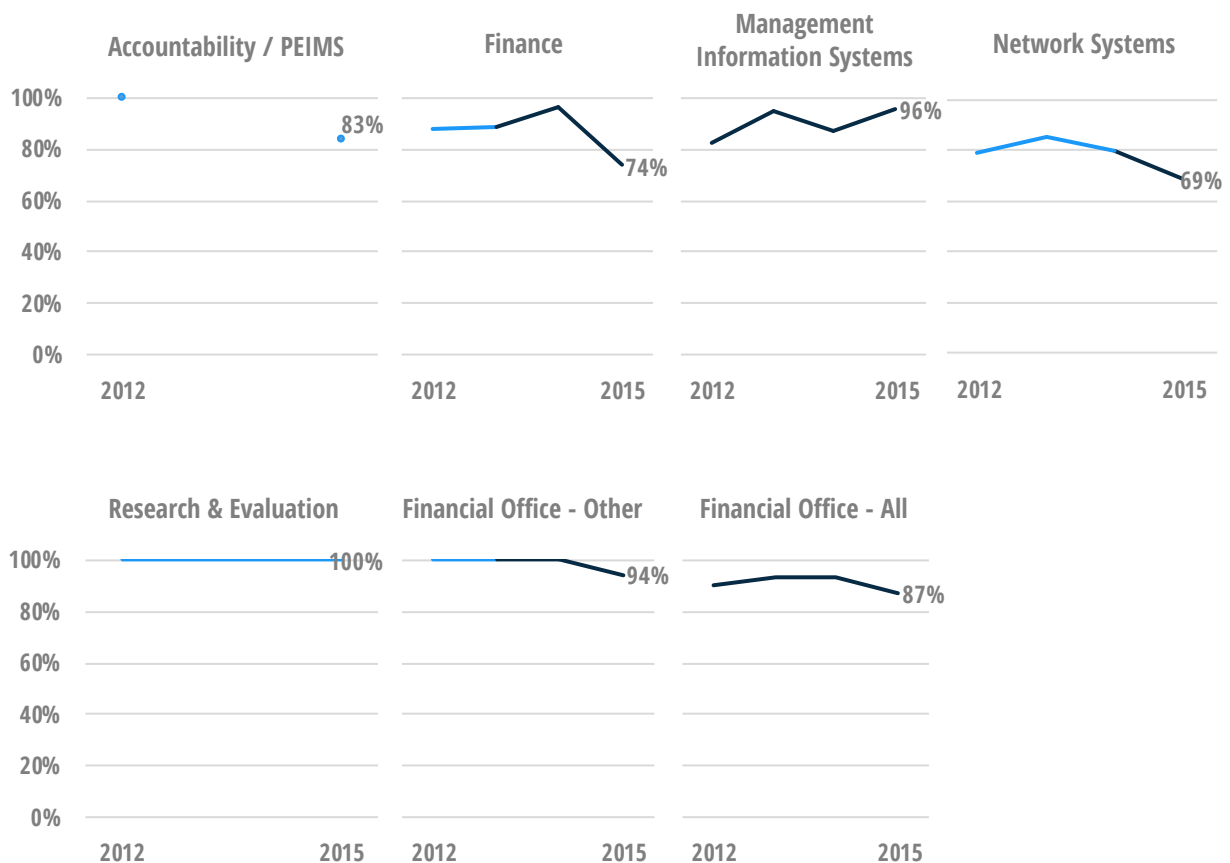


AISD Central Office Work Environment Survey: Chief Financial Office

2012 through 2015

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

Figure 1.
Most employees continue to agree that “Overall, AISD is a good place to work.”
 However, the percentage of staff in agreement declined for most departments in 2015.

