



# District – Wide Employee Survey – Spring 2021 Summary

January 20, 2022



**NORTH SEATTLE  
COLLEGE**

*One of the Seattle Colleges*

# Background

- In the spring of 2021, the Seattle College District launched its second annual district – wide employee survey.
- Respondents were asked to respond to a common set of items, as well as campus – specific items for employees of North Seattle, Seattle Central College, and South Seattle College.
- A total of 699 employees responded to the survey across all primary work locations. However, roughly one in twelve respondents (8.3 %) did not indicate a primary work location.
- Additionally, not all respondents provided a response to all common items.

# Interpretive Guidelines

- For items that use a five – point rating scale, the following guidelines can be used as benchmarks of good performance for comparing item statistics:
  - Means equal to or greater than 4.0
  - Top two most positive response frequencies equal to or greater than 80.0 %
- Missing Data – Results of items with more than 3 % missing data should be interpreted with caution.
- Sample Size – Results of items with sample sizes less than 30 respondents should be interpreted with caution.

# Executive Summary

- Overall Comment: Most mean ratings by primary work location do not meet 4.0 on a five - point scale across items on this survey. Additionally, mean ratings tended to decrease between the 2020 and 2021 administrations of the survey.
- Results of Regression Analyses
  - Results of regression analyses for 2020 and 2021 for employee engagement items indicate that the following are consistent predictors of employee engagement:
    - A work location that “values and supports differences of opinions and beliefs”
    - Components of physical safety when one is on campus, i.e., physical safety in general, in one’s office space, in restrooms, etc.
    - Components of professional development, i.e., having opportunities for professional development and having resources for professional development.
    - Recommendation: The Seattle Colleges leadership should develop and implement, with employee input, interventions to improve performance on these key predictors of employee engagement. Seattle Colleges leadership should also identify persons to lead these interventions and to encourage participation in existing professional development opportunities.

# Executive Summary, Continued

- Regression Analyses and Components of Employee Engagement: The adjusted R<sup>2</sup> of the various regression models indicate that the Seattle Colleges is not capturing most of what accounts for variation in scores on employee engagement items.
  - Recommendation: The Seattle Colleges should gather input from employee groups to determine what employee engagement means to them. Seattle Colleges leadership should also identify persons to lead this employee input gathering process. The Employee Survey Committee should then develop survey items that address any components of employee engagement not currently measured on the employee survey.
- Survey Length: As survey length increases, survey fatigue increases, which leads to lower response rates and missing data.
  - Recommendation: When the Employee Survey Committee meets again, it should review the current survey and recommend ways to shorten the main battery of questions. These recommendations should then be brought to the Chancellor's Executive Cabinet and other stakeholder groups for approval. Individual sister colleges should be encouraged to reduce the number of custom items, when and where possible.

# Executive Summary, Continued

- Missing Demographic Data: The 2021 iteration of the district – wide employee survey experienced lower incidences of missing demographic data, compared to the inaugural 2020 iteration. However, missing demographic data remains a problem, which means that meaningful by group analyses cannot be conducted.
  - Recommendation 1: When the Employee Survey Committee meets again, it should review current survey demographic variables and recommend demographic variables to exclude. These recommendations should then be brought to the Chancellor’s Executive Cabinet and other stakeholder groups for approval.
  - Recommendation 2: In our diversity work, we lead with race, yet race / ethnicity still has high rates of non – response. The Employee Survey Committee should work with personnel from Equity, Diversity, and Inclusion, as well as from marketing, to encourage employees to provide this information on the employee survey. This messaging should also emphasize that this truly is an anonymous survey.

