SUMMARY OF THE 2005-06 TO 2007-08
AISD CENTRAL OFFICE WORK ENVIRONMENT SURVEY

Occupational health psychology literature suggests that the most important facets of the work environment are *effective management*, *communication, social support,* and *job design*. Effective supervisors can influence employees positively by helping them to see the broader purpose of their work, providing quality goals and metrics, and fostering friendly interactions among their employees (Harter, Schmidt, & Hayes, 2002). An environment characterized by effective and efficient communication practices and strong support networks should be fostered (Eisenberg, 2004**;** Lowe, Schellenberg, & Shannon, 2003; Settoon, Bennett, & Liden, 1996). Additionally, employees are most satisfied by jobs that allow them to continually develop and use their skills, and positions that allow for a high degree of autonomy (Fried & Ferris, 1987). A healthy work environment is valuable because of its association with many key outcomes, such as *higher productivity, job satisfaction, commitment*, and *morale* (see Glisson & Durick, 1988), and *lower absenteeism, stress,* and *intent to leave* (see Farber, 1983; Miller, Zook, & Ellis, 1989).

The AISD Central Office Work Environment Survey was developed in response to the district's ongoing efforts to monitor EL-4, Staff Treatment. The items on the survey were either adapted from existing instruments (such as the Organizational Health Inventory (OHI) or the Employee Opinion Survey) or developed specifically to address portions of EL-4. In total, the survey included items measuring nine areas of the work environment: *Collegial Leadership, Employee Affiliation, Training and Development, Work Group, Productivity/Work Quality, Management Support, Policies and Procedures, Goals and Image,* and *Safety.*

SYNOPSIS OF 2007-2008 STAFF CLIMATE SURVEY RESULTS

The invitation to participate in the Central Office Work Environment survey was emailed to all Central Office employees in Fall/Winter 2007, and 475 employees completed the survey. Participants reported their job category (Administrator, Classified, or Professional) and the major office or division in which they work (see Table 1 for respondents by category and office).

Consistent with the two previous years, central office employees rated their work environment positively in 2007-08:
- Overall, scores were very similar to those obtained in previous years.
- Subscale means improved for nearly all subscales from the previous year.[1] Ratings of Classified and Professional employees were more likely than those of Administrators to improve.

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[1] Although the improvements indicate a possible upward trend, differences were not large enough to yield a statistically significant effect size.

- Means were highest for Professional employees on seven of eight subscales, with six subscale means in the desirable 3.0 or higher range.
- Safety subscale scores were in the desirable range below 1.0 for all employee groups.
- Means for both HR/Information Systems and Accountability were in the desirable 3.0 or higher range for all eight subscales. Both Education and Planning/Community Relations employees reported means close to 3.0 for at least six subscales.

Table 1. Number of Survey Respondents from Each Division or Office by Job Category

	Administrator			Classified[*]			Professional		
	05-06	06-07	07-08	05-06	06-07	07-08	05-06	06-07	07-08
Education	37	31	57	37	20	38	94	47	79
Finance & Operations	7	7	10	49	46	51	8	5	5
Accountability	6	6	11	13	9	18	12	16	12
Planning & Community Relations	2	3	3	1	8	3	5	2	6
Human Resources/Dev't/ Info Systems	9	9	11	17	19	46	7	10	11
Other Central Office Areas	9	11	16	52	39	53	6	6	9
Total	*73*	*70*	*108*	*204*	*179*	*209*	*138*	*95*	*122*

Notes. Beginning in 2007-08, Information Systems/Technology and the Office of Professional or Leadership Development were included in the Human Resources/Development/Info Systems division. Sixty-six respondents did not indicate their job category.
[*]This group of classified employees does not include those in Food Services, Transportation Services, or Warehouse. These employees took the survey on paper; results will be discussed in a different report.

The number of respondents is not sufficient for reporting responses by job category within each AISD division or office. However, the data can be reported in aggregate for each of the job categories and major central office areas. Therefore, the results of the survey provided in the following pages are divided into two sections: Results by Job Category, and Results by Work Area. Effect sizes[2] were calculated to determine the significance of differences in average scores from 2005-06 to 2006-07. In the data tables that follow, ↑ indicates a meaningful increase, ↓ indicates a meaningful decrease.

SECTION 1. SUMMARY OF RESPONSES BY EMPLOYEE JOB CATEGORY

Average scores for each overall subscale and each item are presented in the tables that follow. Items were rated on a scale from 1 (least desirable) to 4 (most desirable). For each of the subscales and for each item, it is desirable to have an average score of **3.0** or higher, as indicated in bold type. In addition, when compared with 2006-07 scores, ↑ indicates a meaningful increase and ↓ indicates a meaningful decrease.

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[2] Effect sizes (Cohen's *d*) are a measure of the magnitude of the difference between two means. Mean differences were noted as meaningful where $d \geq .30$ (this is the minimum value for a medium effect size).
AISD Department of Program Evaluation

Results for each subscale are presented below in Table 2.

Table 2. Survey Subscale Results by Job Category

	Administrator			Classified			Professional		
	05-06	06-07	07-08	05-06	06-07	07-08	05-06	06-07	07-08
Collegial Leadership	3.24	3.26	3.28	3.04	3.02	3.12	3.32	3.17	3.34
Employee Affiliation	3.42	3.45	3.40	3.16	3.15	3.22	3.36	3.37	3.42
Training & Development	3.13	3.08	3.06	2.83	2.83	2.92	3.11	3.00	3.10
Policies and Procedures	3.09	3.20	3.19	2.78	2.90	2.95	2.87	2.89	2.94
Work Group	3.26	3.26	3.23	2.96	3.02	3.08	3.27	3.22	3.32
Productivity/Work Quality	2.91	3.07	2.91	2.88	2.86	2.89	2.95	2.89	2.95
Management Support	3.23	3.28	3.31	3.06	3.06	3.16	3.38	3.27	3.39
Goals and Image	3.16	3.20	3.15	2.98	3.02	3.06	3.17	3.12	3.18

Results for each item are presented in Tables 3 through 11, by subscale.

