.51	183
My manager allows me to choose how to best accomplish the tasks I have been assigned.	0.5 %	1	3.3 %	6	6.0 %	11	33.0 %	60	57.1 %	104	4.43	182
In my work I have the ability to independently complete the tasks that I have been assigned.	0.0 %	0	1.7 %	3	5.5 %	10	32.6 %	59	60.2 %	109	4.51	181
The work I do contributes to student success.	0.0 %	0	0.6 %	1	5.6 %	10	27.8 %	50	66.1 %	119	4.59	180
The work I do contributes to the Seattle College District achieving its mission.	0.6 %	1	1.1 %	2	11.1 %	20	36.7 %	66	50.6 %	91	4.38	180
My input is sought in the decision – making process at my college.	8.9 %	16	11.1 %	20	27.8 %	50	30.0 %	54	22.2 %	40	3.46	180

Across all respondents, the manager attributes which received the lowest mean ratings were:

- My input is sought in the decision – making process at my college. (mean = 3.46 on a five – point scale)
- I am provided the resources I need to engage in professional development activities ... (mean = 3.72 on a five – point scale)

# Agreement with Attributes Regarding Respondent Manager (2018), Continued

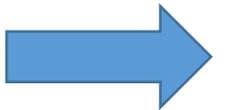
Please indicate your level of agreement with the following statements concerning your manager at North Seattle College.	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	n
	Percent	n	Percent	n	Percent	n	Percent	n	Percent	n		
I am given the opportunity to take part in <u>formal</u> professional development activities, i.e. courses, seminars, conferences, etc.	3.3 %	6	5.0 %	9	16.6 %	30	37.0 %	67	38.1 %	69	4.02	181
I am given the opportunity to take part in <u>informal</u> professional development activities, i.e. taking on new work responsibilities, more challenging assignments, leading teams	2.7 %	5	3.8 %	7	14.3 %	26	41.2 %	75	37.9 %	69	4.08	182
I am provided the resources I need to engage in professional development activities, i.e. stipends, release time, flexible scheduling, opportunities to serve on committees etc.	4.4 %	8	10.0 %	18	22.8 %	41	35.0 %	63	27.8 %	50	3.72	180
My manager expresses confidence in my ability to learn and develop.	3.3 %	6	2.2 %	4	10.0 %	18	36.7 %	66	47.8 %	86	4.23	180

# 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		
What is your overall satisfaction with your manager at North Seattle College?	4.31	16	3.84 (e)	44	4.44	36	4.43	40	4.65 (b)	26	3.251	.014
My manager has a good understanding of the work I do.	4.00	16	3.82	45	4.28	36	4.13	40	4.19	26	1.099	.359
My manager’s review of my performance is fair.	4.38	16	3.93	44	4.49	35	4.38	40	4.19	26	2.378	.054
My manager knows how to do her / his job.	4.38	16	3.88 (e)	43	4.47	36	4.25	40	4.69 (b)	26	3.337	.012
My manager and I have a good working relationship.	4.44	16	4.05 (c)	43	4.64 (b)	36	4.40	40	4.50	26	2.607	.038

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

- What is your overall satisfaction with your manager at North Seattle College?
- My manager knows how to do her / his job.



# Comparison of Manager Attributes by Employee Type, Continued

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		
I have a good working relationship with my coworkers.	4.56	16	4.27	45	4.54	35	4.54	40	4.44	25	1.128	.345
My manager listens to my concerns.	4.47	15	3.93 (c)(e)	45	4.53 (b)	36	4.33	40	4.69 (b)	26	3.925	.005
My manager encourages me to develop professionally.	4.13	15	3.64 (c)	45	4.47 (b)	36	4.23	40	4.20	25	3.532	.009
My manager trusts me to know how to do my job without a lot of supervision.	4.56	16	4.24	45	4.64	36	4.60	40	4.73	26	2.221	.069
My manager allows me to choose how to best accomplish the tasks I have been assigned.	4.53	15	4.18 (c)	45	4.67 (b)	36	4.43	40	4.65	26	2.495	.045

Classified respondents provided significantly lower levels of mean agreement than exempt respondents on the following manager attributes:

- My manager listens to my concerns.
- My manager encourages me to develop professionally.
- My manager allows me to choose how to best accomplish the tasks I have been assigned.

