



Employee Satisfaction Survey Report

Fiscal Year 2012

(February, 2012)

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Executive Summary

The enclosed report is a summary of Employee Satisfaction Survey results for the Arizona Department of Education. The purpose of the assessment is to measure employee satisfaction on current work culture, and to identify issues, problems and opportunities for improvement from employees' perspective. This assessment is a critical component in guiding the department to achieve goals and objectives in the following Key Result Areas (KRA):

1. Increase student achievement
2. Strengthen customer relationships
3. Build a 21st Century workforce
4. Enhance process efficiency and effectiveness
5. Build a "great place to work"

Feedback from the 2011 survey was used in defining the ADE Strategic Plan goals, objectives and strategies in each of the key result areas listed above. As a result, a number of initiatives were implemented, including the charter of several Cross-Division teams to improve process efficiency and customer service, as well as to maximize available resources. Teams were chartered to:

- Evaluate parent, teacher and student ratings of excellence in education;
- Develop a comprehensive grants management structure and system;
- Develop an interface between ADE accounting and payment functions with AFIS;
- Create and pilot model approaches to more rapidly transform schools to achieve high levels of student success;
- Identify ways to assist school planning to more effectively leverage LEA's budgets and funding;
- Evaluate and then implement a more effective and compassionate ESS mediation program.

Additionally, a cross-functional Work Culture team was chartered to address improvement opportunities in support, communication, and collaboration. The following were either initiated or reinstated in response to 2011 feedback, with a focus on making ADE a "great place to work":

- Casual Fridays
- Flex schedules
- Tuition reinstatement (and expansion of benefit)
- Internal newsletter
- Website improvements
- Reorganization of Units by function to improve collaboration

Feedback from this 2012 Survey will be reviewed by the Leadership Team in the March 2012 Strategic Planning Session. It will be a critical piece in determining new/revised objectives to be included in ADE and Division plans for FY 2012-2013, to address issues raised. In addition, feedback will be reviewed by the cross-functional Work Culture Team, to help identify strategies for further improvements in ADE work culture.

Lastly, group-specific survey results will be provided to Divisions and Sections for the purpose of defining objectives for FY 2012-2013, to address the most pertinent employee issues identified in their respective survey summary.

Data Collection Process

The data collection process for the 2012 assessment entailed distribution of a confidential, online survey to all ADE employees (including all management levels, total 536 employees). Respondents were asked a series of questions (closed and open-ended), designed to reveal consensus of opinion on issues, problems, what is currently working well and improvement opportunities. The total number of respondents in the 2012 survey was 373 (70% response rate). By comparison, the 2011 response rate was 75% (383/512).

To gain work group-specific data and information, more designations were offered regarding respondent work groups. This specificity will allow for targeted information to be sent by Section or Unit. The expectation is that each area will build on what has been identified as “working well”, and develop strategies to address issues that have been defined as improvement opportunities.

Data Analysis

Data analysis was accomplished using statistical analysis graphically presented in frequency distributions (histograms) and Pareto analyses.

Histogram(s) represent an average opinion score and the distribution of opinions along a numerical scale.

Pareto analyses have been used for non-numeric data; for the purpose of this assessment, stated opinions about what is currently working well, and opportunities for improvement (problems, issues and causes). Pareto analysis is a technique for finding the changes that will lead to the greatest benefits. It is a prioritization method that identifies the most significant items among many and is useful where numerous possible courses of action are competing for attention. This tool helps to prioritize where action and/or process changes should be focused.

Data Presentation

For comparison purposes, charts and tables provide results for both 2011 and 2012 Surveys. Data in charts for categories 1—4 (General Job Satisfaction; Work Conditions; Communication; Supportive Work Environment) are presented as average scores. Data results for category 5 (Overall Satisfaction) are expressed as percentage of total respondents in order to determine net “top box” rating of ADE as a place to work (net top box is calculated by subtracting the percentage rating “Poor” from the percentage rating “Outstanding”).

Data in charts for categories 6 and 7 (Division and Supervisory/Non-Supervisory) reflect number of responders (the percent of respondents by group is presented in the “Results Review” on page 4, item #6). Data in charts for questions 8 and 9 (What is working well at ADE? and What can ADE improve?) reflect the frequency of comments for each category.

Tables under charts for all categories/questions (except 6 and 7) provide comparative listings of 2011 and 2012 comments for their respective graphs. For ease of comparison, comments for questions 8 and 9 are listed in the same order that 2011 results were published.

Results Review

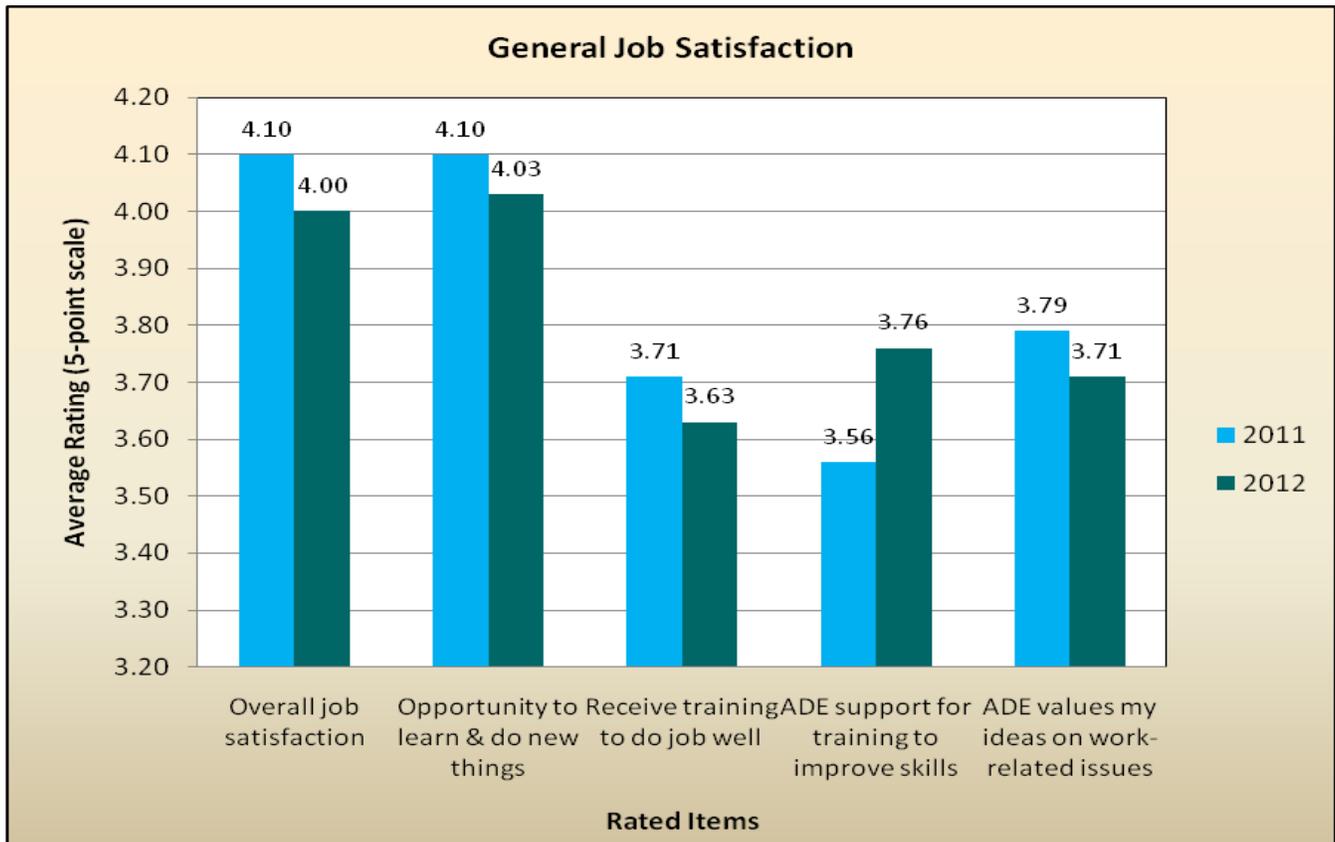
A general review of ratings and comments is provided below. While some rating averages and comments indicate a number of improvements have occurred, overall most ratings declined. Comments in many areas are very similar for both 2011 and 2012, although many comments for 2012 were very pointed in the areas still needing improvement. Moving forward, the intent is to involve all work groups and staff levels to drive improvement efforts and subsequently increase all ratings.

