



# Arizona Department of Education

## **Employee Satisfaction Survey Report**

**Fiscal Year 2011**  
**(February 2011)**

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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 the following goals:

1. Increase student achievement
2. Strengthen Customer Relationships
3. Build a 21<sup>st</sup> Century Workforce
4. Enhance process efficiency and effectiveness
5. Build a "great place to work"

## **Data Collection Process**

The data collection process for the assessment entailed distribution of a confidential, online survey to all ADE employees (including all management levels, total 512 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 was 383 (75% response rate).

## **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.

## **Results Review**

Analysis of responses indicated consensus on a number of organizational strengths, support for the new Administration, and areas for improvement.

## Results Review

A general review of ratings and comments is provided below. While rating averages indicate a good foundation currently exists for building a great place to work, there is ample room for improvement in a variety of areas. Moving forward, the intent is to drive improvement efforts and subsequently increase the percent of items receiving “Strongly Agree” and “Outstanding” ratings.

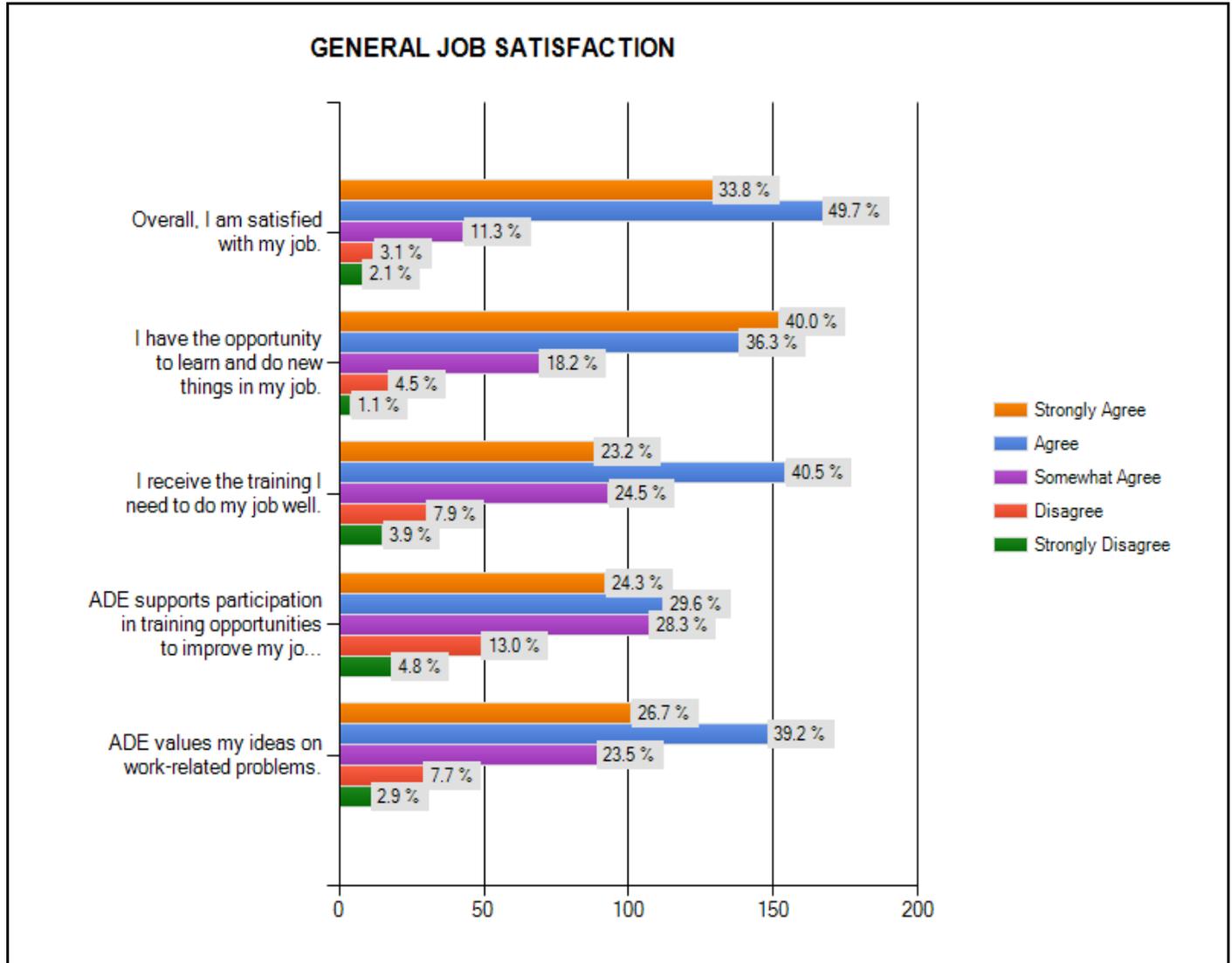
1. **General Job Satisfaction:** Ratings indicate high level of satisfaction with general job satisfaction and opportunity to learn and do new things. Lower satisfaction percentages are reflected in ratings and comments provided for training-related statements. Management-related comments referred to both support of employees and valuing of employee input.
2. **Work Conditions:** Safety at work received a high percentage of satisfaction. While there were no comments provided for the high rating, 16 respondents did comment that they didn’t feel as safe with the badge readers removed. Only 48% of respondents gave a high percentage rating to promotions based on qualifications. Comments on this item supported the lower rating. Comments also support lower ratings for tools, workload distribution and benefits.
3. **Communication:** Although percentages are high for respondents clearly understanding work expectations, they drop for receiving feedback and timely information. Comments clarify the lower satisfaction/perception ratings. Comments in Question 9 (what can ADE improve?) also reflect a desire for improved communication between employees and immediate supervision.
4. **Supportive Work Environment:** The two lowest-rated items in this category were support for education and professional development, and Senior Management support of employees. Comments that supported these ratings were also provided for these two areas, as well as for Division/Unit management.
5. **Overall Satisfaction:** Only 51% of respondents rated the Department of Education as an Outstanding or Excellent place to work. Although comments to this item were narrowly focused on management and compensation, responses to Question #9 (what can ADE improve?) provide more clarity on various areas that, if improved, should increase this percentage.
6. **Division Identifiers:** 75% of ADE staff responded to the survey. Participation breakdown by Division Grouping was:
  - a. Educational Services and Resources: 81%
  - b. Academic Achievement: 72%
  - c. School Effectiveness: 72%
  - d. Administration: 66%
  - e. Standards and Assessment: 68%
  - f. IT: 79%
  - g. Business and Finance: 77%
  - h. Administrative Services: 64%
7. **Supervisory/Non-Supervisory:** Participation by supervisory/non-supervisory was:
  - a. Supervisory: 27%
  - b. Non-Supervisory: 73%
8. **Working well at ADE:** Respondents were generous in their support of the new Administration, citing appreciation and optimism for change toward better communication, collaboration, support and accountability. Several expressed the desire to have the Superintendent get to know each Unit and its respective mission, as well as to interact regularly with staff at all levels.