# Missing Data: 2020 vs. 2021

Missing Demographic Data	2020	2021
	% Missing Data <sup>1</sup>	% Missing Data <sup>1</sup>
What employee type best describes the work you do?	13.9 %	7.2 % ↓
Ethnicity / Race	31.8 %	23.0 % ↓
Gender Identity	31.6 %	23.2 % ↓
Sexual Orientation	38.0 %	33.9 % ↓
Years Worked at Seattle Colleges (range)	18.0 %	10.2 % ↓
Respondent Age (range)	29.4 %	20.6 % ↓
<sup>1</sup> Percent of respondents indicating “prefer not to answer” <u>or</u> providing no answer at all		

While the percentage of respondents with missing demographic data decreased between the 2020 and 2021 administrations of the employee survey, missing data still limits our ability to make solid conclusions when conducting by – group analyses.

# Survey Response Rate (2021)

Primary Work Location			Total Employee Headcount – Spring 2021 <sup>1</sup>	% of Total Employees	Survey Response Rate
Response	% of Total Respondents	n	N	%	%
District Office	6.2 %	43	145	-	-
North Seattle College	24.5 %	171	468	-	-
Seattle Central College	36.3 %	254	705	-	-
South Seattle College	24.7 %	173	413	-	-
Missing	8.3 %	58	-	-	-
<b>Total</b>	<b>100.0 %</b>	<b>699</b>	<b>1,702</b>	<b>100.0 %</b>	<b>41.1 %</b>

<sup>1</sup> SBCTC data from Spring 2021  
 Source: <https://www.sbctc.edu/colleges-staff/research/data-public/faculty-and-staff-data-dashboard.aspx>

The overall response rate to the 2021 employee survey is 41.1 %. However, one in twelve respondents (8.3 %) did not indicate a primary work location. This means that it is not possible to calculate survey response rates by primary work location.

# Top Four Predictors of Engagement Items (2020)

What is your overall satisfaction with being an employee at your primary workplace? (Adjusted R <sup>2</sup> = .384)	What is your overall satisfaction with being an employee of Seattle Colleges? (Adjusted R <sup>2</sup> = .321)	To what extent do you agree with the following: "I would recommend my as a place to work." (Adjusted R <sup>2</sup> = .400)	To what extent do you agree with the following: "I would recommend Seattle Colleges as a place to work." (R <sup>2</sup> = .346)
The climate at my primary work location ... values and supports differences of opinions and beliefs.	How satisfied are you with the overall effectiveness of strategic planning?	The climate at my primary work location ... values and supports differences of opinions and beliefs.	How satisfied are you with the overall effectiveness of strategic planning?
Overall, I am satisfied with professional development opportunities.	I am provided the resources I need to engage in professional development activities.	Physical safety when on campus	I am provided the resources I need to engage in professional development activities.
Physical safety when on campus	The climate at my primary work location ... values and supports differences of opinions and beliefs.	Overall, I am satisfied with professional development opportunities.	The climate at my primary work location ... values and supports differences of opinions and beliefs.
How satisfied are you with the extent to which the mission is reflected in the work that you do?	Physical safety when on campus	How satisfied are you with the extent to which the mission is reflected in the work that you do?	Physical safety in classrooms

Based on stepwise multiple linear regression analysis, the top predictor of both overall satisfaction with one's primary work location and the likelihood to recommend one's primary workplace is the extent to which the climate value and supports differences of opinion and beliefs.

Based on stepwise multiple linear regression analysis, the top predictor of both overall satisfaction with being an employee of the Seattle College District and the likelihood to recommend the Seattle Colleges as a place to work is satisfaction with the effectiveness of strategic planning.