# Comparison of Manager Attributes by Employee Type, Continued

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		
In my work I have the ability to independently complete the tasks that I have been assigned.	4.63	16	4.40	45	4.58	36	4.48	40	4.65	26	0.796	.529
The work I do contributes to student success.	4.69	16	4.37 (d)	43	4.64	36	4.83 (b)	40	4.65	26	3.239	.014
The work I do contributes to the Seattle College District achieving its mission.	4.56	16	4.27	45	4.57	35	4.55	40	4.32	25	1.137	.341
My input is sought in the decision – making process at my college.	3.44	16	3.41	44	3.94	36	3.33	40	3.24	25	1.882	.116
I am given the opportunity to take part in <u>formal</u> professional development activities...	4.19	16	3.66 (c)(e)	44	4.33 (b)	36	4.15	40	4.35 (b)	26	3.278	.013

The classified respondent mean agreement (3.66) on being given the opportunity to take part in formal professional development activities is significantly lower than either exempt respondents (4.33) or part – time faculty respondents (4.35).

# Comparison of Manager Attributes by Employee Type, Continued

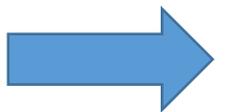
Manager Attribute	AFT Pro – Staff (a)		Classified (b)		Exempt (c)		Full – Time Faculty (d)		Part – Time Faculty (e)		F	Significance
	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n		
I am given the opportunity to take part in <u>informal</u> professional development activities ...	4.25	16	3.87	45	4.25	36	4.15	40	4.35	26	1.503	.204
I am provided the resources I need to engage in professional development activities...	4.07	15	3.69	45	4.11 (d)	36	3.23 (c)	39	3.92	26	3.849	.005
My manager expresses confidence in my ability to learn and develop.	4.27	15	3.98	45	4.47	36	4.35	40	4.31	26	1.595	.178

The full – time faculty respondent mean agreement (3.23) on being provided the resources I need to engage in professional development activities is significantly lower than that of exempt respondents (4.11).

# 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?	4.27	71	4.13	30	4.43	69	1.001	.370
My manager has a good understanding of the work I do.	3.97	71	4.10	30	4.21	70	0.987	.375
My manager's review of my performance is fair.	4.16	70	4.34	29	4.33	70	0.834	.436
My manager knows how to do her / his job.	4.20	70	4.30	30	4.39	69	0.549	.695
My manager and I have a good working relationship.	4.32	71	4.43	30	4.44	68	0.365	.695
I have a good working relationship with my coworkers.	4.39	70	4.53	30	4.45	69	0.484	.617
My manager listens to my concerns.	4.25	71	4.43	30	4.43	69	0.870	.421

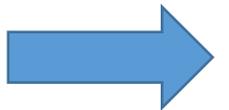
There are no statistically significant mean differences in ratings of manager attributes by length of time the respondent has been employed at North Seattle College.



# Comparison of Manager Attributes by Number of Years Employed at NSC, Continued

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		
My manager encourages me to develop professionally.	4.01	70	4.07	30	4.23	69	0.789	.456
My manager trusts me to know how to do my job without a lot of supervision.	4.51	71	4.50	30	4.59	70	0.222	.801
My manager allows me to choose how to best accomplish the tasks I have been assigned.	4.41	71	4.47	30	4.51	69	0.276	.759
In my work I have the ability to independently complete the tasks that I have been assigned.	4.54	71	4.55	29	4.51	70	0.035	.966
The work I do contributes to student success.	4.60	70	4.77	30	4.57	70	1.141	.322
The work I do contributes to the Seattle College District achieving its mission.	4.35	69	4.43	30	4.41	70	0.208	.813

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 Number of Years Employed at NSC, Continued

