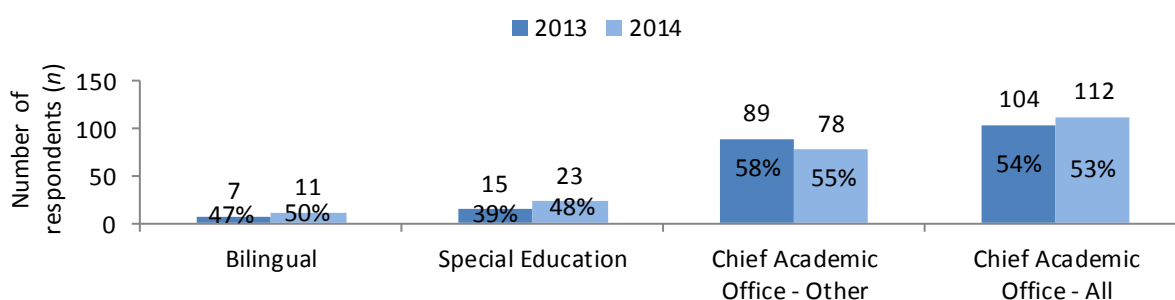


## Introduction

To do their jobs well, staff need supportive and collaborative work environments where they feel valued and trusted. Since 2005, the AISD Central Office Work Environment Survey has been conducted to gather information about workplace conditions related to leadership, professional development, policies and procedures, facilities and resources, workgroup dynamics, and work expectations. The following report presents the work environment survey results for Spring 2013 and Spring 2014 for Chief Academic Office employees.

**Figure 1.** Survey Responses and Response Rates by Department, Spring 2013 and Spring 2014



*Source.* Spring 2013 and Spring 2014 AISD Central Office Work Environment Survey

*Notes.* Departments with fewer than 10 employees and/or responses are included with Chief Academic Office—Other results. Bilingual department results were included with Chief Academic Office—Other in 2013 due to an insufficient number of survey responses; therefore longitudinal data for Bilingual and Chief Academic—Other are not reported.

## Survey Results by Job Location

Response options ranged from Strongly Agree to Strongly Disagree, unless otherwise noted (i.e., Table 9). Results in this report are presented in terms of the percentage of respondents who strongly agreed or agreed with each item. Percentages followed by an up or down arrow denote a statistically meaningful change from the prior year. “Don’t know/NA” responses were excluded from the analysis.

**Table 1.** Percentage of Respondents Who Agreed or Strongly Agreed with the Item, “Overall, AISD is a good place to work.”

	2013	2014	
Overall, AISD is a good place to work.	Bilingual	—	82%
	Special Education	82%	82%
	Chief Academics Office—Other	—	89%
	Chief Academics Office—All	93%	87%

**Table 2.** Please rate how strongly you agree or disagree with the following statements about leadership in your area.

		2013	2014
1. The staff and supervisor(s) have a shared vision.	Bilingual	—	80%
	Special Education	73%	65%
	Chief Academics Office—Other	—	83%
	Chief Academics Office—All	85%	79%
2. There is an atmosphere of trust and mutual respect.	Bilingual	—	60%
	Special Education	55%	50%
	Chief Academics Office—Other	—	78%
	Chief Academics Office—All	76%	71%
3. Staff feel comfortable raising issues and concerns that are important to them.	Bilingual	—	60%
	Special Education	82%	43% ↓
	Chief Academics Office—Other	—	77%
	Chief Academics Office—All	82%	69%
4. Supervisors consistently support staff.	Bilingual	—	56%
	Special Education	64%	62%
	Chief Academics Office—Other	—	81%
	Chief Academics Office—All	81%	75%
5. Staff are held to high professional standards.	Bilingual	—	90%
	Special Education	73%	81%
	Chief Academics Office—Other	—	96%
	Chief Academics Office—All	90%	93%
6. Staff performance is assessed objectively.	Bilingual	—	67%
	Special Education	80%	67%
	Chief Academics Office—Other	—	86%
	Chief Academics Office—All	84%	81%
7. Staff receive feedback that can help them improve their work.	Bilingual	—	60%
	Special Education	64%	47%
	Chief Academics Office—Other	—	84%
	Chief Academics Office—All	84%	76%
8. The procedures for evaluation are consistent.	Bilingual	—	75%
	Special Education	80%	63%
	Chief Academics Office—Other	—	83%
	Chief Academics Office—All	82%	79%

**Table 2.** Please rate how strongly you agree or disagree with the following statements about leadership in your area. (Cont.)