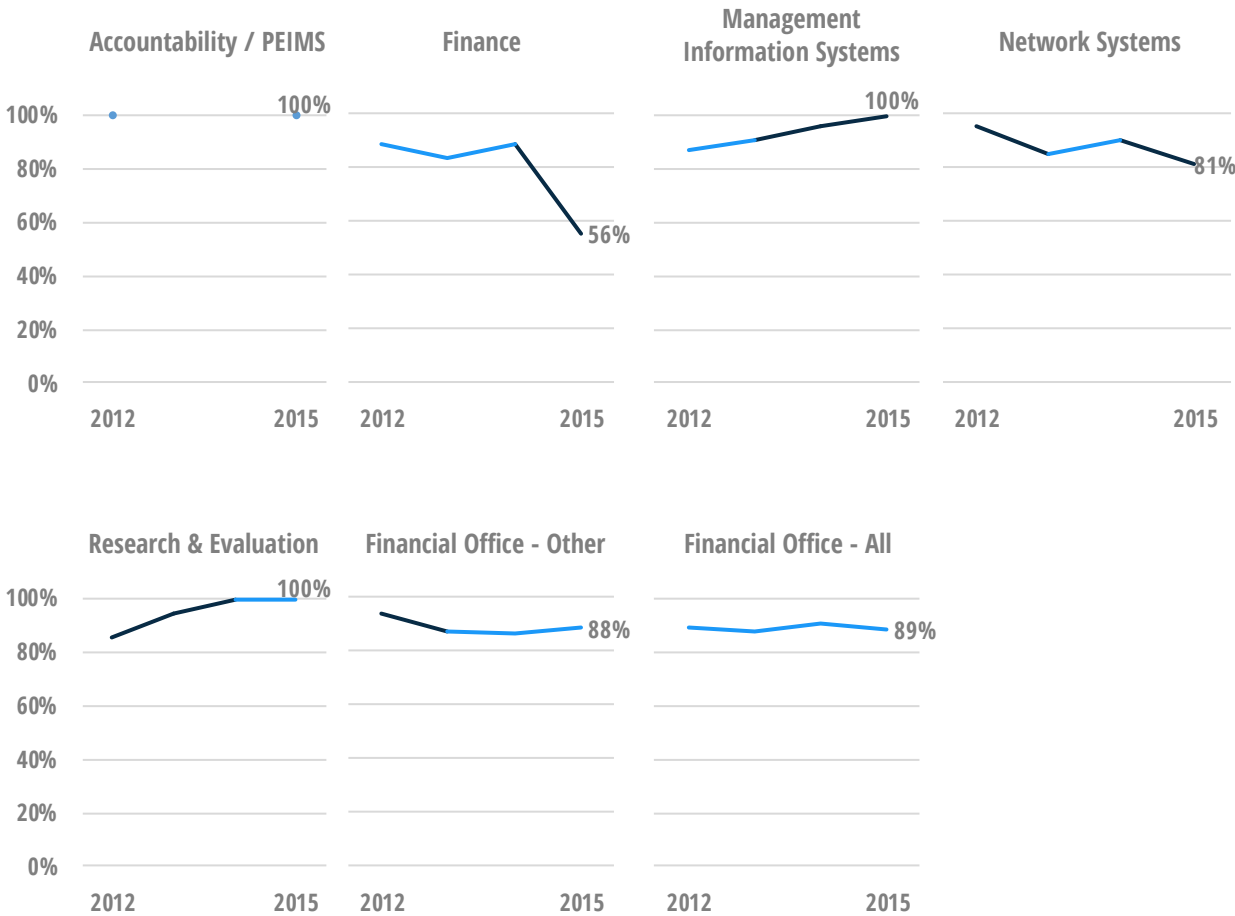


Note. Darker line segments indicate a statistically meaningful change between years.

Figure 2.

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

Results for Finance and Network Systems declined significantly in 2015; Management Information Systems continued to trend upward.



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

SURVEY RESULTS BY EMPLOYEE TYPE

| Leadership | | 2012 | 2013 | 2014 | 2015 |
|---|--------------------------|------|--------|-------|--------|
| The staff and supervisor(s) have a shared vision. | Accountability/PEIMS | 80% | — | — | 92% |
| | Finance | 75% | 79% | 72% | 50% ↓ |
| | Management Info. Systems | 57% | 70% ↑ | 83% ↑ | 86% |
| | Network Systems | 58% | 60% | 55% | 38% ↓ |
| | Research & Evaluation | 100% | 100% | 100% | 100% |
| | Financial Office - Other | 88% | 95% ↑ | 86% ↓ | 89% |
| | Financial Office - All | 77% | 82% | 79% | 76% |
| There is an atmosphere of trust and mutual respect. | Accountability/PEIMS | 70% | — | — | 75% |
| | Finance | 75% | 55% ↓ | 55% | 47% |
| | Management Info. Systems | 56% | 70% ↑ | 87% ↑ | 81% |
| | Network Systems | 40% | 65% ↑ | 59% | 50% |
| | Research & Evaluation | 93% | 100% ↑ | 100% | 94% ↓ |
| | Financial Office - Other | 71% | 86% ↑ | 88% | 89% |
| | Financial Office - All | 67% | 74% | 72% | 72% |
| Staff feel comfortable raising issues and concerns that are important to them. | Accountability/PEIMS | 60% | — | — | 58% |
| | Finance | 74% | 60% ↓ | 46% ↓ | 44% |
| | Management Info. Systems | 64% | 78% ↑ | 87% ↑ | 86% |
| | Network Systems | 53% | 60% | 41% ↓ | 56% ↑ |
| | Research & Evaluation | 100% | 100% | 93% ↓ | 93% |
| | Financial Office - Other | 71% | 86% ↑ | 87% | 79% ↓ |
| | Financial Office - All | 70% | 77% | 66% ↓ | 70% |
| Supervisors consistently support staff. | Accountability/PEIMS | 80% | — | — | 67% |
| | Finance | 47% | 55% | 72% ↑ | 50% ↓ |
| | Management Info. Systems | 67% | 83% ↑ | 91% ↑ | 82% ↓ |
| | Network Systems | 75% | 70% | 62% | 64% |
| | Research & Evaluation | 100% | 100% | 93% ↓ | 93% |
| | Financial Office - Other | 82% | 82% | 91% ↑ | 84% ↓ |
| | Financial Office - All | 75% | 77% | 79% | 74% |
| Staff are held to high professional standards. | Accountability/PEIMS | 100% | — | — | 100% |
| | Finance | 84% | 80% | 80% | 76% |
| | Management Info. Systems | 74% | 86% ↑ | 78% | 82% |
| | Network Systems | 74% | 85% ↑ | 81% | 75% |
| | Research & Evaluation | 100% | 100% | 93% ↓ | 100% ↑ |
| | Financial Office - Other | 94% | 86% ↓ | 91% | 89% |
| | Financial Office - All | 86% | 83% | 82% | 85% |