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		
My input is sought in the decision – making process at my college.	3.73	70	3.40	30	3.32	69	2.225	.111
I am given the opportunity to take part in <u>formal</u> professional development activities, i.e. courses, seminars, conferences, etc.	3.97	70	4.13	30	4.10	70	0.382	.683
I am given the opportunity to take part in <u>informal</u> professional development activities...	4.10	71	4.20	30	4.17	70	0.174	.840
I am provided the resources I need to engage in professional development activities...	3.79	71	3.62	29	3.72	69	0.235	.791
My manager expresses confidence in my ability to learn and develop.	4.17	70	4.37	30	4.36	70	0.868	.422

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 <sup>1</sup>		White		F	Significance
	Mean	n	Mean	n		
What is your overall satisfaction with your manager at North Seattle College?	4.22	46	4.35	100	0.560	.456
My manager has a good understanding of the work I do.	4.15	46	4.03	100	0.461	.498
My manager's review of my performance is fair.	4.41	44	4.19	100	1.893	.171
My manager knows how to do her / his job.	4.27	45	4.35	99	0.278	.599
My manager and I have a good working relationship.	4.40	45	4.38	99	0.011	.916
I have a good working relationship with my coworkers.	4.33	46	4.44	98	0.804	.372
My manager listens to my concerns.	4.38	45	4.34	100	0.058	.810

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

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

Note: Fifty one (51) respondents (out of 197) to the Spring 2018 NSC Employee Engagement Survey did not indicate their ethnicity / race.

# Comparison of Manager Attributes by Race / Ethnicity, Continued

Manager Attribute	Employees of Color <sup>1</sup>		White		F	Significance
	Mean	n	Mean	n		
My manager encourages me to develop professionally.	4.22	46	4.01	98	1.172	.281
My manager trusts me to know how to do my job without a lot of supervision.	4.54	46	4.51	100	0.056	.813
My manager allows me to choose how to best accomplish the tasks I have been assigned.	4.52	46	4.44	100	0.360	.549
In my work I have the ability to independently complete the tasks that I have been assigned.	4.59	46	4.51	99	0.487	.487
The work I do contributes to student success.	4.59	46	4.63	98	0.194	.661

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

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

Note: Fifty one (51) respondents (out of 197) to the Spring 2018 NSC Employee Engagement Survey did not indicate their ethnicity / race.

# Comparison of Manager Attributes by Race / Ethnicity, Continued

Manager Attribute	Employees of Color <sup>1</sup>		White		F	Significance
	Mean	n	Mean	n		
The work I do contributes to the Seattle College District achieving its mission.	4.37	46	4.38	98	0.004	.951
My input is sought in the decision – making process at my college.	3.62	45	3.42	99	0.858	.356
I am given the opportunity to take part in <u>formal</u> professional development activities...	4.13	46	4.07	99	0.111	.739
I am given the opportunity to take part in <u>informal</u> professional development activities...	4.26	46	4.09	100	1.113	.293
I am provided the <u>resources</u> I need to engage in professional development activities...	3.93	46	3.63	98	2.481	.117
My manager expresses confidence in my ability to learn and develop.	4.31	45	4.27	100	0.065	.799

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

<sup>1</sup> Employees of color = American Indian or Alaska Native + Asian / Asian American + Black / African American + Hispanic / Latino + More than one race + Other  
 Note: Fifty one (51) respondents (out of 197) to the Spring 2018 NSC Employee Engagement Survey did not indicate their ethnicity / race.

# Comparison of Manager Attributes by Gender Identity

Manager Attribute	Feminine		Masculine		F	Significance
	Mean	n	Mean	n		
What is your overall satisfaction with your manager at North Seattle College?	4.41	73	4.36	42	0.076	.784
My manager has a good understanding of the work I do.	4.27	74	4.02	42	1.693	.196
My manager's review of my performance is fair.	4.44	73	4.19	42	2.192	.142
My manager knows how to do her / his job.	4.47	72	4.17	42	2.896	.092
My manager and I have a good working relationship.	4.58	73	4.27	41	3.559	.062
I have a good working relationship with my coworkers.	4.56	73	4.36	42	2.265	.135
My manager listens to my concerns.	4.51	74	4.20	41	3.644	.059

There are no statistically significant mean differences on manager survey items based on respondent gender identity.

