



Employee Engagement Survey Report – Spring 2019

August 30, 2019



**NORTH SEATTLE
COLLEGE**

One of the Seattle Colleges

Background and Interpretive Guidelines

Background

- In the Spring 2019 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 – Employee Engagement Measures

- All mean ratings of satisfaction (with North Seattle College and the Seattle College District) and mean ratings of likelihood to recommend (both North Seattle College and the Seattle College District) have been below 4.0 on a five point scale across all years in which these questions have been asked.
- There are no statistically significant differences in ratings on these items in 2019 by
 - Employee type
 - Range of years employed at North Seattle College

Findings – Overall Satisfaction with Being an Employee of North Seattle College

- The survey items from the 2019 survey that are most predictive of satisfaction with being an employee of North Seattle College are
 - I am proud to say I work at North Seattle College.
 - My suggestions are heard and acted upon.
- Additionally, quadrant analysis shows that the survey item “My suggestions are heard and acted upon” has a below average mean (3.38), but has an above average correlation with overall satisfaction with being an employee of North Seattle College.

Findings - Likelihood to Recommend North Seattle College

- The survey items from the 2019 survey that are most predictive of an employee referring someone to North Seattle College as a place to work 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.
 - At North Seattle College, I feel safe in other ways - emotionally, socially, and intellectually.

Findings - Overall Satisfaction with One's Manager

- Mean satisfaction with one's manager among 2019 respondents was 4.22 (on a five point scale), compared to 4.24 among 2018 respondents.
- Top predictors of overall satisfaction with one's manager from the 2019 Employee Engagement Survey are:
 - My manager's listens to my concerns.
 - My manager knows how to do her / his job.
 - My manager and I have a good working relationship.
 - I am provided the resources I need to engage in professional development activities

Findings – Professional Development

- Mean agreement that professional development activities in which respondents have participated have been valuable to their professional growth is significantly greater in 2019 (4.07) and 2018 (4.08) than in 2017 (3.61).
- Mean agreement that respondents have been able to apply new knowledge from professional development to their work at North Seattle College is significantly greater in 2019 (4.04) and 2018 (3.99) than in 2017 (3.70).

Findings – Diversity Efforts

- Mean satisfaction with diversity efforts at North Seattle College increased significantly between 2018 (3.47) and 2019 (3.83).
- Mean satisfaction with North Seattle College’s commitment to diversity in hiring increased significantly between 2018 (3.44) and 2019 (3.64).
- The percentage of employees indicating they had engaged in at least one diversity-related activity at North Seattle College during the current academic year has increased steadily over the time period 2017 – 2019.

Findings – Employee Experience of Workplace Discrimination

- Since the 2017 wave of the North Seattle College employee survey, over 20 % of respondents have indicated that they have felt discriminated against at North Seattle College within the current academic year.
- In the 2019 Employee Engagement Survey, respondents most frequently cited experiencing the following forms of discrimination at North Seattle College within the current academic year:
 - Sex (n = 15)
 - Race or ethnicity (n = 8)
 - Gender Identity (n=8)
 - Class (n=8)

Recommendations – Overall Satisfaction with Being an Employee at NSC

- Multiple regression analysis shows that the item “My suggestions are heard and acted upon” is a significant predictor of overall satisfaction with being an employee at North Seattle College. However, quadrant analysis shows that this attribute has a lower than average mean rating. North Seattle College should
 - work with persons who supervise other employees on designing and implementing processes whereby employees can perceive their suggestions are heard and acted on.
 - share the results of this and other surveys with the campus community so that different stakeholder groups can feel heard.

Recommendations - Overall Satisfaction with One's Manager

- Multiple regression analysis shows that the following manager attributes are significant predictors of overall satisfaction with one's manager at North Seattle College:
 - My manager's listens to my concerns.
 - My manager knows how to do her / his job.
 - My manager and I have a good working relationship.
 - I am provided the resources I need to engage in professional development activities.
- North Seattle College should provide professional development opportunities to employees who manage other people so that they can improve and polish their managerial skills. The College should also continue finding ways to provide all employees with professional development opportunities.

Recommendations - Employee Professional Development Activities

- The percentage of employee respondents indicating they had participated in at least one professional development activity through North Seattle College during the current academic year has increased steadily over the 2017 to 2019 time period.
- In order to ensure that all employees have the opportunity to engage in professional development activities, North Seattle College should identify gaps in current professional development opportunities, such as by employee type, and then fill these gaps.

Recommendations – Diversity

- There are many signs of improvement when comparing 2018 results to 2019 results on diversity items on the 2019 employee survey. This can be attributed to the efforts of our associate vice president for Equity, Diversity and Inclusion.
- In order to build on these improvements, North Seattle College should continue to fund the operations of the Office of Equity, Diversity and Inclusion to ensure that all employees feel welcome at North Seattle College. North Seattle College should also continue to stress that equity, diversity and inclusion are part of everyone's job at the College.

Overall Satisfaction with Being an Employee of NSC

What is your overall satisfaction with being an employee of North Seattle College?	2016		2017		2018		2019	
	Percent	n	Percent	n	Percent	n	Percent	n
Very Dissatisfied	2.0 %	4	4.2 %	8	2.1 %	4	3.7 %	8
Dissatisfied	9.3 %	19	12.5 %	24	11.8 %	23	10.0 %	22
Neutral	15.2 %	31	24.5 %	47	14.4 %	28	12.8 %	28
Satisfied	48.5 %	99	45.3 %	87	54.9 %	107	52.5 %	115
Very Satisfied	25.0 %	51	13.5 %	26	16.9 %	33	21.0 %	46
Total	100.0 %	204	100.0 %	192	100.0 %	195	100.0 %	219
Chi - Square = 23.454, significance = .024; 0 cells (0.8 %) have an expected count of less than 5								
	Mean (a)	n	Mean (b)	n	Mean (c)	n	Mean (d)	n
Average	3.85 (b)	204	3.52 (a)(d)	192	3.73	195	3.77 (b)	219
F = 4.195, Significance = .006								

Overall mean satisfaction with being an employee at North Seattle College in 2016 (3.85) was statistically greater than 2017 (3.52).

Additionally, overall mean satisfaction with being an employee at North Seattle College in 2019 was statistically greater than 2017.

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		2019	
	Percent	n	Percent	n	Percent	n	Percent	n
Very Unlikely	7.8 %	16	9.9 %	19	8.9 %	17	6.9 %	15
Somewhat Unlikely	13.2 %	27	16.7 %	32	14.7 %	28	10.6 %	23
Neutral	11.3 %	23	15.6 %	30	16.8 %	32	15.7 %	34
Somewhat Likely	29.9 %	61	34.9 %	67	30.9 %	59	35.0 %	76
Very Likely	37.7 %	77	22.9 %	44	28.8 %	55	31.8 %	69
Total	100.0 %	204	100.0 %	192	100.0 %	191	100.0 %	217
Chi – Square = 15.39; significance = .225; 0 cells (0.0 %) have an expected count of less than 5								
	Mean (a)	n	Mean (b)	n	Mean (c)	n	Mean (d)	n
Average	3.76	204	3.44	192	3.56	191	3.74	217
F = 2.922; Significance = .03								

Overall mean likelihood to recommend North Seattle College has been steadily increasing since 2017 but is still below a 4.0 average on a five point scale where 5.0 is the most positive possible rating.