Table 3. Results for Collegial Leadership by Job Category

Collegial Leadership	Administrator			Classified			Professional		
	05-06	06-07	07-08	05-06	06-07	07-08	05-06	06-07	07-08
38. My supervisor explores all sides of topics and admits that other opinions exist.	3.18	2.84	3.27↑	2.85	2.84	2.98	3.16	3.10	3.31
40. My supervisor discusses work-related issues with staff.	3.40	3.03↓	3.39↑	3.13	3.03	3.13	3.42	3.31	3.41
43. My supervisor treats all staff members as his or her equal.	3.06	2.79↓	3.14↑	2.91	2.79	2.97	3.14	3.07	3.33
45. My supervisor goes out of his or her way to show appreciation to staff members.	3.06	2.82	3.05	2.84	2.82	2.99	3.29	3.00↓	3.28
47. My supervisor lets staff know what is expected of them.	3.25	3.06	3.34↑	3.10	3.06	3.27	3.40	3.27	3.32
48. My supervisor maintains definite standards of performance.	3.29	3.04↓	3.39↑	3.09	3.04	3.23	3.37	3.21	3.32
49. My supervisor looks out for the personal welfare of staff members.	3.28	3.02	3.30↑	3.03	3.02	3.14	3.31	3.15	3.41↑
51. My supervisor is friendly and approachable.	3.33	3.18	3.45↑	3.30	3.18	3.37	3.51	3.29	3.56↑
53. My supervisor conducts meaningful evaluations.	3.26	3.01	3.27	3.01	3.01	3.16	3.32	3.13	3.38↑
Overall Collegial Leadership ($\alpha = .94/.96$)	*3.24*	*2.98↓*	*3.28↑*	*3.04*	*2.99*	*3.12*	*3.32*	*3.17*	*3.35*

Items for subscales in Tables 3 and 4 were rated on a scale from 1 (Rarely Occurs) to 4 (Very Frequently Occurs).
Items for subscales in Tables 5 through 10 were rated on a scale from 1 (Strongly Disagree) to 4 (Strongly Agree).
The * indicates reverse-scoring such that higher numbers are more desirable.

Table 4. Results for Employee Affiliation by Job Category

Employee Affiliation	Administrator			Classified			Professional		
	05-06	06-07	07-08	05-06	06-07	07-08	05-06	06-07	07-08
39. Employees in my work group show friendliness to each other.	3.62	3.61	3.59	3.44	3.37	3.44	3.59	3.59	3.60
41. Employees in my work group show pride in their department.	3.58	3.49	3.47	3.15	3.16	3.24	3.48	3.48	3.55
42. The work environment is orderly and serious.	3.47	3.41	3.36	3.19	3.19	3.21	3.26	3.27	3.33
44. There is a feeling of trust and confidence among the staff in my work group.	3.10	3.43↑	3.18↓	2.92	2.93	3.05	3.15	3.19	3.31
46 Employees in my work group accomplish their jobs with enthusiasm.	3.22	3.14	3.19	2.89	2.89	2.99	3.13	3.21	3.24
50. Employees in my work group like each other.	3.33	3.44	3.46	3.19	3.20	3.28	3.38	3.31	3.44
52. Employees in my work group show commitment to their jobs.	3.56	3.61	3.56	3.30	3.32	3.37	3.58	3.53	3.57
Overall Employee Affiliation ($\alpha = .89/.92$)	*3.42*	*3.45*	*3.40*	*3.16*	*3.15*	*3.22*	*3.36*	*3.37*	*3.42*

Table 5. Results for Training & Development by Job Category

Training & Development	Administrator			Classified			Professional		
	05-06	06-07	07-08	05-06	06-07	07-08	05-06	06-07	07-08
4. I am satisfied with the on-the-job training I receive for my present job.	3.30	3.21	3.13	2.99	2.91	3.05	3.22	3.15	3.25
15. I am satisfied with the progress I am making on my career.	3.29	3.21	3.13	2.74	2.88	2.89	3.21	3.12	3.27
31. I received adequate pre-service training for my position.	2.85	2.85	2.91	2.74	2.70	2.85	2.92	2.77	*2.84*
Overall Training and Development ($\alpha = .75/.73$)	*3.13*	*3.08*	*3.06*	*2.83*	*2.83*	*2.92*	*3.11*	*3.00*	*3.11*

Table 6. Results for Policies & Procedures by Job Category

Policies & Procedures	Administrator			Classified			Professional		
	05-06	06-07	07-08	05-06	06-07	07-08	05-06	06-07	07-08
8. *My work group operates without clear personnel policies.	2.77	3.04↑	3.01	2.74	2.82	2.90	2.81	2.89	3.01
16. I know the procedure for reporting sexual harassment.	3.40	3.32	3.30	2.85	2.98	3.04	2.99	3.02	3.03
2. I know the procedures for filing a complaint.	3.12	3.22	3.22	2.77	2.91	2.92	2.79	2.79	2.85
Overall Policies and Procedures ($\alpha = .59/.62$)	*3.09*	*3.20*	*3.19*	*2.78*	*2.90*	*2.95*	*2.87*	*2.89*	*2.95*

Items for subscales in Tables 3 and 4 were rated on a scale from 1 (Rarely Occurs) to 4 (Very Frequently Occurs).
Items for subscales in Tables 5 through 10 were rated on a scale from 1 (Strongly Disagree) to 4 (Strongly Agree).
The * indicates reverse-scoring such that higher numbers are more desirable.