Note: 38 respondents indicated "prefer not to answer," and 27 respondents chose not to respond to the item requesting the respondent's gender identity.

# Comparison of Manager Attributes by Gender, Continued

Manager Attribute	Feminine		Masculine		F	Significance
	Mean	n	Mean	n		
My manager encourages me to develop professionally.	4.22	73	4.00	41	1.035	.311
My manager trusts me to know how to do my job without a lot of supervision.	4.55	74	4.55	42	0.002	.967
My manager allows me to choose how to best accomplish the tasks I have been assigned.	4.52	73	4.40	42	0.543	.463
In my work I have the ability to independently complete the tasks that I have been assigned.	4.54	74	4.60	42	0.205	.651
The work I do contributes to student success.	4.66	73	4.62	42	0.116	.734
The work I do contributes to the Seattle College District achieving its mission.	4.47	72	4.41	42	0.260	.611

There are no statistically significant mean differences on manager survey items based on respondent gender identity.

Note: 38 respondents indicated “prefer not to answer,” and 27 respondents chose not to respond to the item requesting the respondent’s gender identity.

# Comparison of Manager Attributes by Gender, Continued

Manager Attribute	Feminine		Masculine		F	Significance
	Mean	n	Mean	n		
My input is sought in the decision – making process at my college.	3.52	73	3.62	42	0.176	.676
I am given the opportunity to take part in formal professional development activities, i.e. courses, seminars, conferences, etc.	4.22	74	3.93	41	2.203	.141
I am given the opportunity to take part in informal professional development activities, i.e. taking on new work responsibilities, more challenging assignments, leading teams, etc.	4.16	74	4.14	42	0.011	.916
I am provided the resources I need to engage in professional development activities, i.e. stipends, release time, flexible scheduling, opportunities to serve on committees etc.	3.84	73	3.63	41	0.855	.357
My manager expresses confidence in my ability to learn and develop.	4.45	74	4.17	41	2.507	.116

There are no statistically significant mean differences on manager survey items based on respondent gender identity.

Note: 38 respondents indicated “prefer not to answer,” and 27 respondents chose not to respond to the item requesting the respondent’s gender identity.

# Correlations to Overall Satisfaction with Manager

Item	r	n	Significance Level	Significant?
My manager has a good understanding of the work I do.	.649	182	.000	Yes
My manager's review of my performance is fair.	.590	179	.000	Yes
My manager knows how to do her / his job.	.745	180	.000	Yes
My manager and I have a good working relationship.	.744	180	.000	Yes
I have a good working relationship with my coworkers.	.303	180	.000	Yes
My manager listens to my concerns.	.758	181	.000	Yes
My manager encourages me to develop professionally.	.655	179	.000	Yes
My manager trusts me to know how to do my job without a lot of supervision.	.560	182	.000	Yes
My manager allows me to choose how to best accomplish the tasks I have been assigned.	.641	181	.000	Yes

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

- My manager listens to my concerns. (r = 0.758)
- My manager knows how to do her / his job. (r = 0.745)
- My manager and I have a good working relationship. (r = 0.744)



# Correlations to Overall Satisfaction with Manager, Continued

Item	r	n	Significance Level	Significant?
In my work I have the ability to independently complete the tasks that I have been assigned.	.347	180	.000	Yes
The work I do contributes to student success.	.106	179	.000	Yes
The work I do contributes to the Seattle College District achieving its mission.	.194	179	.009	Yes
My input is sought in the decision – making process at my college.	.374	179	.000	Yes
I am given the opportunity to take part in <u>formal</u> professional development activities, i.e. courses, seminars, conferences, etc.	.453	180	.000	Yes
I am given the opportunity to take part in <u>informal</u> professional development activities, i.e. taking on new work responsibilities, more challenging assignments, leading teams, etc.	.519	181	.000	Yes
I am provided the resources I need to engage in professional development activities, i.e. stipends, release time, flexible scheduling, opportunities to serve on committees etc.	.362	179	.000	Yes
My manager expresses confidence in my ability to learn and develop.	.637	179	.000	Yes