Numerous comments referenced excellence in Division/Unit leadership, acknowledging the support and competence of their immediate supervisor.

Respondent comments on Customer Service and Staff were closely correlated, as many referenced the dedication to students, teachers and LEAs. Comments related to Programs also mirrored dedication to service, but in addition referenced cross-functional cooperation and teamwork within Divisions/Units.

9. **ADE improvement opportunities:** The area receiving the greatest number of comments was “Support”. Comments included the desire to create a culture of community and support, including greater collaboration on similar work between Divisions. 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**



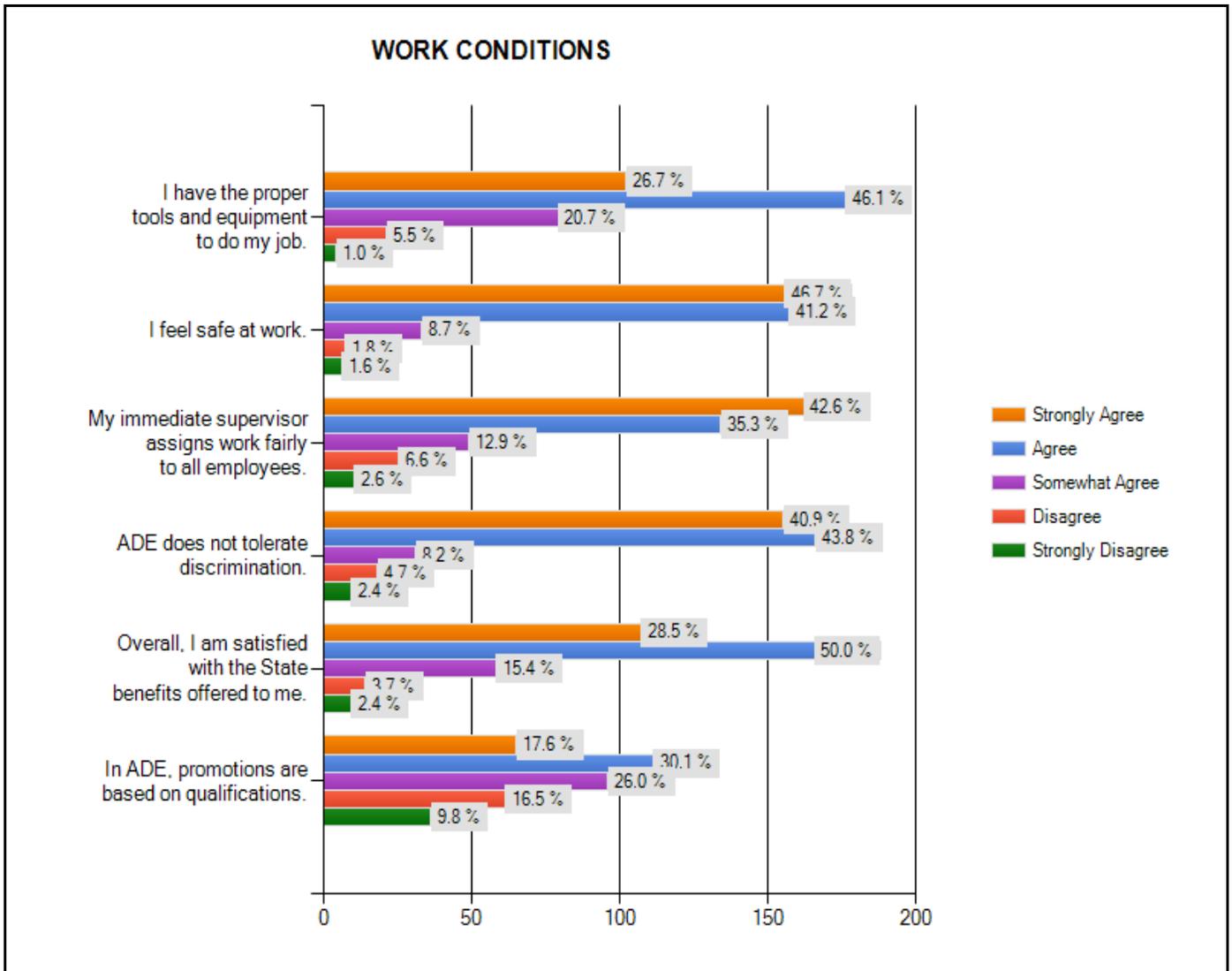