# Top Four Predictors of Engagement Items (2021)

What is your overall satisfaction with being an employee at your primary workplace? (Adjusted R <sup>2</sup> = .395)	What is your overall satisfaction with being an employee of Seattle Colleges? (Adjusted R <sup>2</sup> = .303)	To what extent do you agree with the following: "I would recommend my primary workplace as a place to work." (Adjusted R <sup>2</sup> = .448)	To what extent do you agree with the following: "I would recommend Seattle Colleges as a place to work." (R <sup>2</sup> = .358)
The climate at my primary work location ... values and supports differences of opinions and beliefs.	I am provided the resources I need to engage in professional development activities.	The climate at my primary work location ... values and supports differences of opinions and beliefs.	I am provided the resources I need to engage in professional development activities.
I feel physically safe IN MY OFFICE SPACE on campus at my primary work location.	The climate at my primary work location ... values and supports differences of opinions and beliefs.	I feel physically safe when I am ON CAMPUS at my primary work location.	The climate at my primary work location ... values and supports differences of opinions and beliefs.
I am provided the resources I need to engage in professional development activities.	I feel physically safe IN RESTROOMS on campus at my primary work location.	I am provided the resources I need to engage in professional development activities.	I feel physically safe IN CLASSROOMS on campus at my primary work location.
I feel physically safe when I am ON CAMPUS at my primary work location.	How satisfied are you with your involvement in strategic planning?	I feel physically safe IN MY OFFICE SPACE on campus at my primary work location.	I understand how my work directly contributes to the overall success of the Seattle Colleges.

Significant predictors of employee engagement items on the 2021 Employee Survey include:

- The climate at my primary work location ... values and supports differences of opinions and beliefs.
- I am provided the resources I need to engage in professional development activities.
- Various components of physical safety when on campus

# Comparison of Predictors of Overall Satisfaction with Primary Workplace

2020	2021
<b>What is your overall satisfaction with being an employee at your primary workplace? (Adjusted R<sup>2</sup> = .384)</b>	<b>What is your overall satisfaction with being an employee at your primary workplace? (Adjusted R<sup>2</sup> = .395)</b>
The climate at my primary work location ... values and supports differences of opinions and beliefs.	The climate at my primary work location ... values and supports differences of opinions and beliefs.
Overall, I am satisfied with professional development opportunities.	I feel physically safe IN MY OFFICE SPACE on campus at my primary work location.
I feel physically safe when I am ON CAMPUS at my primary work location.	I am provided the resources I need to engage in professional development activities.
How satisfied are you with the extent to which the mission is reflected in the work that you do?	I feel physically safe when I am ON CAMPUS at my primary work location.

Across the 2020 and 2021 administrations of employee engagement survey, significant predictors of satisfaction with one's primary work location for both 2020 and 2021 include:

- The climate at my primary work location ... values and supports differences of opinions and beliefs.
- Various components of physical safety when on campus
- Various components of professional development

# Comparison of Predictors of Overall Satisfaction with the Seattle Colleges

2020	2021
<p><b>What is your overall satisfaction with being an employee of Seattle Colleges? (Adjusted R<sup>2</sup> = .321)</b></p> <p>How satisfied are you with the overall effectiveness of strategic planning?</p> <p>I am provided the resources I need to engage in professional development activities.</p> <p>The climate at my primary work location ... values and supports differences of opinions and beliefs.</p> <p>I feel physically safe when I am ON CAMPUS at my primary work location.</p>	<p><b>What is your overall satisfaction with being an employee of Seattle Colleges? (Adjusted R<sup>2</sup> = .303)</b></p> <p>I am provided the resources I need to engage in professional development activities.</p> <p>The climate at my primary work location ... values and supports differences of opinions and beliefs.</p> <p>I feel physically safe IN RESTROOMS on campus at my primary work location.</p> <p>How satisfied are you with your involvement in strategic planning?</p>

Across the 2020 and 2021 administrations of employee engagement survey, significant predictors of satisfaction with the Seattle College District for both 2020 and 2021 include:

- The climate at my primary work location ... values and supports differences of opinions and beliefs.
- I am provided the resources I need to engage in professional development activities.
- Various components of physical safety when on campus
- Various components of strategic planning