# Predictors of Satisfaction with One's Manager

Model	Standardized Coefficients	t	Significance	Significant Predictor?
	Beta			
Constant	-	.795	.428	NA
My manager knows how to do her / his job.	.313	3.532	.001	Yes
My manager and I have a good working relationship.	.277	2.935	.004	Yes
My manager's listens to my concerns.	.236	2.367	.019	Yes
Stepwise Multiple Linear Regression: $R^2 = .584$ ; <b>Adjusted <math>R^2 = .576</math></b>				

Top predictors of respondent satisfaction with one's manager include

- My manager knows how to do her / his job.
- My manager and I have a good working relationship.
- My manager's listens to my concerns.

This model explains 57.6 % 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 = 0.508	
		Below Average	Above Average
Performance (Average = 4.21)	Above Average	<ul style="list-style-type: none"> <li>The work I do contributes to student success. (mean = 4.59)</li> <li>In my work I have the ability to independently complete the tasks that I have been assigned. (mean = 4.51)</li> <li>I have a good working relationship with my coworkers. (mean = 4.44)</li> <li>The work I do contributes to the Seattle College District achieving its mission. (4.38)</li> </ul>	<ul style="list-style-type: none"> <li>My manager trusts me to know how to do my job without a lot of supervision. (mean = 4.51)</li> <li>My manager allows me to choose how to best accomplish the tasks I have been assigned. (mean = 4.43)</li> <li><b>My manager and I have a good working relationship. (mean = 4.36)</b></li> <li><b>My manager listens to my concerns. (mean = 4.30)</b></li> <li><b>My manager knows how to do her / his job. (mean = 4.26)</b></li> <li>My manager expresses confidence in my ability to learn and develop. (mean = 4.23)</li> <li>My manager's review of my performance is fair. (mean = 4.22)</li> </ul>
	Below Average	<ul style="list-style-type: none"> <li>I am given the opportunity to take part in formal professional development activities... (mean = 4.02)</li> <li>I am provided the resources I need to engage in professional development activities. (mean = 3.72)</li> <li>My input is sought in the decision – making process at my college. (mean = 3.46)</li> </ul>	<ul style="list-style-type: none"> <li>My manager encourages me to develop professionally. (mean = 4.06)</li> <li>My manager has a good understanding of the work I do. (mean = 4.05)</li> <li>I am given the opportunity to take part in informal professional development activities. (mean = 4.08)</li> </ul>

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 listens to my concerns.
- My manager knows how to do her / his job.

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

# External Recognition – Degree Programs

Please indicate if in the past year you have been <u>accepted into</u> a program of study relating directly or indirectly to teaching and learning at any of the following levels.	2018 Count
Certificate	7
Associates	2
Bachelor's	4
Master's	5
Doctoral	2
Other (please specify)	2
<b>Total</b>	<b>22</b>

In the past twelve months at least 22 North Seattle College employees have been accepted into a program of study relating directly or indirectly to teaching and learning.

Please indicate if in the past year you have <u>completed</u> a program of study relating directly or indirectly to teaching and learning at any of the following levels.	2018 Count
Certificate	5
Associates	3
Bachelor's	3
Master's	1
Doctoral	0
Other (please specify)	2
<b>Total</b>	<b>14</b>

In the past twelve months at least 14 North Seattle College employees have completed a program of study relating directly or indirectly to teaching and learning.

# External Recognition, Continued

Please indicate if in the past year you have participated in any <u>conference</u> related directly or indirectly to teaching and learning in any of the following ways.	2018
	Count
Submitted a proposal to a conference	17
Had a proposal accepted for a conference	16
Delivered a conference presentation	28
Submitted a poster session proposal	2
Had a poster session proposal accepted	1
Presented a conference poster session	2

Nearly 30 respondents reported they had delivered a conference presentation within the past year at a conference related either directly or indirectly to teaching and learning.