Note: While the Analysis of Variance (ANOVA) procedure produced a significant F statistic, post – hoc analysis did not indicate which means were statistically different from each other.

Satisfaction with Being and Employee of the Seattle College District

What is your overall satisfaction with being an employee of the Seattle College District?	2018		2019	
	Percent	n	Percent	n
Very Dissatisfied	8.7 %	17	5.9 %	13
Dissatisfied	23.1 %	45	10.0 %	22
Neutral	29.7 %	58	37.3 %	82
Satisfied	31.8 %	62	37.7 %	83
Very Satisfied	6.7 %	13	9.1 %	20
Total	100.0 %	195	100.0 %	220
Chi – Square = 15.620, significance = .004 ; 0 cells (0.0 %) have an expected count of less than 5				
	Mean	n	Mean	n
Average	3.05	195	3.34	220
t = 8.468, Significance = .004				
Note: Question implemented in Spring 2018 as a measure for district strategic plan.				

While the mean satisfaction with being an employee of the Seattle College increased significantly between 2018 (3.05) and 2019 (3.34), the mean ratings for both years were below a mean of 4.0 on a five point scale.

Likelihood to Recommend Seattle College District

How likely would you be to refer a friend or relative to the Seattle College District as a place to work?	2018		2019	
	Percent	n	Percent	n
Very Unlikely	16.8 %	32	8.8 %	19
Somewhat Unlikely	18.4 %	35	9.8 %	21
Neutral	26.8 %	51	31.6 %	68
Somewhat Likely	27.4 %	52	34.0 %	73
Very Likely	10.5 %	20	15.8 %	34
Total	100.0 %	190	100.0 %	215
Chi – Square = 17.515; significance = .002 ; 0 cells (0.0 %) have an expected count of less than 5				
	Mean	n	Mean	n
Average	2.93	190	3.38	215
t = 14.459; Significance = .000				
Note: Question implemented in Spring 2018 as a measure for district strategic plan.				

While the mean likelihood to refer a friend or relative to the Seattle College District as a place to work increased significantly between 2018 (2.93) and 2019 (3.38), the mean ratings for both years were below a mean of 4.0 on a five point scale.

Comparison of Mean Ratings by Employee Type (2019)

Dependent Measure	AFT Pro – Staff		Classified		Exempt		Full – Time Faculty		Part – Time Faculty		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?	3.80	15	3.84	45	3.85	41	3.74	39	3.78	40	0.083	.987
What is your overall satisfaction with being an employee of the Seattle College District?	3.67	15	3.47	45	3.29	41	2.97	39	3.50	40	2.226	.068
How likely would you be to refer a friend or relative to North Seattle College as a place to work?	3.60	15	3.62	45	3.85	41	3.64	39	4.08	40	1.100	.358
How likely would you be to refer a friend or relative to the Seattle College District as a place to work?	3.47	15	3.39	44	3.33	40	3.26	39	3.70	40	0.958	.432

There are no statistically significant mean differences on measures of employee engagement by employment classification.

Comparison of NSC Attributes by Length of Time at NSC (2019)

Dependent Measure	Less than 5 Years		5 to 10 Years		More than 10 Years		F	Significance
	Mean	n	Mean	n	Mean	n		
What is your overall satisfaction with being an employee of North Seattle College?	3.89	82	3.86	37	3.69	70	0.827	.439
What is your overall satisfaction with being an employee of the Seattle College District?	3.50	82	3.51	37	3.14	70	2.970	.054
How likely would you be to refer a friend or relative to North Seattle College as a place to work?	3.89	82	3.76	37	3.70	70	0.520	.595
How likely would you be to refer a friend or relative to the Seattle College District as a place to work?	3.57	82	3.31	36	3.33	69	1.199	.304

There are no statistically significant mean differences on measures of employee engagement by length of time employed at North Seattle College category.

Comparison of Mean Ratings by Race / Ethnicity (2019)

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?	3.63	49	3.95	122	-1.903	.059
What is your overall satisfaction with being an employee of the Seattle College District?	3.57	49	3.34	122	1.425	.156
How likely would you be to refer a friend or relative to North Seattle College as a place to work?	3.94	49	3.84	122	0.535	.593
How likely would you be to refer a friend or relative to the Seattle College District as a place to work?	3.66	47	3.48	122	0.990	.324
What is your overall satisfaction with your manager at North Seattle College?	4.15	48	4.37	121	-1.320	.189

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: Fifty two (52) respondents (out of 220) to the Spring 2019 NSC Employee Engagement Survey did not indicate their ethnicity / race. This means there is no ethnicity or race data on 23.6 % of respondents to the Spring 2019 NSC Employee Engagement Survey.

Comparison of Mean Ratings by Gender Identity (2019)

Dependent Measure	Feminine		Masculine		t	Significance
	Mean	n	Mean	n		
What is your overall satisfaction with being an employee of North Seattle College?	3.87	94	4.00	50	-0.755	.451
What is your overall satisfaction with being an employee of the Seattle College District?	3.40	94	3.56	50	-0.920	.359
How likely would you be to refer a friend or relative to North Seattle College as a place to work?	4.00	94	3.62	50	1.878	.062
How likely would you be to refer a friend or relative to the Seattle College District as a place to work?	3.62	93	3.35	49	1.520	.131
What is your overall satisfaction with your manager at North Seattle College?	4.31	94	4.35	49	-0.216	.829

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

Note: 64 respondents out of 220 respondents (29.1 %) did not indicate a gender identity in the Spring 2019 Employee Engagement Survey at North Seattle College.

Agreement with Attributes of Working at NSC (2019)

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.	6.6 %	14	13.6 %	29	32.4 %	69	29.6 %	63	17.8 %	38	3.38	213
North Seattle College is welcoming to all persons.	2.8 %	6	8.5 %	18	16.4 %	35	44.6 %	95	27.7 %	59	3.86	213
I am proud to say I work at North Seattle College.	2.3 %	5	3.7 %	8	17.3 %	37	39.7 %	85	36.9 %	79	4.05	214
My work is appreciated at North Seattle College.	2.8 %	6	12.1 %	26	23.4 %	50	36.9 %	79	24.8 %	53	3.69	214
I am paid fairly for the work I do at North Seattle College.	16.4 %	35	29.0 %	62	19.6 %	42	23.4 %	50	11.7 %	25	2.85	214
I feel physically safe when I am on campus at North Seattle College.	1.9 %	4	6.6 %	14	17.8 %	38	48.4 %	103	25.4 %	54	3.89	213
At North Seattle College, I feel safe in other ways - emotionally, socially, and intellectually.	4.2 %	9	11.3 %	24	15.6 %	33	45.8 %	97	23.1 %	49	3.72	212

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

- I am proud to say I work at North Seattle College. (mean = 4.05)
- I feel physically safe when I am on campus at North Seattle College. (mean = 3.89)
- North Seattle College is welcoming to all persons. (mean = 3.86)

Comparison of NSC Attributes by Employee Type (2019)

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.	3.47	15	3.29	45	3.70	40	3.38	39	3.48	40	0.796	.529
North Seattle College is welcoming to all persons.	3.67	15	4.00 (d)	45	4.00 (d)	41	3.37 (b)(c)(e)	38	4.13 (d)	40	3.905	.005
I am proud to say I work at North Seattle College.	3.93	15	4.09	45	4.07	41	4.05	39	4.23	40	0.339	.851
My work is appreciated at North Seattle College.	3.47	15	3.73	45	3.80	41	3.67	39	3.88	40	0.498	.737
I am paid fairly for the work I do at North Seattle College.	3.20	15	2.47 (c)	45	3.51 (b)(d)	41	2.33 (c)	39	2.95	40	6.665	.000

The mean rating of agreement to the statement “North Seattle College is welcoming to all persons” is significantly lower for full – time faculty when compared to employees who are classified, exempt, and part – time faculty.