**Comments:** 79 Total Comments

**Working Well:** (17)

- Able to apply my skills, my supervisor is supportive and competent (17)

**Improvement Opportunities:** (62)

- Increase training & continuing education opportunities (38)
  - Involve staff in defining creative solutions to overcome funding limitations (20)
  - Demonstrate commitment to staff development (time, resources, cross-training) (18)
- Solicit and implement employee input on change, problems, solutions, initiate cross-training and collaboration opportunities with other Units (11)
- Eliminate restrictive management practices (i.e. re. communication, control, culture), assess and address staffing levels and tools/resource needs (10)
- Miscellaneous (3)



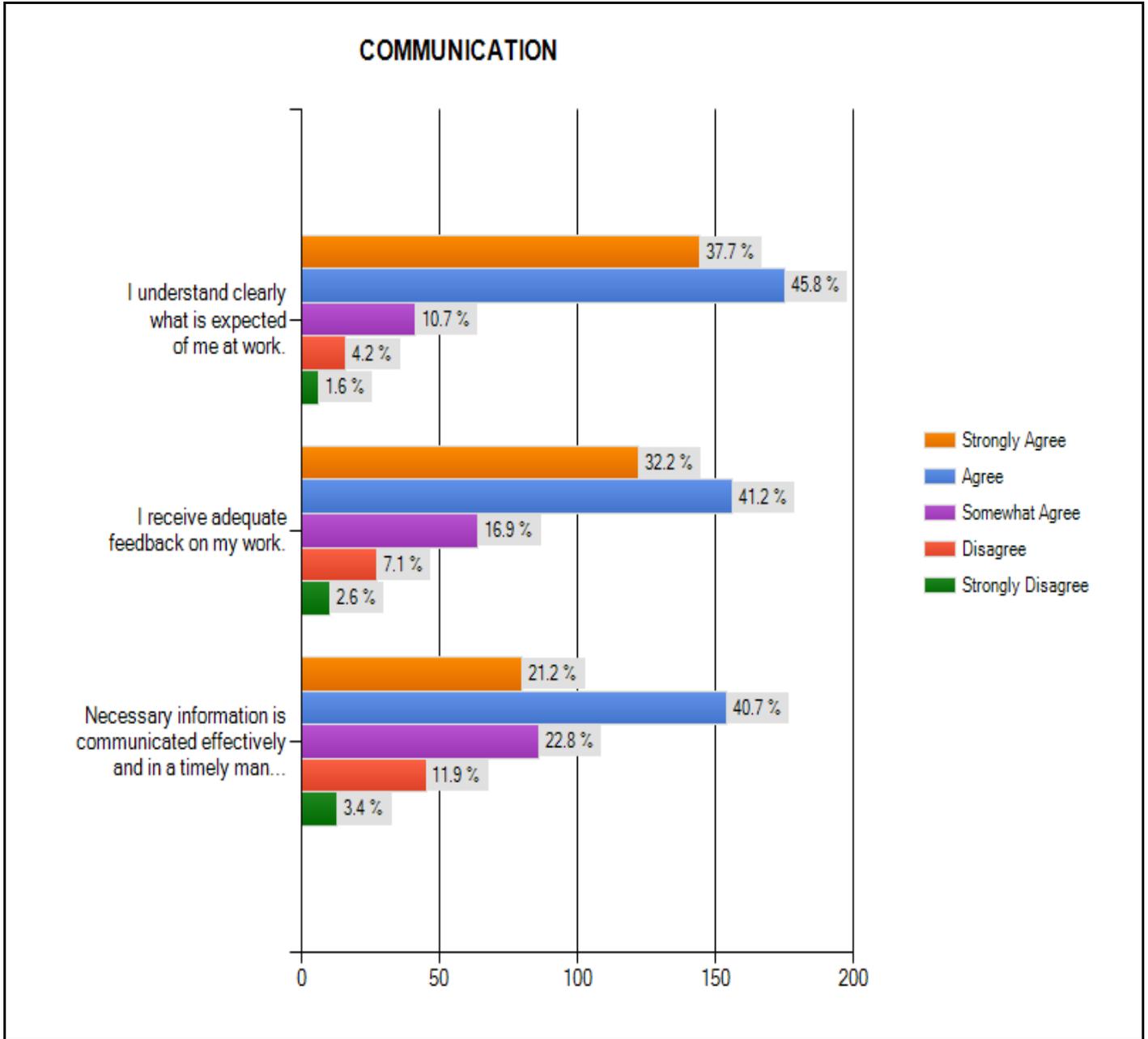
**Comments: 100 Total Comments**

**Working Well: (8)**

- My supervisor is fair and creates a supportive work culture, benefits are great