Table 7. Results for Work Group by Job Category

Work Group	Administrator			Classified			Professional		
	05- 06	06- 07	07-08	05- 06	06- 07	07-08	05- 06	06- 07	07-08
1. The workload is divided fairly among the people in my work group.	2.99	**3.09**	**3.03**	2.88	2.92	**3.01**	**3.05**	**3.17**	**3.21**
3. The people I work with cooperate to get the job done.	**3.56**	**3.45**	**3.48**	**3.14**	**3.25**	**3.30**	**3.51**	**3.51**	**3.55**
5. Morale is high in my work group.	2.99	**3.12**	2.89	2.65	2.70	2.86	**3.04**	2.86	**3.15↑**
1. *Discrimination occurs in my work group.	**3.26**	**3.36**	**3.31**	**3.06**	**3.09**	**3.10**	**3.37**	**3.21**	**3.34**
11. The employees in my work group communicate with each other in an open and honest way.	**3.20**	**3.18**	**3.13**	2.88	2.92	2.99	**3.12**	**3.14**	**3.23**
12. Complaints are handled effectively in my work group.	**3.06**	**3.07**	**3.10**	2.75	2.74	2.85	**3.02**	2.99	**3.05**
14. *Sexual harassment occurs in my work group.	**3.62**	**3.66**	**3.73**	**3.46**	**3.51**	**3.45**	**3.68**	**3.57**	**3.69**
21. *I have experienced discrimination while employed at AISD.	**3.14**	**3.01**	**3.04**	2.85	2.99	**3.02**	**3.29**	**3.24**	**3.32**
25. Employees in my work group respect each other.	**3.33**	**3.29**	**3.31**	2.94	**3.04**	**3.12**	**3.29**	**3.25**	**3.31**
3. Cultural diversity is respected in my work group.	**3.49**	**3.39**	**3.37**	**3.08**	**3.15**	**3.20**	**3.35**	**3.15**	**3.42↑**
Overall Work Group (α = .90/.89)	*3.26*	*3.26*	*3.24*	*2.96*	*3.02*	*3.08*	*3.27*	*3.22*	*3.32*
Additional Work Group Items									
54. Employees in my work group help and support each other	**	**3.68**	**3.57**	**	**3.31**	**3.41**	**	**3.42**	**3.55**
55. Interactions among employees in my work group are cooperative.	**	**3.70**	**3.52**	**	**3.29**	**3.38**	**	**3.42**	**3.55**
56. Employees in my work group exercise professional judgment.	**	**3.65**	**3.57**	**	**3.26**	**3.34**	**	**3.45**	**3.56**
57. Employees in my work group "go the extra mile."	**	**3.65**	**3.60**	**	**3.22**	**3.36**	**	**3.46**	**3.54**
58. Employees in my work group provide strong social support for each other.	**	**3.37**	**3.36**	**	2.99	**3.13**	**	**3.18**	**3.32**

Items for subscales in Tables 3 and 4 were rated on a scale from 1 (Rarely Occurs) to 4 (Very Frequently Occurs).
Items for subscales in Tables 5 through 10 were rated on a scale from 1 (Strongly Disagree) to 4 (Strongly Agree).
The * indicates reverse-scoring such that higher numbers are more desirable.

AISD Department of Program Evaluation

Table 8. Results for Productivity/Work Quality by Job Category

Productivity/Work Quality	Administrator			Classified			Professional		
	05- 06	06- 07	07-08	05- 06	06- 07	07-08	05- 06	06- 07	07-08
6. *In my work group meeting a deadline gets higher priority than providing quality products or services.	2.65	2.97↑	2.75	2.68	2.65	2.74	2.72	2.68	2.86
19. I seldom have trouble getting the information I need to do my job well.	**3.07**	**3.25**	**3.08**	2.88	2.87	2.97	**3.09**	2.97	**3.14**
29. *I am given deadlines that are unreasonable.	2.83	2.85	2.71	2.92	2.94	2.88	2.99	2.90	2.90
32. *I have trouble getting the material or equipment to do my job.	**3.09**	**3.19**	**3.10**	**3.04**	**3.04**	**3.01**	**3.01**	**3.04**	2.98
Overall Productivity/Work Quality (α = .59/.56)	*2.91*	*3.07*	*2.91*	*2.88*	*2.89*	*2.89*	*2.95*	*2.89*	*2.96*

Table 9. Results for Management Support by Job Category

Management Support	Administrator			Classified			Professional		
	05-06	06-07	07-08	05-06	06-07	07-08	05-06	06-07	07-08
2. My supervisor keeps me informed of upcoming changes that affect my job.	**3.27**	**3.31**	**3.30**	**3.05**	**3.02**	**3.20**	**3.44**	**3.35**	**3.36**
9. My supervisor listens to my ideas.	**3.34**	**3.36**	**3.47**	**3.20**	**3.17**	**3.24**	**3.52**	**3.45**	**3.49**
13. My supervisor gives me useful feedback.	**3.31**	**3.25**	**3.20**	**3.05**	**3.02**	**3.16**	**3.33**	**3.24**	**3.37**
17. My supervisor is fair toward me.	**3.43**	**3.39**	**3.45**	**3.16**	**3.18**	**3.27**	**3.53**	**3.41**	**3.50**
24. *My supervisor does not respect the opinions of his or her staff.	**3.29**	**3.37**	**3.41**	**3.10**	**3.18**	**3.23**	**3.47**	**3.28**	**3.45**
26. I trust my supervisor.	**3.27**	**3.32**	**3.33**	**3.11**	**3.07**	**3.22**	**3.34**	**3.23**	**3.42**
27. *My supervisor does not always provide information that would make my job more efficient.	2.84	2.96	**3.04**	2.81	2.82	2.88	**3.11**	**3.04**	**3.14**
Overall Management Support (α = .93/.95)	*3.23*	*3.28*	*3.01*	*3.06*	*3.06*	*3.16*	*3.38*	*3.27*	*3.39*

Items for subscales in Tables 3 and 4 were rated on a scale from 1 (Rarely Occurs) to 4 (Very Frequently Occurs).
Items for subscales in Tables 5 through 10 were rated on a scale from 1 (Strongly Disagree) to 4 (Strongly Agree).
The * indicates reverse-scoring such that higher numbers are more desirable.

