



# Employee Engagement Survey Report – Spring 2019 – Summary Report

November 19, 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 and Recommendations – Overall Satisfaction

Topic	Finding(s)	Recommendation(s)
<b>Overall Satisfaction with Being an Employee of North Seattle College</b>	Survey items that are most predictive of satisfaction with being an employee of NSC are	North Seattle College should:
	I am proud to say I work at North Seattle College.	Conduct additional analysis to determine the components of pride at being able to say one works at North Seattle College, including, but not limited to, review of employee survey comments, further conversations with employees, etc.

# Findings and Recommendations - Overall Satisfaction (Continued)

Topic	Finding(s)	Recommendation(s)
<b>Overall Satisfaction with Being an Employee of North Seattle College</b>	Survey items that are most predictive of satisfaction with being an employee of NSC are:	North Seattle College should:
	My suggestions are heard and acted upon.	In conjunction with the College Council (a) review current methods of collecting and responding to employee comments and (b) develop and implement a plan to collect and respond to employee suggestions on how to improve work processes at North Seattle College. This plan may include the following: obtaining employee feedback, incentivizing employees to make suggestions, formal review of employee suggestions at meetings of the President’s Cabinet, Executive Team, etc.

# Findings and Recommendations - Likelihood to Recommend North Seattle College

Topic	Finding(s)	Recommendation(s)
<b>Likelihood to Recommend North Seattle College as a place to work</b>	The survey items that are most predictive of an employee referring someone to NSC as a place to work are	North Seattle College should:
	I am proud to say I work at North Seattle College.	Conduct additional analysis to determine the components of pride at being able to say one works at North Seattle College, including, but not limited to, review of employee survey comments, further conversations with employees, etc.

# Findings and Recommendations - Likelihood to Recommend North Seattle College (Continued)

Topic	Finding(s)	Recommendation(s)
<b>Likelihood to Recommend North Seattle College as a place to work</b>	The survey items that are most predictive of an employee referring someone to NSC as a place to work are	North Seattle College should:
	I am paid fairly for the work I do at North Seattle College.	Conduct further analysis of employee engagement survey data to disaggregate the results. The results of this analysis - and of factors that affect salaries - will be shared with each of the collective bargaining units at North Seattle College. Additionally, these results will be compared to future survey results to assess the impact of regional pay increases.

# Findings and Recommendations - Likelihood to Recommend North Seattle College (Continued)

Topic	Finding(s)	Recommendation(s)
<b>Likelihood to Recommend North Seattle College as a place to work</b>	The survey items that are most predictive of an employee referring someone to NSC as a place to work are:	North Seattle College should:
	At North Seattle College, I feel safe in other ways - emotionally, socially, and intellectually.	Conduct additional analysis of employee engagement survey data to determine what the components are of feeling safe or unsafe in other ways - emotionally, socially, and intellectually, including, but not limited to, review of employee survey comments, further conversations with employees, further statistical analysis, etc.

# Findings and Recommendations - Satisfaction with Manager

Topic	Finding(s)	Recommendation(s)
<b>Overall Satisfaction with One's Manager</b>	Top predictors of overall satisfaction with one's manager are:	North Seattle College should:
	My manager's listens to my concerns.	Provide and incentivize professional development opportunities for supervisors so that they can improve their listening skills.
	My manager knows how to do her / his job.	

# Findings and Recommendations – Satisfaction with Manager (Continued)

Topic	Finding(s)	Recommendation(s)
<b>Overall Satisfaction with One's Manager</b>	Top predictors of overall satisfaction with one's manager are:	North Seattle College should:
	My manager and I have a good working relationship.	
	I am provided the resources I need to engage in professional development activities.	Simplify the process for funding professional development opportunities and communicate to employees the full breadth of what professional development includes

# Findings and Recommendations - Diversity

Topic	Finding(s)	Recommendation(s)
<b>Diversity</b>	<p>Mean satisfaction with diversity efforts at North Seattle College increased significantly between 2018 and 2019.</p> <p>Mean satisfaction with North Seattle College’s commitment to diversity in hiring increased significantly between 2018 and 2019.</p> <p>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.</p>	<p>North Seattle College should continue to:</p> <p>Prioritize equity, diversity, and inclusion work in order to increase operations and resources so that this work is embedded throughout the institution, including but not limited to the work of the Diversity inclusion Council for Equity, so that all employees can thrive at North Seattle College.</p> <p>Communicate to all employees that equity, diversity, and inclusion in the workplace is the responsibility of all North Seattle College employees.</p>

# Findings and Recommendations – Workplace Discrimination

Topic	Finding(s)	Recommendation(s)
<p><b>Employee Experience of Workplace Discrimination</b></p>	<p>Within the current academic year, have you felt discriminated against at North Seattle College? (Percent of respondents indicating “Yes”:</p> <p>2017 = 24.2 %            2018 = 23.2 %            2019 = 21.1 %</p>	<p>North Seattle College should:</p> <p>Conduct further analysis to determine which types of discrimination are experienced by which employee groups at North Seattle College, including but not limited to the following factors: employee type, range of years employed at North Seattle College, etc.</p> <p>Review and assess existing methods to report workplace discrimination at North Seattle College</p> <p>Develop and implement plans to address incidents of reported discrimination in the workplace</p>

# 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
<b>Total</b>	<b>100.0 %</b>	<b>204</b>	<b>100.0 %</b>	<b>192</b>	<b>100.0 %</b>	<b>195</b>	<b>100.0 %</b>	<b>219</b>
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
<b>Total</b>	<b>100.0 %</b>	<b>204</b>	<b>100.0 %</b>	<b>192</b>	<b>100.0 %</b>	<b>191</b>	<b>100.0 %</b>	<b>217</b>
Chi – Square = 15.306, 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 = .033								

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, <b>significance = .004</b> ; 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, <b>Significance = .004</b>				
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; <b>significance = .002</b> ; 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; <b>Significance = .000</b>				
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.

# 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
<b>Total</b>	<b>100.0 %</b>	<b>182</b>	<b>100.0 %</b>	<b>184</b>	<b>100.0 %</b>	<b>204</b>
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.

# 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
<b>Total</b>	<b>100.0 %</b>	<b>175</b>	<b>100.0 %</b>	<b>195</b>
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
<b>Total</b>	<b>100.0 %</b>	<b>175</b>	<b>100.0 %</b>	<b>196</b>
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
<b>Total</b>	<b>100.0 %</b>	<b>180</b>	<b>100.0 %</b>	<b>176</b>	<b>100.0%</b>	<b>195</b>

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.

North Seattle College should develop and implement plans to address incidents of reported discrimination in the workplace.

# Employee Experience of Discrimination

Employee Experience of Discrimination <sup>1</sup>	2017		2018		2019	
	Percent <sup>2</sup>	n	Percent <sup>2</sup>	n	Percent <sup>2</sup>	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 <sup>3</sup>	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 <sup>3</sup>	5.7 %	11	3.6 %	7	2.7 %	6
Class <sup>3</sup>	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)

<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  
 →2019: n = 220

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

# 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	-	-	-	-	-	-
<b>Total</b>	<b>100.0 %</b>	<b>184</b>	<b>100.0 %</b>	<b>177</b>	<b>100.0 %</b>	<b>172</b>	<b>100.0 %</b>	<b>192</b>

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
<b>Total</b>	<b>100.0 %</b>	<b>205</b>	<b>100.0 %</b>	192	<b>100.0 %</b>	<b>197</b>	<b>100.0 %</b>	<b>220</b>

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