**Improvement Opportunities: (92)**

- Demonstrate fairness throughout ADE (29)
  - Ensure promotions are given to the most qualified (16)
  - Provide equity in distribution of workload/supervisor treatment of staff (13)
- Improve compensation and benefits (29)
  - 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)
- Reinstate badge readers (16)
- Provide better tools and resources (13)
- Miscellaneous: (5)



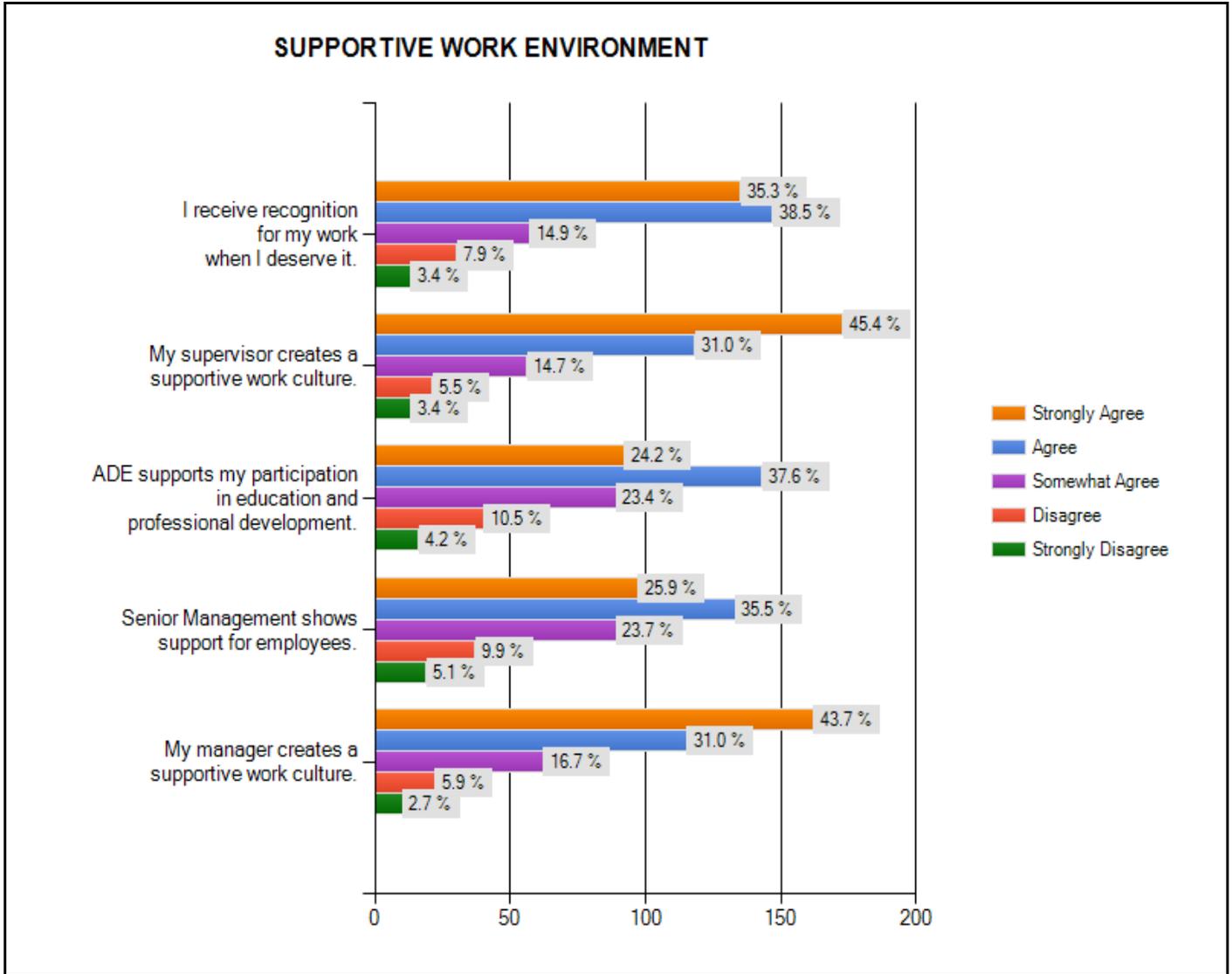
**Comments: 75 Total Comments**

**Working Well: (17)**

- Good communication within my Unit/Division (17)

**Improvement Opportunities: (58)**

- Improve level and quality of management to staff communication (33)
  - Unit-related communication from management (20)
  - Clear expectations, feedback on performance (13)
- Focus on ADE-wide communication improvements (25)
  - Implement timely information sharing, cross-functional communication (13)
  - Provide clear and consistent communication on new policies (12)