Table 10. Results for Goals & Image by Job Category

Goals & Image	Administrator			Classified			Professional		
	05-06	06-07	07-08	05-06	06-07	07-08	05-06	06-07	07-08
7. My work group promotes a positive image of AISD.	3.58	3.42	3.60↑	3.26	3.26	3.33	3.46	3.46	3.47
18. I know the goals of my work group.	3.42	3.48	3.42	3.19	3.22	3.22	3.46	3.32	3.43
22. The organizational culture at AISD promotes a positive image of the district.	2.75	2.97	2.81	2.66	2.81	2.86	2.94	2.88	2.94
23. My work group is organized to efficiently accomplish its goals.	3.10	3.13	3.07	2.96	2.93	3.03	3.03	3.00	3.18
28. I believe AISD works toward common goals.	2.91	3.00	2.86	2.75	2.91	2.87	2.92	2.86	2.95
Overall Goals and Image (α = .80/.79)	*3.16*	*3.20*	*3.15*	*2.98*	*3.02*	*306*	*3.17*	*3.12*	*3.18*

The safety-related items in Table 11 were rated on a scale of 0 (*Never Happens*) to 4 (*Happens Daily*).

Table 11. Results for Safety-Related Items by Job Category

	Administrator			Classified			Professional		
	05-06	06-07	07-08	05-06	06-07	07-08	05-06	06-07	07-08
33. Racial Tension	.46	.37	.49	.39	.37	.39	.31	.26	.26
34. Bullying	.42	.43	.35	.57	.61	.42	.31	.49	.26↓
35. Disrespect for supervisors	.67	.67	.70	.88	.79	.76	.70	.81	.50↓
36. Disrespect for co-workers	.78	.78	.91	1.06	1.09	.90	.84	1.10	.59
37. Unsafe practices	.25	.18	.25	.52	.49	.51	.30	.35	.27

Note: It is desirable to have an average response of **less than 1.0.** ↑ indicates a meaningful increase, ↓ indicates a meaningful decrease.

Unlike the previous items, a *low* average response score (less than 1.0) is desirable for the safety items; thus, decreases from year to year are desirable.

Items for subscales in Tables 3 and 4 were rated on a scale from 1 (Rarely Occurs) to 4 (Very Frequently Occurs).
Items for subscales in Tables 5 through 10 were rated on a scale from 1 (Strongly Disagree) to 4 (Strongly Agree).
The * indicates reverse-scoring such that higher numbers are more desirable.

AISD Department of Program Evaluation

SECTION 2. SUMMARY OF RESPONSES BY EMPLOYEE WORK AREA

Average scores for each overall subscale and each item are presented in the tables that follow. Items were rated on a scale from 1 (least desirable) to 4 (most desirable). For each of the subscales and for each item, it is desirable to have an average score of **3.0** or higher, as indicated in bold type. In addition, when compared with 2006-07 scores, ↑ indicates a meaningful increase and ↓ indicates a meaningful decrease.

Results for each subscale are presented below in Table 12.

Table 12. Survey Subscale Results by Area

		Education	Finance & Operations	Accountability	HR & Info Systems	Planning & Community Relations	Other Central Office Areas
Collegial Leadership	*05-06*	**3.20**	2.98	**3.32**	**	**3.64**	**3.14**
	06-07	**3.21**	2.82	**3.63**↑	**3.03**	**3.55**	**3.07**
	07-08	**3.28**	2.99	**3.41**↓	**3.27**↑	**3.43**	**3.13**
Employee Affiliation	*05-06*	**3.32**	**3.25**	**3.32**	**	**3.59**	**3.18**
	06-07	**3.33**	**3.14**	**3.58**↑	**3.13**	**3.49**	2.94
	07-08	**3.36**	**3.10**	**3.53**	**3.31**	**3.40**	**3.32**
Training and Development	*05-06*	**3.03**	2.88	**3.02**	**	**3.04**	2.86
	06-07	2.96	2.77	**3.15**	2.97	**3.07**	2.86
	07-08	**3.03**	2.87	**3.07**	**3.11**	2.76↓	2.95
Work Group	*05-06*	**3.19**	2.99	**3.15**	**	**3.07**	2.86
	06-07	**3.13**	**3.03**	**3.37**↑	**3.08**	**3.42**	**3.15**
	07-08	**3.22**	2.98	**3.31**	**3.17**	**3.32**	**3.14**
Productivity/Work Quality	*05-06*	2.87	2.84	2.98	**	**3.31**	2.98
	06-07	2.80	2.84	**3.12**	2.94	**3.14**↓	**3.08**
	07-08	2.83	2.75	**3.04**	**3.04**	**3.06**	2.92
Management Support	*05-06*	**3.24**	**3.02**	**3.32**	**	**3.62**	**3.11**
	06-07	**3.20**	**3.00**	**3.59**↑	**3.14**	**3.60**	**3.07**
	07-08	**3.29**	**3.09**	**3.37**↓	**3.30**	**3.49**	**3.12**
Policies and Procedures	*05-06*	2.83	2.79	2.73	**	**3.07**	2.98
	06-07	2.94	2.89	**3.11**↑	2.93	2.98	2.99
	07-08	2.99	2.82	**3.04**	**3.02**	**3.44**↑	2.98
Goals and Image	*05-06*	**3.07**	2.94	**3.18**	**	**3.42**	**3.11**
	06-07	**3.05**	**3.01**	**3.34**↑	**3.08**	**3.31**	**3.02**
	07-08	**3.11**	**3.01**	**3.22**	**3.17**	**3.41**	**3.05**

Results for each item are presented below in Tables 13 through 21, by subscale.