		2013	2014
9. Supervisors effectively communicate policy.	Bilingual	—	70%
	Special Education	64%	65%
	Chief Academics Office—Other	—	80%
	Chief Academics Office—All	82%	76%

**Table 3.** Please rate how strongly you agree or disagree with the following statements about district leaders.

		2013	2014
10. District leaders involve my work group in decisions that directly impact our operations.	Bilingual	—	44%
	Special Education	40%	38%
	Chief Academics Office—Other	—	64%
	Chief Academics Office—All	72%	58%
11. District leaders define expectations for my work group.	Bilingual	—	70%
	Special Education	70%	63%
	Chief Academics Office—Other	—	69%
	Chief Academics Office—All	83%	68%
12. There is an atmosphere of trust and mutual respect within this district.	Bilingual	—	56%
	Special Education	50%	21% ↓
	Chief Academics Office—Other	—	50%
	Chief Academics Office—All	51%	45%
13. District leaders provide support when we need it.	Bilingual	—	56%
	Special Education	70%	53%
	Chief Academics Office—Other	—	63%
	Chief Academics Office—All	72%	61%
14. District leaders have a clearly defined mission and vision for all departments.	Bilingual	—	78%
	Special Education	56%	40%
	Chief Academics Office—Other	—	71%
	Chief Academics Office—All	74%	67%

**Table 3.** Please rate how strongly you agree or disagree with the following statements about district leaders. (Cont.)

		2013	2014
15. District leaders encourage cooperation among departments toward improving district operations.	Bilingual	—	56%
	Special Education	70%	38% ↓
	Chief Academics Office—Other	—	71%
	Chief Academics Office—All	70%	63%
16. District leaders take steps to solve problems.	Bilingual	—	80%
	Special Education	88%	69%
	Chief Academics Office—Other	—	73%
	Chief Academics Office—All	82%	73%

**Table 4.** Please rate how strongly you agree or disagree with the following statements about training and development.

		2013	2014
17. I am satisfied with the types of professional development (learning/training) offered to me.	Bilingual	—	82%
	Special Education	64%	59%
	Chief Academics Office—Other	—	78%
	Chief Academics Office—All	71%	75%
18. I am satisfied with the amount of professional development (learning/training) required of me.	Bilingual	—	82%
	Special Education	90%	73%
	Chief Academics Office—Other	—	80%
	Chief Academics Office—All	78%	79%
19. I am satisfied with the opportunities for professional advancement (promotion) available to me.	Bilingual	—	73%
	Special Education	45%	47%
	Chief Academics Office—Other	—	66%
	Chief Academics Office—All	58%	63%

**Table 5.** Please rate how strongly you agree or disagree with the following statements about procedures.

		2013	2014
20. I know the procedures for reporting sexual harassment.	Bilingual	—	82%
	Special Education	91%	100%
	Chief Academics Office—Other	—	83%
	Chief Academics Office—All	83%	87%
21. I know the procedures for filing a complaint.	Bilingual	—	80%
	Special Education	90%	95%
	Chief Academics Office—Other	—	78%
	Chief Academics Office—All	79%	82%
22. I have experienced discrimination while employed at AISD.	Bilingual	—	27%
	Special Education	55%	36%
	Chief Academics Office—Other	—	31%
	Chief Academics Office—All	23%	31%

**Table 6.** Please rate how strongly you agree or disagree with the following statements about expectations for your group.

		2013	2014
23. I am given deadlines that are reasonable.	Bilingual	—	64%
	Special Education	91%	73%
	Chief Academics Office—Other	—	76%
	Chief Academics Office—All	78%	74%
24. My department/work group is given deadlines that are reasonable.	Bilingual	—	64%
	Special Education	82%	62%
	Chief Academics Office—Other	—	74%
	Chief Academics Office—All	68%	71%
25. I am satisfied with the amount of autonomy and control I have over my own work.	Bilingual	—	73%
	Special Education	73%	86%
	Chief Academics Office—Other	—	89%
	Chief Academics Office—All	87%	87%
26. My work environment is too stressful.	Bilingual	—	45%
	Special Education	27%	41%
	Chief Academics Office—Other	—	25%
	Chief Academics Office—All	34%	30%