Comparison of NSC Attributes by Employee Type (2019)

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.	3.64	14	3.76	45	4.02	41	3.97	39	3.93	40	0.802	.525
At North Seattle College, I feel safe in other ways - emotionally, socially, and intellectually.	3.53	15	3.73	45	3.88	41	3.61	38	4.00	39	0.993	.413

There are no statistically significant mean differences by job classification regarding components of employee safety.

Comparison of NSC Attributes by Length of Time at NSC (2019)

NSC Attribute	Less than 5 Years		5 to 10 Years		More than 10 Years		F	Significance
	Mean	n	Mean	n	Mean	n		
My suggestions are heard and acted upon.	3.54	82	3.27	37	3.42	69	0.708	.494
North Seattle College is welcoming to all persons.	4.02	82	3.76	37	3.83	69	1.259	.286
I am proud to say I work at North Seattle College.	4.16	82	4.16	37	4.00	70	0.670	.513
My work is appreciated at North Seattle College.	3.84	82	3.70	37	3.69	70	0.479	.620
I am paid fairly for the work I do at North Seattle College.	3.07	82	2.65	37	2.71	70	2.098	.126
I feel physically safe when I am on campus at North Seattle College.	3.94	81	3.76	37	3.87	70	0.488	.614
At North Seattle College, I feel safe in other ways - emotionally, socially, and intellectually.	3.93	82	3.70	37	3.79	68	0.702	.497

There are no statistically significant mean differences on attributes of North Seattle College by the category of the length of time a respondent has been employed at the College.

Comparison of NSC Attributes by Race / Ethnicity (2019)

NSC Attribute	Employees of Color ¹		White		t	Significance
	Mean	n	Mean	n		
My suggestions are heard and acted upon.	3.56	48	3.47	122	0.498	.619
North Seattle College is welcoming to all persons.	3.73	48	4.03	122	-1.929	.055
I am proud to say I work at North Seattle College.	4.22	49	4.11	122	0.749	.455
My work is appreciated at North Seattle College.	3.78	49	3.82	122	-0.254	.800
I am paid fairly for the work I do at North Seattle College.	3.06	49	2.82	122	1.132	.259
I feel physically safe when I am on campus at North Seattle College.	3.92	48	3.91	122	0.044	.965
At North Seattle College, I feel safe in other ways - emotionally, socially, and intellectually.	3.65	48	3.99	121	-2.098	.037

The mean rating of feeling safe in ways other than physically safe is significantly lower for employees of color (3.65) than for employees who do not identify as employees of color (3.99). However, given that over one in five respondents to the 2019 employee engagement survey did not indicate an ethnicity or race, this finding should be taken with caution.

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

Note: Fifty two (52) respondents (out of 220) to the Spring 2019 NSC Employee Engagement Survey did not indicate their ethnicity / race. This means there is no ethnicity or race data on 23.6 % of respondents to the Spring 2019 NSC Employee Engagement Survey.

Comparison of NSC Attributes by Gender Identity (2019)

NSC Attribute	Feminine		Masculine		t	Significance
	Mean	n	Mean	n		
My suggestions are heard and acted upon.	3.53	93	3.54	50	-0.067	.946
North Seattle College is welcoming to all persons.	3.92	93	4.16	50	-1.484	.140
I am proud to say I work at North Seattle College.	4.17	94	4.16	50	0.066	.948
My work is appreciated at North Seattle College.	3.82	94	3.98	50	-0.943	.347
I am paid fairly for the work I do at North Seattle College.	2.89	94	2.90	50	-0.028	.978
I feel physically safe when I am on campus at North Seattle College.	3.85	93	4.12	50	-1.786	.076
At North Seattle College, I feel safe in other ways - emotionally, socially, and intellectually.	3.88	93	4.14	49	-1.613	.109

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

Note: 64 respondents out of 220 respondents (29.1 %) did not indicate a gender identity in the Spring 2019 Employee Engagement Survey at North Seattle College.

Correlations to Overall Satisfaction with North Seattle College

Item	r	n	Significance Level	Significant?
My suggestions are heard and acted upon.	.568	213	.000	Yes
North Seattle College is welcoming to all persons.	.446	213	.000	Yes
I am proud to say I work at North Seattle College.	.654	214	.000	Yes
My work is appreciated at North Seattle College.	.580	214	.000	Yes
I am paid fairly for the work I do at North Seattle College.	.291	214	.000	Yes
I feel physically safe when I am on campus at North Seattle College.	.257	213	.000	Yes
At North Seattle College, I feel safe in other ways - emotionally, socially, and intellectually.	.487	212	.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 = 0.654)
- My work is appreciated at North Seattle College. (r = 0.580)

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

Model	Standardized Coefficients	t	Significance	Significant Predictor?
	Beta			
Constant	-	3.489	.001	NA
I am proud to say I work at North Seattle College.	.489	7.935	.000	Yes
My suggestions are heard and acted upon.	.281	4.568	.000	Yes
Stepwise Multiple Linear Regression: $R^2 = .477$ Adjusted $R^2 = .472$				

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 suggestions are heard and acted upon.

This model explains 47.2 % 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 (2019)

		Importance (Derived): Average = 0.469	
		Below Average	Above Average
Performance (Average = 3.63)	Above Average	I feel physically safe when I am on campus at North Seattle College. (mean = 3.89) North Seattle College is welcoming to all persons. (mean = 3.86)	I am proud to say I work at North Seattle College. (mean = 4.05) At North Seattle College, I feel safe in other ways - emotionally, socially, and intellectually. (Mean = 3.72) My work is appreciated at North Seattle College. (mean = 3.69)
	Below Average	I am paid fairly for the work I do at North Seattle College. (mean = 2.85)	My suggestions are heard and acted upon. (Mean = 3.38)

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

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

- My suggestions are heard and acted upon.

This item is a significant predictor of satisfaction with being an employee at North Seattle College; however, its mean satisfaction (3.38) is below average across all North Seattle College attributes.

