



Employee Satisfaction Survey Report

Fiscal Year 2014

(February, 2014)

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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. Provide support services to schools to influence higher student achievement;
2. Enhance efficiency and effectiveness to reduce administrative burdens on schools;
3. Provide outstanding services that will promote great schools, excellent teachers, and successful students;
4. Create a great place to work that produces competent, dedicated and empowered professionals to support schools.

Feedback from the **2013** 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 to improve process efficiency and customer service, as well as to maximize available resources. Some initiatives were carry-overs, continuing the work initiated in **FY 2012-2013**. Focused efforts included:

- Streamlined comprehensive grants management structure and system;
- Initiation of a plan to implement the Arizona Education Learning Assessment System (AELAS), to provide teachers, school administrators, students, parents, and policy makers information to inform instruction in the classroom and policy decisions;
- Increase in the scope of ADE-wide collaboration in awareness, training and implementation of Arizona's College and Career Ready Standards (AZCCRS);
- Focus on building management skills (bi-monthly Leadership Development sessions and Book Club);
- Increase in (internal) training classes offered to ADE employees;
- Improving timeliness, frequency and quality of communication to employees, including periodic Town Hall sessions, legislative updates, and newsletters.

Additionally, the cross-functional Work Culture Team has refined its focus on improvement opportunities in support, communication, and collaboration. The following were initiated (or carry-overs) in response to **2013** feedback, with a focus on making ADE a "great place to work":

- Monthly, confidential employee suggestion/feedback system;
- REACH events revised to incorporate more interactive components, increase employee engagement in activities, and increase number of employees involved in producing the events;
- Employee appreciation fund-raising and engagement activities (extra wear jeans/team shirt days, ADE staff and family golf tournament);
- Increase in SECC participation, with **\$33,843** raised (**29%** employee participation – up from **8%** in **2011**);
- "Ask SADIE" monthly advice column;
- Formal awards and informal recognition.

Employee ratings in **2014** demonstrate an increase from **2013** ratings in all but three components measured in the survey. Overall satisfaction rating of ADE as a "great place to work" increased from **3.73 in 2013**, to **3.88 in 2014**. Net top box ratings (percent rating "Poor" subtracted from percent rating "Outstanding"), increased from **19.9% in 2013**, to **31.1% in 2014**.

Feedback from this **2014** Survey will be reviewed by the Leadership Team in the **March 2014** Strategic Planning Session. It will be a critical piece in determining new/revised objectives to be included in ADE and Division plans for **FY 2014-2015**, to address issues raised. Group-specific survey results will be provided to Divisions and Sections for the purpose of defining Section and Unit objectives for **FY 2014-2015**, to address the most pertinent employee issues identified in their respective survey summaries. In addition, feedback will be reviewed by the cross-functional Work Culture Team, to help identify strategies for further improvements in ADE work culture.

Data Collection Process

The data collection process for the **2014** assessment entailed distribution of a confidential, online survey to all ADE employees (including all management levels, total **541** 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 response rate for the **2014** survey was **68% (367/541)**. By comparison, the **2013** response rate was **69% (361/522)**; the **2012** response rate was **70% (373/536)**, and the **2011** response rate was **75% (383/512)**.

To gain work group-specific data and information, designations regarding respondent work groups were once again reconfigured, based on changes in group sizes. 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, using the Pareto method to identify changes and/or critical areas needing attention. Pareto was also applied for conducting analysis of the stated opinions about what is currently working well, and opportunities for improvement (problems, issues and causes), for finding the changes that will lead to the greatest benefits. Use of this prioritization method helps to identify the most significant items among many and is useful where numerous possible courses of action are competing for attention. This method helps to prioritize where action and/or process changes should be focused.

Data Presentation

For comparison purposes, charts provide results for **2012, 2013, and 2014**. Additionally, tables provide comment summaries for **2013 and 2014** surveys, with numbers indicating frequency of comments. 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 respondents (the percent of respondents by group is presented in the “Results Review” beginning 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 **2013** and **2014** comments for their respective graphs. For ease of comparison, comments for questions 8 and 9 are listed in the same order that **2013** results were published.

Results Review

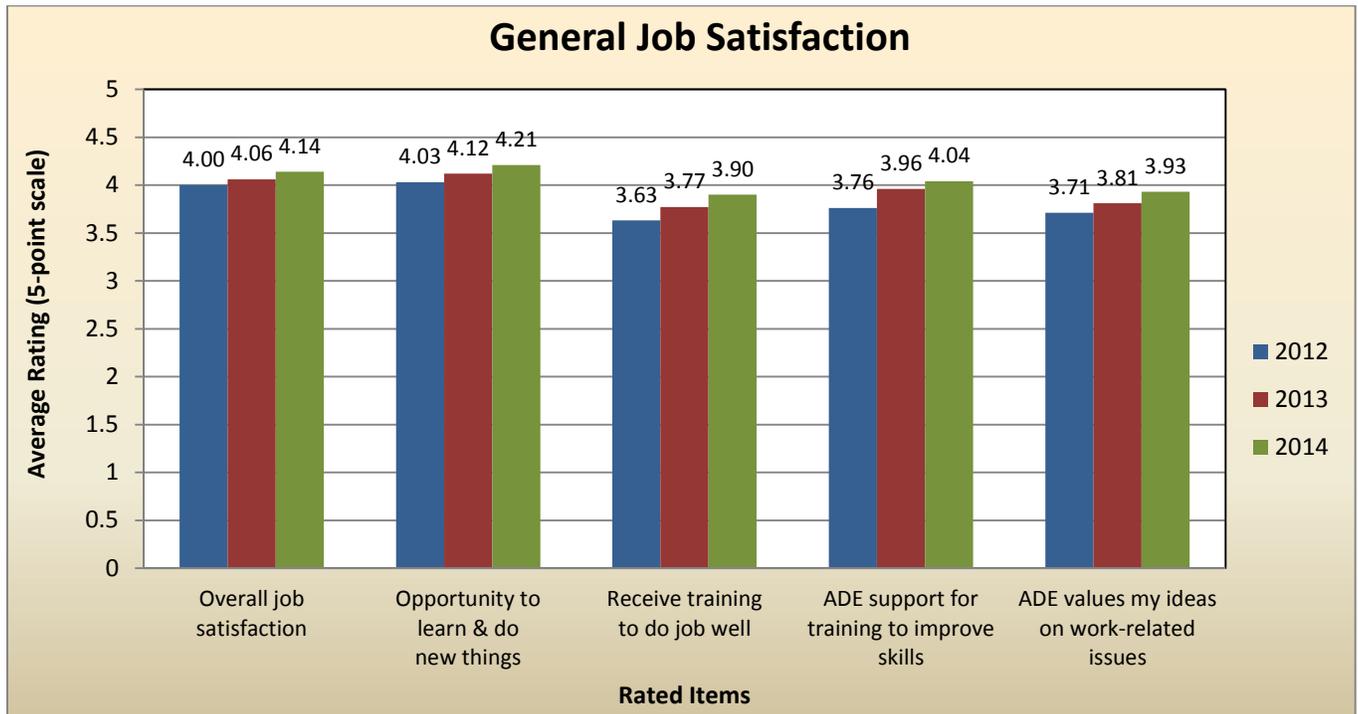
A general review of ratings and comments is provided below. Ratings in all areas but three increased from **2013** (“My supervisor assigns work fairly” had no change; “My immediate supervisor creates a supportive work culture” and, “My Deputy Associate (DAS) creates a supportive work culture” declined slightly). Rating averages and comments support that a number of improvements have occurred since the **2013** survey was administered. While comments from **2013** and **2014** share similarities, in some areas they have narrowed, more specifically targeting areas still needing improvement. As with last year, the intent is to involve all work groups and staff levels to drive improvement efforts and subsequently increase all ratings.