Leadership (Continued)

| | | 2012 | 2013 | 2014 | 2015 |
|--|--------------------------|------|--------|-------|-------|
| Staff performance is assessed objectively. | Accountability/PEIMS | 89% | — | — | 83% |
| | Finance | 84% | 84% | 79% | 61% ↓ |
| | Management Info. Systems | 71% | 78% | 85% | 84% |
| | Network Systems | 53% | 65% ↑ | 60% | 67% |
| | Research & Evaluation | 93% | 94% | 86% ↓ | 87% |
| | Financial Office - Other | 79% | 86% ↑ | 83% | 83% |
| | Financial Office - All | 77% | 80% | 77% | 76% |
| Staff receive feedback that can help them improve their work. | Accountability/PEIMS | 70% | — | — | 75% |
| | Finance | 60% | 57% | 48% | 47% |
| | Management Info. Systems | 74% | 82% | 91% ↑ | 86% |
| | Network Systems | 53% | 65% ↑ | 63% | 63% |
| | Research & Evaluation | 100% | 100% | 100% | 100% |
| | Financial Office - Other | 75% | 86% ↑ | 92% | 89% |
| | Financial Office - All | 71% | 76% | 73% | 76% |
| The procedures for evaluation are consistent. | Accountability/PEIMS | 89% | — | — | 75% |
| | Finance | 89% | 83% | 67% ↓ | 75% |
| | Management Info. Systems | 75% | 76% | 82% | 81% |
| | Network Systems | 44% | 58% ↑ | 58% | 63% |
| | Research & Evaluation | 100% | 100% | 100% | 100% |
| | Financial Office - Other | 85% | 86% | 75% ↓ | 78% |
| | Financial Office - All | 78% | 77% | 73% | 75% |
| Supervisors effectively communicate policy. | Accountability/PEIMS | 80% | — | — | 75% |
| | Finance | 74% | 55% ↓ | 57% | 37% ↓ |
| | Management Info. Systems | 68% | 83% ↑ | 82% | 81% |
| | Network Systems | 44% | 65% ↑ | 59% | 44% ↓ |
| | Research & Evaluation | 93% | 100% ↑ | 93% ↓ | 93% |
| | Financial Office - Other | 81% | 77% | 91% ↑ | 68% ↓ |
| | Financial Office - All | 73% | 76% | 75% | 67% |
| District leaders involve my work group in decisions that directly impact our operations. | Accountability/PEIMS | 100% | — | — | 60% |
| | Finance | 40% | 27% ↓ | 38% ↑ | 40% |
| | Management Info. Systems | 29% | 50% ↑ | 68% ↑ | 42% ↓ |
| | Network Systems | 22% | 25% | 27% | 7% ↓ |
| | Research & Evaluation | 71% | 56% ↓ | 62% | 80% ↑ |
| | Financial Office - Other | 64% | 62% | 67% | 56% ↓ |
| | Financial Office - All | 51% | 48% | 54% | 47% |

Leadership (Continued)

| | | 2012 | 2013 | 2014 | 2015 |
|--|--------------------------|------|-------|-------|--------|
| District leaders define expectations for my work group. | Accountability/PEIMS | 100% | — | — | 70% |
| | Finance | 43% | 54% ↑ | 55% | 50% |
| | Management Info. Systems | 32% | 68% ↑ | 58% ↓ | 68% ↑ |
| | Network Systems | 67% | 50% ↓ | 38% ↓ | 19% ↓ |
| | Research & Evaluation | 50% | 47% | 33% ↓ | 80% ↑ |
| | Financial Office - Other | 83% | 80% | 72% | 69% |
| | Financial Office - All | 59% | 64% | 57% | 58% |
| There is an atmosphere of trust and mutual respect within this district. | Accountability/PEIMS | 70% | — | — | 64% |
| | Finance | 59% | 54% | 41% ↓ | 59% ↑ |
| | Management Info. Systems | 55% | 60% | 71% ↑ | 70% |
| | Network Systems | 17% | 33% ↑ | 19% ↓ | 25% |
| | Research & Evaluation | 50% | 63% ↑ | 69% | 81% ↑ |
| | Financial Office - Other | 54% | 67% ↑ | 60% | 65% |
| | Financial Office - All | 50% | 55% | 53% | 59% |
| District leaders provide support when we need it. | Accountability/PEIMS | 89% | — | — | 83% |
| | Finance | 63% | 36% ↓ | 68% ↑ | 41% ↓ |
| | Management Info. Systems | 55% | 63% | 71% | 62% |
| | Network Systems | 31% | 39% | 32% | 19% ↓ |
| | Research & Evaluation | 77% | 64% ↓ | 77% ↑ | 100% ↑ |
| | Financial Office - Other | 77% | 72% | 78% | 67% ↓ |
| | Financial Office - All | 63% | 60% | 64% | 60% |
| District leaders have a clearly defined mission and vision for all departments. | Accountability/PEIMS | 100% | — | — | 60% |
| | Finance | 64% | 45% ↓ | 41% | 50% |
| | Management Info. Systems | 33% | 55% ↑ | 60% | 59% |
| | Network Systems | 18% | 35% ↑ | 27% | 13% ↓ |
| | Research & Evaluation | 46% | 31% ↓ | 30% | 75% ↑ |
| | Financial Office - Other | 69% | 65% | 75% ↑ | 57% ↓ |
| | Financial Office - All | 51% | 51% | 52% | 53% |
| District leaders encourage cooperation among departments toward improving district operations. | Accountability/PEIMS | 80% | — | — | 100% |
| | Finance | 50% | 57% | 47% | 50% |
| | Management Info. Systems | 50% | 58% | 74% ↑ | 65% |
| | Network Systems | 40% | 42% | 45% | 29% ↓ |
| | Research & Evaluation | 60% | 53% | 64% ↑ | 83% ↑ |
| | Financial Office - Other | 62% | 84% ↑ | 88% | 67% ↓ |
| | Financial Office - All | 59% | 64% | 66% | 63% |