Correlations to Likelihood to Refer NSC (2019)

Item	r	n	Significance Level	Significant?
My suggestions are heard and acted upon.	.536	213	.000	Yes
North Seattle College is welcoming to all persons.	.438	213	.000	Yes
I am proud to say I work at North Seattle College.	.625	214	.000	Yes
My work is appreciated at North Seattle College.	.550	214	.000	Yes
I am paid fairly for the work I do at North Seattle College.	.401	214	.000	Yes
I feel physically safe when I am on campus at North Seattle College.	.297	213	.000	Yes
At North Seattle College, I feel safe in other ways - emotionally, socially, and intellectually.	.500	212	.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 = 0.625)
- My work is appreciated at North Seattle College. (r = 0.550)

Predictors of Likelihood to Refer NSC (2019)

Model	Standardized Coefficients	t	Significance	Significant Predictor?
	Beta			
Constant	-	.432	.665	NA
I am proud to say I work at North Seattle College.	.458	7.132	.000	Yes
I am paid fairly for the work I do at North Seattle College.	.204	3.730	.000	Yes
At North Seattle College, I feel safe in other ways - emotionally, socially, and intellectually.	.180	2.842	.005	Yes
Stepwise Multiple Linear Regression: R ² = .463; Adjusted R ² = .455				

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

This model explains 45.5 % 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 (2019)

		Importance (Derived): Average = 0.478	
		Below Average	Above Average
Performance (Average = 3.63)	Above Average	<p>I feel physically safe when I am on campus at North Seattle College. (mean = 3.89)</p> <p>North Seattle College is welcoming to all persons. (mean = 3.86)</p>	<p>I am proud to say I work at North Seattle College. (mean = 4.05)</p> <p>At North Seattle College, I feel safe in other ways - emotionally, socially, and intellectually. (Mean = 3.72)</p> <p>My work is appreciated at North Seattle College. (mean = 3.69)</p>
	Below Average	I am paid fairly for the work I do at North Seattle College. (2.85)	My suggestions are heard and acted upon. (mean = 3.38)

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

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 item:

- My suggestions are heard and acted upon.

This is because this item's mean satisfaction score is below average, while its importance is in the above average range.

Overall Satisfaction with Manager

What is your overall satisfaction with your manager at North Seattle College?	2017		2018		2019	
	Percent	n	Percent	n	Percent	n
Very Dissatisfied	6.6 %	12	4.9 %	9	4.4 %	9
Dissatisfied	8.2 %	15	5.4 %	10	4.9 %	10
Neutral	9.3 %	17	6.5 %	12	7.4 %	15
Satisfied	28.6 %	52	26.6 %	49	30.9 %	63
Very Satisfied	47.3 %	86	56.5 %	104	52.5 %	107
Total	100.0 %	182	100.0 %	184	100.0 %	204
Chi – Square = 6.033, two tail significance = 0.643, 0 cells (0.0 %) have an expected count of less than 5.						
	Mean	n	Mean	n	Mean	n
Average	4.02	182	4.24	184	4.22	204
F = 2.255, two tail significance = 0.106						

Mean satisfaction with one's manager varied across the time period of 2017 to 2019, but these differences did not achieve statistical significance.

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 has a good understanding of the work I do.	3.4 %	7	6.3 %	13	11.1 %	23	32.7 %	68	46.6 %	97	4.13	208
My manager's review of my performance is fair.	2.5 %	5	1.0 %	2	19.7 %	40	30.5 %	62	46.3 %	94	4.17	203
My manager knows how to do her / his job.	2.9 %	6	3.8 %	8	9.6 %	20	31.7 %	66	51.9 %	108	4.26	208
My manager and I have a good working relationship.	2.4 %	5	2.4 %	5	11.5 %	24	32.7 %	68	51.0 %	106	4.27	208
I have a good working relationship with my coworkers.	1.4 %	3	1.4 %	3	9.6 %	20	36.5 %	76	51.0 %	106	4.25	208
My manager listens to my concerns.	2.4 %	5	3.8 %	8	10.0 %	21	36.1 %	75	47.6 %	99	4.23	208
My manager encourages me to develop professionally.	2.9 %	6	3.4 %	7	16.8 %	35	28.4 %	59	48.6 %	101	4.15	208

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

- The work I do contributes to student success.
- My manager trusts me to know how to do my job without a lot of supervision.
- In my work I have the ability to independently complete the tasks that I have been assigned.

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 trusts me to know how to do my job without a lot of supervision.	1.4 %	3	1.0 %	2	5.3 %	11	25.0 %	52	67.3 %	140	4.55	208
My manager allows me to choose how to best accomplish the tasks I have been assigned.	1.4 %	3	1.9 %	4	9.1 %	19	29.8 %	62	57.7 %	120	4.40	208
In my work I have the ability to independently complete the tasks that I have been assigned.	0.5 %	1	2.9 %	6	4.9 %	10	33.0 %	68	58.7 %	121	4.47	206
The work I do contributes to student success.	0.0 %	0	0.0 %	0	5.9 %	12	28.8 %	59	65.4 %	134	4.60	205
The work I do contributes to the Seattle College District achieving its mission.	0.0 %	0	1.5 %	3	8.3 %	17	37.4 %	77	52.9 %	109	4.33	206
My input is sought in the decision – making process at my college.	5.3 %	11	10.2 %	21	26.2 %	54	33.5 %	69	24.8 %	51	3.62	206

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 = 3.62
- I am provided the resources I need to engage in professional development activities ... (mean = 3.86 on a five – point scale)

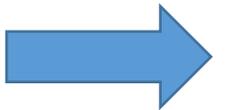
Agreement with Attributes Regarding Respondent Manager, Continued

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.	1.9 %	4	5.8 %	12	12.1 %	25	37.9 %	78	42.2%	87	4.13	206
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	3.9 %	8	3.4 %	7	11.6 %	24	40.6 %	84	40.6 %	84	4.11	207
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.	3.4 %	7	6.3 %	13	20.9 %	43	39.8 %	82	29.6 %	61	3.86	206
My manager expresses confidence in my ability to learn and develop.	2.0 %	4	2.0 %	4	13.7 %	28	34.6 %	71	47.8 %	98	4.24	205

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?	4.40	15	3.98 (d)	44	3.87 (d)(e)	39	4.72 (b)(c)	39	4.53 (c)	40	5.382	.000
My manager has a good understanding of the work I do.	4.13	15	3.82 (d)(e)	45	3.88 (d)(e)	40	4.56 (b)(c)	39	4.49 (b)(c)	39	5.180	.001
My manager’s review of my performance is fair.	4.00	15	3.95 (d)	44	4.20	40	4.55 (b)	38	4.39	38	3.215	.014
My manager knows how to do her / his job.	4.40	15	4.02 (d)	45	4.03 (d)	40	4.62 (b)(c)	39	4.54	39	3.763	.006
My manager and I have a good working relationship.	4.20	15	4.07 (d)	45	4.13 (d)	40	4.74 (b)(c)	39	4.51	39	4.823	.001

There are several manager survey items where the mean rating from among full – time faculty respondents in 2019 are significantly greater than the mean ratings from classified and exempt employees of North Seattle College.



