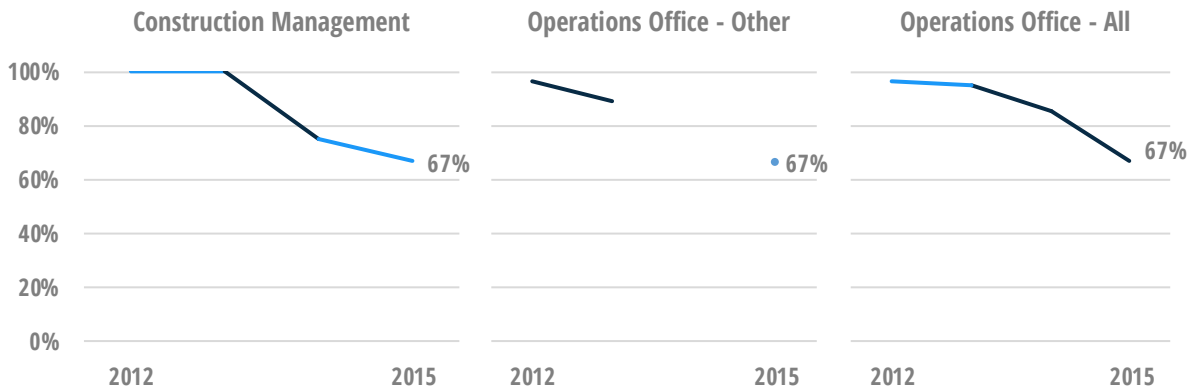


# AISD Central Office Work Environment Survey: Chief Operations Office

## 2012 through 2015

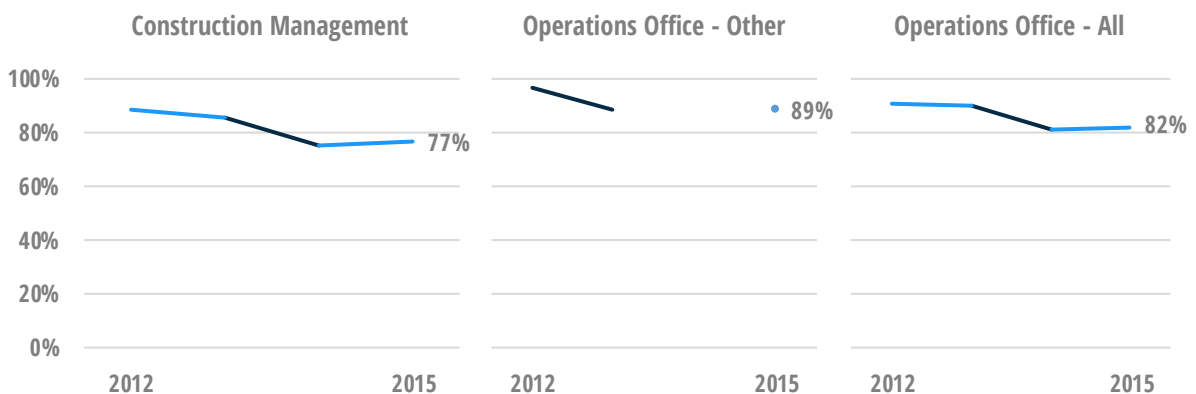
The following report presents the AISD Central Office Work Environment Survey results for 2012 through 2015 for the Chief Operations Office. Results are reported separately for departments with 10 or more employees. Departments with fewer than 10 employees are grouped and reported together under “Operations Office – Other.” Results for departments/groups with less than 10 respondents are not displayed. Response rates and group details can be found in Appendix A. Unless otherwise noted, results in this report represent the percentage of respondents who *strongly agreed* or *agreed* with each item. Arrows (↑↓) in the tables indicate a statistically meaningful change from the prior year.

**Figure 1.**  
**The percentage of staff agreeing that “Overall, AISD is a good place to work” continued to decrease in 2015.**



*Note.* Darker line segments indicate a statistically meaningful change between years.

**Figure 2.**  
**Most employees plan to continue working in their current job next year.**



*Note.* Darker line segments indicate a statistically meaningful change between years.