**Table 7.** Please rate how strongly you agree or disagree with the following statements about your work group.

		2013	2014
27. Morale is high in my work group.	Bilingual	—	64%
	Special Education	55%	48%
	Chief Academics Office—Other	—	72%
	Chief Academics Office—All	72%	66%
28. Cultural diversity is respected in my work group.	Bilingual	—	82%
	Special Education	82%	90%
	Chief Academics Office—Other	—	93%
	Chief Academics Office—All	94%	92%
29. The opinions of employees in my work group are respected by employees in other areas.	Bilingual	—	44%
	Special Education	64%	47%
	Chief Academics Office—Other	—	78%
	Chief Academics Office—All	81%	69%
30. Employees in my work group accomplish their jobs with enthusiasm.	Bilingual	—	82%
	Special Education	82%	68%
	Chief Academics Office—Other	—	83%
	Chief Academics Office—All	91%	80%
31. The interactions among employees in my work group are cooperative.	Bilingual	—	82%
	Special Education	91%	83%
	Chief Academics Office—Other	—	95%
	Chief Academics Office—All	94%	91%
32. The employees in my work group communicate with each other in an open and honest way.	Bilingual	—	73%
	Special Education	82%	74%
	Chief Academics Office—Other	—	84%
	Chief Academics Office—All	85%	81%
33. Employees in my work group 'go the extra mile.'	Bilingual	—	100%
	Special Education	82%	83%
	Chief Academics Office—Other	—	90%
	Chief Academics Office—All	93%	90%
34. Employees in my work group provide strong social support for each other.	Bilingual	—	64%
	Special Education	73%	78%
	Chief Academics Office—Other	—	82%
	Chief Academics Office—All	87%	79%

**Table 8.** Please rate how strongly you agree or disagree with the following statements about facilities and resources.

		2013	2014
35. Staff have sufficient access to appropriate materials necessary to do our work.	Bilingual	—	100%
	Special Education	82%	55%
	Chief Academics Office—Other	—	92%
	Chief Academics Office—All	90%	85%
36. Staff have sufficient access to technology, including computers, printers, software and Internet access.	Bilingual	—	100%
	Special Education	73%	55%
	Chief Academics Office—Other	—	90%
	Chief Academics Office—All	88%	84%
37. Staff have sufficient training and support to fully utilize the available technology, software, data systems, etc.	Bilingual	—	60%
	Special Education	70%	50%
	Chief Academics Office—Other	—	75%
	Chief Academics Office—All	75%	69%
38. Staff have sufficient access to office equipment and supplies such as copy machines, paper, etc.	Bilingual	—	100%
	Special Education	91%	75%
	Chief Academics Office—Other	—	92%
	Chief Academics Office—All	95%	89%
39. The work environment is clean and well maintained.	Bilingual	—	91%
	Special Education	91%	85%
	Chief Academics Office—Other	—	86%
	Chief Academics Office—All	88%	86%
40. Staff have adequate space to work productively.	Bilingual	—	30%
	Special Education	55%	60%
	Chief Academics Office—Other	—	59%
	Chief Academics Office—All	65%	56%
40. My work group is provided sufficient data and information to make informed decisions.	Bilingual	—	70%
	Special Education	64%	95%
	Chief Academics Office—Other	—	88%
	Chief Academics Office—All	84%	88%
41. I am satisfied with my health benefits.	Bilingual	—	64%
	Special Education	91%	90%
	Chief Academics Office—Other	—	84%
	Chief Academics Office—All	80%	83%