# Comparison of Predictors of Likelihood to Recommend One's Primary Workplace

2020	2021
To what extent do you agree with the following: "I would recommend my as a place to work."(Adjusted R <sup>2</sup> = .400)	To what extent do you agree with the following: "I would recommend my primary workplace as a place to work."(Adjusted R <sup>2</sup> = .448)
The climate at my primary work location ... values and supports differences of opinions and beliefs.	The climate at my primary work location ... values and supports differences of opinions and beliefs.
I feel physically safe when I am ON CAMPUS at my primary work location.	I feel physically safe when I am ON CAMPUS at my primary work location.
Overall, I am satisfied with professional development opportunities.	I am provided the resources I need to engage in professional development activities.
How satisfied are you with the extent to which the mission is reflected in the work that you do?	I feel physically safe IN MY OFFICE SPACE on campus at my primary work location.

Across the 2020 and 2021 administrations of employee engagement survey, significant predictors of the likelihood to recommend one's primary workplace as a place to work for both 2020 and 2021 include:

- The climate at my primary work location ... values and supports differences of opinions and beliefs.
- Various components of physical safety when on campus
- Various components of professional development

# Comparison of Predictors of Likelihood to Recommend the Seattle Colleges

2020	2021
To what extent do you agree with the following: "I would recommend Seattle Colleges as a place to work." (R <sup>2</sup> = .346)	To what extent do you agree with the following: "I would recommend Seattle Colleges as a place to work." (R <sup>2</sup> = .358)
How satisfied are you with the overall effectiveness of strategic planning?	I am provided the resources I need to engage in professional development activities.
I am provided the resources I need to engage in professional development activities.	The climate at my primary work location ... values and supports differences of opinions and beliefs.
The climate at my primary work location ... values and supports differences of opinions and beliefs.	I feel physically safe IN CLASSROOMS on campus at my primary work location.
I feel physically safe IN CLASSROOMS on campus at my primary work location.	I understand how my work directly contributes to the overall success of the Seattle Colleges.

Across the 2020 and 2021 administrations of employee engagement survey, significant predictors of the likelihood to recommend the Seattle Colleges as a place to work for both 2020 and 2021 include:

- The climate at my primary work location ... values and supports differences of opinions and beliefs.
- I am provided the resources I need to engage in professional development activities
- I feel physically safe IN CLASSROOMS on campus at my primary work location.

# Employee Engagement – Summary

Survey Item	District Office				North Seattle College				Seattle Central College				South Seattle College			
	2020		2021		2020		2021		2020		2021		2020		2021	
	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n
What is your overall satisfaction with being an employee at your primary workplace?	4.00	55	3.56 ↓	41	4.17	205	3.77 ↓	171	3.82	316	3.47 ↓	254	3.96	223	3.44 ↓	171
What is your overall satisfaction with being an employee of Seattle Colleges?	3.96	55	3.59 ↓	41	3.75	206	3.53 ↓	171	3.67	315	3.42 ↓	254	3.68	225	3.39 ↓	171

Mean ratings of employee engagement items by primary work location decreased between 2020 and 2021.

# Employee Engagement – Summary

Survey Item	District Office				North Seattle College				Seattle Central College				South Seattle College			
	2020		2021		2020		2021		2020		2021		2020		2021	
	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n
To what extent do you agree with the following: "I would recommend my as a place to work."	3.80	54	3.27 ↓	41	4.00	205	3.65 ↓	171	3.60	313	3.21 ↓	253	3.72	225	3.40 ↓	171
To what extent do you agree with the following: "I would recommend Seattle Colleges as a place to work."	3.73	55	3.37 ↓	41	3.68	206	3.37 ↓	171	3.46	315	3.31 ↓	254	3.50	226	3.25 ↓	171

Mean ratings of employee engagement items by primary work location decreased between 2020 and 2021.