- 1. General Job Satisfaction:** There was a decline in all areas except ADE support for training to improve skills (3.56 in 2011, 3.76 in 2012). While several comments cited training as an improvement opportunity, the number of comments indicating the need for improvement declined by 42% (38 in 2011, 16 in 2012). Comments also aligned with lower ratings for valuing of input and growth/development opportunities.
- 2. Work Conditions:** Overall satisfaction with State benefits was the only item to increase in this section. There were slight declines (smaller than in General Job Satisfaction). Promotions (the perception that criteria were not based on merit), accountability and compensation/COLA were topics receiving the most comments.
- 3. Communication:** Ratings for all three communication areas dropped in 2012. In addition, respondents to question #9 (What can ADE improve?) citing “communication” increased from 42 in 2011, to 51 in 2012. Although the number of respondents citing communication in question #8 (What is working well at ADE?) rose dramatically from 2011 (25 in 2011, 60 in 2012), the majority of comments in that chart refer to general improvements: more information from the Executive Team, introduction of the newsletter, and changes to the website.

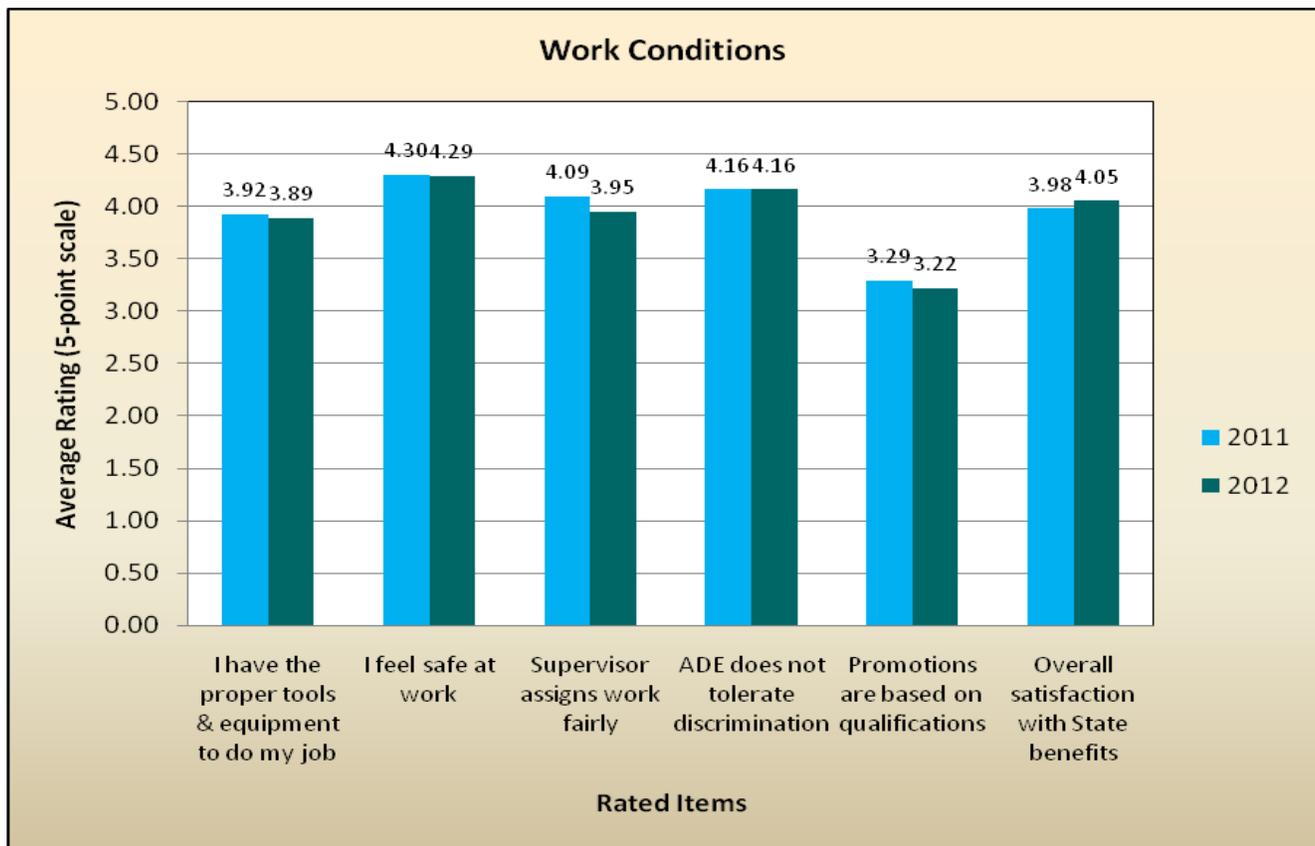
Comments in category #3 (Communication) and question #9 (What can ADE improve?) stress the need for consistent, non-reactive messaging; beginning with the Executive Team to all levels of management, and ensuring that information and directives make their way through to all employee levels. Additionally, respondents cited the need for clear expectations (including a reassessment of the number of “High Priority” projects), and timely feedback on performance. All comments correlate with the need for improvements in timely communication and information impacting work.
- 4. Supportive Work Environment:** Ratings in two areas increased: ADE support for education and professional development; and Senior Management support for employees. All other areas in this category declined. Ratings are supported by comments for this category, as well as those provided in category #3 (Communication), and question #9 (What can ADE improve?), citing dissatisfaction with Section/Unit management relationship. While the rating of Senior Management support rose (3.67 in 2011, 3.74 in 2012), 25 respondents cited the desire for more active demonstration of support from the Executive Team, including more visibility and interaction with Division meetings and staff.
- 5. Overall Satisfaction:** The percentage of respondents rating ADE “Outstanding” as a place to work declined (from 18% in 2011, to 16.6% in 2012). Applying a “net top box” rating to this area (subtracting percent rating “Poor” from percent rating “Outstanding”), the net rating was 13.8% for 2011, 12.3% for 2012. Management/staff relationship and communication were the most frequently cited areas in both 2011 and 2012 surveys as needing improvement. Interestingly, both areas increased significantly in what is working well, and comments were more specific in the 2012 survey, but it appears that continued, dedicated improvement efforts in these two areas would likely yield more significant improvements in overall satisfaction in the future.