1. **General Job Satisfaction:** Ratings in all areas of this category improved from **2013** ratings, with the most significant increases in “Receive training to do job well” **3.77** in **2013** to **3.90** in **2014**), and perception of ADE valuing ideas on work-related problems (**3.81** in **2013** to **3.93** in **2014**). As with last year, comments regarding training focused mostly on the need for job-specific training. The number of comments regarding the need for ADE to value employee ideas decreased from last year. (Additionally, there were a number of comments related to value of input under “Working Well” this year, while there were no positive comments in this area in the **2013** survey.)
2. **Work Conditions:** Ratings for all but one category in this section rose somewhat (“My supervisor assigns work fairly” had no change from **2013**). While the rating for promotions based on qualifications (and “State benefits”) increased the most in this category, promotions remains the lowest rated area in this category (**3.40** in **2013**, **3.49** in **2014**). In addition to numerous, strongly worded comments provided that indicate dissatisfaction with the fairness of the promotion process, several comments were submitted regarding disparities in fairness, discrimination, and accountability in workload.
3. **Communication:** Ratings for all three communication areas rose slightly from **2013** ratings. Comments mirrored many provided in **2013**. Specific comments were provided under this category for ensuring consistent and timely information flows top-down, and improving/increasing communication within and between Units/Divisions. In addition, communication was cited in various categories in the last two items of the survey, “Working Well” and “What Can ADE Improve?”.
4. **Supportive Work Environment:** Although “Support from supervisor” received the overall highest rating in this category, the rating declined (**4.18** in **2013** to **4.14** in **2014**). There was also a slight decline in “DAS support” (**4.00** in **2013**, **3.97** in **2014**). “Recognition” rating continues to improve (**3.69** in **2012**, **3.73** in **2013**, and **3.81** in **2014**). There has been a steady, significant increase in perception ratings for “support for participation in education & PD”—from a **2012** rating of **3.81**, to **3.89** in **2013**, to **4.08** in **2014**. “Associate support” saw a modest increase, and ratings on “Executive Team support” rose from **3.81** in **2013** to **3.92** in **2014** (both items were revised after the **2012** survey, so no comparison ratings for **2012** are available). Comments regarding limited visibility, and contact with staff were cited in both years as needing improvement.
5. **Overall Satisfaction:** The “net top box” percentage of respondents rating ADE “Outstanding” as a place to work (subtracting percent rating “Poor” from percent rating “Outstanding”) rose to **31.1%** in **2014** (**19.9%** in **2013**, **12.3%** in **2012**). Comments most cited within this category focused on improving management competence, and providing more support to staff.