## SURVEY RESULTS BY DEPARTMENT

<b>Leadership</b>		2012	2013	2014	2015
<b>The staff and supervisor(s) have a shared vision.</b>	Construction Management	100%	92% ↓	70% ↓	33% ↓
	Operations Office - Other	81%	82%	—	57%
	Operations Office - All	78%	82%	83%	42% ↓
<b>There is an atmosphere of trust and mutual respect.</b>	Construction Management	80%	71% ↓	58% ↓	38% ↓
	Operations Office - Other	71%	64%	—	20%
	Operations Office - All	68%	63%	60%	30% ↓
<b>Staff feel comfortable raising issues and concerns that are important to them.</b>	Construction Management	100%	73% ↓	50% ↓	54%
	Operations Office - Other	74%	64% ↓	—	56%
	Operations Office - All	69%	62%	57%	55%
<b>Supervisors consistently support staff.</b>	Construction Management	90%	62% ↓	50% ↓	31% ↓
	Operations Office - Other	81%	55% ↓	—	67%
	Operations Office - All	74%	60% ↓	58%	45% ↓
<b>Staff are held to high professional standards.</b>	Construction Management	80%	80%	67% ↓	45% ↓
	Operations Office - Other	81%	91% ↑	—	78%
	Operations Office - All	79%	86%	77% ↓	60% ↓
<b>Staff performance is assessed objectively.</b>	Construction Management	90%	67% ↓	70%	58% ↓
	Operations Office - Other	69%	82% ↑	—	50%
	Operations Office - All	75%	69%	67%	55% ↓
<b>Staff receive feedback that can help them improve their work.</b>	Construction Management	90%	69% ↓	64%	46% ↓
	Operations Office - Other	66%	60%	—	25%
	Operations Office - All	67%	67%	67%	38% ↓
<b>The procedures for evaluation are consistent.</b>	Construction Management	80%	42% ↓	75% ↑	64% ↓
	Operations Office - Other	79%	60% ↓	—	63%
	Operations Office - All	77%	49% ↓	68% ↑	63%
<b>Supervisors effectively communicate policy.</b>	Construction Management	70%	50% ↓	58%	42% ↓
	Operations Office - Other	74%	64% ↓	—	50%
	Operations Office - All	72%	59% ↓	71% ↑	45% ↓

## Leadership (Continued)

		2012	2013	2014	2015
District leaders involve my work group in decisions that directly impact our operations.	Construction Management	63%	64%	56%	23% ↓
	Operations Office - Other	66%	50% ↓	—	71%
	Operations Office - All	56%	59%	53%	40% ↓
District leaders define expectations for my work group.	Construction Management	63%	58%	67%	33% ↓
	Operations Office - Other	79%	70%	—	57%
	Operations Office - All	69%	64%	65%	42% ↓
There is an atmosphere of trust and mutual respect within this district.	Construction Management	56%	50%	45%	23% ↓
	Operations Office - Other	63%	50% ↓	—	22%
	Operations Office - All	57%	53%	53%	23% ↓
District leaders provide support when we need it.	Construction Management	50%	64% ↑	50% ↓	15% ↓
	Operations Office - Other	81%	78%	—	29%
	Operations Office - All	70%	66%	58%	20% ↓
District leaders have a clearly defined mission and vision for all departments.	Construction Management	67%	45% ↓	30% ↓	9% ↓
	Operations Office - Other	65%	50% ↓	—	38%
	Operations Office - All	60%	61%	56%	21% ↓
District leaders encourage cooperation among departments toward improving district operations.	Construction Management	89%	58% ↓	45% ↓	18% ↓
	Operations Office - Other	70%	75%	—	25%
	Operations Office - All	76%	76%	65% ↓	21% ↓
District leaders take steps to solve problems.	Construction Management	88%	67% ↓	55% ↓	33% ↓
	Operations Office - Other	81%	67% ↓	—	29%
	Operations Office - All	76%	72%	64%	32% ↓

## Training and Professional Development

		2012	2013	2014	2015
I am satisfied with the types of professional development (learning/training) offered to me.	Construction Management	100%	69% ↓	36% ↓	50% ↑
	Operations Office - Other	63%	56%	—	44%
	Operations Office - All	70%	63%	54%	48%
I am satisfied with the amount of professional development (learning/training) required of me.	Construction Management	88%	69% ↓	89% ↑	58% ↓
	Operations Office - Other	63%	63%	—	56%
	Operations Office - All	70%	69%	76%	57% ↓
I am satisfied with the opportunities for professional advancement (promotion) available to me.	Construction Management	67%	62%	36% ↓	18% ↓
	Operations Office - Other	52%	33% ↓	—	38%
	Operations Office - All	49%	42%	40%	26% ↓

## Policies and Procedures

		2012	2013	2014	2015
I know the procedures for reporting sexual harassment.	Construction Management	100%	64% ↓	75% ↑	73%
	Operations Office - Other	96%	90% ↓	—	75%
	Operations Office - All	96%	83% ↓	88%	74% ↓
I know the procedures for filing a complaint.	Construction Management	90%	57% ↓	75% ↑	70%
	Operations Office - Other	93%	90%	—	63%
	Operations Office - All	91%	73% ↓	86% ↑	67% ↓
I have experienced discrimination while employed at AISD.	Construction Management	10%	17%	17%	33% ↑
	Operations Office - Other	14%	20%	—	56%
	Operations Office - All	22%	34% ↑	31%	43% ↑