Participation in the past year in <u>professional organizations</u> related directly or indirectly to teaching and learning	2018
	Count
Member	63
Officer	14

Over 60 respondents reported that within the past year they had been a member of a professional organization related either directly or indirectly to teaching and learning.

# External Recognition, Continued

Participation in the past year on Board of Directors of organizations related directly or indirectly to teaching and learning	2018 Count
Member	14
Officer	4

Fourteen respondents reported that in the past year they had served as members of the Board of Directors of organizations related directly or indirectly to teaching and learning.

Regarding publications in professional journals, in the past year have you...	2018 Count
Submitted any writings for publication	4
Had any of your submissions published	4

Four respondents reported that in the past year they had submitted articles for publication to professional journals either related directly or indirectly to teaching and learning.

# External Recognition, Continued

In the past twelve months, if you have been <u>recognized in any other way</u> either directly or indirectly to teaching and learning not previously listed in this survey, please use the space provided to describe this recognition.	2018
	Count
Dan Evans Faculty Innovation Award	1
"Best Teacher Ever" comment in my evaluation last quarter	1
I have had two workshops on build community thru knitting.	1
won a cup of coffee at the grove for providing a TIP	1
John and Suanne Rouche Excellence Award	1
Life Long Learning Award	1
Received tenure	2
Recognition award from fellow staff	1
Solo and group art exhibitions	1
Student feedback at the end of quarters.	1
No description provided	2
<b>Total</b>	<b>13</b>

Thirteen respondents reported being recognized in the past 12 months either directly or indirectly related to teaching and learning in ways not otherwise captured on the Spring 2018 employee engagement survey.

# Employee Professional Development Activities

Approximately how many professional development activities have you engaged in through North Seattle College during the current academic year?	2017		2018	
	Percent	n	Percent	n
None	16.9 %	31	11.2 %	20
1 - 3	60.1 %	110	46.6 %	83
4 - 6	14.2 %	26	24.2 %	43
7 - 9	2.7 %	5	11.2 %	20
10 or More	6.0 %	11	6.7 %	12
<b>Total</b>	<b>100.0 %</b>	<b>183</b>	<b>100.0 %</b>	<b>178</b>
Chi – Square = 19.316, <b>significance = .001</b> ; zero (0) cells have an expected count less than 5				

Respondents in 2018 were significantly more likely than respondents in 2017 to the employee engagement survey to take part in at least one professional development activity through North Seattle College during the current academic year.

# Employee Professional Development Activities, Continued

Overall, how would you rate these professional development activities in terms of their value for your professional growth?	2017		2018	
	Percent	n	Percent	n
Of no value	2.6 %	4	0.0 %	0
Of little value	10.5 %	16	1.9 %	3
Neutral	20.4 %	31	13.4 %	21
Valuable	55.9 %	85	59.2 %	93
Very valuable	10.5 %	16	25.5 %	40
<b>Total</b>	<b>100.0 %</b>	<b>152</b>	<b>100.0 %</b>	<b>157</b>
Chi – Square = 25.389; significance = 0.000; 2 cells (20.0 %) have an expected count of less than 5.				
	Average	n	Average	n
Mean	3.61	152	4.08	157
t = 5.180; significance = .000				

Employee ratings of the value of professional development activities to their professional growth were significantly more positive in 2018 compared to 2017 respondents, both in terms of response patterns and in mean ratings of value.

# 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		2018	
	Percent	n	Percent	n
Strongly Disagree	3.3 %	5	0.0 %	0
Disagree	6.6 %	10	5.1 %	8
Neutral	19.7 %	30	17.2 %	27
Agree	57.2 %	87	51.6 %	81
Strongly Agree	13.2 %	20	26.1 %	41
<b>Total</b>	<b>100.0 %</b>	<b>152</b>	<b>100.0 %</b>	<b>157</b>
Chi – Square = 12.746; <b>significance = 0.013</b> ; 2 cells (20 %) have an expected count of less than 5				
	Average	n	Average	n
Mean	3.70	152	3.99	157
t = -2.930, <b>significance = 0.004</b>				

The mean rating of agreement that employees have been able to apply new knowledge to their work from professional development activities for 2018 (3.99) is significantly greater than that for 2017 (3.70).