6. **Division Designators:** 70% of ADE staff responded to the 2012 survey (75% in 2011). In the 2011 survey, groups were broken out by Division. To obtain more specific, meaningful feedback for driving work culture improvement ADE-wide and within Sections/Units, the 2012 survey listed more specific, smaller group designators. To protect confidentiality, groups with less than 15 members were combined. Participation breakdown by group for 2012 was:
- a. Administration (includes Executive Staff, Office of Communications & Innovation, Strategic Planning, New Learning Development, Grants Management): 58%
 - b. Research & Evaluation, Audit: 56%
 - c. Human Resources/Payroll, Building Operations: 79%
 - d. Government Relations: 24%
 - e. Business & Finance: 100%
 - f. Information Technology: 72%
 - g. Health & Nutrition: 77%
 - h. Exceptional Student Services: 81%
 - i. Career & Technical Education: 58%
 - j. School Improvement: 80%
 - k. Title I, Program Operations: 58%
 - l. Emergent Student Services: 85%
 - m. K-12 Academic Standards, Early Childhood: 79%
 - n. Office of English Language Acquisition (OELAS): 64%
 - o. Highly Effective Teachers & Leaders: 59%
 - p. Adult Education: 71%
 - q. Assessment: 87%
7. **Supervisory/Non-Supervisory:** Participation by supervisory/non-supervisory was:
- a. Supervisory: 27% in 2011, 21% in 2012 (a decline of six percentage points in participation)
 - b. Non-Supervisory: 73% in 2011, 79% in 2012 (six percentage points increase)
8. **Working well at ADE:** Respondent perception of “Support” rose dramatically (36 comments were cited in 2011, 104 in 2012). In 2011, comments focused on general teamwork, training and resources. In 2012, comments specifically cited overall culture, flex schedules and four other categories. As previously noted, favorable perception of general improvements in “Communication” increased (25 in 2011, 60 in 2012).
- 64 comments under the “Leadership/Direction” category were provided for both 2011 and 2012. While the majority of comments in this area for 2011 (42) were directed toward the new administration, in 2012 the comments were more evenly distributed among the Executive Team, Division/Unit management, and the focus/direction. “Collaboration” (non-existent as a “working well” category in 2011) received 28 comments.
9. **ADE improvement opportunities:** As in 2011, the area receiving the greatest number of comments was “Support” (89 in 2011, 109 in 2012). Comments focused on the need for improving management/employee relationships, and for accountability to model ADE Vision, Mission and Values, starting with the Executive Team, then all levels of management (this is also the focus under “Accountability”, with 12 comments in 2012). For the most part, there was minimal change in ratings between 2011 and 2012, with a couple of exceptions: “Compensation” (23 in 2011, 41 in 2012) and “Customer Service” (17 in 2011, 0 in 2012).
- Several of the categories for improvement fall under management’s purview and as such merit a concentrated focus. Judging from comments, the majority of employees are eager to partner with management in developing a high-performance work culture that is based on respect, accountability, professionalism, competence, and teamwork.