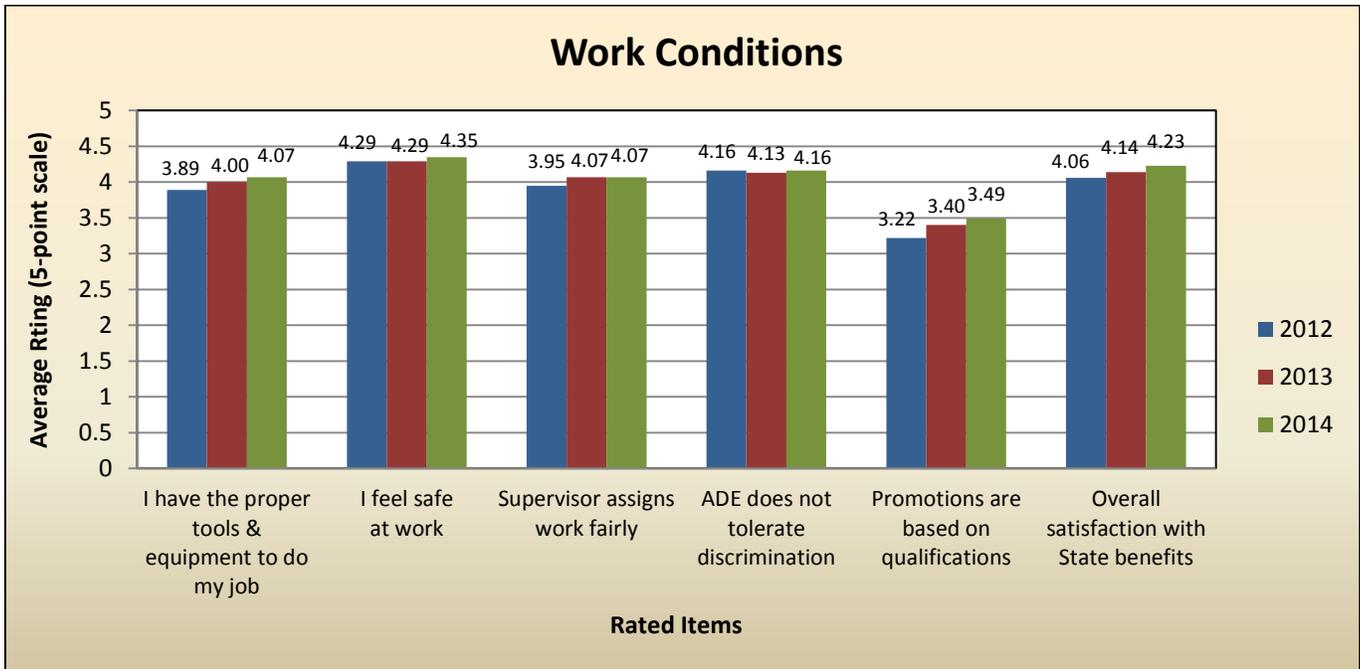
6. **Division Designators:** **68%** of ADE staff responded to the **2014** survey (**69%** in **2013**). In the 2011 survey, groups were broken out by Division. To obtain more specific, meaningful feedback for driving work culture improvement ADE-wide and within Sections/Units, the **2012**, **2013**, and **2014** surveys listed more specific, smaller group designators. To protect confidentiality, groups with fewer than **14** members were combined. Participation breakdown by group for 2014 was:
- Administration - includes Executive Staff, Innovative Learning, Office of Communications, Human Resources, Cross-Division Leadership Initiative, Organizational Development, State Board & Investigations: **76%**
 - Adult Education: **65%**
 - Assessment: **91%**
 - Building Operations: **56%**
 - Business and Finance - includes Audit: **74%**
 - Career and Technical Education (CTE): **60%**
 - Exceptional Student Services (ESS) – includes 21st Century Community Learning Centers (CCLC): **81%**
 - Grants Management: **36%**
 - Health and Nutrition (H&N): **67%**
 - High Academic Standards for Students (HASS) - includes K-12, Race to the Top and Early Childhood: **91%**
 - (Various) Highly Effective Schools (HES) – includes Homeless, Refugee, African American, Migrant, Native American Education & Outreach programs: **53%**
 - Highly Effective Teachers and Leaders (HETL): **62%**
 - Information Technology (IT): **48%**
 - Office of English Language Acquisition Services (OELAS): **87%**
 - Policy Development and Government Relations: **38%**
 - Research & Evaluation: **71%**
 - School Improvement: **60%**
 - Title I – includes School Safety & Prevention (SS&P): **68%**
7. **Supervisory/Non-Supervisory:** Participation by supervisory/non-supervisory was:
- Supervisory: **23.5% in 2013, 23.5% in 2014** (no change)
 - Non-Supervisory: **76.5% in 2013, 76.5% in 2014** (no change)
8. **Working well at ADE:** In **2014**, respondents once again cited Support most frequently (**69 in 2013, 84 in 2014**). In 2013, comments within “Support” specifically cited overall culture, flex schedules and five other categories. In **2014**, the most often cited area of improvement in this category was overall culture (**increase of 20 comments from 2013**). Subsequent most-cited comment areas for 2014 included: Leadership/Direction (**56 in 2013, 33 in 2014**); Communication (**39 in 2013, 26 in 2014**); Staff (**20 in 2013, 26 in 2014**), and Collaboration (**25 in 2013, 23 in 2014**).
9. **ADE improvement opportunities:** In **2014**, the category receiving the greatest number of comments was Support (**84 in 2013, 88 in 2014**). In **2013** and **2014**, comments in “Support” focused more on management/employee relationship (with focus on providing training/developing competence). Subsequent most-cited comment areas for **2014** included: Resources (**51 in 2013, 50 in 2014**); Compensation (**32 in 2013, 30 in 2014**); and Process Efficiency (**20 in 2013, 24 in 2014**).

As in previous surveys, 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.