## Work Expectations

		2012	2013	2014	2015
I am given deadlines that are reasonable.	Construction Management	67%	62%	75% ↑	54% ↓
	Operations Office - Other	71%	89% ↑	—	78%
	Operations Office - All	69%	79% ↑	80%	64% ↓
My department/work group is given deadlines that are reasonable.	Construction Management	44%	54%	70% ↑	33% ↓
	Operations Office - Other	76%	89% ↑	—	56%
	Operations Office - All	66%	76% ↑	74%	43% ↓
I am satisfied with the amount of autonomy and control I have over my own work.	Construction Management	100%	92% ↓	75% ↓	54% ↓
	Operations Office - Other	87%	89%	—	67%
	Operations Office - All	87%	86%	78% ↓	59% ↓
My work environment is too stressful.*	Construction Management	22%	43% ↑	42%	42%
	Operations Office - Other	23%	44% ↑	—	44%
	Operations Office - All	25%	44% ↑	40%	43%

*Note.* \* Due to the wording of this survey item, decreases are desirable.

<b>Work Group</b>		<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	
<b>Morale is high in my work group.</b>	<b>Construction Management</b>	33%	43%	36%	15%	↓
	<b>Operations Office - Other</b>	55%	56%	—	22%	
	<b>Operations Office - All</b>	50%	47%	53%	18%	↓
<b>Cultural diversity is respected in my work group.</b>	<b>Construction Management</b>	100%	79% ↓	73%	91%	↑
	<b>Operations Office - Other</b>	90%	100% ↑	—	43%	
	<b>Operations Office - All</b>	92%	87%	82%	72%	↓
<b>The opinions of staff in my work group are respected by employees in other areas.</b>	<b>Construction Management</b>	88%	58% ↓	44% ↓	64%	↑
	<b>Operations Office - Other</b>	78%	100% ↑	—	63%	
	<b>Operations Office - All</b>	77%	71%	65%	63%	
<b>Staff in my work group accomplish their jobs with enthusiasm.</b>	<b>Construction Management</b>	67%	83% ↑	64% ↓	54%	
	<b>Operations Office - Other</b>	66%	88% ↑	—	67%	
	<b>Operations Office - All</b>	69%	80% ↑	73%	59%	↓
<b>The interactions among staff in my work group are cooperative.</b>	<b>Construction Management</b>	78%	85%	75% ↓	69%	
	<b>Operations Office - Other</b>	87%	89%	—	56%	↓
	<b>Operations Office - All</b>	89%	84%	86%	64%	↓
<b>Staff in my work group communicate with each other in an open and honest way.</b>	<b>Construction Management</b>	78%	83%	58% ↓	62%	
	<b>Operations Office - Other</b>	77%	78%	—	56%	
	<b>Operations Office - All</b>	77%	74%	69%	59%	↓
<b>Staff in my work group 'go the extra mile.'</b>	<b>Construction Management</b>	78%	79%	73%	69%	
	<b>Operations Office - Other</b>	81%	89% ↑	—	56%	
	<b>Operations Office - All</b>	76%	79%	75%	64%	↓
<b>Staff in my work group provide strong social support for each other.</b>	<b>Construction Management</b>	78%	77%	55% ↓	75%	↑
	<b>Operations Office - Other</b>	77%	89% ↑	—	50%	
	<b>Operations Office - All</b>	73%	68%	68%	65%	

## Facilities & Resources

		2012	2013	2014	2015
Staff have sufficient access to appropriate materials necessary to do our work.	Construction Management	100%	93% ↓	100% ↑	85% ↓
	Operations Office - Other	97%	100% ↑	—	67%
	Operations Office - All	87%	87%	80%	77%
Staff have sufficient access to technology, including computers, printers, software and Internet access.	Construction Management	100%	93% ↓	100% ↑	100%
	Operations Office - Other	97%	100% ↑	—	78%
	Operations Office - All	94%	92%	85% ↓	91%
Staff have sufficient training and support to fully utilize the available technology, software, data systems, etc.	Construction Management	100%	42% ↓	64% ↑	85% ↑
	Operations Office - Other	81%	67% ↓	—	33%
	Operations Office - All	81%	65% ↓	71%	64%
Staff have sufficient access to office equipment and supplies such as copy machines, paper, pens, etc.	Construction Management	100%	100%	100%	100%
	Operations Office - Other	94%	100% ↑	—	89%
	Operations Office - All	94%	97%	98%	95%
The work environment is clean and well maintained.	Construction Management	100%	93% ↓	92%	100% ↑
	Operations Office - Other	94%	89%	—	78%
	Operations Office - All	94%	87% ↓	88%	91%
Staff have adequate space to work productively.	Construction Management	100%	86% ↓	92%	100% ↑
	Operations Office - Other	87%	100% ↑	—	89%
	Operations Office - All	83%	77%	76%	95% ↑
My work group is provided sufficient data and information to make informed decisions.	Construction Management	100%	85% ↓	83%	67% ↓
	Operations Office - Other	83%	89%	—	71%
	Operations Office - All	85%	82%	80%	68% ↓
I am satisfied with my health benefits.	Construction Management	78%	85%	83%	62% ↓
	Operations Office - Other	71%	56% ↓	—	44%
	Operations Office - All	65%	70%	71%	55% ↓