Leadership (Continued)

| | 2012 | 2013 | 2014 | 2015 | |
|---|--------------------------|------|-------|-------|-------|
| District leaders define expectations for my work group. | Accountability/PEIMS | 100% | — | — | 70% |
| | Finance | 43% | 54% ↑ | 55% | 50% |
| | Management Info. Systems | 32% | 68% ↑ | 58% ↓ | 68% ↑ |
| | Network Systems | 67% | 50% ↓ | 38% ↓ | 19% ↓ |
| | Research & Evaluation | 50% | 47% | 33% ↓ | 80% ↑ |
| | Financial Office - Other | 83% | 80% | 72% | 69% |
| | Financial Office - All | 59% | 64% | 57% | 58% |

Training and Professional Development

| | 2012 | 2013 | 2014 | 2015 | |
|---|--------------------------|------|--------|-------|-------|
| I am satisfied with the types of professional development (learning/training) offered to me. | Accountability/PEIMS | 63% | — | — | 70% |
| | Finance | 50% | 47% | 52% | 44% |
| | Management Info. Systems | 42% | 62% ↑ | 52% | 50% |
| | Network Systems | 32% | 33% | 30% | 19% ↓ |
| | Research & Evaluation | 87% | 94% ↑ | 93% | 93% |
| | Financial Office - Other | 60% | 58% | 57% | 59% |
| | Financial Office - All | 58% | 61% | 59% | 53% |
| I am satisfied with the amount of professional development (learning/training) required of me. | Accountability/PEIMS | 63% | — | — | 78% |
| | Finance | 53% | 59% | 55% | 53% |
| | Management Info. Systems | 50% | 67% ↑ | 65% | 62% |
| | Network Systems | 42% | 47% | 47% | 38% ↓ |
| | Research & Evaluation | 87% | 100% ↑ | 100% | 100% |
| | Financial Office - Other | 67% | 65% | 64% | 61% |
| | Financial Office - All | 60% | 69% | 67% | 64% |
| I am satisfied with the opportunities for professional advancement (promotion) available to me. | Accountability/PEIMS | 75% | — | — | 67% |
| | Finance | 53% | 27% ↓ | 50% ↑ | 29% ↓ |
| | Management Info. Systems | 42% | 62% ↑ | 61% | 62% |
| | Network Systems | 6% | 19% ↑ | 25% | 19% |
| | Research & Evaluation | 36% | 63% ↑ | 57% | 60% |
| | Financial Office - Other | 64% | 37% ↓ | 37% | 47% ↑ |
| | Financial Office - All | 42% | 45% | 50% | 49% |

Policies and Procedures

| | | 2012 | 2013 | 2014 | 2015 |
|---|--------------------------|------|-------|-------|-------|
| I know the procedures for reporting sexual harassment. | Accountability/PEIMS | 100% | — | — | 100% |
| | Finance | 94% | 88% | 91% | 71% ↓ |
| | Management Info. Systems | 67% | 89% ↑ | 77% ↓ | 86% ↑ |
| | Network Systems | 72% | 89% ↑ | 90% | 75% ↓ |
| | Research & Evaluation | 60% | 60% | 71% ↑ | 93% ↑ |
| | Financial Office - Other | 69% | 57% ↓ | 85% ↑ | 88% |
| | Financial Office - All | 76% | 80% | 85% | 85% |
| I know the procedures for filing a complaint. | Accountability/PEIMS | 100% | — | — | 83% |
| | Finance | 88% | 87% | 91% | 61% ↓ |
| | Management Info. Systems | 48% | 73% ↑ | 73% | 73% |
| | Network Systems | 72% | 78% | 90% ↑ | 75% ↓ |
| | Research & Evaluation | 60% | 60% | 71% ↑ | 77% |
| | Financial Office - Other | 58% | 65% | 85% ↑ | 75% ↓ |
| | Financial Office - All | 69% | 77% | 84% | 75% ↓ |
| I have experienced discrimination while employed at AISD. | Accountability/PEIMS | 20% | — | — | 25% |
| | Finance | 13% | 29% ↑ | 21% | 18% |
| | Management Info. Systems | 20% | 15% | 23% | 19% |
| | Network Systems | 37% | 35% | 40% | 14% ↓ |
| | Research & Evaluation | 21% | 18% | 0% ↓ | 0% |
| | Financial Office - Other | 21% | 33% ↑ | 16% ↓ | 29% ↑ |
| | Financial Office - All | 22% | 27% | 22% | 18% |