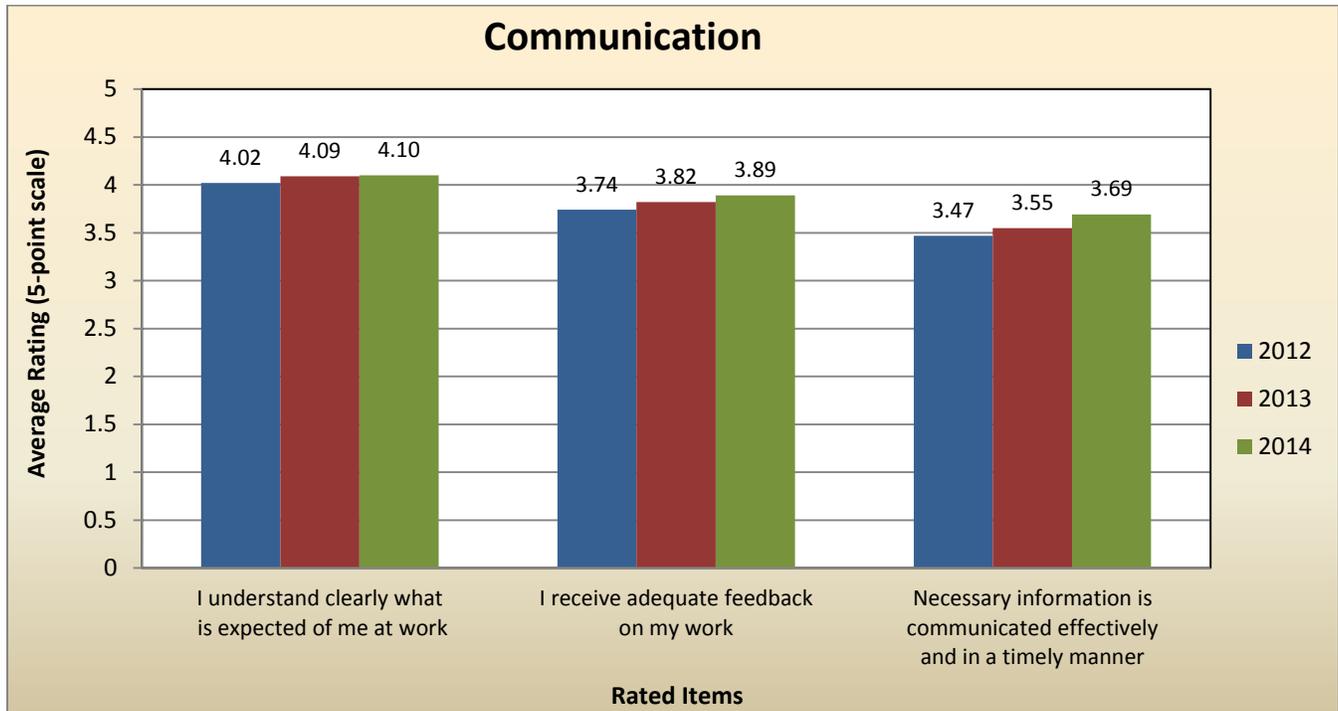
Employee Feedback



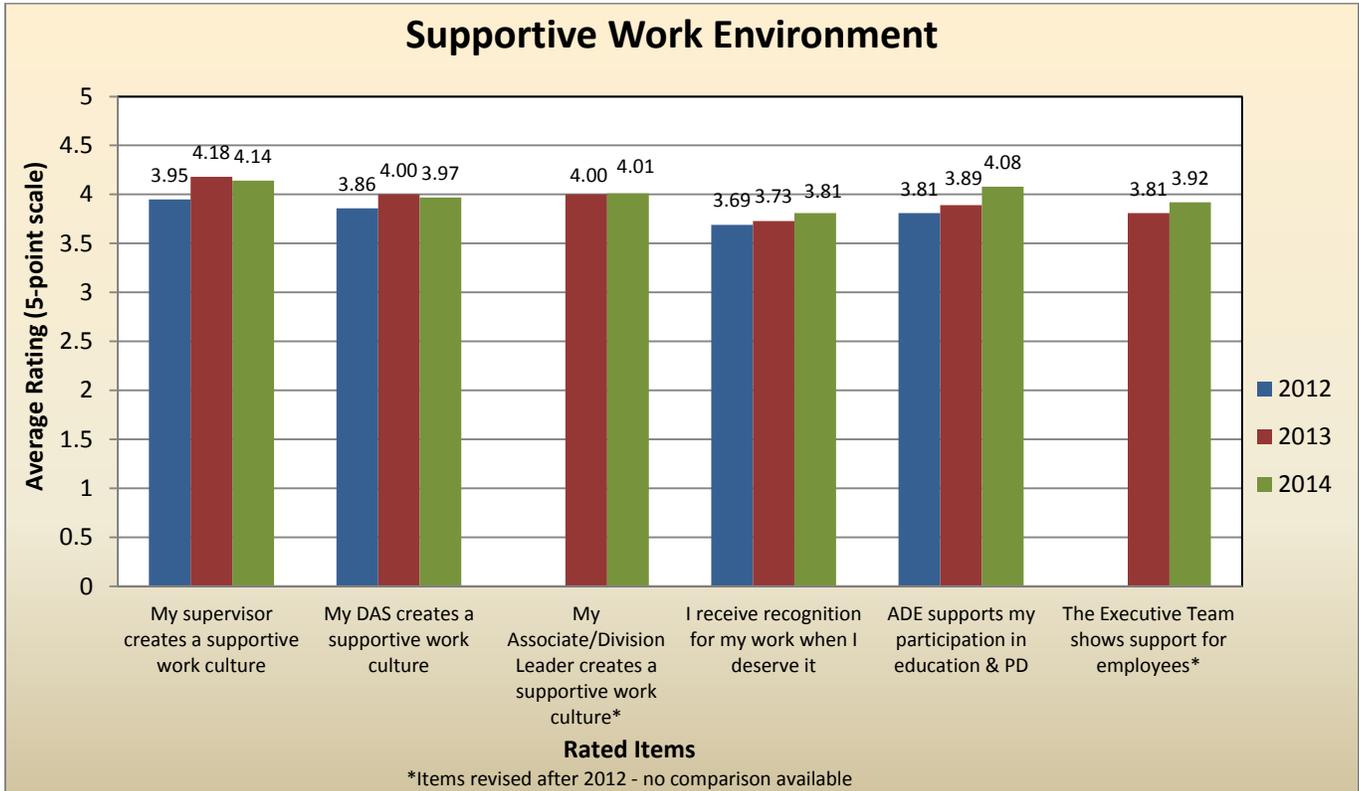
General Job Satisfaction—Comments Summary		
	2013 (46 Total)	2014 (34 Total)
Working Well:	Enjoy support of Unit/Section/Division leadership (7) General improvements (4) Training (3)	Enjoy support of Unit/Section/Division leadership (4) General improvements (3)
Improvement Opportunities:	Develop and provide job-specific training for new & current staff; provide professional development opportunities (8)	Develop and provide job-specific and technical training for new & current staff; provide support for participation in professional development opportunities (7)
	Employee input not valued; limited opportunity to apply experience, expertise (15)	Employee input not valued, as demonstrated by lack of action or follow-up on employee feedback; limited opportunity to apply experience, expertise (9)
	Leadership improve culture of support at Section/Unit level (6)	Leadership improve culture of support at Section/Unit level, provide more growth opportunities (8)
	Miscellaneous (3)	Miscellaneous (3)



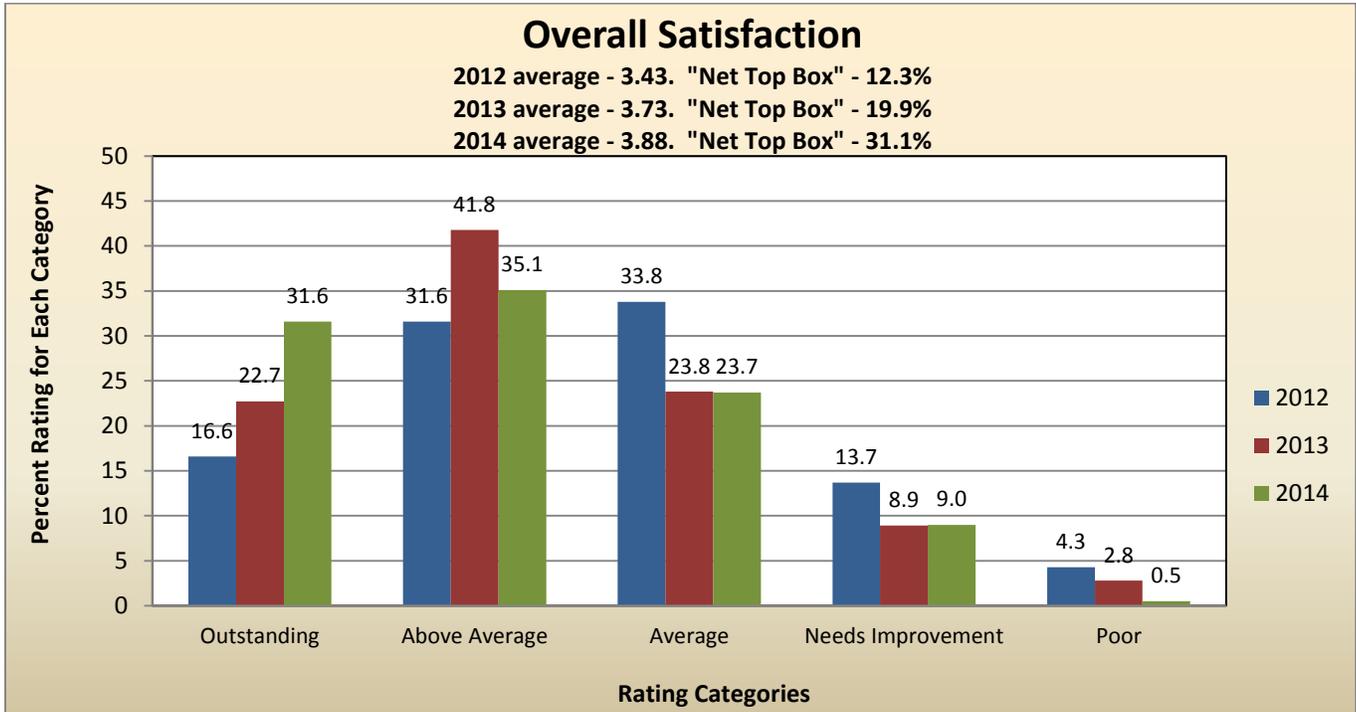
Work Conditions—Comments Summary		
	2013 (76 Total)	2014 (65 Total)
Working Well:	Benefits (1)	Benefits (2) Garage safety improvements (2)
Improvement Opportunities:	Promotions often not based on qualification, more of "who you know"; limited opportunities (21)	Promotions often not based on qualification, more of "who you know"; limited opportunities (16)
	Favoritism displayed; hold everyone accountable to the same standard in performance, behavior, workload (14)	Perceptions of favoritism and/or discrimination; hold everyone accountable to the same standard in performance, behavior, workload (12)
	Not happy with changes to State benefits—ASRS, Dental, Medical, Vacation (11) Increase salaries(4)	Concerns re. changes in annual leave and benefits deductions (5) Provide COLA; correct disparity in salaries (6)
	Provide technology, equipment, support to do the job (13)	Provide more portable devices, technology support; improve systems, vpn, storage capacity; provide basic office equipment (14)
	Reinstate badges, provide parking security (5)	General safety improvements (4)
	Miscellaneous (7)	Miscellaneous (4)