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.	4.07	15	3.93 (d)	45	4.10	40	4.62 (b)	39	4.46	39	3.388	.011
My manager listens to my concerns.	4.20	15	4.02 (d)	45	4.10	40	4.59 (b)	39	4.49	39	3.206	.014
My manager encourages me to develop professionally.	4.19	15	3.89 (d)	45	4.05	40	4.54 (b)	39	4.28	39	2.625	.036
My manager trusts me to know how to do my job without a lot of supervision.	4.60	15	4.53	45	4.43	40	4.77	39	4.72	39	1.765	.138
My manager allows me to choose how to best accomplish the tasks I have been assigned.	4.20	15	4.18 (d)	45	4.48	40	4.74 (b)	39	4.54	39	3.442	.010

There are several manager survey items where the mean rating from among full – time faculty respondents in 2019 are significantly greater than the mean ratings from classified and exempt employees of North Seattle College.

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.	4.27	15	4.32	44	4.48	40	4.64	39	4.62	39	1.725	.147
The work I do contributes to student success.	4.53	15	4.53	45	4.46 (d)	39	4.85 (c)	39	4.56	39	2.480	.046
The work I do contributes to the Seattle College District achieving its mission.	4.33	15	4.11	45	4.36	39	4.67	39	4.31	39	2.173	.074
My input is sought in the decision – making process at my college.	3.60	15	3.27	44	3.90	40	3.85	39	3.74	39	2.242	.067

Mean agreement to the statement “The work I do contributes to student success” among 2019 full – time faculty respondents (4.85) is significantly greater than the mean rating from exempt employees (4.46).

Comparison of Manager Attributes by Employee Type, Continued

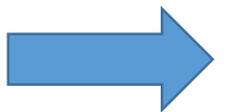
Manager Attribute	AFT Pro – Staff (a)		Classified (b)		Exempt (c)		Full – Time Faculty (d)		Part – Time Faculty (e)		F	Significance
	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n		
I am given the opportunity to take part in <u>formal</u> professional development activities...	3.93	15	3.96	45	4.35	40	4.41	39	4.21	39	2.063	.088
I am given the opportunity to take part in <u>informal</u> professional development activities ...	3.80	15	3.80 (d)	45	4.30	40	4.54 (b)	39	4.21	39	4.522	.002
I am provided the resources I need to engage in professional development activities...	3.73	15	3.73	45	4.10	40	3.79	39	3.97	39	0.944	.440
My manager expresses confidence in my ability to learn and develop.	4.07	15	3.98 (d)	45	4.10 (d)	39	4.69 (b)(c)	39	4.42	38	4.885	.001

There are several manager survey items where the mean rating from among full – time faculty respondents in 2019 are significantly greater than the mean ratings from classified and exempt employees of North Seattle College.

Comparison of Manager Attributes by Number of Years Employed at NSC

Manager Attribute	Less than 5 Years		5 to 10 Years		More than 10 Years		F	Significance
	Mean	n	Mean	n	Mean	n		
What is your overall satisfaction with your manager at North Seattle College?	4.22	82	4.11	36	4.43	69	1.380	.254
My manager has a good understanding of the work I do.	4.10	82	4.14	36	4.33	70	1.069	.345
My manager's review of my performance is fair.	4.18	79	4.20	35	4.30	69	0.391	.677
My manager knows how to do her / his job.	4.32	82	4.25	36	4.31	70	0.067	.936
My manager and I have a good working relationship.	4.32	82	4.33	36	4.39	70	0.118	.888
I have a good working relationship with my coworkers.	4.23	82	4.31	36	4.40	70	0.600	.550
My manager listens to my concerns.	4.26	82	4.22	36	4.37	70	0.445	.641

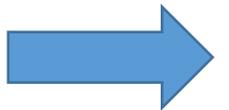
There are no statistically significant mean differences in ratings of manager attributes by length of time the respondent has been employed at North Seattle College.



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

Manager Attribute	Less than 5 Years		5 to 10 Years		More than 10 Years		F	Significance
	Mean	n	Mean	n	Mean	n		
My manager encourages me to develop professionally.	4.20	82	4.25	36	4.13	70	0.188	.829
My manager trusts me to know how to do my job without a lot of supervision.	4.51	82	4.75	36	4.67	70	2.000	.138
My manager allows me to choose how to best accomplish the tasks I have been assigned.	4.41	82	4.58	36	4.47	70	0.599	.550
In my work I have the ability to independently complete the tasks that I have been assigned.	4.44	81	4.56	36	4.60	70	1.000	.370
The work I do contributes to student success.	4.54	82	4.67	36	4.63	68	0.773	.463
The work I do contributes to the Seattle College District achieving its mission.	4.30	82	4.31	36	4.42	69	0.370	.691

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		5 to 10 Years		More than 10 Years		F	Significance
	Mean	n	Mean	n	Mean	n		
My input is sought in the decision – making process at my college.	3.67	81	3.33	36	3.83	70	2.418	.092
I am given the opportunity to take part in <u>formal</u> professional development activities, i.e. courses, seminars, conferences, etc.	4.13	82	4.19	36	4.20	70	0.112	.894
I am given the opportunity to take part in <u>informal</u> professional development activities...	4.15	82	4.06	36	4.19	70	0.219	.804
I am provided the resources I need to engage in professional development activities...	3.86	81	3.89	36	3.91	70	0.046	.955
My manager expresses confidence in my ability to learn and develop.	4.28	82	4.26	35	4.35	69	0.174	.840

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		F	Significance
	Mean	n	Mean	n		
What is your overall satisfaction with your manager at North Seattle College?	4.15	48	4.37	121	-1.320	.189
My manager has a good understanding of the work I do.	4.06	49	4.27	122	-1.268	.206
My manager's review of my performance is fair.	4.08	48	4.33	119	-1.599	.112
My manager knows how to do her / his job.	4.14	49	4.43	122	-1.855	.065
My manager and I have a good working relationship.	4.18	49	4.44	122	-1.763	.080
I have a good working relationship with my coworkers.	4.22	49	4.39	122	-1.046	.297
My manager listens to my concerns.	4.12	49	4.43	122	-2.105	.037

The mean agreement for the survey item “My manager listens to my concerns” is significantly lower for respondents who identify as persons of color (4.12) than for respondents who do not identify as employees of color (4.43).

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

Note: Fifty two (52) respondents (out of 220) to the Spring 2019 NSC Employee Engagement Survey did not indicate their ethnicity / race. This means there is no ethnicity or race data on 23.6 % of respondents to the Spring 2019 NSC Employee Engagement Survey.

Comparison of Manager Attributes by Race / Ethnicity, Continued

Manager Attribute	Employees of Color ¹		White		F	Significance
	Mean	n	Mean	n		
My manager encourages me to develop professionally.	4.06	49	4.29	122	-1.399	.164
My manager trusts me to know how to do my job without a lot of supervision.	4.41	49	4.71	122	-2.786	.006
My manager allows me to choose how to best accomplish the tasks I have been assigned.	4.24	49	4.56	122	-2.412	.017
In my work I have the ability to independently complete the tasks that I have been assigned.	4.39	49	4.59	121	-1.759	.080
The work I do contributes to student success.	4.57	49	4.64	120	-0.718	.474

The mean agreement rating of employees of color is significantly lower than that of white employees on the following manager attributes:

- My manager trusts me to know how to do my job without a lot of supervision.
- My manager allows me to choose how to best accomplish the tasks I have been assigned.