Table 13. Results for Collegial Leadership by Area

		Education	Finance & Operations	Accountability	HR & Info Systems	Planning & Community Relations	Other Central Office Areas
38. My supervisor explores all sides of topics and admits that other opinions exist.	05-06	**3.07**	2.77	**3.33**	**3.02**	**3.63**	2.90
	06-07	**3.16**	2.69	**3.46**	2.92	**3.85 ↑**	2.94
	07-08	**3.20**	2.80	**3.40**	**3.24↑**	**3.50↓**	2.97
40. My supervisor discusses work-related issues with staff.	05-06	**3.32**	**3.16**	3.32	3.18	3.75	3.21
	06-07	**3.31**	2.89	**3.60↑**	3.11	3.54	3.07
	07-08	**3.34**	2.97	**3.61**	3.31	3.50	3.12
43. My supervisor treats all staff members as his or her equal.	05-06	**3.04**	2.89	**3.13**	2.93	3.50	3.02
	06-07	**3.07**	2.70	**3.61 ↑**	2.81	3.46	2.93
	07-08	**3.17**	2.83	**3.28↓**	**3.19↑**	3.50	3.00
45. My supervisor goes out of his or her way to show appreciation to staff.	05-06	**3.13**	2.70	**3.10**	3.07	3.38	2.90
	06-07	**3.00**	2.37 ↓	**3.61 ↑**	2.88	3.5	2.96
	07-08	**3.21**	2.72↑	**3.18↓**	3.18↑	3.17	2.95
47. My supervisor lets staff know what is expected of them.	05-06	**3.27**	2.90	**3.42**	3.04	3.75	3.30
	06-07	**3.31**	2.86	**3.65 ↑**	3.17	3.43 ↓	3.13
	07-08	**3.29**	3.17↑	**3.51**	3.37	3.58	3.20
48. My supervisor maintains definite standards of performance.	05-06	**3.23**	**3.08**	3.45	2.93	3.75	3.25
	06-07	**3.33**	**3.00**	3.65	3.05	3.50 ↓	3.04
	07-08	**3.30**	**3.18**	3.54	3.27	3.50	3.20
49. My supervisor looks out for the personal welfare of staff members.	05-06	**3.20**	2.97	3.19	3.16	3.75	3.12
	06-07	**3.20**	2.89	**3.68 ↑**	2.99	3.57	3.13
	07-08	**3.31**	3.02	3.43	**3.24↑**	3.25	3.23
51. My supervisor is friendly and approachable.	05-06	**3.39**	**3.25**	3.42	3.42	3.75	3.33
	06-07	**3.32**	**3.07**	**3.83 ↑**	3.19	3.79	3.30
	07-08	**3.48**	**3.30**	**3.55↓**	**3.48↑**	3.58↓	3.37
53. My supervisor conducts meaningful evaluations.	05-06	**3.20**	2.91	**3.44**	2.98	3.63	3.10
	06-07	**3.15**	2.89	**3.44**	3.14	3.46	3.04
	07-08	**3.29**	3.13	**3.34**	3.20	3.36	3.15
Overall Collegial Leadership (*α = .94/.96*)	05-06	**3.20**	**2.98**	**3.32**	**	**3.64**	**3.14**
	06-07	**3.21**	**2.82**	**3.63 ↑**	**3.03**	**3.55**	**3.07**
	07-08	**3.28**	**2.99**	**3.41↓**	**3.27↑**	**3.43**	**3.13**

Items for subscales in Tables 13 and 14 were rated on a scale from 1 (Rarely Occurs) to 4 (Very Frequently Occurs). Items for subscales in Tables 15 through 20 were rated on a scale from 1 (Strongly Disagree) to 4 (Strongly Agree). Items in Table 21 were rated on a scale from 0 (Never Happens) to 4 (Happens Daily). A response of <1.0 is desired. The * indicates reverse-scoring such that higher numbers are more desirable.

AISD Department of Program Evaluation

Table 14. Results for Employee Affiliation by Area

		Education	Finance & Operations	Accountability	HR & Info Systems	Planning & Community Relations	Other Central Office Areas
39. Employees in my work group show friendliness to each other.	05-06	3.59	3.48	3.52	3.33	3.75	3.51
	06-07	3.51	3.34	3.74	3.33	3.50↑	3.48
	07-08	3.57	3.32	3.71	3.57	3.75↑	3.53
41. Employees in my work group show pride in their department.	05-06	3.36	3.30	3.55	2.95	3.75	3.18
	06-07	3.43	3.15	3.63	3.13	3.57	3.22
	07-08	3.44	3.18	3.60	3.44	3.17↓	3.33
42. The work environment is orderly and serious.	05-06	3.25	3.26	3.48	3.14	3.50	3.21
	06-07	3.23	3.23	3.57	3.24	3.62	3.09
	07-08	3.25	3.20	3.45	3.25	3.67	3.24
44. There is a feeling of trust and confidence among the staff in my work group.	05-06	3.05	3.13	3.00	2.76	3.38	2.93
	06-07	3.13	2.98	3.48 ↑	2.97	3.38	3.07
	07-08	3.14	2.85	3.49	3.14	3.08	3.26
46. Employees in my work group accomplish their jobs with enthusiasm.	05-06	3.07	2.89	3.03	2.84	3.50	2.99
	06-07	3.14	2.86	3.45 ↑	2.85	3.43	2.80
	07-08	3.18	2.77	3.32	3.18	3.00↓	3.12↑
5. Employees in my work group like each other.	05-06	3.38	3.30	3.23	3.11	3.75	3.11
	06-07	3.35	3.25	3.50 ↑	3.06	3.38↓	3.24
	07-08	3.42	3.21	3.56	3.42	3.58↑	3.38
52. Employees in my work group show commitment to their jobs.	05-06	3.50	3.38	3.48	3.22	3.75	3.35
	06-07	3.49	3.26	3.71↑	3.32	3.57	3.36
	07-08	3.52	3.31	3.63	3.52	3.58	3.35
Overall Employee Affiliation (α = .89/.92)	05-06	3.32	3.25	3.32	**	3.59	3.18
	06-07	3.33	3.14	3.58 ↑	3.13	3.49	3.18
	07-08	3.36	3.10	3.53	3.36	3.41	3.32