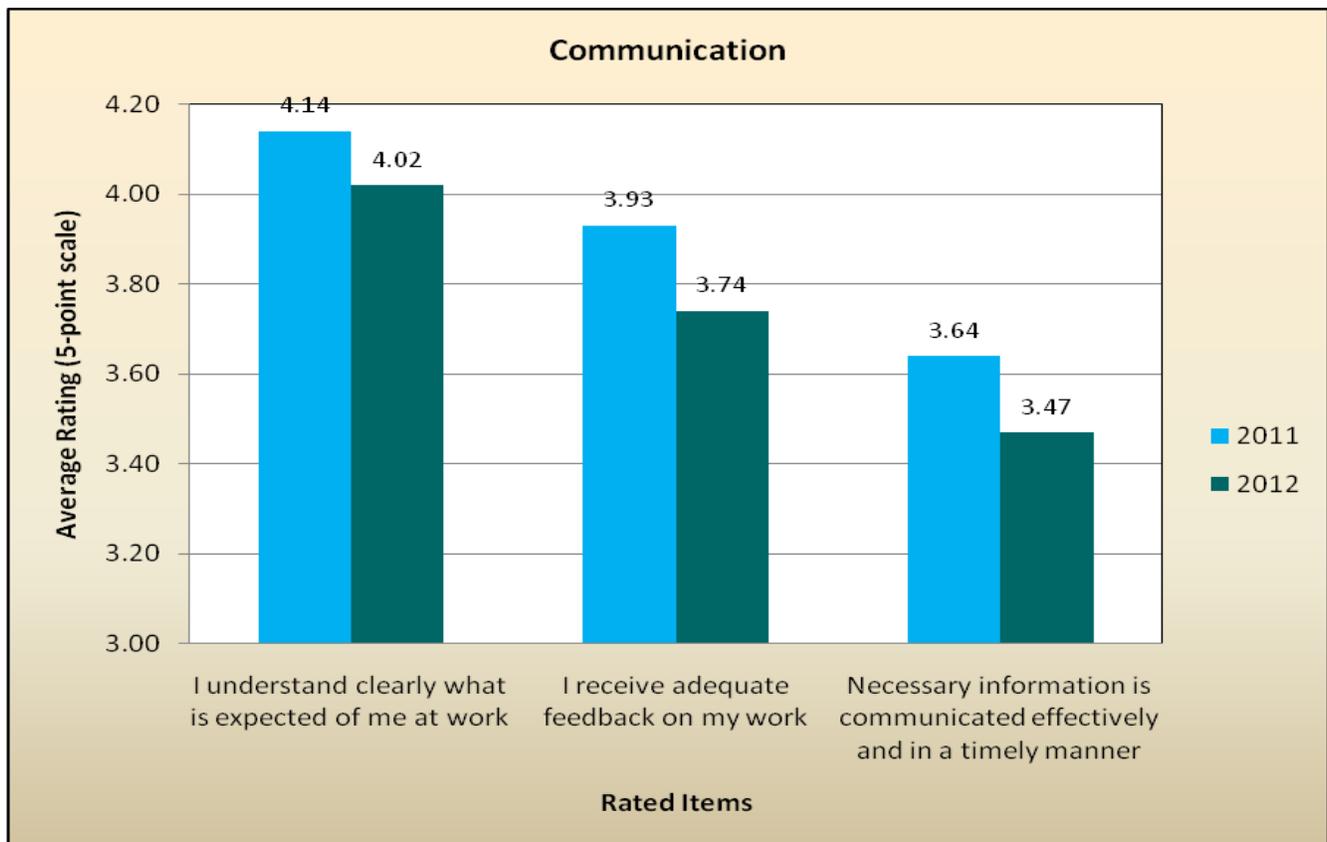
Employee Feedback



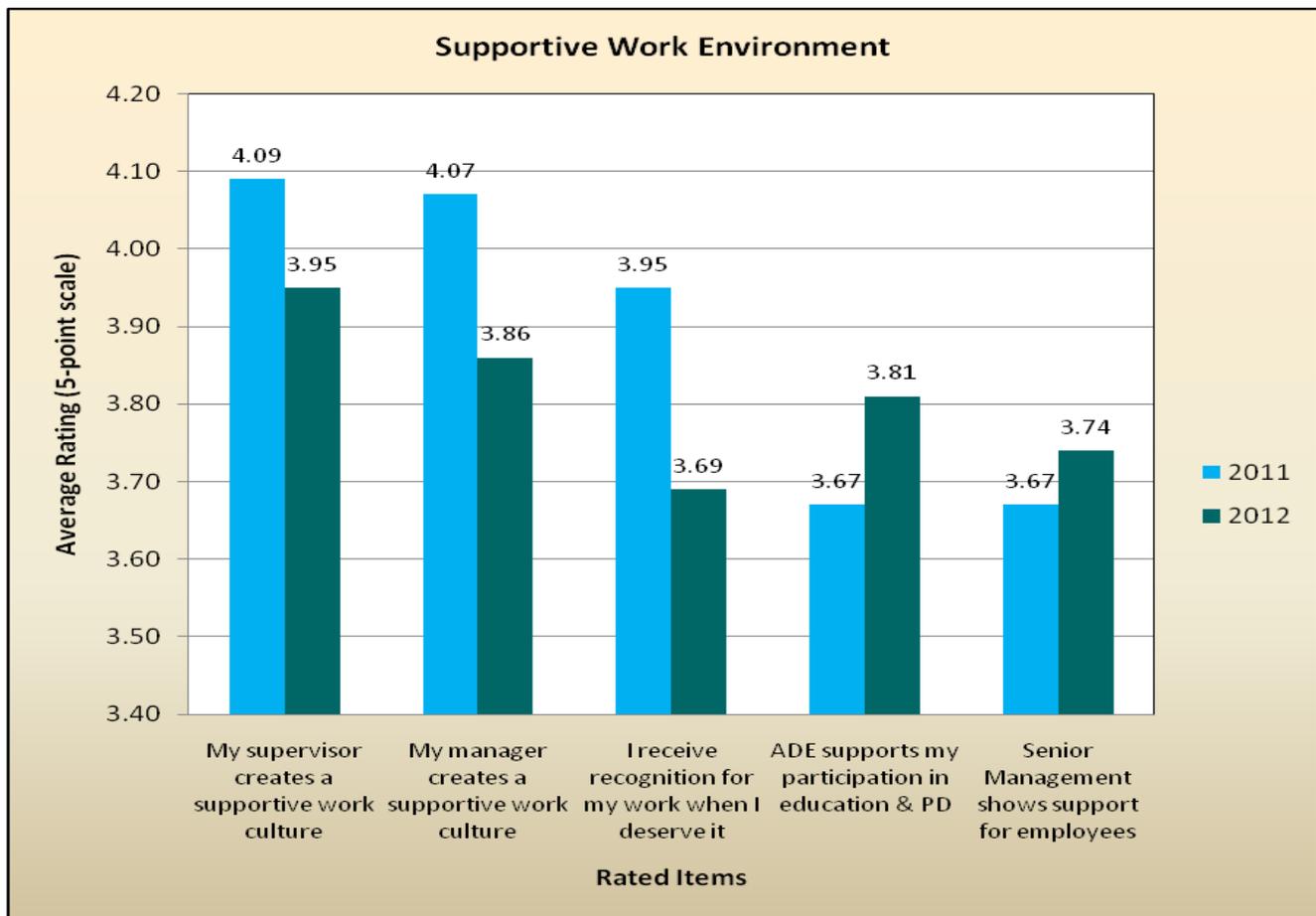
General Job Satisfaction—Comments Summary		
	2011 (79 Total)	2012 (60 Total)
Working Well	Able to apply my skills, my supervisor is supportive and competent (17)	Immediate supervisor supportive, values input; changes implemented by leadership will benefit ADE (7) Training has improved; encouragement to develop (6)
Improvement Opportunities:	Increase training & continuing education opportunities (38) <ul style="list-style-type: none"> Involve staff in defining creative solutions to overcome funding limitations (20) Demonstrate commitment to staff development (time, resources, cross-training) (18) 	Increase training & conference opportunities, make them consistent across Units; provide management, technology, forms, and job-specific training in-house (16)
	Solicit and implement employee input on change, problems, solutions, initiate cross-training and collaboration opportunities with other Units (11)	Value employee input; ideas are often dismissed, little action taken (12)
	Eliminate restrictive management practices (i.e. re. communication, control, culture), assess and address staffing levels and tools/resource needs (10)	Leadership commitment to proactive approach; reactive practice doesn't reflect the desired culture (9)
	Miscellaneous (3)	Provide more options and support for growth (5)
		Miscellaneous (5)