**Comments: 89 Total Comments**

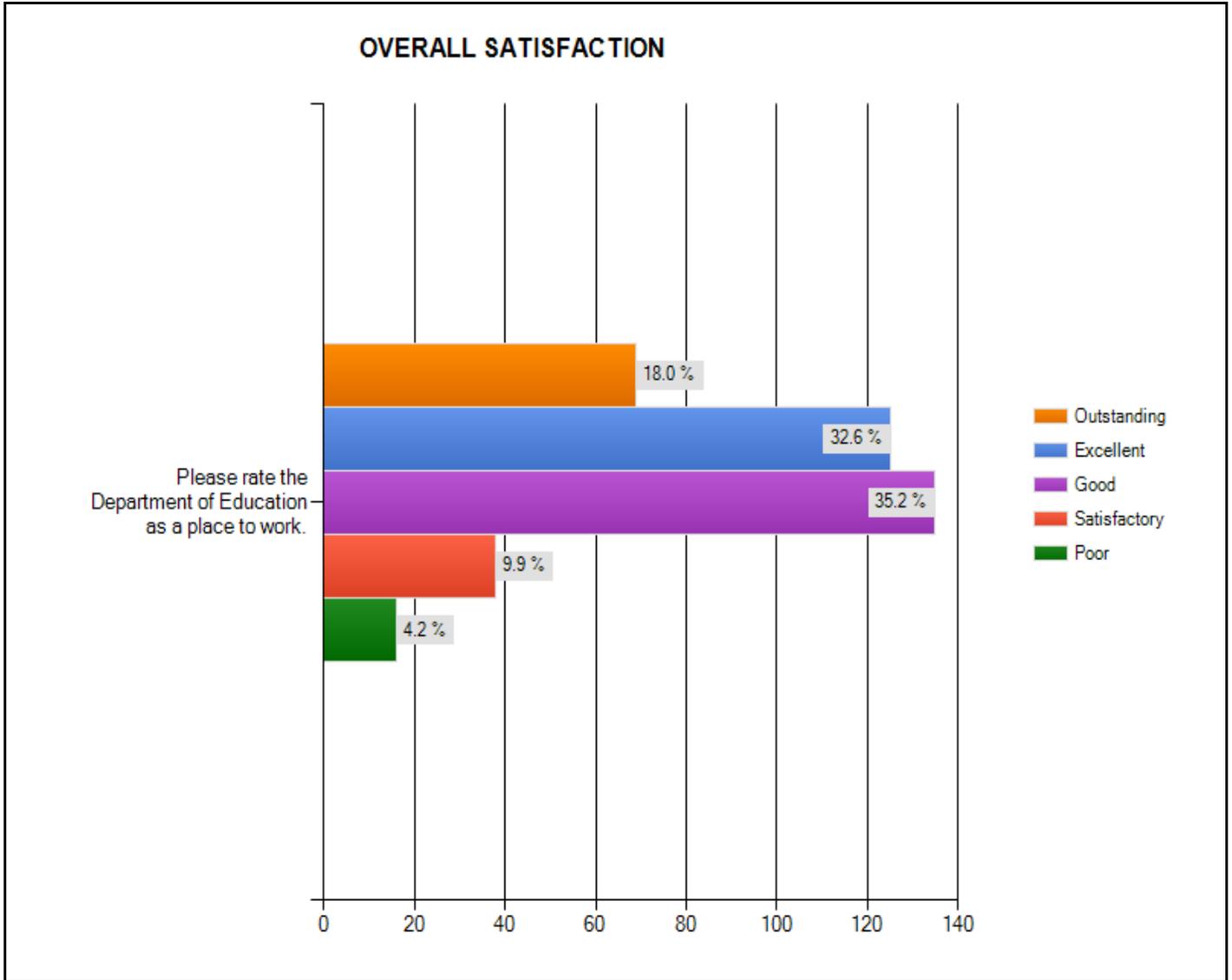
**Working Well: (28)**

- Strong level of support and leadership in my Unit/Division (20)
- New Administration refreshing; am optimistic (8)

**Improvement Opportunities: (55)**

- Demonstrate management respect and support of employees at all levels (31)
  - Division/Unit management (17)
    - Implement leadership development program for all levels
  - Senior Management (14)
    - Model respectful treatment and support, improve communication
- Implement employee training and development program (16)
  - Provide opportunities, including flexible work schedules
- Provide timely, sincere recognition for quality work and service (8)