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

Note: Fifty two (52) respondents (out of 220) to the Spring 2019 NSC Employee Engagement Survey did not indicate their ethnicity / race. This means there is no ethnicity or race data on 23.6 % of respondents to the Spring 2019 NSC Employee Engagement Survey.

Comparison of Manager Attributes by Race / Ethnicity, Continued

Manager Attribute	Employees of Color ¹		White		F	Significance
	Mean	n	Mean	n		
The work I do contributes to the Seattle College District achieving its mission.	4.33	49	4.36	121	-0.245	.807
My input is sought in the decision – making process at my college.	3.69	49	3.70	121	-0.045	.964
I am given the opportunity to take part in <u>formal</u> professional development activities...	4.16	49	4.19	122	-0.167	.868
I am given the opportunity to take part in <u>informal</u> professional development activities...	4.04	49	4.18	122	-0.843	.401
I am provided the <u>resources</u> I need to engage in professional development activities...	4.06	48	3.84	122	1.364	.174
My manager expresses confidence in my ability to learn and develop.	4.22	49	4.37	120	-0.996	.321

There are no statistically significant mean differences in ratings of manager attributes on this page 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: Fifty two (52) respondents (out of 220) to the Spring 2019 NSC Employee Engagement Survey did not indicate their ethnicity / race. This means there is no ethnicity or race data on 23.6 % of respondents to the Spring 2019 NSC Employee Engagement Survey.

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?	4.31	94	4.35	49	-0.216	.829
My manager has a good understanding of the work I do.	4.30	93	4.18	50	0.722	.472
My manager's review of my performance is fair.	4.32	90	4.35	49	-0.171	.864
My manager knows how to do her / his job.	4.34	93	4.36	50	-0.094	.925
My manager and I have a good working relationship.	4.41	93	4.42	50	-0.079	.938
I have a good working relationship with my coworkers.	4.45	93	4.18	50	1.766	.079
My manager listens to my concerns.	4.38	93	4.38	50	-0.026	.979

There are no statistically significant mean differences on manager survey items based on respondent gender identity (feminine versus masculine).

Note: 64 respondents out of 220 respondents (29.1 %) did not indicate a gender identity in the Spring 2019 Employee Engagement Survey at North Seattle College.

Comparison of Manager Attributes by Gender, Continued

Manager Attribute	Feminine		Masculine		F	Significance
	Mean	n	Mean	n		
My manager encourages me to develop professionally.	4.31	93	4.14	50	1.053	.294
My manager trusts me to know how to do my job without a lot of supervision.	4.70	93	4.66	50	0.394	.694
My manager allows me to choose how to best accomplish the tasks I have been assigned.	4.55	93	4.48	50	0.548	.585
In my work I have the ability to independently complete the tasks that I have been assigned.	4.55	92	4.56	50	-0.052	.958
The work I do contributes to student success.	4.65	92	4.61	49	0.390	.697
The work I do contributes to the Seattle College District achieving its mission.	4.43	93	4.31	49	0.810	.419

There are no statistically significant mean differences on manager survey items based on respondent gender identity (feminine versus masculine).

Note: 64 respondents out of 220 respondents (29.1 %) did not indicate a gender identity in the Spring 2019 Employee Engagement Survey at North Seattle College.

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.	3.68	92	3.84	50	-0.875	.383
I am given the opportunity to take part in formal professional development activities, i.e. courses, seminars, conferences, etc.	4.27	93	4.20	50	0.470	.639
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.	4.17	93	4.26	50	-0.551	.583
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.	3.90	92	4.00	50	-0.596	.552
My manager expresses confidence in my ability to learn and develop.	4.40	92	4.29	49	0.857	.393

There are no statistically significant mean differences on manager survey items based on respondent gender identity (feminine versus masculine).

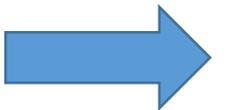
Note: 64 respondents out of 220 respondents (29.1 %) did not indicate a gender identity in the Spring 2019 Employee Engagement Survey at North Seattle College.

Correlations to Overall Satisfaction with Manager

Item	r	n	Significance Level	Significant?
My manager has a good understanding of the work I do.	.716	203	.000	Yes
My manager's review of my performance is fair.	.578	198	.000	Yes
My manager knows how to do her / his job.	.741	203	.000	Yes
My manager and I have a good working relationship.	.789	203	.000	Yes
I have a good working relationship with my coworkers.	.323	203	.000	Yes
My manager listens to my concerns.	.777	203	.000	Yes
My manager encourages me to develop professionally.	.575	203	.000	Yes
My manager trusts me to know how to do my job without a lot of supervision.	.548	203	.000	Yes
My manager allows me to choose how to best accomplish the tasks I have been assigned.	.550	203	.000	Yes

As was the case with the 2018 employee engagement survey, the attributes of one's manager from the 2019 employee engagement survey that have the largest correlations to overall satisfaction with one's manager are:

- My manager and I have a good working relationship. (r = 0.789)
- My manager listens to my concerns. (r = 0.777)
- My manager knows how to do her / his job. (r = 0.741)



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.	.439	201	.000	Yes
The work I do contributes to student success.	.273	200	.000	Yes
The work I do contributes to the Seattle College District achieving its mission.	.341	201	.000	Yes
My input is sought in the decision – making process at my college.	.389	201	.000	Yes
I am given the opportunity to take part in <u>formal</u> professional development activities, i.e. courses, seminars, conferences, etc.	.363	202	.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.	.488	202	.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.	.368	201	.000	Yes
My manager expresses confidence in my ability to learn and develop.	.664	200	.000	Yes

Predictors of Satisfaction with One's Manager

Model	Standardized Coefficients	t	Significance	Significant Predictor?
	Beta			
Constant	-	-1.345	.180	NA
My manager's listens to my concerns.	.387	4.943	.000	Yes
My manager knows how to do her / his job.	.225	3.418	.001	Yes
My manager and I have a good working relationship.	.244	2.878	.004	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.	.092	2.114	.036	Yes
Stepwise Multiple Linear Regression: $R^2 = .697$; Adjusted $R^2 = .691$				

Top predictors of respondent satisfaction with one's manager include

- My manager's listens to my concerns.
- My manager knows how to do her / his job.
- My manager and I have a good working relationship.
- I am provided the resources I need to engage in professional development activities