Communication—Comments Summary		
	2013 (40 Total)	2014 (40 Total)
Working Well:	Good communication from my supervisor (3) Facilities doing a great job with Central move communication (1)	Good communication from my supervisor (2) Enjoy the ADE Insider (1)
Improvement Opportunities:	Division/Section/Unit Management: (12) <ul style="list-style-type: none"> Share information at staff meetings (Unit, Section) to ensure all receive a consistent message at the same time; provide opportunities for staff to give input (9) Implement regular feedback systems that include ratings and constructive feedback (3) 	Division/Section/Unit Management: (16) <ul style="list-style-type: none"> Ensure all staff receive a consistent message at the same time; provide opportunities for staff to give input; ensure the flow of top-down information (12) Implement regular feedback systems that include ratings and constructive feedback (4)
	Provide clear, consistent expectations (4)	
	Limited communication from/with Executive Team; decisions made in isolation contribute to crises (7)	Limited communication from/with Executive Team; decisions made in isolation contribute to crises (5)
	Improve timeliness of information (3)	Improve timeliness of information (4)
	Improve cross-Unit/Division communication (responsiveness, timeliness, information-sharing; eliminate "over-communication from some programs) (7)	Improve effectiveness of ADE-wide and cross-Unit/Division communication and information-sharing (12)
	Miscellaneous(3)	



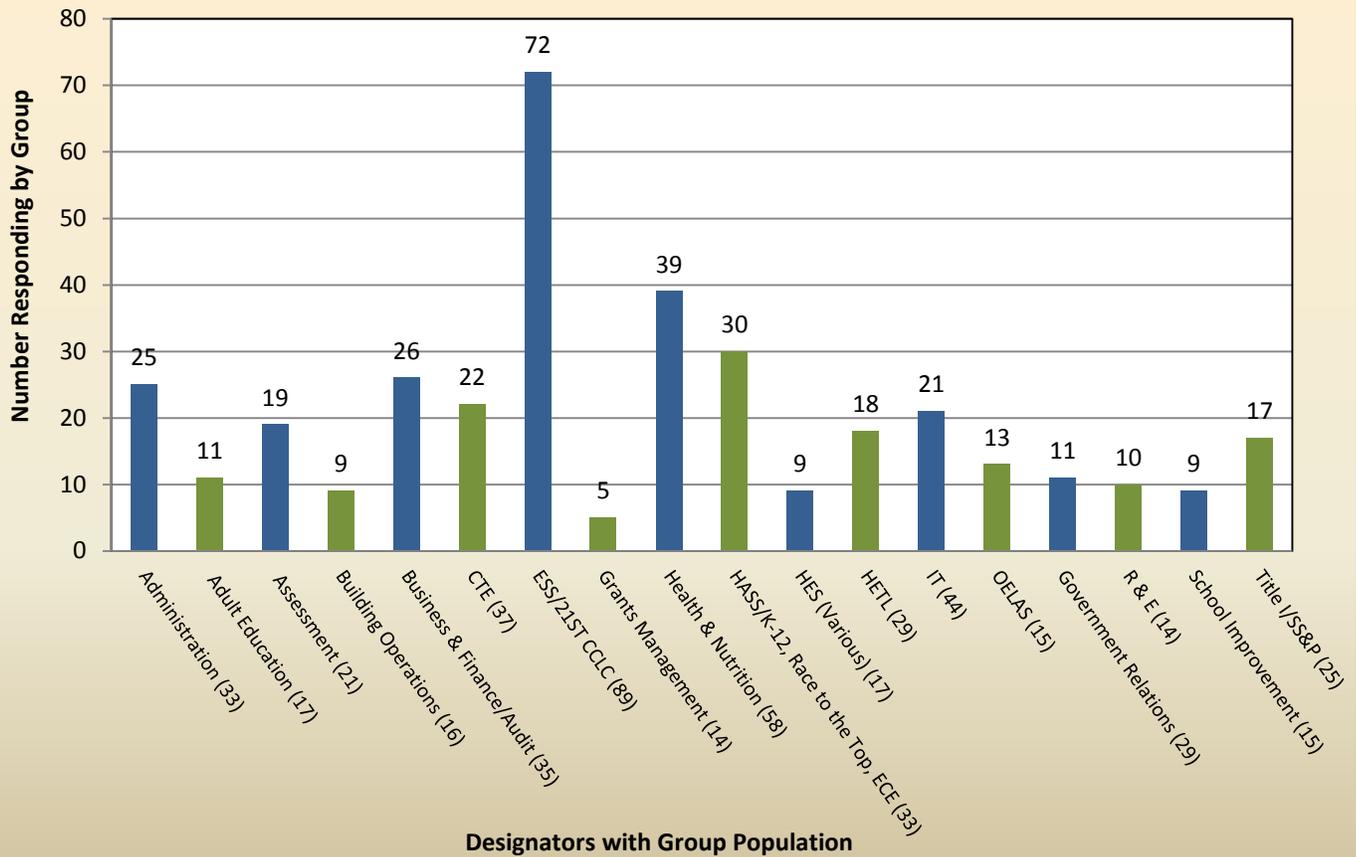
Supportive Work Environment—Comments Summary		
	2013 (58 Total)	2014 (40 Total)
Working Well:	Positive, supportive (12) <ul style="list-style-type: none"> Supervisor (4) Deputy Associate (4) Associate (1) Executive Team (3) 	Positive, supportive (6) <ul style="list-style-type: none"> Strong Unit/Division support (3) General support (2) Executive Team (1)
Improvement Opportunities:	Executive team lacking presence/contact with staff, support for cross-agency collaboration (8)	Executive team lacking presence/disconnected from staff (6)
	Supervisor displays favoritism, creates negative environment (5)	Supervisor displays favoritism, lacks administrative and intrapersonal skills (3)
	DAS lacks competence, sincerity; displays favoritism (9)	DAS absent/disconnected from employees and the work (8)
	Associate lacking presence, contact with staff (8)	Miscellaneous comments regarding Associate relationship with staff (4)
	Demonstrate support for training/PD by providing consistency across Units in opportunities, tuition reimbursement, funding and time (9)	
	Provide recognition (4)	General support and recognition inconsistently provided (7)
	Miscellaneous (3)	Miscellaneous (6)