Items for subscales in Tables 13 and 14 were rated on a scale from 1 (Rarely Occurs) to 4 (Very Frequently Occurs).
Items for subscales in Tables 15 through 20 were rated on a scale from 1 (Strongly Disagree) to 4 (Strongly Agree).
Items in Table 21 were rated on a scale from 0 (Never Happens) to 4 (Happens Daily). A response of <1.0 is desired.
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AISD Department of Program Evaluation

Table 15. Results for Training & Development by Area

Training & Development		Education	Finance & Operations	Accountability	HR & Info Systems	Planning & Community Relations	Other Central Office Areas
4. I am satisfied with the on-the-job training I receive for my present job.	05-06	**3.16**	2.98	**3.35**	2.89	**3.38**	**3.06**
	06-07	**3.11**	2.83	**3.56**	3.03	3.07 ↓	2.93
	07-08	**3.14**	2.98	3.27↓	3.22	3.18	3.02
15. I am satisfied with the progress I am making on my career.	05-06	**3.17**	2.82	2.75	2.57	**3.33**	2.92
	06-07	**3.11**	2.76	3.12 ↑	3.03	3.29	2.94
	07-08	**3.20**	2.77	3.03	3.03	2.58↓	**3.00**
31. I received adequate pre-service training for my position.	05-06	2.79	2.84	2.96	2.81	2.56	2.81
	06-07	2.69	2.78	2.76	2.82	2.92 ↑	2.78
	07-08	2.76	2.95	3.06↑	3.08↑	2.44↓	2.76
Overall Training and Development (α = .75/.73)	05-06	**3.03**	2.88	**3.02**	**	**3.04**	2.94
	06-07	2.96	2.77	**3.15**	2.97	**3.07**	2.86
	07-08	**3.03**	2.87	**3.07**	3.11	2.76↓	2.95

Table 16. Results for Policies & Procedures by Area

Policies & Procedures		Education	Finance & Operations	Accountability	HR & Info Systems	Planning & Community Relations	Other Central Office Areas
*8. My work group operates without clear personnel policies.	05-06	2.71	2.69	2.90	2.66	**3.00**	2.87
	06-07	2.88	2.71	**3.06**	2.88	**3.15**	2.91
	07-08	2.94	2.68	**3.17**	2.99	**3.33**	2.88
16. I know the procedure for reporting sexual harassment.	05-06	**3.02**	2.89	2.72	2.89	**3.22**	**3.06**
	06-07	**3.09**	**3.04**	3.27 ↑	3.03	2.87 ↓	**3.09**
	07-08	**3.09**	2.97	**3.10**	3.11	**3.50**	**3.08**
2. I know the procedures for filing a complaint.	05-06	2.77	2.83	2.58	2.89	**3.00**	2.98
	06-07	2.86	2.93	3.03 ↑	2.91	**3.07**	**3.02**
	07-08	2.93	2.85	2.95	**3.00**	3.50↑	**3.00**
Overall Policies and Procedures (α = .59/.62)	05-06	2.83	2.79	2.73	**	**3.07**	2.98
	06-07	2.94	2.89	**3.11**	2.93	2.98	2.99
	07-08	2.99	2.82	**3.04**	3.02	**3.44**	2.98

Items for subscales in Tables 13 and 14 were rated on a scale from 1 (Rarely Occurs) to 4 (Very Frequently Occurs).
Items for subscales in Tables 15 through 20 were rated on a scale from 1 (Strongly Disagree) to 4 (Strongly Agree).
Items in Table 21 were rated on a scale from 0 (Never Happens) to 4 (Happens Daily). A response of <1.0 is desired.
The * indicates reverse-scoring such that higher numbers are more desirable.

AISD Department of Program Evaluation

Table 17. Results for Work Group by Area

		Education	Finance & Operations	Accountability	HR & Info Systems	Planning & Community Relations	Other Central Office Areas
1. The workload is divided fairly among the people in my work group.	05-06	2.92	2.73	2.94	2.91	**3.44**	2.91
	06-07	2.94	**3.00**	**3.23 ↑**	2.88	**3.50**	**3.02**
	07-08	**3.09**	2.96	**3.03**	**3.04**	**3.04↓**	**3.10**
3. The people I work with cooperate to get the job done.	05-06	**3.47**	**3.21**	**3.44**	**3.09**	**3.67**	**3.12**
	06-07	**3.33**	**3.18**	**3.57**	**3.23**	**3.47 ↓**	**3.41 ↑**
	07-08	**3.46**	**3.15**	**3.56**	**3.39**	**3.39↑**	**3.36**
5. Morale is high in my work group.	05-06	2.91	2.79	2.78	2.61	**3.33**	2.63
	06-07	2.88	2.67	**3.17 ↑**	2.83	**3.46**	2.71
	07-08	2.93	2.68	**3.25**	**3.07**	**3.07↓**	2.86
*1. Discrimination occurs in my work group.	05-06	**3.25**	**3.05**	**3.29**	2.98	**3.44**	**3.17**
	06-07	**3.18**	**3.21**	**3.35**	2.74	**3.38**	**3.32**
	07-08	**3.27**	**3.03**	**3.28**	**3.11**	**3.12**	**3.25**
11. The employees in my work group communicate w/each other in an open & honest way.	05-06	**3.09**	2.97	2.97	2.98	**3.44**	2.76
	06-07	**3.08**	2.97	**3.14**	2.91	**3.27**	2.97
	07-08	**3.13**	2.84	**3.30**	**3.16**	**3.16↑**	**3.03**
12. Complaints are handled effectively in my work group.	05-06	2.90	2.76	2.97	2.80	**3.22**	2.81
	06-07	2.97	2.81	**3.23 ↑**	2.70	**3.27**	2.82
	07-08	**3.02**	2.74	**3.11**	**3.04**	**3.04↑**	2.80
*14. Sexual harassment occurs in my work group.	05-06	**3.63**	**3.33**	**3.72**	**3.44**	**3.56**	**3.55**
	06-07	**3.54**	**3.52**	**3.74**	**3.55**	**3.86**	**3.50**
	07-08	**3.61**	**3.45**	**3.56**	**3.58**	**3.58**	**3.61**
*21. I have experienced discrimination while employed at AISD.	05-06	**3.11**	**3.08**	**3.16**	2.96	**3.33**	2.87
	06-07	**3.05**	**3.15**	**3.38**	**3.05**	**2.67 ↑**	**3.04**
	07-08	**3.16**	**3.07**	**3.26**	2.84	**2.83↑**	**3.02**
25. Employees in my work group respect each other.	05-06	**3.32**	**3.03**	2.94	2.84	**3.33**	2.86
	06-07	**3.19**	**3.02**	**3.26 ↑**	**3.00**	**3.40**	**3.07**
	07-08	**3.25**	2.93	**3.48↑**	**3.19**	**3.19**	**3.19**
3. Cultural diversity is respected in my work group.	05-06	**3.32**	**3.05**	**3.35**	**3.14**	**3.44**	**3.18**
	06-07	**3.20**	**3.27**	**3.41**	**3.18**	**3.57**	**3.13**
	07-08	**3.33**	**3.15**	**3.31**	**3.33**	**3.33**	**3.25**
Overall Work Group ($\alpha = .90/.89$)	05-06	**	**	**	**	**	**
	06-07	**3.19**	**3.29**	**3.58**	**3.08**	**3.57**	**3.30**
	07-08	**3.22**	2.98	**3.31**	**3.17**	**3.32**	**3.14**