# Employee Engagement – Employees of Color and White Employees (2021)

Survey Item	Employees of Color		White Employees		Employees who did not indicate a race or ethnicity	
	Mean	n	Mean	n	Mean	n
What is your overall satisfaction with being an employee at your primary workplace?	3.60	213	3.67	324	3.21	158
What is your overall satisfaction with being an employee of Seattle Colleges?	3.15	213	3.56	324	3.12	159
To what extent do you agree with the following: “I would recommend my as a place to work.”	3.48	212	3.52	324	2.97	157
To what extent do you agree with the following: “I would recommend Seattle Colleges as a place to work.”	3.46	213	3.39	324	2.96	157

**Note: Nearly one in four respondents (23.0 %) either indicated “prefer not to answer” or provided no answer at all for their ethnicity / race.**

Respondents to the 2021 employee survey who do not indicate their ethnicity or race as a group report lower levels of mean engagement than either respondents of color or respondents who identify as white.

# Professional Development – Summary

Survey Item	District Office				North Seattle				Seattle Central				South Seattle			
	2020		2021		2020		2021		2020		2021		2020		2021	
	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n
Overall, I am satisfied with professional development opportunities.	3.65	54	3.57	42	3.65	197	3.67	171	3.58	295	3.46	254	3.53	217	3.32	169
I am given the opportunity to take part in FORMAL professional development activities...	3.93	54	3.74	42	3.96	196	3.80	170	3.73	295	3.73	254	3.71	217	3.60	170
I am given the opportunity to take part in INFORMAL professional development activities...	3.98	53	3.71	42	4.03	197	3.92	169	3.68	294	3.73	253	3.84	215	3.60	170

In most cases, mean satisfaction and agreement on professional development items decreased between 2020 and 2021.

# Professional Development – Summary

Survey Item	District Office				North Seattle				Seattle Central				South Seattle			
	2020		2021		2020		2021		2020		2021		2020		2021	
	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n
I am provided the resources I need to engage in professional development activities...	3.83	54	3.43 ↓	42	3.60	195	3.38 ↓	168	3.32	293	3.27 ↓	253	3.23	216	3.12 ↓	171
The professional development activities that I have participated in promoted multicultural understanding / competency, equity, diversity, or inclusion.	4.08	53	3.90 ↓	42	3.96	196	4.01	168	3.73	289	3.88	252	3.89	215	3.83 ↓	170

In most cases, mean satisfaction and agreement on professional development items decreased between 2020 and 2021.

# Physical Safety – Summary

Survey Item	District Office				North Seattle				Seattle Central				South Seattle			
	2020		2021		2020		2021		2020		2021		2020		2021	
	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n
I feel physically safe when I am ON CAMPUS at my primary work location.	3.71	48	3.33	40	3.89	194	3.80	157	3.38	279	3.02	236	3.92	212	3.74	156
I feel physically safe IN CLASSROOMS on campus at my primary work location.	4.00	20	3.42	19	3.93	161	3.83	128	3.63	231	3.52	196	3.92	183	3.77	135
I feel physically safe IN HALLWAYS on campus at my primary work location.	4.07	44	3.65	37	3.94	190	3.78	152	3.48	279	3.41	233	4.01	211	3.79	154
I feel physically safe IN RESTROOMS on campus at my primary work location.	3.98	48	3.62	37	3.70	192	3.53	154	3.25	276	3.26	232	3.81	211	3.62	156

In most cases, mean agreement on campus safety items decreased between 2020 and 2021.

# Physical Safety – Summary, Continued

Survey Item	District Office				North Seattle				Seattle Central				South Seattle			
	2020		2021		2020		2021		2020		2021		2020		2021	
	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n
I feel physically safe IN MY OFFICE SPACE on campus at my primary work location.	4.15	48	3.82	39	3.98	182	3.94	144	3.81	270	3.71	224	4.02	206	3.85	151
I feel physically safe IN PARKING LOTS / GARAGES on campus at my primary work location.	3.16	45	2.78	37	3.61	191	3.46	151	2.90	261	2.49	218	3.72	206	3.57	152
I feel physically safe when I am OUTSIDE my primary work location building(s).	3.04	50	2.90	40	3.84	191	3.65	156	2.99	282	2.71	236	3.89	211	3.72	155
Campus Safety / Security is effective.	3.65	49	3.46	39	3.76	193	3.56	157	3.59	272	3.24	237	3.75	208	3.60	162

In most cases, mean agreement on campus safety items decreased between 2020 and 2021.