# Diversity - Satisfaction

Please indicate your level of satisfaction with diversity efforts at North Seattle College	2018	
	Percent	n
Very Dissatisfied	4.6 %	8
Dissatisfied	9.7 %	17
Neutral	30.9 %	54
Satisfied	44.0 %	77
Very Satisfied	10.9 %	19
<b>Total</b>	<b>100.0 %</b>	<b>175</b>
	Mean	n
Average	<b>3.47</b>	175

Please indicate your level of satisfaction with the commitment to diversity in hiring at North Seattle College	2018	
	Percent	n
Very Dissatisfied	4.0 %	7
Dissatisfied	7.4 %	13
Neutral	38.6 %	68
Satisfied	40.0 %	71
Very Satisfied	9.7 %	17
<b>Total</b>	<b>100.0 %</b>	<b>175</b>
	Mean	n
Average	<b>3.44</b>	176

Both mean satisfaction with diversity efforts (3.47) and with its commitment to diversity in hiring (3.44) indicate there is room for improvement at North Seattle College.

# Diversity Activity Participation

Approximately how many diversity-related activities at North Seattle College have you engaged in during the current academic year?	2017		2018	
	Percent	n	Percent	n
None	30.0 %	54	20.5 %	36
1 – 3	51.7 %	93	52.3 %	92
4 – 6	11.7 %	21	18.8 %	33
7 - 9	2.8 %	5	4.0 %	7
10 or More	3.9 %	7	4.5 %	8
<b>Total</b>	<b>100.0 %</b>	<b>180</b>	<b>100.0 %</b>	<b>176</b>
Chi – Square = 6.628, significance = 0.157, zero (0) cells had an expected count of less than 5				

There were no statistically significant differences in response pattern between 2017 and 2018 respondents in terms of the range of diversity – related activities they had engaged in during the current academic year.

# Employee Experience of Workplace Discrimination

Within the current academic year, have you felt discriminated against at North Seattle College?	2017		2018	
	Percent	n	Percent	n
No	75.8 %	138	76.8 %	136
Yes	24.2 %	44	23.2 %	41
Total	100.0 %	182	100.0 %	177
Chi – Square = 0.051, significance = 0.822, zero (0) cells have an expected count of less than 5				

The percentage of respondents in 2018 who reported feeling discriminated against at North Seattle College during the current academic year (23.2 %) was not significantly different than the percentage reporting so in 2017 (24.2 %).

# Employee Experience of Discrimination

Employee Experience of Discrimination <sup>1</sup>	2017		2018	
	Percent <sup>2</sup>	n	Percent <sup>2</sup>	n
Age	8.9 %	17	8.6 %	17
Citizenship status	0.5 %	1	0.0 %	0
Color	3.1 %	6	3.6 %	7
Disability	3.6 %	7	1.5 %	3
Gender Expression	1.0 %	2	2.5 %	5
Gender Identity <sup>3</sup>	3.1 %	6	4.1 %	8
Marital status	0.5 %	1	0.5 %	1
National origin	2.1 %	4	1.5 %	3
Political affiliation or belief	3.1 %	6	3.0 %	6
Race or ethnicity	4.7 %	9	6.6 %	13
Religion	1.0 %	2	2.0 %	4
Sex	5.2 %	10	10.2 %	20
Sexual orientation	1.0 %	2	1.5 %	3
Veteran status	0.5 %	1	0.0 %	0
Socioeconomic status <sup>3</sup>	5.7 %	11	3.6 %	7
Class <sup>3</sup>	4.7 %	9	2.5 %	5
Other	4.7 %	9	3.6 %	7

In the 2018 Employee Engagement Survey, respondents most frequently cited experiencing the following forms of discrimination at North Seattle College within the current academic year:

- Sex (n = 20)
- Age (n = 17)
- Race or ethnicity (n = 13)

<sup>1</sup> Item wording: Please indicate the ways in which you have felt discriminated against at North Seattle College. (Select all that apply)