| Work Expectations | | 2012 | 2013 | 2014 | 2015 |
|--|----------------------------------|-------------|-------------|-------------|-------------|
| I am given deadlines that are reasonable. | Accountability/PEIMS | 100% | — | — | 83% |
| | Finance | 71% | 78% | 85% | 79% |
| | Management Info. Systems | 70% | 95% ↑ | 78% ↓ | 83% |
| | Network Systems | 63% | 58% | 80% ↑ | 87% |
| | Research & Evaluation | 93% | 100% ↑ | 93% ↓ | 100% ↑ |
| | Financial Office - Other | 47% | 86% ↑ | 86% | 88% |
| | Financial Office - All | 74% | 85% ↑ | 85% | 86% |
| My department/work group is given deadlines that are reasonable. | Accountability/PEIMS | 100% | — | — | 83% |
| | Finance | 71% | 76% | 85% ↑ | 68% ↓ |
| | Management Info. Systems | 57% | 85% ↑ | 78% | 73% |
| | Network Systems | 56% | 47% | 70% ↑ | 86% ↑ |
| | Research & Evaluation | 71% | 75% | 93% ↑ | 100% ↑ |
| | Financial Office - Other | 64% | 81% ↑ | 76% | 75% |
| | Financial Office - All | 68% | 78% ↑ | 80% | 79% |
| I am satisfied with the amount of autonomy and control I have over my own work. | Accountability/PEIMS | 100% | — | — | 67% |
| | Finance | 100% | 89% ↓ | 88% | 74% ↓ |
| | Management Info. Systems | 70% | 91% ↑ | 100% ↑ | 96% ↓ |
| | Network Systems | 84% | 95% ↑ | 95% | 80% ↓ |
| | Research & Evaluation | 93% | 94% | 87% ↓ | 100% ↑ |
| | Financial Office - Other | 100% | 90% ↓ | 96% ↑ | 89% ↓ |
| | Financial Office - All | 90% | 93% | 92% | 86% |
| My work environment is too stressful.* | Accountability/PEIMS | 20% | — | — | 25% |
| | Finance | 12% | 41% ↑ | 35% | 32% |
| | Management Info. Systems | 39% | 14% ↓ | 17% | 26% ↑ |
| | Network Systems | 37% | 50% ↑ | 37% ↓ | 19% ↓ |
| | Research & Evaluation | 7% | 6% | 13% ↑ | 0% ↓ |
| | Financial Office - Other | 50% | 39% ↓ | 10% ↓ | 18% ↑ |
| | Financial Office - All | 27% | 27% | 21% | 21% |

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

| Work Group | | 2012 | 2013 | 2014 | 2015 |
|--|--------------------------|-------------|-------------|-------------|-------------|
| Morale is high in my work group. | Accountability/PEIMS | 80% | — | — | 64% |
| | Finance | 29% | 25% | 50% ↑ | 18% ↓ |
| | Management Info. Systems | 32% | 59% ↑ | 82% ↑ | 78% |
| | Network Systems | 32% | 42% ↑ | 45% | 53% |
| | Research & Evaluation | 100% | 100% | 93% ↓ | 100% ↑ |
| | Financial Office - Other | 69% | 74% | 82% | 82% |
| | Financial Office - All | 54% | 61% | 67% | 67% |
| Cultural diversity is respected in my work group. | Accountability/PEIMS | 100% | — | — | 75% |
| | Finance | 88% | 94% ↑ | 88% ↓ | 95% ↑ |
| | Management Info. Systems | 83% | 100% ↑ | 100% | 87% ↓ |
| | Network Systems | 80% | 89% ↑ | 86% | 81% |
| | Research & Evaluation | 100% | 100% | 100% | 100% |
| | Financial Office - Other | 86% | 96% ↑ | 100% ↑ | 94% ↓ |
| | Financial Office - All | 89% | 94% ↑ | 92% | 90% |
| The opinions of staff in my work group are respected by employees in other areas. | Accountability/PEIMS | 100% | — | — | 75% |
| | Finance | 53% | 47% | 63% ↑ | 50% ↓ |
| | Management Info. Systems | 85% | 80% | 90% ↑ | 91% |
| | Network Systems | 59% | 69% ↑ | 53% ↓ | 40% ↓ |
| | Research & Evaluation | 100% | 94% ↓ | 85% ↓ | 100% ↑ |
| | Financial Office - Other | 83% | 73% ↓ | 90% ↑ | 80% ↓ |
| | Financial Office - All | 76% | 76% | 76% | 75% |
| Staff in my work group accomplish their jobs with enthusiasm. | Accountability/PEIMS | 100% | — | — | 80% |
| | Finance | 79% | 47% ↓ | 58% ↑ | 47% ↓ |
| | Management Info. Systems | 74% | 80% | 91% ↑ | 87% |
| | Network Systems | 50% | 58% | 67% | 69% |
| | Research & Evaluation | 100% | 100% | 93% ↓ | 100% ↑ |
| | Financial Office - Other | 69% | 91% ↑ | 91% | 89% |
| | Financial Office - All | 77% | 78% | 77% | 78% |
| The interactions among staff in my work group are cooperative. | Accountability/PEIMS | 100% | — | — | 75% |
| | Finance | 88% | 83% | 73% ↓ | 63% ↓ |
| | Management Info. Systems | 83% | 81% | 83% | 91% ↑ |
| | Network Systems | 68% | 85% ↑ | 75% ↓ | 75% |
| | Research & Evaluation | 100% | 100% | 100% | 100% |
| | Financial Office - Other | 93% | 100% ↑ | 96% ↓ | 89% ↓ |
| | Financial Office - All | 88% | 89% | 83% | 83% |