This model explains 69.1 % 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 = 0.525	
		Below Average	Above Average
Performance (Average = 4.22)	Above Average	<ul style="list-style-type: none"> The work I do contributes to student success. (mean = 4.60) In my work I have the ability to independently complete the tasks that I have been assigned. (mean = 4.47) The work I do contributes to the Seattle College District achieving its mission. (4.33) I have a good working relationship with my coworkers. (mean = 4.25) 	<ul style="list-style-type: none"> My manager trusts me to know how to do my job without a lot of supervision. (mean = 4.55) My manager allows me to choose how to best accomplish the tasks I have been assigned. (mean = 4.40) My manager and I have a good working relationship. (mean = 4.27) My manager listens to my concerns. (mean = 4.23) My manager knows how to do her / his job. (mean = 4.26) My manager expresses confidence in my ability to learn and develop. (mean = 4.24)
	Below Average	<ul style="list-style-type: none"> I am given the opportunity to take part in formal professional development activities... (mean = 4.13) I am given the opportunity to take part in informal professional development activities. (mean = 4.11) I am provided the resources I need to engage in professional development activities. (mean = 3.86) My input is sought in the decision – making process at my college. (mean = 3.62) 	<ul style="list-style-type: none"> My manager's review of my performance is fair. (mean = 4.17) My manager encourages me to develop professionally. (mean = 4.15) My manager has a good understanding of the work I do. (mean = 4.13)

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

- My manager's review of my performance is fair.
- My manager encourages me to develop professionally.
- My manager has a good understanding of the work I do.

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	2019	Change
	Count	Count	
Certificate	7	7	0
Associates	2	6	+ 4
Bachelor's	4	3	- 1
Master's	5	5	0
Doctoral	2	3	+ 1
Other (please specify)	2	5	+ 3
Total	22	29	+ 7

Overall, the number of respondents in 2019 indicating that in the past twelve months they had been accepted into a program of study relating directly or indirectly to teaching and learning increased by a count of seven (7).

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	2019	Change
	Count	Count	
Certificate	5	6	+ 1
Associates	3	7	+ 3
Bachelor's	3	3	0
Master's	1	4	+ 4
Doctoral	0	2	+ 2
Other (please specify)	2	3	+ 1
Total	14	25	+ 11

Overall, the number of respondents in 2019 indicating that in the past twelve months they had completed a program of study relating directly or indirectly to teaching and learning increased by a count of eleven (11).

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	2019	Change
	Count	Count	
Submitted a proposal to a conference	17	20	+ 3
Had a proposal accepted for a conference	16	21	+ 5
Delivered a conference presentation	28	27	- 1
Submitted a poster session proposal	2	2	0
Had a poster session proposal accepted	1	0	- 1
Presented a conference poster session	2	4	+ 2
Total	66	74	+ 8

Overall, the number of respondents in 2019 indicating that in the past twelve months they had been active with either conference proposals or conference poster session proposals increased by a count of eight (8).

Participation in the past year in <u>professional organizations</u> related directly or indirectly to teaching and learning	2018	2019	Change
	Count	Count	
Member	63	73	+ 10
Officer	14	12	- 2
Total	77	85	+ 8

Overall, the number of respondents in 2019 indicating that in the past twelve months they had been active either as members or officers of professional organizations related directly or indirectly to teaching and learning increased by a count of eight (8).

External Recognition, Continued

Participation in the past year on Board of Directors of organizations related directly or indirectly to teaching and learning	2018	2019	Change
	Count	Count	
Member	14	13	- 1
Officer	4	3	- 1
Total	18	16	- 2

Overall, the number of respondents in 2019 indicating that in the past twelve months they had been active Boards of Directors of organizations related directly or indirectly to teaching and learning either as members or officers decreased by a count of two (2).

Regarding publications in professional journals, in the past year have you...	2018	2019	Change
	Count	Count	
Submitted any writings for publication	4	7	+ 3
Had any of your submissions published	4	7	+ 3
Total	8	14	+ 6

Overall, the number of respondents in 2019 indicating that in the past twelve months they had been active regarding publications in professional journals increased by a count of six (6).

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		2019	
	Percent	n	Percent	n	Percent	n
None	16.9 %	31	11.2 %	20	10.9 %	22
1 - 3	60.1 %	110	46.6 %	83	47.8 %	96
4 - 6	14.2 %	26	24.2 %	43	30.3 %	61
7 - 9	2.7 %	5	11.2 %	20	6.0 %	12
10 or More	6.0 %	11	6.7 %	12	5.0 %	10
Total	100.0 %	183	100.0 %	178	100.0 %	201
Chi – Square = 28.778, significance = .000, 0 cells have an expected count less than 5						

Across the time period 2017 to 2019 there have been significant differences in the frequency range of professional development activities that respondents report having engaged in through North Seattle College during the current academic year.

Employee Professional Development Activities, Continued

The professional development activities I have participated in have been valuable to my professional growth.	2017		2018		2019	
	Percent	n	Percent	n	Percent	n
Strongly Disagree	2.6 %	4	0.0 %	0	1.1 %	2
Disagree	10.5 %	16	1.9 %	3	1.7 %	3
Neutral	20.4 %	31	13.4 %	21	14.6 %	26
Agree	55.9 %	85	59.2 %	93	54.5 %	97
Strongly Agree	10.5 %	16	25.5 %	40	28.1 %	50
Total	100.0 %	152	100.0 %	157	100.0 %	178
Chi – Square = 38.192; significance = .000; 3 cells (20.0 %) have an expected count of less than 5.						
	Average (A)	n	Average (B)	n	Average (C)	n
Mean	3.61 (B)(C)	152	4.08 (A)	157	4.07 (A)	178
F = 18.007, significance = .000						

Mean agreement that professional development activities in which respondents have participated have been valuable to their professional growth is significantly greater in 2019 (4.07) and 2018 (4.08) than in 2017 (3.61).

Employee Professional Development Activities, Continued

I have been able to apply new knowledge to my work at North Seattle College.	2017		2018		2019	
	Percent	n	Percent	n	Percent	n
Strongly Disagree	3.3 %	5	0.0 %	0	1.7 %	3
Disagree	6.6 %	10	5.1 %	8	2.8 %	5
Neutral	19.7 %	30	17.2 %	27	14.0 %	25
Agree	57.2 %	87	51.6 %	81	52.8 %	94
Strongly Agree	13.2 %	20	26.1 %	41	28.7 %	51
Total	100.0 %	152	100.0 %	157	100.0 %	178
Chi – Square = 19.266; significance = .013; 3 cells (20.0 %) have an expected count of less than 5.						
	Average (A)	n	Average (B)	n	Average (C)	n
Mean	3.70 (B)(C)	152	3.99 (A)	157	4.04 (A)	178
F = 7.264; significance = .001						

Mean agreement that respondents have been able to apply new knowledge from professional development to their work at North Seattle College is significantly greater in 2019 (4.04) and 2018 (3.99) than in 2017 (3.70).

Diversity - Satisfaction

Please indicate your level of satisfaction with diversity efforts at North Seattle College.	2018		2019	
	Percent	n	Percent	n
Very Dissatisfied	4.6 %	8	2.1 %	4
Dissatisfied	9.7 %	17	7.2 %	14
Neutral	30.9 %	54	20.5 %	40
Satisfied	44.0 %	77	46.2 %	90
Very Satisfied	10.9 %	19	24.1 %	47
Total	100.0 %	175	100.0 %	195
Chi – Square = 15.654; significance = .004; 0 cells have an expected count of less than 5.				
	Mean	n	Mean	n
Average	3.47	175	3.83	195
t = -3.635, significance = .000				

Mean satisfaction with diversity efforts at North Seattle College increased significantly between 2018 (3.47) and 2019 (3.83).