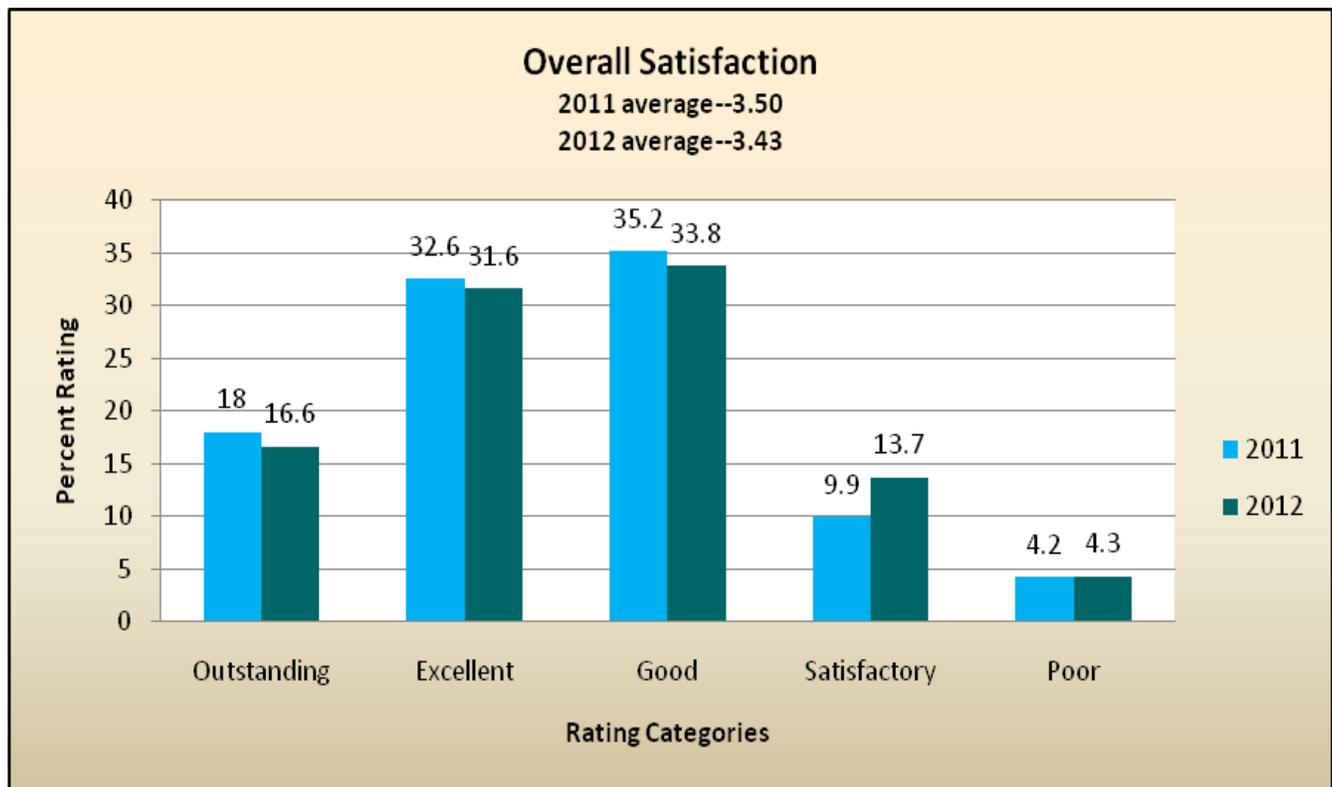
Work Conditions—Comments Summary		
	2011 (100 Total)	2012 (93 Total)
Working Well	My supervisor is fair and creates a supportive work culture; benefits are great (8)	ADE is headed in the right direction (3)
Improvement Opportunities:	Demonstrate fairness throughout ADE (29) <ul style="list-style-type: none"> Ensure promotions are given to the most qualified (16) Provide equity in distribution of workload/supervisor treatment of staff (13) 	Base promotions on performance and skills, not favoritism (29)
	Improve compensation and benefits (29) <ul style="list-style-type: none"> Address low salaries/lack of raises, implement flexibility in work schedules (16) Provide promotional opportunities to move up, improve benefits for temporary (long-term) employees (13) 	Train and hold management accountable to assign work fairly and hold all levels accountable (19)
	Reinstate badge readers (16)	Provide COLA (Cost Of Living Adjustment) (18)
	Provide better tools and resources (13)	Provide computers, technology, tools to do the job (11)
	Miscellaneous (5)	Improve building, parking security (6)
		Miscellaneous (7)