**Miscellaneous (6)**



**Comments: 71 Total Comments**

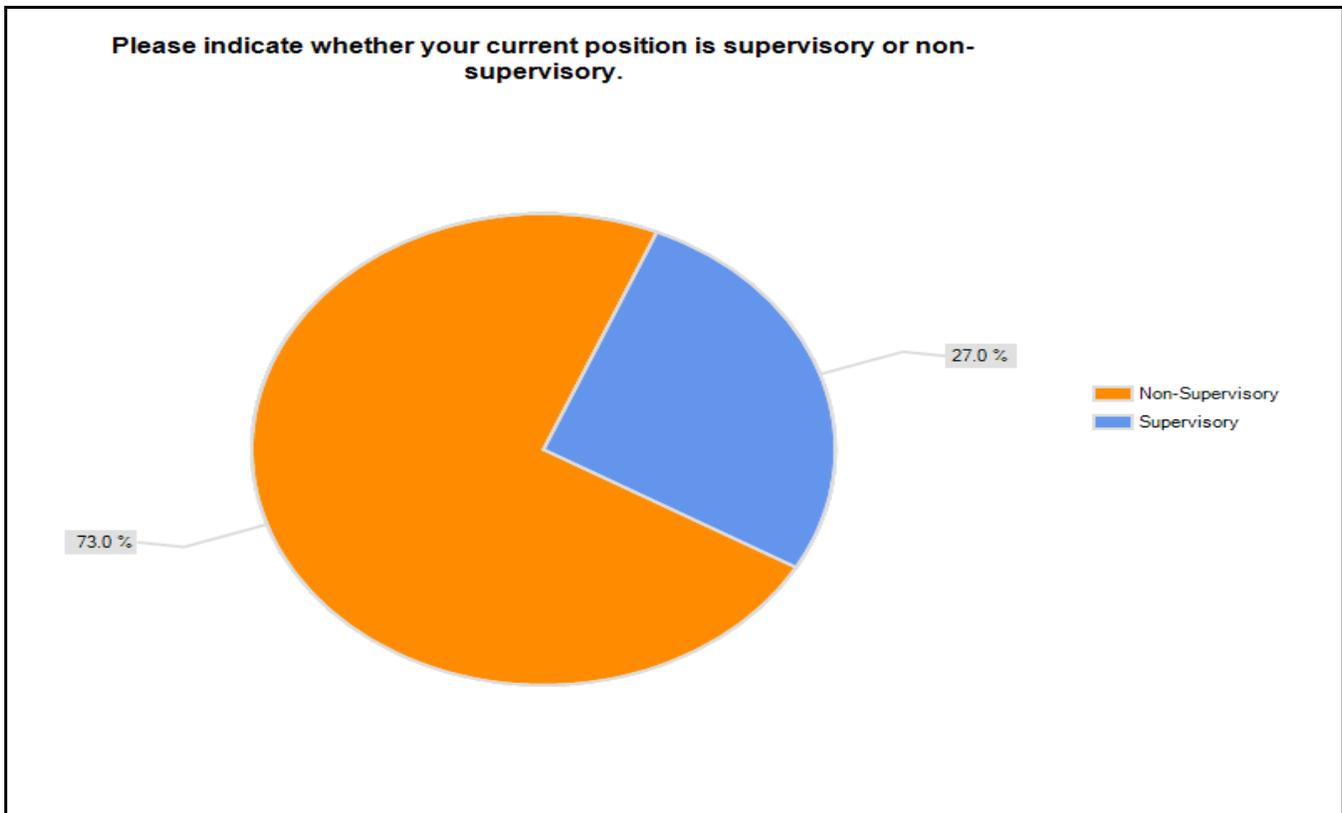
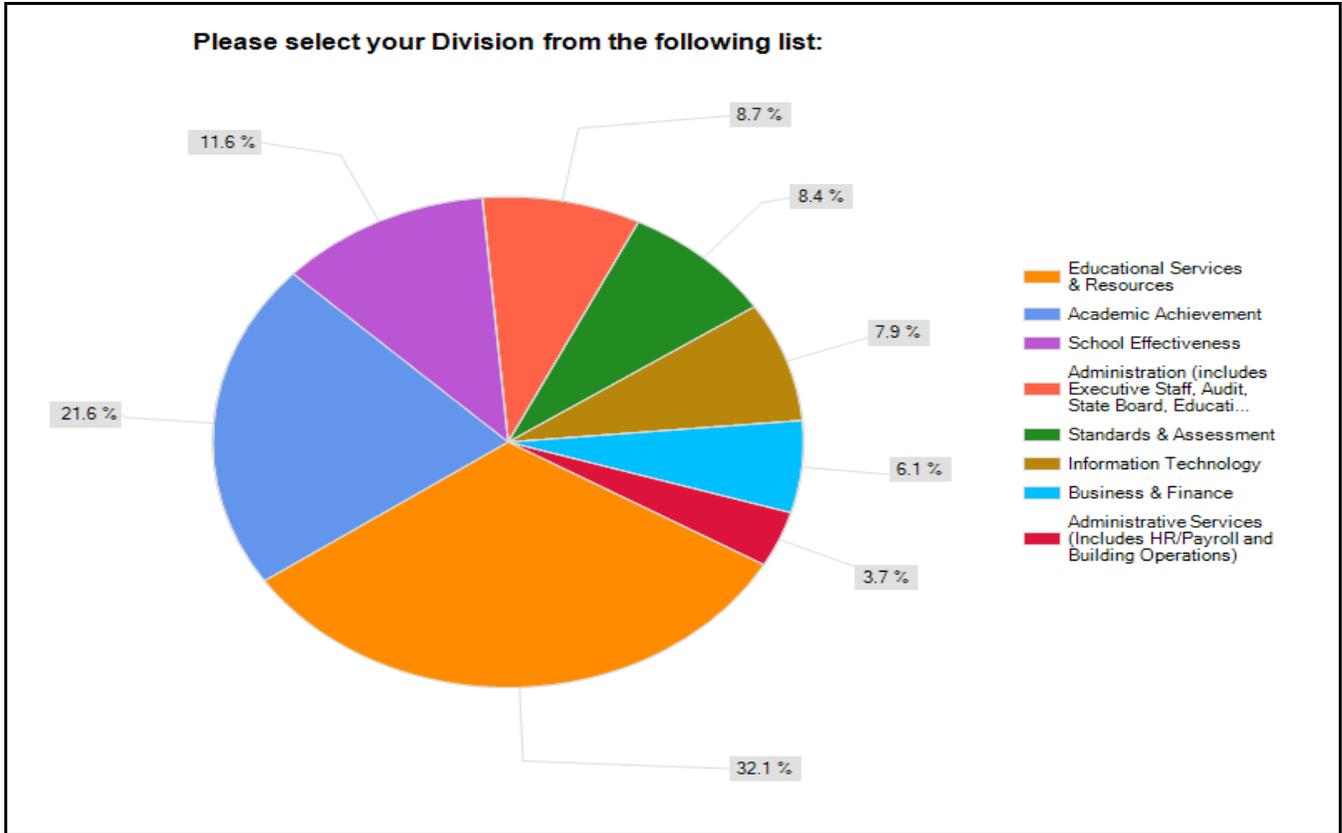
**Working Well: (25)**