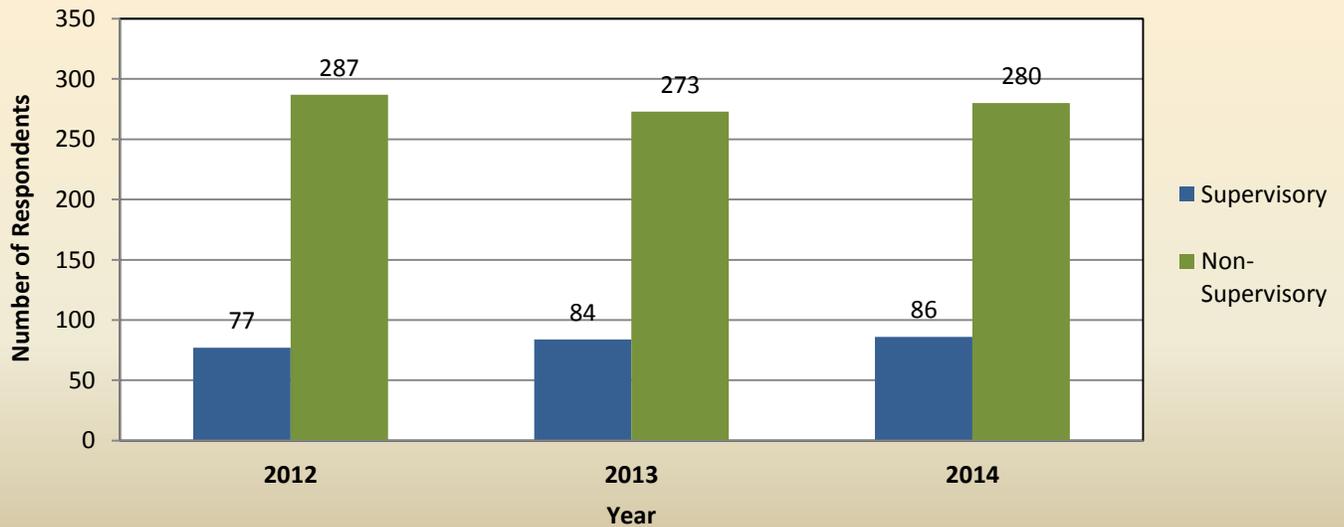
Overall Satisfaction—Comments Summary		
	2013 (54 Total)	2014 (47 Total)
Working Well:	<p>Overall culture is outstanding (6)</p> <p>Enjoy my job and working at ADE (5)</p> <p>Changes in program management have been positive (3)</p>	<p>Great work environment, approaching outstanding (6)</p> <p>Appreciate Division/group leadership and upper management (6)</p> <p>Enjoy my job and the challenging work (3)</p>
Improvement Opportunities:	<p>Raise skill levels in managing people and effective teams to increase productivity and creative collaboration (14)</p> <ul style="list-style-type: none"> Increase knowledge, competence of top levels (through DAS level) in the work needed, leadership and decision-making skills (6) Supervisor creating negativity in Unit (3) Lacking direction, presence from Executive Team (2) Need management (all levels) to hold everyone accountable to the same standard of service and productivity (3) 	<p>Raise skill levels in managing people and effective teams to increase productivity and creative collaboration (13)</p> <ul style="list-style-type: none"> Increase knowledge, competence of top levels (through DAS level) in the work needed, leadership and decision-making skills (7) Need management (all levels) to hold everyone accountable to the same standard of service and productivity; needs to start at the top (4) Improve management communication skills and consistency in messaging (inside and external to ADE) (2)
	No raises/COLA; salaries low. Need equitable balance of work and pay (11)	
	<p>Improve consistency in support for staff, ADE-wide (14)</p> <ul style="list-style-type: none"> Culture change is perceived as negative regarding support, satisfaction; looking elsewhere for employment (7) Increase resources/training (4) Provide more telecommuting/flex options (3) 	<p>Improve consistency in support for staff, ADE-wide (14)</p> <ul style="list-style-type: none"> Many cultural improvements still needed; need leadership to value employee expertise and input; reduce turnover (9) Provide more compensation and growth opportunities (3) Increase resources/training (2)
	Miscellaneous (1)	Miscellaneous (5)