Items for subscales in Tables 13 and 14 were rated on a scale from 1 (Rarely Occurs) to 4 (Very Frequently Occurs).
Items for subscales in Tables 15 through 20 were rated on a scale from 1 (Strongly Disagree) to 4 (Strongly Agree).
Items in Table 21 were rated on a scale from 0 (Never Happens) to 4 (Happens Daily). A response of <1.0 is desired.
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Table 17 (continued). Results for Work Group by Area

Additional Work Group Items		Education	Finance & Operations	Accountability	HR & Info Systems	Planning & Community Relations	Other Central Office Areas
54. Employees in my work group help and support each other.	05-06	**	**	**	**	**	**
	06-07	3.48	3.29	3.58	3.28	3.57	3.30
	07-08	3.55	3.35	3.61	3.46	3.46	3.46
55. Interactions among employees in my work group are cooperative.	05-06	**	**	**	**	**	**
	06-07	3.46	3.29	3.65	3.31	3.43	3.36
	07-08	3.51	3.26	3.63	3.38	3.58↑	3.46
56. Employees in my work group exercise professional judgment.	05-06	**	**	**	**	**	**
	06-07	3.54	3.23	3.58	3.18	3.57	3.39
	07-08	3.48	3.25	3.74	3.43↑	3.43	3.44
57. Employees in my work group "go the extra mile."	05-06	**	**	**	**	**	**
	06-07	3.45	3.25	3.67	3.17	3.38	3.27
	07-08	3.49	3.32	3.75	3.38	3.50	3.46
58. Employees in my work group provide strong social support for each other.	05-06	**	**	**	**	**	**
	06-07	3.23	2.93	3.40	2.88	3.31	3.07
	07-08	3.33	2.98	3.61	3.09	3.09	3.22

Table 18. Results for Productivity/Work Quality by Area

Productivity/Work Quality		Education	Finance & Operations	Accountability	HR & Info Systems	Planning & Community Relations	Other Central Office Areas
*6. In my work group meeting a deadline gets higher priority than providing quality products or services.	05-06	2.61	2.61	2.81	2.57	3.11	2.74
	06-07	2.54	2.76	3.00	2.73	2.57↓	2.64
	07-08	2.67	2.60	2.97	2.92	3.08	2.72
19. I seldom have trouble getting the information I need to do my job well.	05-06	2.93	2.92	3.13	2.80	3.33	3.06
	06-07	2.99	2.81	3.23	2.94	3.40	2.97
	07-08	3.01	2.89	3.20	3.17↑	3.08	2.98
*29. I am given deadlines that are unreasonable.	05-06	2.95	2.83	2.84	2.87	3.44	3.03
	06-07	2.83	2.83	3.06	2.97	3.20↓	2.98
	07-08	2.79	2.73	2.85	2.91	2.83	2.92
*32. I have trouble getting the material or equipment to do my job.	05-06	2.96	2.93	3.16	2.96	3.33	3.09
	06-07	2.93	3.00	3.18	3.21	3.33	3.12
	07-08	2.90	2.84	3.20	3.20	3.25	3.07
Overall Productivity/Work Quality (α = .59/.56)	05-06	2.87	2.80	2.98	**	3.31	2.98
	06-07	2.80	2.84	3.12	2.94	3.14↓	2.92
	07-08	2.83	2.75	3.04	3.04	3.06	2.92

Items for subscales in Tables 13 and 14 were rated on a scale from 1 (Rarely Occurs) to 4 (Very Frequently Occurs).
Items for subscales in Tables 15 through 20 were rated on a scale from 1 (Strongly Disagree) to 4 (Strongly Agree).
Items in Table 21 were rated on a scale from 0 (Never Happens) to 4 (Happens Daily). A response of <1.0 is desired.
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Table 19. Results for Management Support by Area