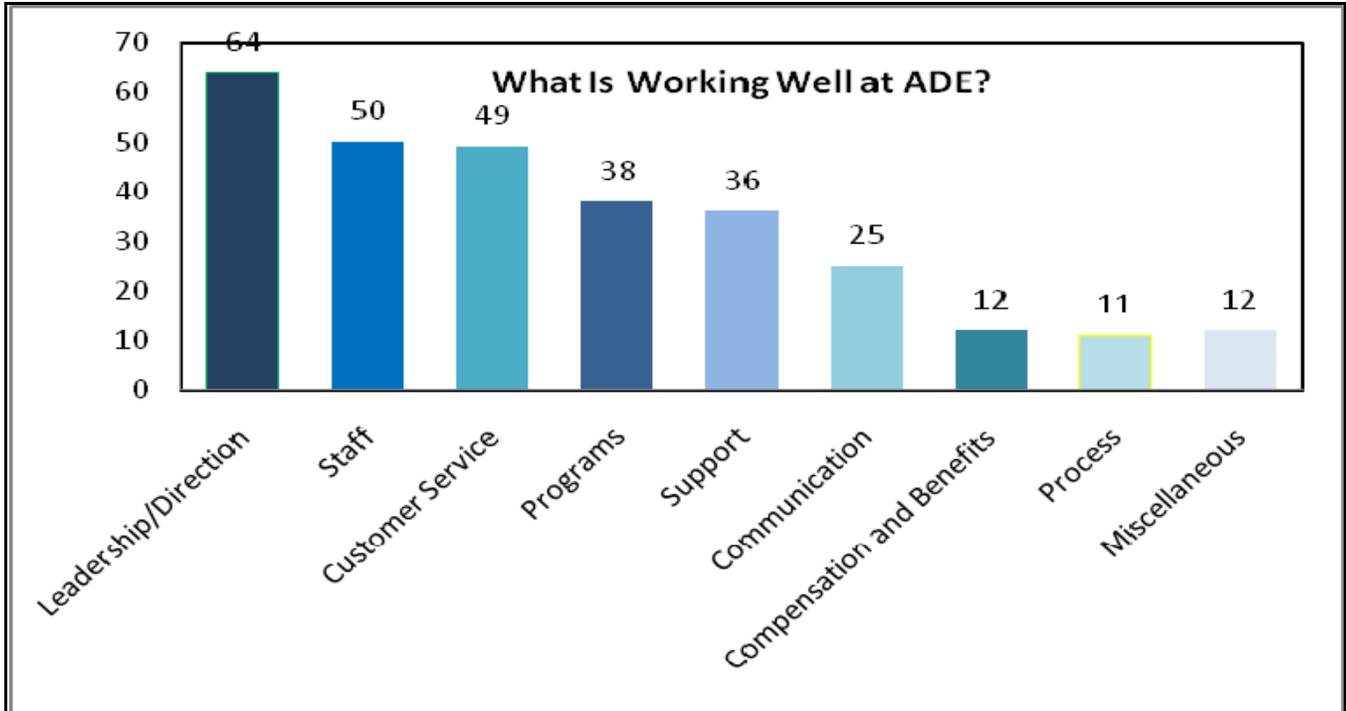
- Work culture is supportive, good management, new Administration open and approachable, setting a positive tone (15)
- Rewarding work and mission (10)

**Improvement Opportunities: (39)**

- Management (all levels) take the lead in creating a great place to work (23)
  - Model respectful treatment of staff, champion a supportive work culture (13)
  - Provide consistent, clear direction and accountability for performance (10)
- Improve compensation (16)
  - Work to bring raises/COLA to equity with other departments (10)
  - Provide options for flexible work schedules (6)