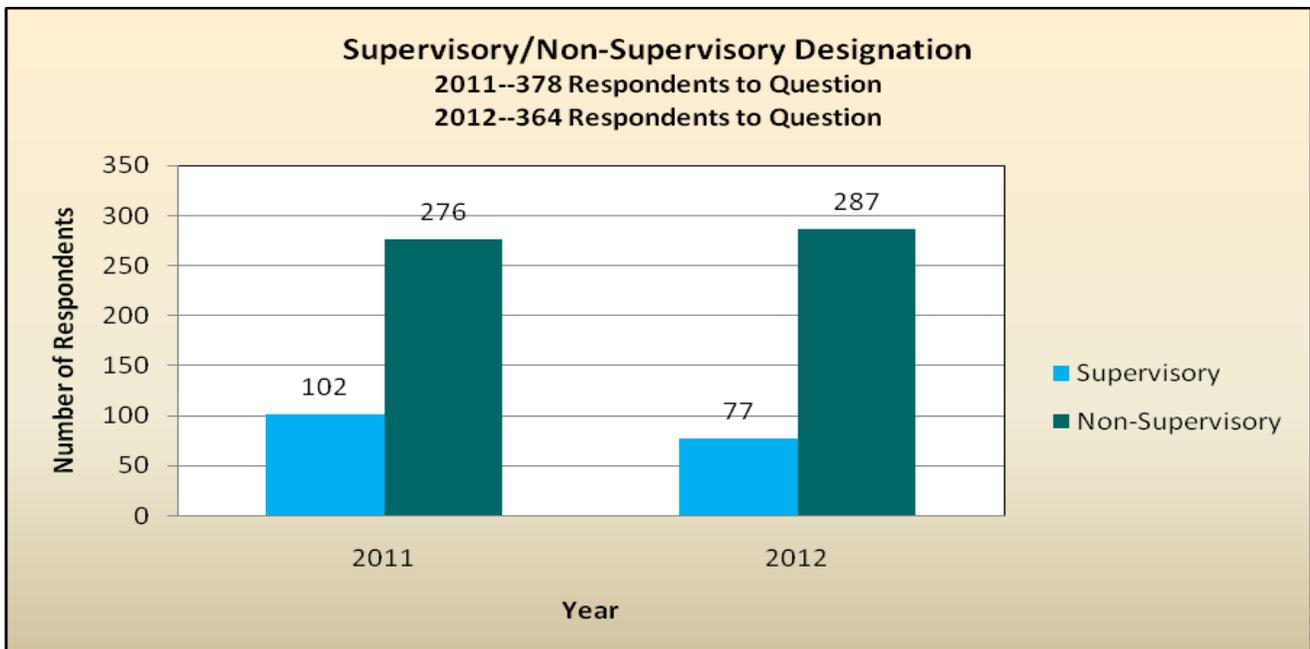
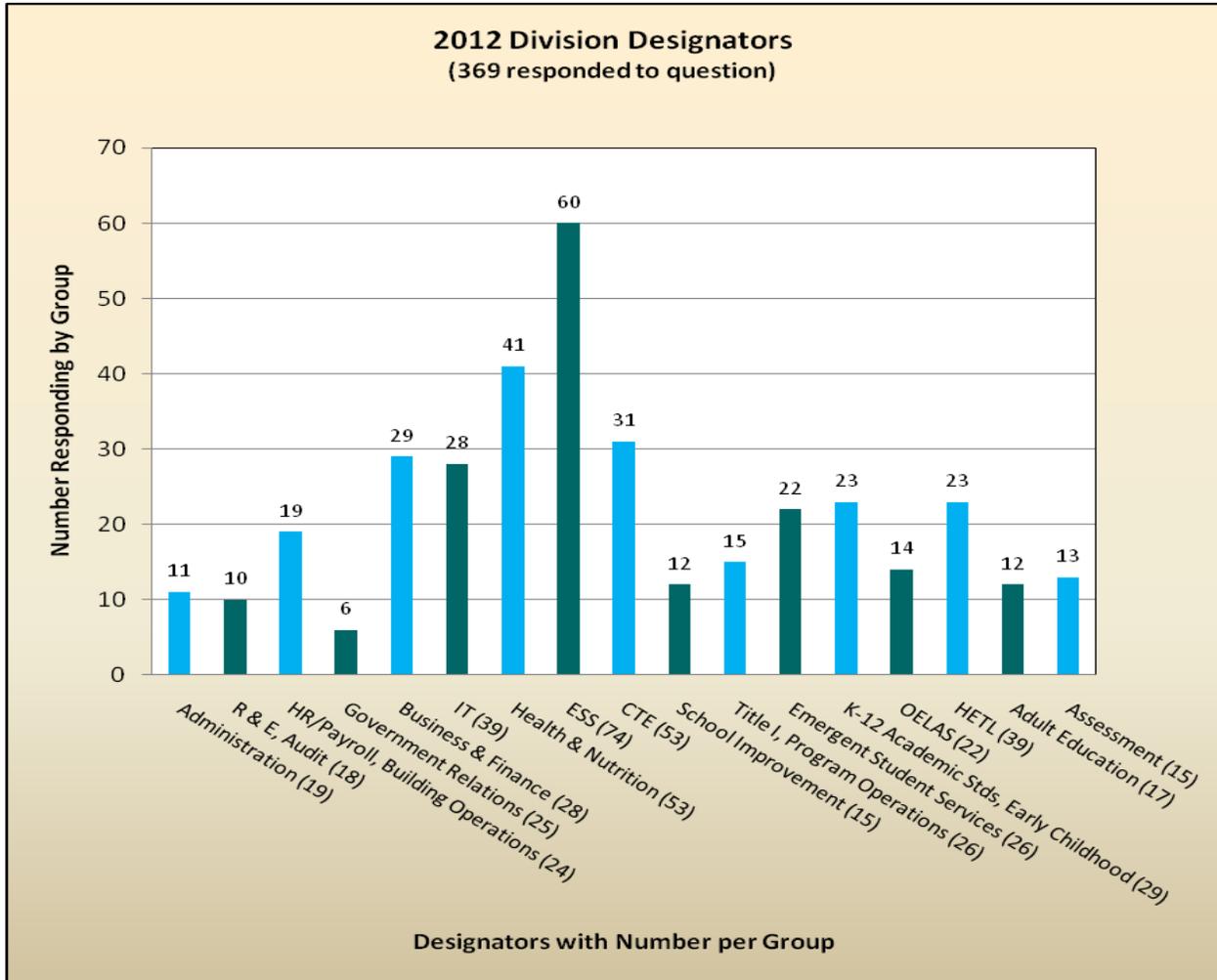
Communication—Comments Summary		
	2011 (75 Total)	2012 (73 Total)
Working Well	Good communication within my Unit/Division (17)	Good communication within my Unit (8)
Improvement Opportunities:	Improve level and quality of management to staff communication (33) <ul style="list-style-type: none"> Unit-related communication from management (20) Clear expectations, feedback on performance (13) 	Division/Section/Unit Management: (23) <ul style="list-style-type: none"> Institute effective flow of information from Executive Team to management, to employee level (15) Provide regular, meaningful feedback; currently it's rare, often superficial (8)
	Focus on ADE-wide communication improvements (25) <ul style="list-style-type: none"> Implement timely information sharing, cross-functional communication (13) Provide clear and consistent communication on new policies (12) 	(All management levels) provide consistent message regarding expectations; reassess the number of "High Priorities" (13)
		Executive Team "connect" with the Agency; provide complete, timely (less reactive) information on policy, changes and direction (12)
		Ensure staff is informed of/receives information/communication sent to the field, in a timely manner (8)
		General communication improvements, ADE-wide (9)