<sup>2</sup> Percentages based on the following total respondents by year:  
 →2017: n = 192  
 →2018: n = 197

<sup>3</sup> Response choices added for Spring 2017 employee engagement survey

# Strategic Enrollment Management (SEM) Activities

How many enrollment and retention activities have you been involved in during the past 12 months at North Seattle College?	2017		2018	
	Percent	n	Percent	n
0	46.4 %	83	39.7 %	69
1	21.8 %	39	14.4 %	25
2	10.1 %	18	13.2 %	23
3	5.0 %	9	6.9 %	12
4 or More	16.8 %	30	25.9 %	45
<b>Total</b>	<b>100.0 %</b>	<b>179</b>	<b>100.0 %</b>	<b>174</b>
Chi – Square = 8.321, significance = 0.080, zero (0) cells had an expected count of less than 5				

There were no statistically significant differences between 2017 respondents and 2018 respondents in terms of the frequency with which they reported attending activities related to student enrollment and retention.

# Respondent Profile – Employee Type

Please select the employee type that best describes the work you do at North Seattle College.	2016		2017		2018	
	Percent	n	Percent	n	Percent	n
Full – Time Faculty	22.8 %	42	19.8 %	35	23.3 %	40
Part – Time Faculty	21.7 %	40	14.7 %	26	15.1 %	26
Classified	22.3 %	41	32.2 %	57	26.2 %	45
AFT Pro – Staff	-	-	7.9 %	14	9.3 %	16
Exempt	27.2 %	50	17.5 %	31	20.9 %	36
Other	-	-	7.9 %	14	5.2 %	9
Part – Time Hourly	4.9 %	9	-	-	-	-
Work Study	1.1 %	2	-	-	-	-
<b>Total</b>	<b>100.0 %</b>	<b>184</b>	<b>100.0 %</b>	<b>177</b>	<b>100.0 %</b>	<b>172</b>

The largest block of respondents to the 2018 employee engagement survey by employee type (26.2 %) was made up of classified employees.

# Respondent Profile – Ethnicity and Race

Please indicate what race you consider yourself to be. (Check all that apply)	2016		2017		2018	
	Percent	n	Percent	n	Percent	n
American Indian or Alaska Native	0.0 %	0	0.5 %	1	0.0 %	0
Asian / Asian - American	9.3 %	19	12.5 %	24	8.1 %	16
Black or African American	1.5 %	3	2.6 %	5	2.0 %	4
Native Hawaiian or Other Pacific Islander	0.0 %	0	0.0 %	0	0.0 %	0
Hispanic or Latino	2.9 %	6	2.6 %	5	0.5 %	1
White	62.9 %	129	63.0 %	121	60.9 %	120
More than One Race	2.0 %	4	3.1 %	6	4.6 %	9
Race or Ethnicity Note Listed Here / Other	3.4 %	7	-	-	0.5 %	1
No ethnicity or race indicated by respondent	18.0 %	37	15.6 %	30	23.5 %	46
<b>Total</b>	<b>100.0 %</b>	<b>205</b>	<b>100.0 %</b>	<b>192</b>	<b>100.0 %</b>	<b>197</b>

Among respondents to the spring 2018 employee engagement survey, nearly one in four (23.5 %) did not indicate their ethnicity / race.

# Respondent Profile – Number of Years Employed at NSC

For how many years have you been employed at North Seattle College?	2016		2017		2018	
	Percent	n	Percent	n	Percent	n
Less than five years	48.4 %	92	41.5 %	73	41.5 %	71
Five to ten years	18.4 %	35	22.2 %	39	17.5 %	30
More than ten years	33.2 %	63	36.4 %	64	40.9 %	70
<b>Total</b>	<b>100.0 %</b>	<b>190</b>	<b>100.0 %</b>	<b>176</b>	<b>100.0 %</b>	<b>171</b>
Chi – Square = 3.920; significance = 0.417, zero (0) cells have an expected count of less than 5.						

In the 2016, 2017, and 2018 employee engagement surveys, the largest group of respondents have been employed at North Seattle College for less than five years.