Work Group (Continued)

| | | 2012 | 2013 | 2014 | 2015 |
|--|--------------------------|------|--------|-------|--------|
| Staff in my work group communicate with each other in an open and honest way. | Accountability/PEIMS | 100% | — | — | 75% |
| | Finance | 88% | 76% ↓ | 56% ↓ | 63% |
| | Management Info. Systems | 71% | 77% | 78% | 78% |
| | Network Systems | 60% | 80% ↑ | 67% ↓ | 81% ↑ |
| | Research & Evaluation | 93% | 100% ↑ | 100% | 100% |
| | Financial Office - Other | 73% | 87% ↑ | 96% ↑ | 78% ↓ |
| | Financial Office - All | 81% | 82% | 76% | 79% |
| Staff in my work group 'go the extra mile.' | Accountability/PEIMS | 100% | — | — | 82% |
| | Finance | 81% | 71% ↓ | 64% | 60% |
| | Management Info. Systems | 76% | 77% | 95% ↑ | 91% |
| | Network Systems | 74% | 75% | 80% | 75% |
| | Research & Evaluation | 100% | 100% | 86% ↓ | 93% ↑ |
| | Financial Office - Other | 92% | 100% ↑ | 96% ↓ | 100% ↑ |
| | Financial Office - All | 85% | 85% | 84% | 84% |
| Staff in my work group provide strong social support for each other. | Accountability/PEIMS | 90% | — | — | 82% ↑ |
| | Finance | 79% | 72% | 68% | 53% ↓ |
| | Management Info. Systems | 67% | 76% ↑ | 82% | 87% |
| | Network Systems | 59% | 65% | 50% ↓ | 73% ↑ |
| | Research & Evaluation | 93% | 100% ↑ | 100% | 100% |
| | Financial Office - Other | 67% | 85% ↑ | 90% | 81% ↓ |
| | Financial Office - All | 77% | 81% | 77% | 79% |

Facilities & Resources

| | 2012 | 2013 | 2014 | 2015 | |
|--|--------------------------|------|--------|--------|--------|
| Staff have sufficient access to appropriate materials necessary to do our work. | Accountability/PEIMS | 100% | — | — | 92% |
| | Finance | 82% | 72% ↓ | 84% ↑ | 84% |
| | Management Info. Systems | 78% | 100% ↑ | 96% ↓ | 87% ↓ |
| | Network Systems | 50% | 35% ↓ | 47% ↑ | 40% |
| | Research & Evaluation | 100% | 94% ↓ | 100% ↑ | 100% |
| | Financial Office - Other | 93% | 78% ↓ | 90% ↑ | 78% ↓ |
| | Financial Office - All | 83% | 79% | 85% | 82% |
| Staff have sufficient access to technology, including computers, printers, software and Internet access. | Accountability/PEIMS | 100% | — | — | 100% |
| | Finance | 82% | 83% | 88% | 95% ↑ |
| | Management Info. Systems | 96% | 86% ↓ | 100% ↑ | 96% ↓ |
| | Network Systems | 68% | 45% ↓ | 53% | 69% ↑ |
| | Research & Evaluation | 100% | 100% | 100% | 100% |
| | Financial Office - Other | 100% | 83% ↓ | 96% ↑ | 89% ↓ |
| | Financial Office - All | 90% | 82% ↓ | 89% | 92% |
| Staff have sufficient training and support to fully utilize the available technology, software, data systems, etc. | Accountability/PEIMS | 80% | — | — | 92% |
| | Finance | 63% | 44% ↓ | 52% | 58% |
| | Management Info. Systems | 73% | 82% ↑ | 70% ↓ | 61% |
| | Network Systems | 41% | 35% | 37% | 31% |
| | Research & Evaluation | 93% | 88% | 93% | 100% ↑ |
| | Financial Office - Other | 86% | 59% ↓ | 63% | 71% |
| | Financial Office - All | 73% | 66% | 66% | 67% |
| Staff have sufficient access to office equipment and supplies such as copy machines, paper, pens, etc. | Accountability/PEIMS | 100% | — | — | 100% |
| | Finance | 100% | 100% | 96% ↓ | 95% |
| | Management Info. Systems | 96% | 90% ↓ | 96% ↑ | 91% |
| | Network Systems | 78% | 70% | 70% | 87% ↑ |
| | Research & Evaluation | 100% | 100% | 100% | 100% |
| | Financial Office - Other | 100% | 91% ↓ | 100% ↑ | 94% ↓ |
| | Financial Office - All | 96% | 92% | 94% | 94% |
| The work environment is clean and well maintained. | Accountability/PEIMS | 100% | — | — | 100% |
| | Finance | 94% | 94% | 88% ↓ | 84% |
| | Management Info. Systems | 96% | 95% | 96% | 87% ↓ |
| | Network Systems | 74% | 80% | 85% | 81% |
| | Research & Evaluation | 100% | 100% | 100% | 93% ↓ |
| | Financial Office - Other | 93% | 83% ↓ | 96% ↑ | 89% ↓ |
| | Financial Office - All | 91% | 90% | 94% | 88% ↓ |