**Table 9.** Percentage of Respondents Experiencing Negative Workplace Behaviors Once a Month or More, by Job Location.

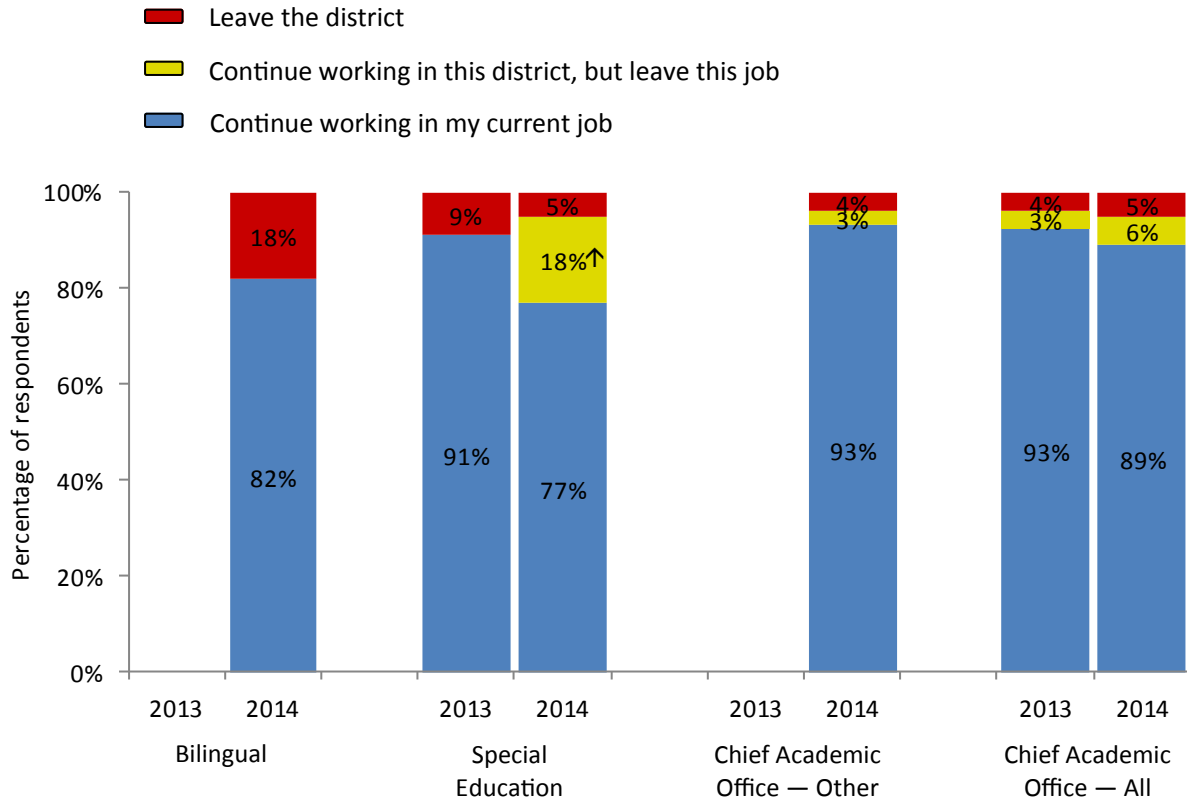
		2013	2014
Racial tension	Bilingual	—	9%
	Special Education	9%	5%
	Chief Academics Office—Other	—	5%
	Chief Academics Office—All	3%	6%
Bullying	Bilingual	—	0%
	Special Education	9%	18%
	Chief Academics Office—Other	—	8%
	Chief Academics Office—All	9%	9%
Disrespect for supervisors	Bilingual	—	27%
	Special Education	36%	18%
	Chief Academics Office—Other	—	8%
	Chief Academics Office—All	13%	12%
Disrespect for co-workers	Bilingual	—	27%
	Special Education	18%	18%
	Chief Academics Office—Other	—	7%
	Chief Academics Office—All	12%	11%
Unsafe practices	Bilingual	—	0%
	Special Education	9%	5%
	Chief Academics Office—Other	—	4%
	Chief Academics Office—All	1%	4%
Discrimination	Bilingual	—	0%
	Special Education	0%	10% ↑
	Chief Academics Office—Other	—	5%
	Chief Academics Office—All	2%	6%
Sexual harassment	Bilingual	—	0%
	Special Education	0%	0%
	Chief Academics Office—Other	—	4%
	Chief Academics Office—All	1%	3%

*Note.* Response options ranged from “Never” to “Daily” on a five point scale; values represent the percentage of respondents who reported experiencing negative workplace behaviors on a monthly basis or more.

*Note.* ↑ reflects an increase in negative workplace behaviors; ↓ reflects an improved work environment.



**Figure 2.** Which of the following best describes your plans for the next school year?



Source. Spring 2013 and Spring 2014 AISD Central Office Work Environment Survey

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