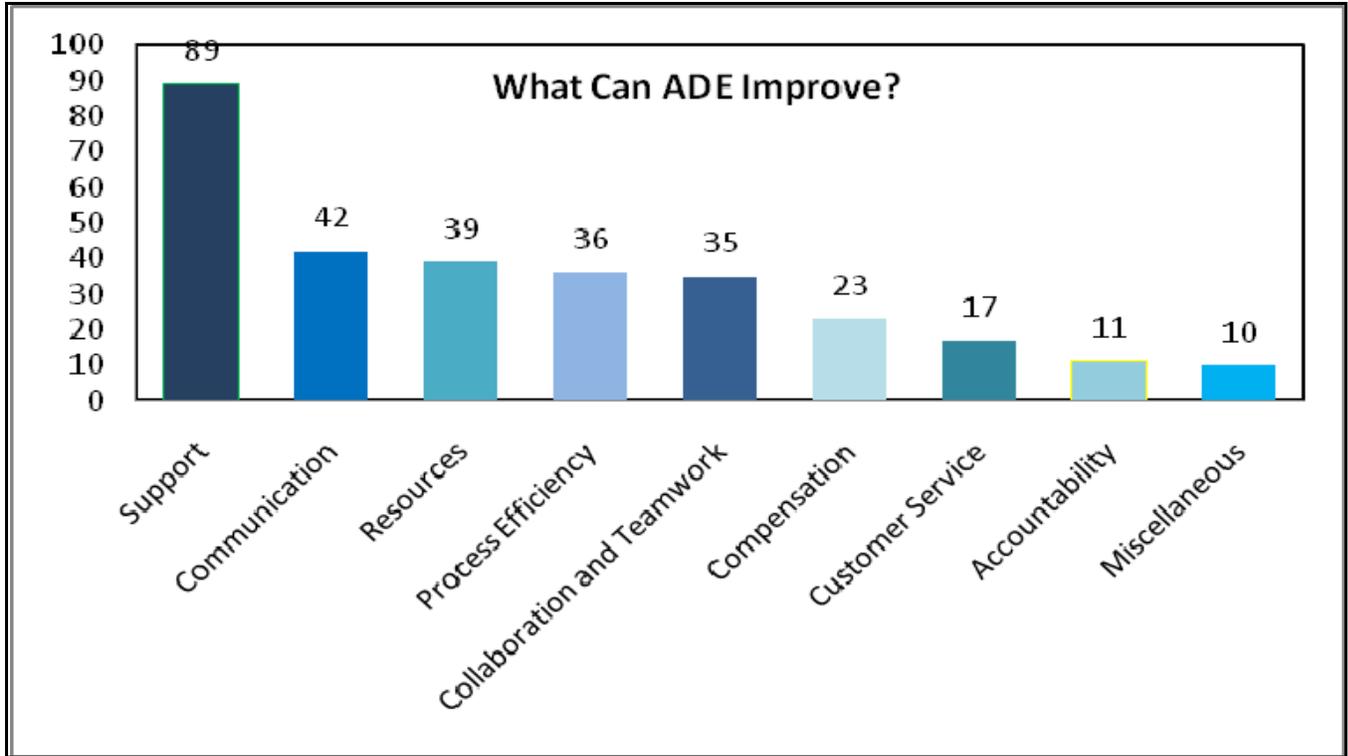
**Miscellaneous (7)**





**Comments: 297 Total Comments**

- **Leadership/Direction (64)**
  - New Administration (42)
    - Creating a supportive work environment, positive change and transition (22)
    - Timely communication, employee input valued (10)
    - Outstanding leadership, focused on accountability and performance measures (10)
  - Division/Unit Management (22)
    - Treats staff with respect, provides direction, values expertise
- **Staff (50)**
  - Dedicated to students (32)
  - Competent, knowledgeable, professional, supportive of each other (18)
- **Customer Service (49)**
  - Dedication to students (22)
  - Overall service commitment and quality (16)
  - Support to PEAs/LEAs (11)
- **Programs (38)**
  - Teamwork and collaboration, quality work within Division/Unit (17)
  - Division/Unit leadership (11)
  - Cross-functional cooperation (10)
- **Support (36)**
  - Teamwork; friendly, caring work culture, input valued (21)
  - Training and Development, resources and equipment (15)
- **Communication (25)**
- **Compensation and Benefits (12)**
- **Process (11)**
- **Miscellaneous (12)**



**Comments: 302 Total Comments**

- **Support (89)**
  - Champion the development of a culture of support (34)
    - 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)
    - Provide ADE leadership that supports and interacts with staff, models the standard for competence, compassion and professionalism, and holds everyone accountable to same
  - Implement a training program; structure/career track, continuing education opportunities (13)
- **Communication (42)**
  - Institute general improvements in communication (includes website, interdepartmental) (23)
  - Improve communication from management to all staff; provide respectful communication of changes, expectations (19)
- **Resources (39)**
  - Improve technology: systems and IT website support (27)
  - Focus on equipment and facilities: computers, renovations (12)
- **Process Efficiency (36)**
  - Initiate internal services process improvements (21)
  - Conduct ADE-wide general efficiency improvements (15)
- **Collaboration and Teamwork (35)**
  - Establish a structure to support coordination, communication between Divisions and Programs; eliminate silos (25)
  - Create “One Team”; build culture of community working toward a common goal (10)

- **Compensation (23)**
  - Eliminate raise freeze, provide COLAs, bring wages to a competitive level (14)
  - Bring ADE to equity with other agencies, Divisions, programs, standards (9)
- **Customer Service (17)**
  - 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)
- **Accountability (11)**
  - Management model respect and professionalism, hold employees accountable
- **Miscellaneous (10)**