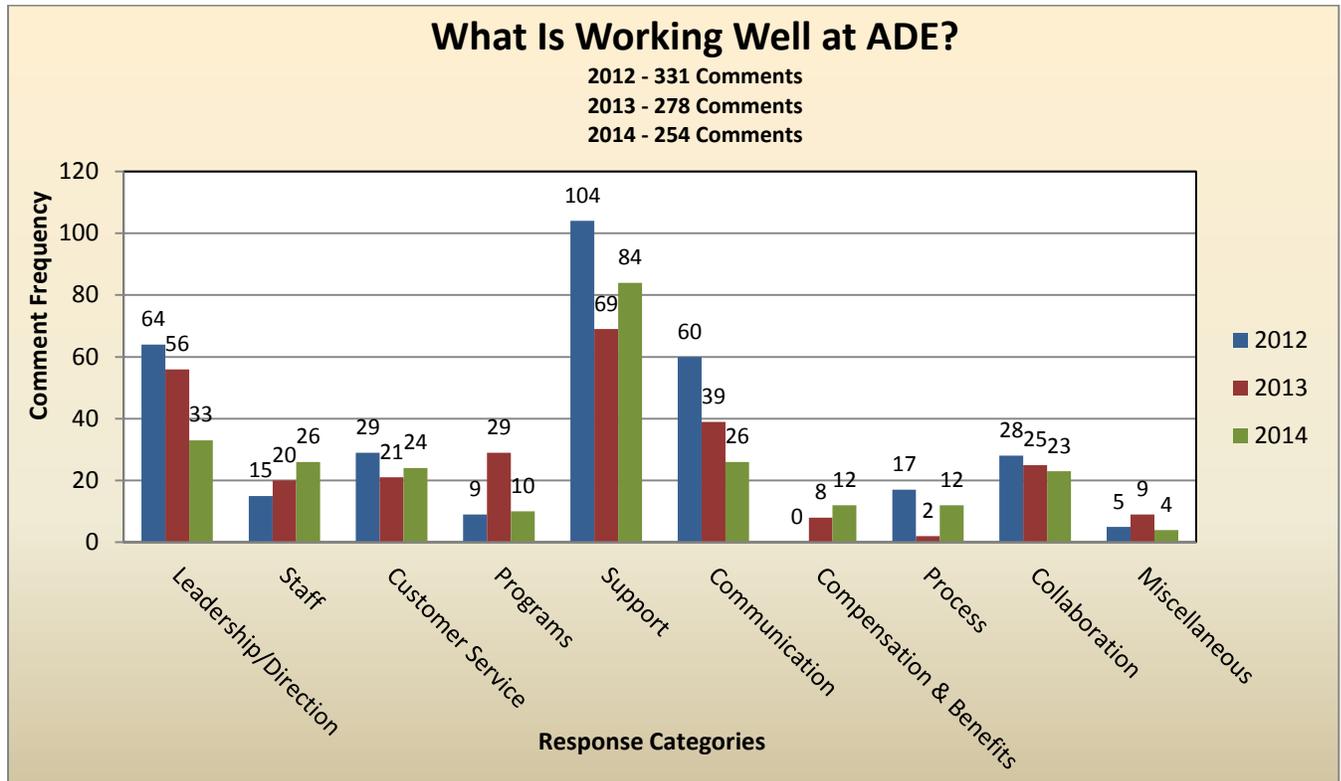
2014 Division Designators

(Since group designators were changed slightly each year, no comparisons available)



Supervisory/Non-Supervisory Designation



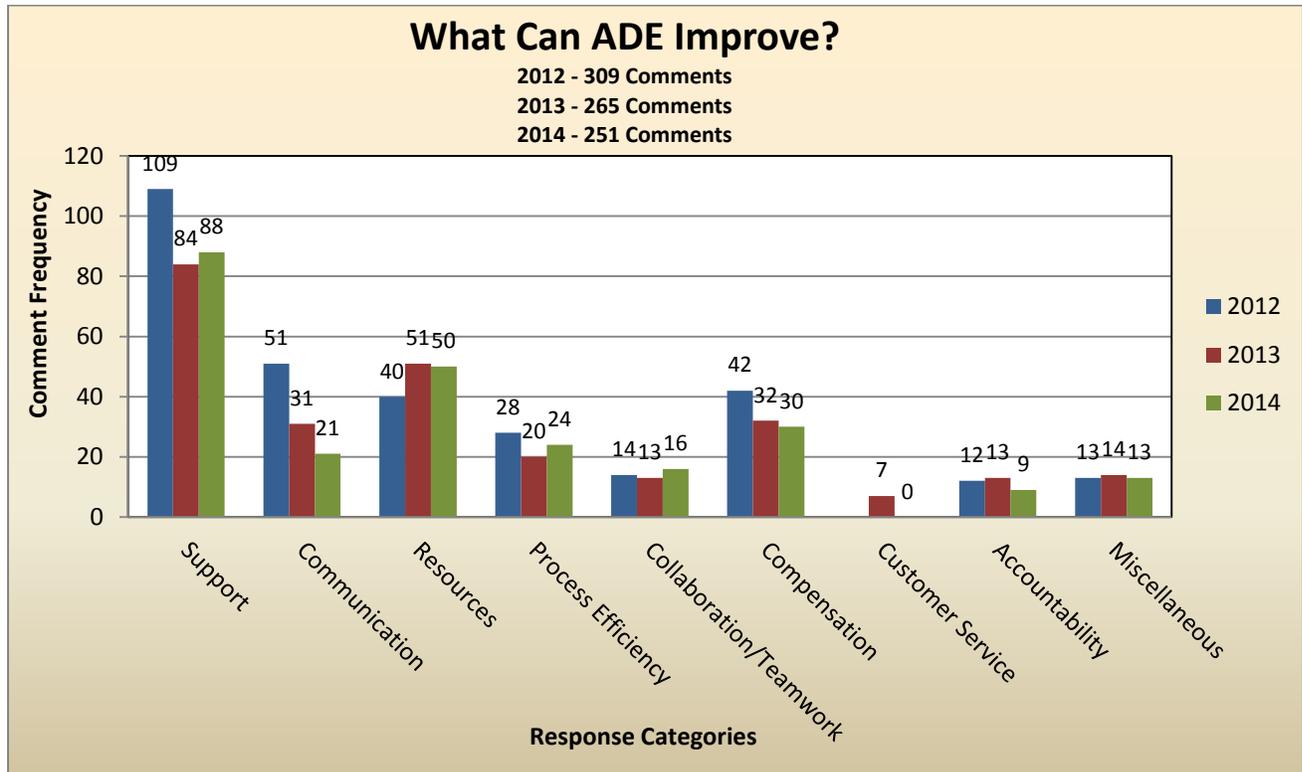


What is Working Well at ADE?—Comments Summary

2013 (278 Total)	2014 (254 Total)
Leadership/Direction (56) <ul style="list-style-type: none"> Division/Unit Management is supportive, leadership improving (22) Executive Team is creating a supportive culture and focus on service, students (22) Clear direction and focus on shared Vision, Mission, goals (12) 	Leadership/Direction (33) <ul style="list-style-type: none"> Executive Team is creating a supportive culture; listening to employees to improve work environment (15) Division/Unit Management is supportive, encouraging; (14) General (4)
Staff (20) <ul style="list-style-type: none"> Supportive, pleasant, collaborative (13) Dedicated, competent, knowledgeable (7) 	Staff (26) <ul style="list-style-type: none"> Supportive, pleasant, collaborative (13) Dedicated, competent, knowledgeable (13)
Customer Service (21) <ul style="list-style-type: none"> KYSO focus ADE-wide (10) Technical Assistance (7) Commitment to strengthening relationship (4) 	Customer Service (24) <ul style="list-style-type: none"> Strong support of students and educators (14) KYSO focus (5) Increase in collaborative relationships (5)
Programs (29) <ul style="list-style-type: none"> Facilities improvements at Jefferson, service & communication with Central move (10) IT responsiveness & support (9) Various Units (four mentioned) (9) 	Programs (10) <ul style="list-style-type: none"> IT responsiveness & support (4) Government Relations & Policy updates (2) Various Units (4)
Support (69) <ul style="list-style-type: none"> Overall culture (19) Flex schedules, telecommuting (16) PD, training opportunities (10) Input valued (8) REACH events (7) Casual Fridays (6) Resources (3) 	Support (84) <ul style="list-style-type: none"> Overall culture (39) PD, growth opportunities (13) Flex schedule (10) Resources (10) Input valued (6) REACH events (3) Casual Fridays (3)

