

# District Services Survey

April 2017 Results Report

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Arlington Independent School District

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## About the District Services Survey\*

The District Services Survey asks district principals and assistant principals to rate the support characteristics of departments within their school district. The support characteristics evaluated by department are:

Accessibility: Can you reach a live person or use an electronic tool to reach someone (or receive a response back within 24 hours)?

Accuracy: Do you receive the right product/service (or an acceptable variation)?

Attitude: Is your experience a pleasant experience?

Operations: Do day to day operations run efficiently and effectively?

Timeliness: Is the product/service delivered when promised?

Individuals rate the characteristics using a scale of: 1 (Very Poor), 2 (Poor), 3 (Average), 4 (Good), or 5 (Very Good). If an individual marks a department with a rating of "1 (Very Poor)," then he/she is asked to include comments to clarify/explain his/her response.

\* This survey was previously titled the Support Card Survey. Title was changed for the November 2013 survey administration to better represent what is being measured in the survey and differentiate the survey from other measurement tools.

## Results Summary

These data represent the District Services Survey results for the Arlington Independent School District for the survey administered April 2017. The survey provides all principals and assistant principals the opportunity to evaluate the service delivered to schools by all district departments.

A total of 129 leaders accessed the survey with the number of valid responses varying by department (n = 27 - 119). Table 1 below shows the district's overall mean and each support characteristic mean for surveys administered from 2014-15 school year to present. Appendix B provides the overall mean and support characteristic means for all survey administrations.

**Table 1. Overall District Mean and Support Characteristic Mean by Survey Administration**

Characteristics	Mean 10/2014 N = 181	Mean 02/2015 N = 85	Mean 05/2015 N = 165	Mean 11/2015 N = 161	Mean 04/2016 <sup>1</sup> N = 89	Mean 11/2016 <sup>2</sup> N = 133	Mean 04/2017 N = 129
Accessibility	3.97	3.99	4.02	3.89	3.94	4.07	4.17
Accuracy	3.96	4.00	4.01	3.89	3.94	4.07	4.16
Attitude	4.07	4.14	4.12	4.01	4.00	4.14	4.21
Operations	3.91	3.97	3.95	3.81	3.88	4.00	4.10
Timeliness	3.85	3.83	3.89	3.77	3.84	3.95	4.06
<b>Overall Mean</b>	<b>3.95</b>	<b>3.99</b>	<b>4.00</b>	<b>3.87</b>	<b>3.92</b>	<b>4.05</b>	<b>4.14</b>

<sup>1</sup> Fifteen (15) departments added to survey and four (4) Divisions not included from prior survey administration.

<sup>2</sup> Displayed departments revised to include 23 different departments across 6 divisions; inconsistent departments represented in trend means.

Percentile ranks were developed to provide a *normed* comparison for each district's support characteristic means and its overall mean. Table 2 displays the percentile ranks for each of the district's characteristic means and its overall mean. Two benefits of using percentile ranks include:

- (a) a standardized frame of reference for the support characteristic mean / overall mean interpretation, and
- (b) showing where a score, in this case the district's support characteristic means and overall mean, fits within a larger distribution of scores.

The "larger distribution of scores" in this report includes responses from all Studer Education partners across all survey administrations through November 2015 (more than 5,200 individual leader responses across the equivalent of 117 districts utilized for a Monte Carlo study simulation.) Using Monte Carlo simulation, the survey administration data are used to generate a dataset with 100,000 districts. The simulated dataset is based on the mean and standard deviation of the actual dataset, but has enough cases to smooth out the curve. The simulated dataset is used to calculate the percentile ranks.

**Table 2. Overall Mean and Support Characteristic Means for the current Survey Administration for AISD and Percentile Rank across Benchmark Districts**

Characteristics	AISD 04/2017	Percentile Rank
Accessibility	4.17	40
Accuracy	4.16	34
Attitude	4.21	29
Operations	4.10	36
Timeliness	4.06	36
<b>Overall Mean</b>	<b>4.14</b>	<b>33</b>

- AISD's overall mean of 4.14 ranks in the 33rd percentile of all benchmark districts' overall means, meaning the AISD overall mean is higher than 33% of benchmark districts' overall means.
- The AISD overall mean increased from 4.05 (Fall 2016) to 4.14, moving the mean from the 23rd to 33rd percentile rank among all benchmark districts' overall means.