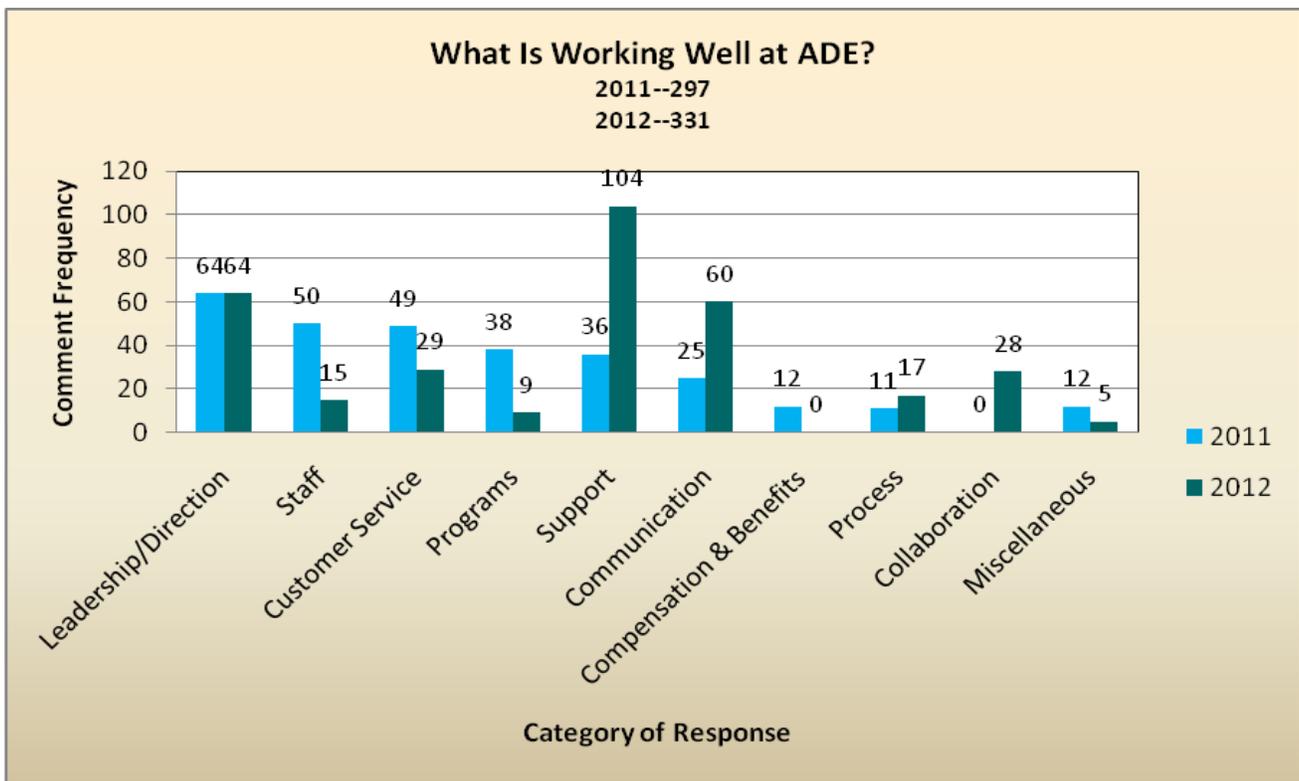


Supportive Work Environment—Comments Summary		
	2011 (89 Total)	2012 (90 Total)
Working Well	Strong level of support and leadership in my Unit/Division (20) New Administration refreshing; am optimistic (8)	Positive, supportive (14) <ul style="list-style-type: none"> • Supervisor (5) • Division Associate, DAS (5) • Executive Team (4)
Improvement Opportunities:	Demonstrate management respect and support of employees at all levels (31) <ul style="list-style-type: none"> • Division/Unit management (17) <ul style="list-style-type: none"> ○ Implement leadership development program for all levels • Senior Management (14) <ul style="list-style-type: none"> ○ Model respectful treatment and support, improve communication 	Executive Team demonstrate support by becoming more aware of the work of Units, be more visible—practice “Management By Walking Around” (MBWA); spend time with work groups/participate in Division meetings (25)
	Implement employee training & development program (16) <ul style="list-style-type: none"> • Provide opportunities, including flexible work schedules 	Supervisors hold staff accountable to ADE defined standards of performance and behavior; provide (earned) recognition to all team members; create and sustain a supportive, open work culture (21)
	Provide timely, sincere recognition for quality work and service (8)	DAS follow through on commitments and work; support supervisors and staff; model the defined culture (14)
	Miscellaneous (6)	Provide consistent opportunities and encouragement for development for all staff (10)
		Miscellaneous (6)



Overall Satisfaction—Comments Summary		
	2011 (71 Total)	2012 (74 Total)
Working Well	Work culture is supportive; good management; new Administration open and approachable, setting a positive tone (15) Rewarding work and mission (10)	Staff are talented and dedicated (7) Benefits are good (6) Appreciate the new Administration (5) Miscellaneous (enjoy my job, working at ADE) (12)
Improvement Opportunities:	Management (all levels) take the lead in creating a great place to work (23) <ul style="list-style-type: none"> Model respectful treatment of staff, champion a supportive work culture (13) Provide consistent, clear direction and accountability for performance (10) 	Raise skill levels in managing people and effective teams to increase productivity and creative collaboration (26) <ul style="list-style-type: none"> Executive Team hold people accountable at all levels for performance, behavior, communication and internal/external customer service (13) Coach and hold Section/Unit management accountable to model and reflect new culture within each work group (13)
	Improve compensation (16) <ul style="list-style-type: none"> Work to bring raises/COLA to equity with other departments (10) Provide options for flexible work schedules (6) 	Improve compensation (COLA, opportunities to grow within the organization) (10)
	Miscellaneous (7)	Miscellaneous (8)