# Equity, Diversity, and Inclusion – Summary

Survey Item	District Office				North Seattle				Seattle Central				South Seattle			
	2020		2021		2020		2021		2020		2021		2020		2021	
	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n
I am satisfied with the progress being made on equity, diversity, and inclusion (EDI) initiatives at my location ...	3.65	46	3.43 ↓	42	3.75	189	3.68 ↓	171	3.63	276	3.54 ↓	253	3.66	207	3.22 ↓	171
As a result of attending one or more of the equity, diversity, and inclusion (EDI) activities, I have some new skills that I apply in my day-to-day work.	3.77	43	3.62 ↓	37	3.77	175	3.80	154	3.62	243	3.51 ↓	240	3.69	196	3.44 ↓	161
How satisfied are you with the extent to which employees of different backgrounds are encouraged to apply for higher positions?	3.57	47	3.71	42	3.42	187	3.39 ↓	168	3.39	274	3.37 ↓	254	3.53	206	3.13 ↓	169

In most cases, mean agreement and satisfaction on equity, diversity, and inclusion items decreased between 2020 and 2021.

# Equity, Diversity, and Inclusion – Summary

Survey Item	District Office				North Seattle				Seattle Central				South Seattle			
	2020		2021		2020		2021		2020		2021		2020		2021	
	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n
The climate at my primary work location ... values and supports differences of opinions and beliefs.	4.02	47	3.67	42	3.75	187	3.66	169	3.58	273	3.46	254	3.66	208	3.26	171
I am contributing to the progress our college is making in realizing our commitment of creating a more equitable, diverse, and inclusive workplace.	4.09	47	4.02	42	4.12	188	4.09	170	4.04	278	4.04	252	4.13	210	3.97	171

In most cases, mean agreement and satisfaction on equity, diversity, and inclusion items decreased between 2020 and 2021.

# Equity, Diversity, and Inclusion

Within the current academic year, have you felt discriminated against?																
Response	District Office				North Seattle				Seattle Central				South Seattle			
	2020		2021		2020		2021		2020		2021		2020		2021	
	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n
Yes	21.3 %	10	26.2 %	11	25.9 %	49	16.5 %	28	29.4 %	80	23.8 %	60	25.7 %	52	35.9 %	61
No	78.7 %	37	73.8 %	31	74.1 %	140	83.5 %	142	70.6 %	192	76.2 %	192	74.3 %	150	64.1 %	109
Total	100.0 %	47	100.0 %	42	100.0 %	189	100.0 %	170	100.0 %	272	100.0 %	252	100.0 %	202	100.0 %	170

Between 2020 and 2021 the percentage of respondents indicating that during the current academic year they had felt discriminated against decreased at North Seattle College and Seattle Central College. However, this percentage increased between 2020 and 2021 at the District Office and South Seattle College.

# Mission and Goals

Survey Item	District Office				North Seattle				Seattle Central				South Seattle			
	2020		2021		2020		2021		2020		2021		2020		2021	
	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n
I have a good understanding of the mission and goals of the Seattle Colleges.	4.38	48	4.29	42	4.14	183	3.98	168	4.00	267	3.90	253	4.02	207	3.93	170
I understand how my work directly contributes to the overall success of the Seattle Colleges.	4.56	48	4.36	42	4.38	184	4.21	170	4.25	267	4.12	253	4.28	207	4.09	170

In all cases, mean agreement on survey items relating to mission and goals decreased between 2020 and 2021.