Table 3 shows the division mean across survey administrations for the current academic year, and change by quarter and year. All divisions and departments have the goal of achieving a mean of a 4.50 or above on the District Services Survey. This indicates excellence of service from the division or department to their clients.

Table 3. Division<sup>4</sup> Means by Survey Administration and Change by Quarter and by Year

Divisions	Mean 05/2015	Mean 11/2015	Mean 04/2016	Mean 11/2016	Mean 04/2017	Change (Quarter)	Change (Year)
Administration	4.09	3.68	3.89 <sup>5</sup>	3.98	4.01	0.03	0.12
Communication	4.18	4.21	4.43	4.53	4.44	-0.09	0.01
Educational Support Services		3.50	3.48	3.91	4.02	0.11	0.54
Finance		4.21	4.19	4.23	4.32	0.09	0.13
Food and Nutrition <sup>1</sup>	4.18	4.29	4.51	4.47	4.46	-0.01	-0.05
Human Resources	3.47	2.83	3.55 <sup>5</sup>	3.93	4.12	0.19	0.57
Plant Services	3.99	3.98	3.84	3.71	3.91	0.20	0.07
Research and Accountability <sup>7</sup>	4.23	4.30	4.40	4.25	4.40	0.15	0.00
Teaching and Learning <sup>2</sup>	3.76	3.75	3.76	3.75	3.99	0.24	0.23
Technology <sup>3</sup>	4.06	4.07	4.08 <sup>5</sup>	4.24	4.31	0.07	0.23
Transformational Learning		3.87	3.93	3.97	4.18	0.21	0.25
Business Office	4.03	-	-	-	-	-	-
Overall Mean <sup>6</sup>	<b>4.00<sup>5</sup></b>	<b>3.89<sup>5</sup></b>	<b>4.06</b>	<b>4.05</b>	<b>4.14</b>	<b>0.09</b>	<b>0.08</b>

<sup>1</sup> Titled "Food Service" prior to Nov 2015 survey administration.

<sup>2</sup> Titled "Curriculum and Instruction" prior to Nov 2015 survey administration.

<sup>3</sup> Titled "Technology & Telecommunications" prior to Nov 2015 survey administration.

<sup>4</sup> Divisions identified by school district for inclusion in table.

<sup>5</sup> Provided by school district.

<sup>6</sup> Includes only Divisions listed within Table 3.

<sup>7</sup> titled "Accountability, Planning and Testing" prior to Apr 2016 survey administration.

On the following page, Table 4 shows the support characteristic means by department for the current survey administration.

**Table 4. Characteristic Mean by Department for Current Survey Administration**

Department	Accessibility	Accuracy	Attitude	Operations	Timeliness
Admin: Athletics	3.67	3.41	3.48	3.19	3.37
Admin: Fine Arts	4.23	4.27	4.42	4.25	4.25
Admin: Health Services/Nurses	4.47	4.47	4.41	4.43	4.48
Admin: Parent & Community Engagement <sup>1</sup>	4.15	4.18	4.28	4.15	4.14
Admin: Security	4.22	4.11	4.16	4.05	4.01
Admin: Student Services	4.24	4.35	4.30	4.13	3.94
Admin: Transportation	3.48	3.35	3.50	3.16	3.15
CAO: Educational Support Services <sup>2</sup>	4.01	4.01	4.10	3.97	3.99
CAO: Research & Accountability <sup>3</sup>	4.40	4.46	4.51	4.36	4.30
CAO: Teaching & Learning <sup>4</sup>	3.99	3.99	4.10	3.94	3.93
CAO: Transformational Learning <sup>5</sup>	4.19	4.17	4.26	4.16	4.13
CFO: Finance <sup>6</sup>	4.31	4.45	4.29	4.33	4.22
CFO: Food & Nutrition <sup>7</sup>	4.49	4.45	4.46	4.43	4.48
CFO: Plant Services <sup>8</sup>	3.96	3.92	4.09	3.86	3.74
Comm: Department of Communications	4.46	4.46	4.47	4.38	4.43
HR: Compensation, Benefits & Substitutes	3.92	4.03	4.15	4.03	4.01
HR: Customer Service	4.39	4.34	4.40	4.29	4.24
HR: Employee Relations & Development	4.15	4.08	4.16	4.06	4.00
HR: Recruitment & Sourcing	4.13	3.97	4.09	3.96	3.88
Tech: Instructional Technology <sup>9</sup>	4.53	4.53	4.47	4.49	4.42
Tech: Network Services	4.31	4.31	4.34	4.32	4.31
Tech: Technical Services & System Integration <sup>10</sup>	4.35	4.30	4.27	4.29	4.30
Tech: Technical Support	4.15	4.19	4.19	4.13	4.03
<b>Overall Mean</b>	<b>4.17</b>	<b>4.16</b>	<b>4.21</b>	<b>4.10</b>	<b>4.06</b>