**Percentage of Employees Who Indicated Each Negative Workplace Behavior Occurs Once a Month or More**

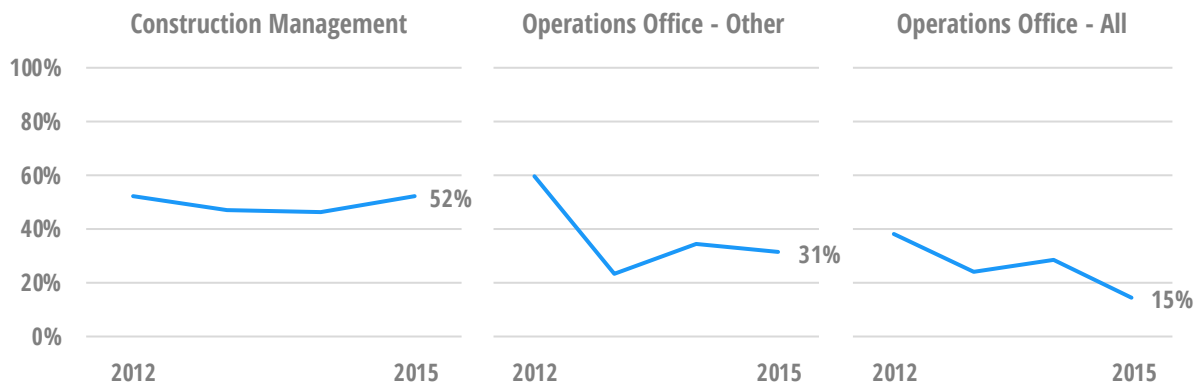
		2012	2013	2014	2015
<b>Racial tension</b>	Construction Management	0%	8% ↑	17% ↑	0% ↓
	Operations Office - Other	0%	0%	—	33%
	Operations Office - All	2%	3%	7% ↑	14% ↑
<b>Bullying</b>	Construction Management	0%	8% ↑	25% ↑	15% ↓
	Operations Office - Other	10%	11%	—	44%
	Operations Office - All	6%	18% ↑	21%	27%
<b>Disrespect for co-workers</b>	Construction Management	11%	0% ↓	17% ↑	15%
	Operations Office - Other	10%	11%	—	22%
	Operations Office - All	15%	11%	19% ↑	18%
<b>Disrespect for co-workers</b>	Construction Management	11%	8%	33% ↑	31%
	Operations Office - Other	16%	11%	—	33%
	Operations Office - All	20%	16%	21%	32% ↑
<b>Unsafe practices</b>	Construction Management	0%	0%	0%	0%
	Operations Office - Other	0%	0%	—	0%
	Operations Office - All	2%	5%	5%	0% ↓
<b>Discrimination</b>	Construction Management	0%	15% ↑	8% ↓	8%
	Operations Office - Other	6%	11%	—	33%
	Operations Office - All	4%	16% ↑	10%	19% ↑
<b>Sexual harassment</b>	Construction Management	13%	0% ↓	0%	8% ↑
	Operations Office - Other	3%	11% ↑	—	11%
	Operations Office - All	6%	3%	2%	9% ↑

*Note.* ↑ indicates an increase in negative workplace behaviors; ↓ indicates a decrease.

## Appendix A. Response Rates and Survey Participants by Department Group, 2012 through 2015

Figure 3.

**Overall response rates declined in 2015.**



### Number of Survey Participants by Department/Group

	2012	2013	2014	2015
<b>Construction Management</b>	10	15	12	13
<b>Police Department</b>	18	16	23	0
<b>Operations Office — Other</b>				
(Baker Center, Central Admin Building, Chief Operations Officer, Facilities, Mail Room, Performing Arts Center, Pleasant Hill Annex, Print Shop)	31	11	9	10
<b>Operations Office —All</b>	59	42	44	23