Facilities & Resources (Continued)

| | 2012 | 2013 | 2014 | 2015 | |
|---|--------------------------|------|-------|--------|-------|
| Staff have adequate space to work productively. | Accountability/PEIMS | 100% | — | — | 100% |
| | Finance | 82% | 72% ↓ | 77% | 89% ↑ |
| | Management Info. Systems | 100% | 100% | 100% | 100% |
| | Network Systems | 79% | 65% ↓ | 75% ↑ | 75% |
| | Research & Evaluation | 87% | 47% ↓ | 87% ↑ | 80% |
| | Financial Office - Other | 93% | 70% ↓ | 79% ↑ | 83% |
| | Financial Office - All | 85% | 70% ↓ | 82% ↑ | 86% |
| My work group is provided sufficient data and information to make informed decisions. | Accountability/PEIMS | 100% | — | — | 75% |
| | Finance | 56% | 53% | 68% ↑ | 68% |
| | Management Info. Systems | 65% | 86% ↑ | 86% | 87% |
| | Network Systems | 32% | 60% ↑ | 58% | 31% ↓ |
| | Research & Evaluation | 93% | 94% | 100% ↑ | 100% |
| | Financial Office - Other | 86% | 73% ↓ | 65% | 76% ↑ |
| | Financial Office - All | 68% | 75% | 74% | 74% |
| I am satisfied with my health benefits. | Accountability/PEIMS | 90% | — | — | 92% |
| | Finance | 56% | 67% ↑ | 83% ↑ | 68% ↓ |
| | Management Info. Systems | 77% | 90% ↑ | 87% | 78% ↓ |
| | Network Systems | 58% | 65% | 55% ↓ | 38% ↓ |
| | Research & Evaluation | 80% | 76% | 87% ↑ | 73% ↓ |
| | Financial Office - Other | 87% | 78% ↓ | 65% ↓ | 56% |
| | Financial Office - All | 71% | 76% | 77% | 69% |

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

| | | 2012 | 2013 | 2014 | 2015 | |
|-----------------------------------|-------------------------------|------------|------------|------------|------------|---|
| Racial tension | Accountability/PEIMS | 0% | — | — | 8% | |
| | Finance | 12% | 6% ↓ | 4% | 0% | ↓ |
| | Management Info. Systems | 0% | 0% | 4% ↑ | 0% | ↓ |
| | Network Systems | 5% | 0% ↓ | 5% ↑ | 6% | |
| | Research & Evaluation | 0% | 0% | 0% | 0% | |
| | Financial Office - Other | 0% | 0% | 0% | 0% | |
| | Financial Office - All | 3% | 4% | 3% | 3% | |
| Bullying | Accountability/PEIMS | 0% | — | — | 8% | |
| | Finance | 12% | 6% ↓ | 0% ↓ | 21% | ↑ |
| | Management Info. Systems | 17% | 14% | 13% | 0% | ↓ |
| | Network Systems | 5% | 5% | 10% | 6% | |
| | Research & Evaluation | 0% | 0% | 7% ↑ | 0% | ↓ |
| | Financial Office - Other | 7% | 0% ↓ | 0% | 6% | ↑ |
| | Financial Office - All | 8% | 8% | 8% | 7% | |
| Disrespect for supervisors | Accountability/PEIMS | 0% | — | — | 8% | |
| | Finance | 12% | 11% | 19% ↑ | 21% | |
| | Management Info. Systems | 9% | 0% ↓ | 9% ↑ | 4% | |
| | Network Systems | 21% | 20% | 30% ↑ | 6% | ↓ |
| | Research & Evaluation | 0% | 0% | 0% | 0% | |
| | Financial Office - Other | 20% | 4% ↓ | 0% ↓ | 6% | ↑ |
| | Financial Office - All | 10% | 9% | 13% | 10% | |
| Disrespect for co-workers | Accountability/PEIMS | 10% | — | — | 8% | |
| | Finance | 18% | 28% ↑ | 27% | 26% | |
| | Management Info. Systems | 17% | 9% ↓ | 13% | 9% | |
| | Network Systems | 32% | 10% ↓ | 40% ↑ | 6% | ↓ |
| | Research & Evaluation | 0% | 0% | 0% | 0% | |
| | Financial Office - Other | 13% | 4% ↓ | 8% | 28% | ↑ |
| | Financial Office - All | 16% | 16% | 18% | 16% | |
| Unsafe practices | Accountability/PEIMS | 0% | — | — | 8% | |
| | Finance | 0% | 0% | 0% | 0% | |
| | Management Info. Systems | 4% | 0% ↓ | 4% ↑ | 9% | |
| | Network Systems | 5% | 5% | 5% | 6% | |
| | Research & Evaluation | 0% | 0% | 0% | 0% | |
| | Financial Office - Other | 0% | 0% | 0% | 6% | ↑ |
| | Financial Office - All | 3% | 1% | 2% | 5% | |

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

Percentage of Employees Who Indicated Each Negative Workplace Behavior Occurs Once a Month or More (Cont.)