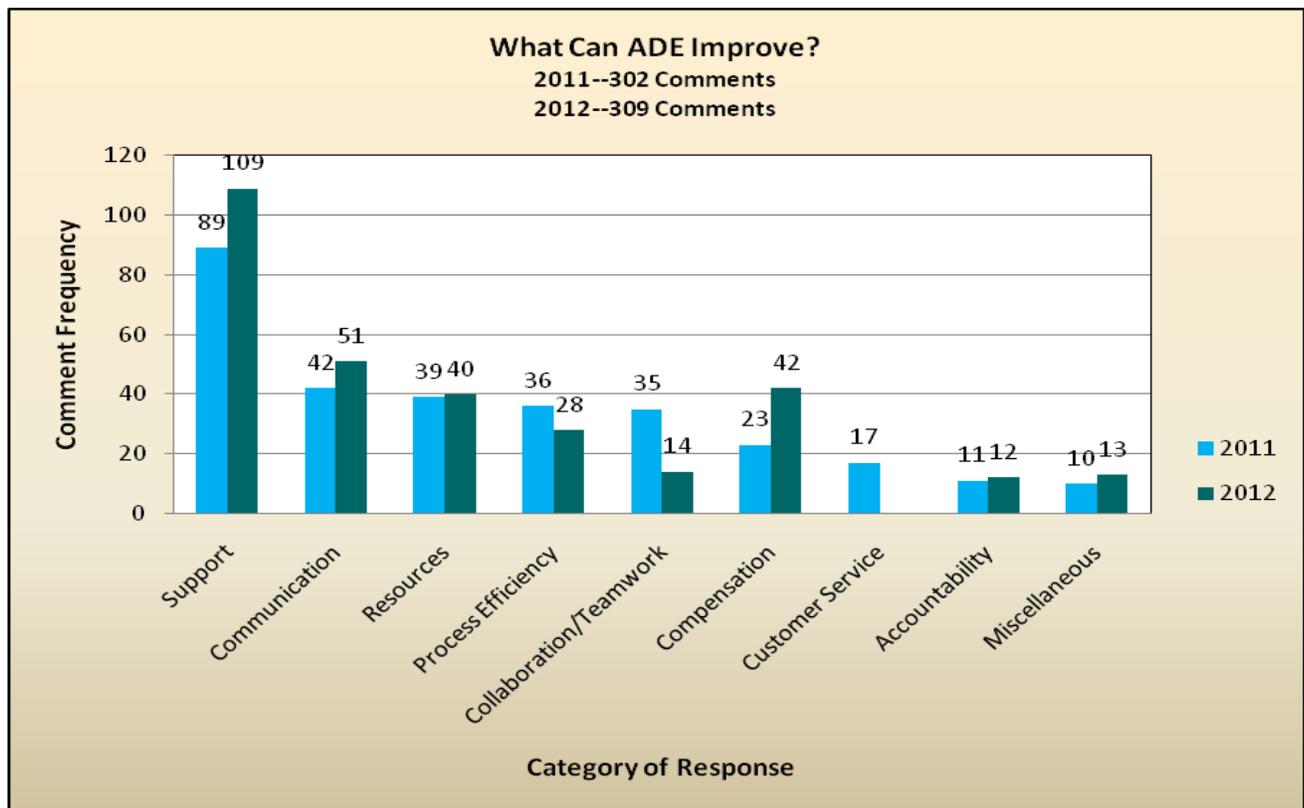


What is Working Well at ADE?—Comments Summary

2011 (297 Total)	2012 (331 Total)
<p>Leadership/Direction (64)</p> <ul style="list-style-type: none"> • New Administration (42) <ul style="list-style-type: none"> ○ Creating supportive work environment, positive change & transition (22) ○ Timely communication, employee input valued (10) ○ Outstanding leadership, focused on accountability & performance measures (10) • Division/Unit Management treats staff with respect, provides direction, values expertise (22) 	<p>Leadership/Direction (64)</p> <ul style="list-style-type: none"> • Division/Unit Management is supportive, fair, effective (19) • Executive Team is creating a supportive culture (18) • Strategic Planning is working well, providing focus on shared Vision, Mission, goals (13) • Communication (7) • Miscellaneous (7)
<p>Staff (50)</p> <ul style="list-style-type: none"> • Dedicated to students (32) • Competent, knowledgeable, professional; supportive of each other (18) 	<p>Staff (15)</p> <ul style="list-style-type: none"> • Supportive (8) • Dedicated, competent (7)
<p>Customer Service (49)</p> <ul style="list-style-type: none"> • Dedication to students (22) • Overall service commitment and quality (16) • Support to PEAs/LEAs (11) 	<p>Customer Service (29)</p> <ul style="list-style-type: none"> • KYSO focus ADE-wide (17) • Technical Assistance and Monitoring (5) • General (7)
<p>Programs (38)</p> <ul style="list-style-type: none"> • Teamwork & collaboration; quality work within Division/Unit (17) • Division/Unit leadership (11) • Cross-functional cooperation (10) 	<p>Programs (9)</p> <ul style="list-style-type: none"> • Outreach, new programs, Unit-specific
<p>Support (36)</p> <ul style="list-style-type: none"> • Teamwork; friendly, caring work culture, input valued (21) • Training & Development, resources & equipment (15) 	<p>Support (104)</p> <ul style="list-style-type: none"> • Overall culture (33) • Flex schedules (33) • Casual Fridays (11) • Resources (9) • PD, online training (8) • REACH events (5) • Input valued (5)

What is Working Well at ADE?—Comments Summary, continued

2011 (297 Total)	2012 (331 Total)
Communication (25)	Communication (60) <ul style="list-style-type: none"> • More communication from Executive management (16) • Newsletter (9) • Website (5) • More collaborative (5) • More communication from Division management (4) • General comments; communication improving (21)
Compensation & Benefits(12)	Compensation & Benefits(0)
Process (11)	Process (17) <ul style="list-style-type: none"> • IT processes (8) • Continuous Improvement (CI) process (6) • Strategic Planning (3)
Collaboration (0)	Collaboration (28) <ul style="list-style-type: none"> • ADE-wide (14) • Within Sections/Units (7) • Restructuring has helped collaboration (4) • National (3)
Miscellaneous (12)	Miscellaneous (5)



What Can ADE Improve?—Comments Summary

2011 (302 Total)	2012 (309 Total)
<p>Support (89)</p> <ul style="list-style-type: none"> • Champion development of a culture of support (34) <ul style="list-style-type: none"> ○ Improve recognition and morale, eliminate culture of fear (20) ○ Ensure equity in work environment, workload, guidelines, evaluations, pay, staffing levels (14) • Provide options for flexible work schedules/opportunity to telecommute (26) • Cultivate supportive management relationships with staff (all levels) (16) <ul style="list-style-type: none"> ○ Provide ADE leadership that supports and interacts with staff, models the standard for competence, compassion and professionalism, and holds everyone accountable to same (13) • Implement a training program/structure; career track; continuing education opportunities (13) 	<p>Support (109)</p> <ul style="list-style-type: none"> • Improve management/staff relationship (53) <ul style="list-style-type: none"> ○ All management treat staff with respect; recognize and value expertise and knowledge (20) ○ Executive Team model Vision, Mission and Values; hold all management accountable to same (16) ○ Make data-driven decisions (10) ○ Provide supervisor and interpersonal skills training to all management (7) • Provide opportunity to telecommute (19) • Provide training options (11) • Provide more opportunities to grow; base promotions on merit (11) • Provide incentives (parking, time) (9) • General (6)
<p>Communication (42)</p> <ul style="list-style-type: none"> • Institute general improvements in communication (includes website, interdepartmental) (23) • Improve communication from management to all staff; provide respectful communication of changes, expectations (19) 	<p>Communication (51)</p> <ul style="list-style-type: none"> • Provide clear, concise, consistent information ADE-wide re. org chart, on-going initiatives, changes in policy (16) • Management provide consistent messages through all management levels, starting with the Executive team (9) • Improve communication between Divisions; have effective meetings (8) • Improve communication within Units (6) • Executive Team seek/consider input from management and Programs when making decisions (3) • General communication improvements (9)

What Can ADE Improve?—Comments Summary, continued

2011 (302 Total)	2012 (309 Total)
Resources(39) <ul style="list-style-type: none"> • Improve technology: systems and IT website support (27) • Focus on equipment and facilities: computers, renovations (12) 	Resources (40) <ul style="list-style-type: none"> • Improve/update facilities (21) <ul style="list-style-type: none"> ○ Jefferson (13) ○ Central (including move process) (5) ○ Miscellaneous (3) • Improve technology and IT support (10) • Upgrade equipment (9)
Process Efficiency (36) <ul style="list-style-type: none"> • Initiate internal services process improvements (21) • Conduct ADE-wide general efficiency improvements (15) 	Process Efficiency (28) <ul style="list-style-type: none"> • Coordinate, streamline and standardize processes to improve services to field (9) • Expand the use of technology throughout all ADE functions and Programs (6) • Improve efficiency of internal service processes (13)
Collaboration and Teamwork (35) <ul style="list-style-type: none"> • Establish a structure to support coordination, communication between Divisions & Programs; eliminate silos (25) • Create “One Team”; build culture of community working toward a common goal (10) 	Collaboration and Teamwork (14) <ul style="list-style-type: none"> • Continue improvements ADE-wide (10) • Develop more collaboration between Units and Sections (4)
Compensation (23) <ul style="list-style-type: none"> • Eliminate raise freeze, provide COLAs, bring wages to a competitive level (14) • Bring ADE to equity with other agencies, Divisions, programs, standards (9) 	Compensation (42) <ul style="list-style-type: none"> • Provide COLA to all staff (30) • Provide performance-based pay (8) • Miscellaneous (4)
Customer Service (17) <ul style="list-style-type: none"> • Define and implement improvements in internal customer service, communication and responsiveness; feed forward and feedback (11) • Focus on customer relationship and commitment to decisions based on what is right for students (6) 	Customer Service (0)
Accountability (11)	Accountability (12) <ul style="list-style-type: none"> • Hold management accountable for providing timely performance feedback (5) • Ensure promotions are based on qualifications, job performance and value-added contributions to ADE (4) • Establish and consistently follow hiring criteria based on qualifications (3)
Miscellaneous (10)	Miscellaneous (13)