Please indicate your level of satisfaction with the commitment to diversity in hiring at North Seattle College.	2018		2019	
	Percent	n	Percent	n
Very Dissatisfied	4.0 %	7	3.6 %	7
Dissatisfied	7.4 %	13	8.2 %	16
Neutral	38.6 %	68	27.0 %	53
Satisfied	40.0 %	71	42.9 %	84
Very Satisfied	9.7 %	17	18.4 %	36
Total	100.0 %	175	100.0 %	196
Chi – Square = 9.022; significance = .061; 0 cells have an expected count of less than 5.				
	Mean	n	Mean	n
Average	3.44	176	3.64	196
t = -2.016, significance = .044				

Mean satisfaction with North Seattle College's commitment to diversity in hiring increased significantly between 2018 (3.44) and 2019 (3.64).

Diversity Activity Participation

Approximately how many diversity-related activities at North Seattle College have you engaged in during the current academic year?	2017		2018		2019	
	Percent	n	Percent	n	Percent	n
None	30.0 %	54	20.5 %	36	15.9 %	31
1 – 3	51.7 %	93	52.3 %	92	54.4 %	106
4 – 6	11.7 %	21	18.8 %	33	17.4 %	34
7 - 9	2.8 %	5	4.0 %	7	8.2 %	16
10 or More	3.9 %	7	4.5 %	8	4.1 %	8
Total	100.0 %	180	100.0 %	176	100.0%	195
Chi – Square = 18.230; significance = .020; 0 cells have an expected count of less than 5.						

Across the time period of 2017 – 2019 there are statistically significant differences among respondents in terms of the number of diversity-related activities at North Seattle College in which they have you engaged 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		2019	
	Percent	n	Percent	n	Percent	n
No	75.8 %	138	76.8 %	136	78.9 %	153
Yes	24.2 %	44	23.2 %	41	21.1 %	41
Total	100.0 %	182	100.0 %	177	100.0 %	194
Chi – Square = 0.515; significance = .773; 0 cells have an expected count of less than 5.						

While the percentage of survey respondents reporting within the current academic year they have felt discriminated against at North Seattle College has decreased between 2017 and 2019, this decrease has not reached statistical significance.

Employee Experience of Discrimination

Employee Experience of Discrimination ¹	2017		2018		2019	
	Percent ²	n	Percent ²	n	Percent ²	n
Age	8.9 %	17	8.6 %	17	0.5 %	1
Citizenship status	0.5 %	1	0.0 %	0	0.0 %	0
Color	3.1 %	6	3.6 %	7	1.4 %	3
Disability	3.6 %	7	1.5 %	3	3.2 %	7
Gender Expression	1.0 %	2	2.5 %	5	1.8 %	4
Gender Identity ³	3.1 %	6	4.1 %	8	3.6 %	8
Marital status	0.5 %	1	0.5 %	1	0.5 %	1
National origin	2.1 %	4	1.5 %	3	0.9 %	2
Political affiliation or belief	3.1 %	6	3.0 %	6	3.2 %	7
Race or ethnicity	4.7 %	9	6.6 %	13	5.0 %	11
Religion	1.0 %	2	2.0 %	4	2.3 %	5
Sex	5.2 %	10	10.2 %	20	6.8 %	15
Sexual orientation	1.0 %	2	1.5 %	3	1.8 %	4
Veteran status	0.5 %	1	0.0 %	0	0.9 %	2
Socioeconomic status ³	5.7 %	11	3.6 %	7	2.7 %	6
Class ³	4.7 %	9	2.5 %	5	3.6 %	8
Other	4.7 %	9	3.6 %	7	3.2 %	7

In the 2019 Employee Engagement Survey, respondents most frequently cited experiencing the following forms of discrimination at North Seattle College within the current academic year:

- Sex (n = 15)
- Race or ethnicity (n = 8)
- Gender Identity (n=8)
- Class (n=8)

¹ Item wording: 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:
 →2017: n = 192
 →2018: n = 197
 →2019: n = 220

³ 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		2019	
	Percent	n	Percent	n	Percent	n
0	46.4 %	83	39.7 %	69	40.2 %	76
1	21.8 %	39	14.4 %	25	17.5 %	33
2	10.1 %	18	13.2 %	23	15.3 %	29
3	5.0 %	9	6.9 %	12	5.3 %	10
4 or More	16.8 %	30	25.9 %	45	21.7 %	41
Total	100.0 %	179	100.0 %	174	100.0 %	189

Chi – Square = 9.995; significance = .265; 0 cells have an expected count of less than 5.

There were no statistically significant differences across respondents from 2017 to 2019 in terms of the frequency with which they report 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		2019	
	Percent	n	Percent	n	Percent	n	Percent	n
Full – Time Faculty	22.8 %	42	19.8 %	35	23.3 %	40	20.3 %	39
Part – Time Faculty	21.7 %	40	14.7 %	26	15.1 %	26	20.8 %	40
Classified	22.3 %	41	32.2 %	57	26.2 %	45	23.4 %	45
AFT Pro – Staff	-	-	7.9 %	14	9.3 %	16	7.8 %	15
Exempt	27.2 %	50	17.5 %	31	20.9 %	36	21.4 %	41
Other	-	-	7.9 %	14	5.2 %	9	6.3 %	12
Part – Time Hourly	4.9 %	9	-	-	-	-	-	-
Work Study	1.1 %	2	-	-	-	-	-	-
Total	100.0 %	184	100.0 %	177	100.0 %	172	100.0 %	192

As in prior survey years, the largest block of respondents to the 2019 employee engagement survey by employee type (23.4 %) 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		2019	
	Percent	n	Percent	n	Percent	n	Percent	n
American Indian or Alaska Native	0.0 %	0	0.5 %	1	0.0 %	0	0.0 %	0
Asian / Asian - American	9.3 %	19	12.5 %	24	8.1 %	16	9.1 %	20
Black or African American	1.5 %	3	2.6 %	5	2.0 %	4	2.7 %	6
Native Hawaiian or Other Pacific Islander	0.0 %	0	0.0 %	0	0.0 %	0	0.5 %	1
Hispanic or Latino	2.9 %	6	2.6 %	5	0.5 %	1	5.5 %	12
White	62.9 %	129	63.0 %	121	60.9 %	120	55.5 %	122
More than One Race	2.0 %	4	3.1 %	6	4.6 %	9	4.5 %	10
Race or Ethnicity Note Listed Here / Other	3.4 %	7	-	-	0.5 %	1	0.0 %	0
No ethnicity or race indicated by respondent	18.0 %	37	15.6 %	30	23.5 %	46	22.3 %	49
Total	100.0 %	205	100.0 %	192	100.0 %	197	100.0 %	220

As in prior years, a large percentage of 2019 respondents did not indicate an ethnicity or race on this anonymous employee survey.