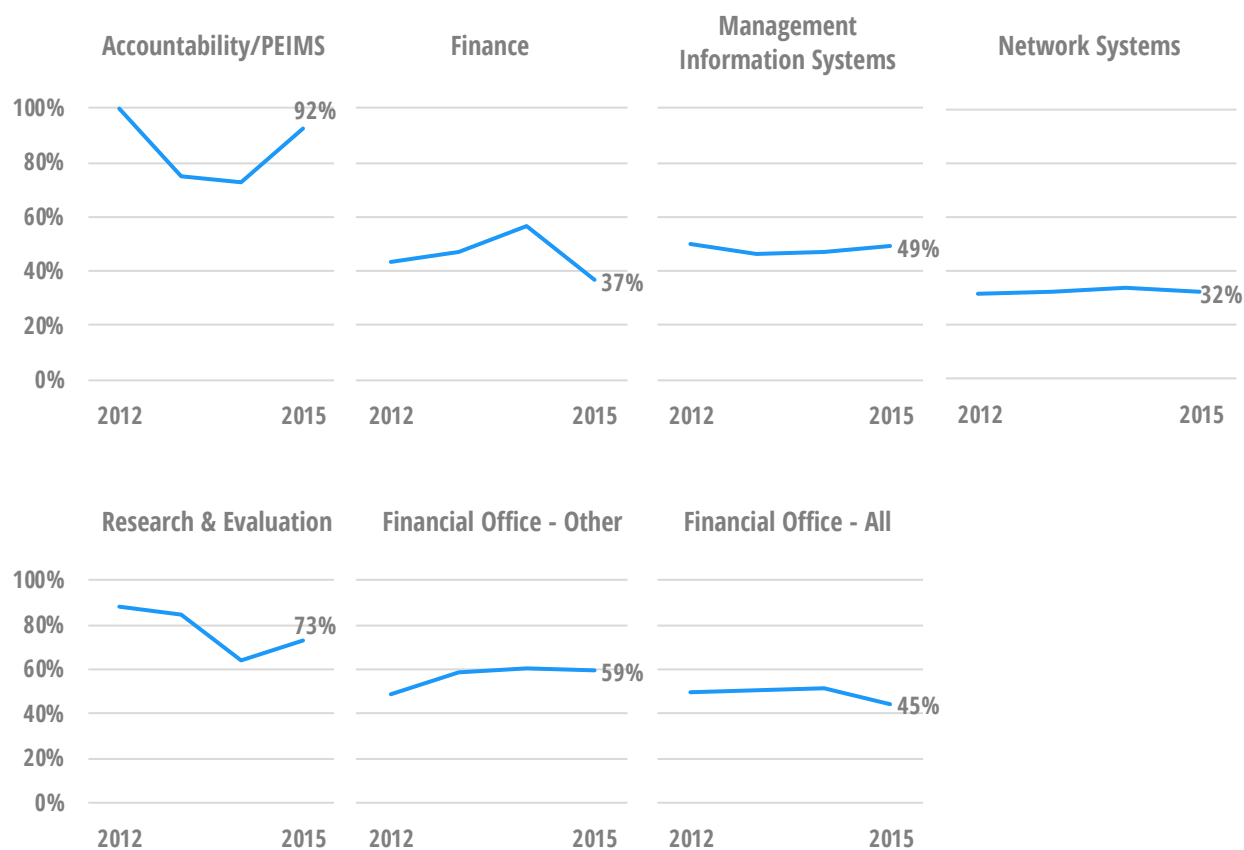
| | 2012 | 2013 | 2014 | 2015 |
|-------------------------------|-----------|-----------|-----------|-----------|
| Discrimination | | | | |
| Accountability/PEIMS | 0% | — | — | 8% |
| Finance | 12% | 0% ↓ | 4% ↑ | 0% ↓ |
| Management Info. Systems | 9% | 0% ↓ | 0% | 0% |
| Network Systems | 16% | 5% ↓ | 15% ↑ | 6% ↓ |
| Research & Evaluation | 0% | 0% | 0% | 0% |
| Financial Office - Other | 0% | 0% | 0% | 11% ↑ |
| Financial Office - All | 6% | 3% | 4% | 5% |
| Sexual Harassment | | | | |
| Accountability/PEIMS | 0% | — | — | 0% |
| Finance | 0% | 0% | 0% | 0% |
| Management Info. Systems | 0% | 0% | 0% | 0% |
| Network Systems | 0% | 5% ↑ | 0% ↓ | 0% |
| Research & Evaluation | 0% | 0% | 0% | 0% |
| Financial Office - Other | 0% | 0% | 0% | 0% |
| Financial Office - All | 0% | 1% | 0% | 0% |

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

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

Figure 3.

Response rates varied by department, but slightly declined overall.



Number of Survey Participants & Department/Group

| | 2012 | 2013 | 2014 | 2015 |
|---|------------|------------|------------|------------|
| Accountability/PEIMS | 10 | 9 | 8 | 12 |
| Contracts & Procurement | 9 | 7 | 7 | 7 |
| Network Server Support | - | - | - | 4 |
| Finance | 20 | 22 | 30 | 19 |
| Management Information Systems | 26 | 23 | 23 | 23 |
| Network Systems | 21 | 21 | 22 | 16 |
| Research & Evaluation | 15 | 17 | 14 | 16 |
| State & Federal | 8 | 11 | 10 | 4 |
| Financial Office - Other | 17 | 23 | 24 | 19 |
| (Administrative Supervisor Assessment, Budget, Campus & District Accountability, Deputy Finance, Information Systems, Medicaid, | | | | |
| Financial Office - All | 126 | 133 | 138 | 120 |