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

2013 (274 Total)	2014 (254 Total)
<p>Communication (39)</p> <ul style="list-style-type: none"> • More communication from management, all levels (11) • Opportunities to provide input (7) • General comments; communication improving (21) 	<p>Communication (26)</p> <ul style="list-style-type: none"> • Improvements in communication from management, all levels; appreciate Town Hall sessions (9) • Improving communication within and between work groups (7) • General improvements ADE-wide (10)
<p>Compensation & Benefits (8)</p> <ul style="list-style-type: none"> • Benefits are good 	<p>Compensation & Benefits (12)</p> <ul style="list-style-type: none"> • Incentive pay a step in the right direction (5) • Benefits are good (5) • Miscellaneous (2)
<p>Process (2)</p> <ul style="list-style-type: none"> • Grants management • FERPA standards 	<p>Process (12)</p> <ul style="list-style-type: none"> • Various program improvements (8) • General streamlining/improvements (4)
<p>Collaboration (25)</p> <ul style="list-style-type: none"> • ADE-wide, focus on/commitment to collaboration (11) • Cross-Division (9) • Within Sections/Units (5) 	<p>Collaboration (23)</p> <ul style="list-style-type: none"> • ADE-wide, focus on/commitment to collaboration (12) • Cross-Division (8) • Within Sections/Units (3)
<p>Miscellaneous (9)</p>	<p>Miscellaneous (4)</p>



What Can ADE Improve?—Comments Summary

2013 (265 Total)	2014 (251 Total)
<p>Support (84)</p> <ul style="list-style-type: none"> • Improve management/staff relationship (32) <ul style="list-style-type: none"> ○ Executive Team connect with/be visible to Staff; improve planning, time management skills; model and hold others accountable to present an image that represents ADE Vision, Mission (12) ○ Develop knowledge and competence in all management levels (10) ○ Model/create a supportive work culture (6) ○ Provide interpersonal skills & management training to supervisors; develop ability to empower staff (4) • Provide training options (23) • Provide culture of support; value staff input (18) • Base promotions on merit (6) • Provide opportunity to telecommute (5) 	<p>Support (88)</p> <ul style="list-style-type: none"> • Improve management/staff relationship (30) <ul style="list-style-type: none"> ○ Provide management skills training to all management levels (10) ○ Develop knowledge and competence in all management levels (9) ○ Provide better direction and improve communication, flow of information to staff (7) ○ Increase Executive Team support (4) • Provide training options (expand orientation; webinars; instructor-led classes; PD opportunities) (15) • Provide culture of support at all levels, expand outreach, morale, engagement activities (13) • Improve fairness (22) <ul style="list-style-type: none"> ○ Base growth/promotion on qualifications, merit (15) ○ Ensure equity in workloads (7) • Provide opportunity to flex, telecommute (4) • Miscellaneous (4)
<p>Communication (31)</p> <ul style="list-style-type: none"> • Improve communication ADE-wide (17) • Improve communication within Unit/Section/Division (7) • Management ensure regular flow of information gets to staff (5) • Improve/increase communication from Executive Team (2) 	<p>Communication (21)</p> <ul style="list-style-type: none"> • Improve/increase timely communication (especially on key initiatives) from Executive Team, and ensure regular flow of information gets to staff (6) • Improve communication within Unit/Section/Division (5) • Improve cross-Division communication (5) • General communication improvements, ADE-wide (5)

What Can ADE Improve?—Comments Summary, continued

2013 (263 Total)	2014 (251 Total)
<p>Resources (51)</p> <ul style="list-style-type: none"> • Improve/update facilities (13) • Improve technology and IT support (15) • Upgrade equipment (9) 	<p>Resources (50)</p> <ul style="list-style-type: none"> • Improve technology and IT support (30) <ul style="list-style-type: none"> ○ Technology and systems (17) ○ Service and support (13) • Improve/update facilities (20) <ul style="list-style-type: none"> ○ General (office space, split sites) (8) ○ Jefferson – general improvements (7) ○ Jefferson – cafeteria (5)
<p>Process Efficiency (20)</p> <ul style="list-style-type: none"> • Coordinate, streamline and standardize processes to improve services to field (10) • Improve efficiency of internal service processes (Procurement, Travel, HR) (10) 	<p>Process Efficiency (24)</p> <ul style="list-style-type: none"> • Improve efficiency of internal service processes: <ul style="list-style-type: none"> ○ Surveys, use of data collection (7) ○ Standardize, streamline ADE processes (5) ○ Travel (4) ○ Procurement (3) ○ Meetings (3) ○ MAP (2)
<p>Collaboration and Teamwork (13)</p> <ul style="list-style-type: none"> • Continue improvements ADE-wide (10) • Develop more collaboration between Units and Sections (3) 	<p>Collaboration and Teamwork (16)</p> <ul style="list-style-type: none"> • Implement more formal structure, opportunities for collaboration between programs (10) • Develop more collaboration ADE-wide (6)
<p>Compensation (32)</p> <ul style="list-style-type: none"> • Provide COLA to all staff 	<p>Compensation (30)</p> <ul style="list-style-type: none"> • Provide raises/COLA to all staff (28) • Miscellaneous benefits (2)
<p>Customer Service (7)</p> <ul style="list-style-type: none"> • Focus on learning, service, school outcomes 	<p>Customer Service (0)</p>
<p>Accountability (13)</p> <ul style="list-style-type: none"> • Management hold staff accountable for performance and behavior standards (6) • Management should be held accountable for behavior and performance (4) • General accountability, ADE-wide (3) 	<p>Accountability (9)</p> <ul style="list-style-type: none"> • Management hold staff accountable for performance and behavior standards (7) • General accountability, ADE-wide (2)
<p>Miscellaneous (14)</p>	<p>Miscellaneous (13)</p>