Management Support		Education	Finance & Operations	Accountability	HR & Info Systems	Planning & Community Relations	Other Central Office Areas
2. My supervisor keeps me informed of upcoming changes that affect my job.	05-06	3.33	3.06	3.28	3.00	3.67	3.07
	06-07	3.23	3.02	3.47	3.14	3.60	3.07
	07-08	3.30	3.15	3.28	3.34	3.67	3.14
9. My supervisor listens to my ideas.	05-06	3.35	3.11	3.28	3.36	3.67	3.21
	06-07	3.34	3.10	3.71↑	3.19	3.73	3.16
	07-08	3.41	3.19	3.49↓	3.36	3.91↑	3.21
13. My supervisor gives me useful feedback.	05-06	3.21	2.95	3.34	3.07	3.56	3.11
	06-07	3.21	2.92	3.51	3.10	3.53	3.02
	07-08	3.28	3.03	3.39	3.25	3.58	3.01
17. My supervisor is fair toward me.	05-06	3.38	3.09	3.44	3.22	3.78	3.30
	06-07	3.34	3.21	3.69↑	3.20	3.73	3.23
	07-08	3.42	3.23	3.39↓	3.40	3.80	3.26
*24. My supervisor does not respect the opinions of his or her staff.	05-06	3.30	3.06	3.25	3.18	3.67	3.26
	06-07	3.27	3.11	3.66↑	3.18	3.67	3.21
	07-08	3.38	3.14	3.41	3.32	3.33	3.25
26. I trust my supervisor.	05-06	3.26	3.13	3.44	3.07	3.56	3.12
	06-07	3.21	3.02	3.68↑	3.14	3.71↑	3.12
	07-08	3.38↑	3.10	3.39	3.33	3.45↓	3.15
*27. My supervisor does not always provide information that would make my job more efficient.	05-06	2.92	2.86	3.23	2.80	3.44	2.76
	06-07	2.91	2.71	3.41	2.92	3.27	2.83
	07-08	2.92	2.71	3.25	3.08	3.25	2.91
Overall Management Support ($\alpha = .93/.95$)	05-06	3.24	3.02	3.32	**	3.62	3.11
	06-07	3.20	3.00	3.59↑	3.14	3.60	3.07
	07-08	3.29	3.09	3.37↓	3.30	3.49	3.12

Items for subscales in Tables 13 and 14 were rated on a scale from 1 (Rarely Occurs) to 4 (Very Frequently Occurs).
Items for subscales in Tables 15 through 20 were rated on a scale from 1 (Strongly Disagree) to 4 (Strongly Agree).
Items in Table 21 were rated on a scale from 0 (Never Happens) to 4 (Happens Daily). A response of <1.0 is desired.
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AISD Department of Program Evaluation

Table 20. Results for Goals & Image by Area

Goals & Image		Education	Finance & Operations	Accountability	HR & Info Systems	Planning & Community Relations	Other Central Office Areas
7. My work group promotes a positive image of AISD.	05-06	3.45	3.16	3.58	3.23	3.78	3.31
	06-07	3.37	3.25	3.63	3.26	3.47	3.29
	07-08	3.49	3.30	3.62	3.44↑	3.67↑	3.30
18. I know the goals of my work group.	05-06	3.30	3.18	3.50	3.11	3.67	3.32
	06-07	3.27	3.29	3.62	3.24	3.60	3.19 ↓
	07-08	3.36	3.19	3.35↓	3.36	3.75↑	3.26
22. The organizational culture at AISD promotes a positive image of the district.	05-06	2.74	2.76	2.84	2.68	2.88	2.83
	06-07	2.82	2.66	3.12 ↑	2.94	3.00	2.85
	07-08	2.86	2.75	2.86	3.01	3.00	2.83
23. My work group is organized to efficiently accomplish its goals.	05-06	2.95	2.89	3.19	2.82	3.33	3.13
	06-07	2.96	2.93	3.35	2.91	3.33	2.91 ↓
	07-08	3.01	3.06	3.36	3.23↑	3.45	2.95
28. I believe AISD works toward common goals.	05-06	2.82	2.73	2.87	2.67	3.44	2.89
	06-07	2.78	2.93	3.00	2.97	3.20 ↓	2.85
	07-08	2.87	2.84	2.98	2.83↑	3.18	2.90
Overall Goals and Image ($\alpha = .80/.79$)	05-06	3.07	2.94	3.18	**	3.42	3.11
	06-07	3.05	3.01	3.34	3.07	3.31	3.02
	07-08	3.11	3.01	3.22	3.17	3.41	3.05

Table 21. Results for Safety-related Items by Work Area

Safety-related Items		Education	Finance & Operations	Accountability	HR & Info Systems	Planning & Community Relations	Other Central Office Areas
33. Racial Tension	05-06	.41	.31	.31	.21	.30	.49
	06-07	.39	.25	.10 ↓	.43	.36	.38
	07-08	.43	.39	.32↑	.39	.08↓	.35
34. Bullying	05-06	.32	.65	.64	.53	.10	.70
	06-07	.43	.47	.33 ↓	.63	.14	.61
	07-08	.27	.48	.31	.49	.00	.41
35. Disrespect for supervisors	05-06	.69	.84	.77	.98	.30	.94
	06-07	.76	1.02	.39 ↓	.76	.21	.87
	07-08	.60	1.01	.54	.73	.55	.60
36. Disrespect for co-workers	05-06	.85	.95	.94	1.11	.40	1.18
	06-07	.97	1.25	.50 ↓	1.05	.64 ↓	.89
	07-08	.77	1.10	.54	.82	.73	.87
37. Unsafe practices	05-06	.36	.47	.17	.48	.10	.58
	06-07	.36	.40	.07 ↓	.44	.14	.50
	07-08	.36	.41	.47↑	.30	.10	.47

Note: ↑ indicates a meaningful increase, ↓ indicates a meaningful decrease.

Items for subscales in Tables 13 and 14 were rated on a scale from 1 (Rarely Occurs) to 4 (Very Frequently Occurs).
Items for subscales in Tables 15 through 20 were rated on a scale from 1 (Strongly Disagree) to 4 (Strongly Agree).
Items in Table 21 were rated on a scale from 0 (Never Happens) to 4 (Happens Daily). A response of <1.0 is desired.
The * indicates reverse-scoring such that higher numbers are more desirable.

AISD Department of Program Evaluation

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