<sup>1</sup>Includes Fund Development

<sup>2</sup>Includes Adult Literacy Education, Dyslexia & 504, RTI/K-12 SSI, Special Education, State & Federal Programs, Title 1, and World Languages

<sup>3</sup>Includes Assessment, Data Reporting, and School Improvement

<sup>4</sup>Includes Curriculum and Instruction; English Language Arts, Mathematics, Science, and Social Studies; and Professional Learning

<sup>5</sup>Includes Advanced Academics, Career & Technical Education, EC & Elementary Educational Operations, Guidance & Counseling, Secondary Educational Operations, and Transformational Programming

<sup>6</sup>Includes Accounting, Accounts Payable, Budget/Cash Management, Payroll, Purchasing, Risk Management, and Warehouse

<sup>7</sup>Includes Free & Reduced and Operations

<sup>8</sup>Includes Energy, Facilities Planning, Maintenance, Operations, Safety & Environmental Services, and Staff Architect

<sup>9</sup>Includes Library Services

<sup>10</sup>Includes PEIMS

Tables 5 – 7 provide the frequency distribution of responses by support characteristic and department for the baseline survey administration. Comments by department begin after Table 7. Appendix A shows participation by principals and assistant principals, and overall means and support characteristic means by department and by leader role.

**Table 5. Accessibility: Can you reach a live person or use an electronic tool to reach someone (or receive a response back within 24 hours)? [Frequencies]**

	Very Good	Good	Average	Poor	Very Poor	N/A	Valid n
Admin: Athletics	9	8	5	2	3	7	27
Admin: Fine Arts	29	21	8	2	1	2	61
Admin: Health Services/Nurses	34	18	5	1	0	3	58
Admin: Parent & Community Engagement <sup>1</sup>	28	27	9	3	1	2	68
Admin: Security	53	43	17	2	2	0	117
Admin: Student Services	61	32	22	2	2	0	119
Admin: Transportation	25	31	28	14	8	0	106
CAO: Educational Support Services <sup>2</sup>	45	40	21	7	3	0	116
CAO: Research & Accountability <sup>3</sup>	44	31	5	3	0	2	83
CAO: Teaching & Learning <sup>4</sup>	29	38	18	6	0	2	91
CAO: Transformational Learning <sup>5</sup>	26	32	11	1	0	3	70
CFO: Finance <sup>6</sup>	36	30	10	1	0	1	77
CFO: Food & Nutrition <sup>7</sup>	38	25	3	1	0	2	67
CFO: Plant Services <sup>8</sup>	27	36	23	4	0	1	90
Comm: Department of Communications	39	23	5	0	1	2	68
HR: Compensation, Benefits & Substitutes	20	31	16	2	2	2	71
HR: Customer Service	44	23	7	2	1	3	77
HR: Employee Relations & Development	35	28	14	3	1	2	81
HR: Recruitment & Sourcing	25	32	10	3	0	1	70
Tech: Instructional Technology <sup>9</sup>	46	24	6	0	0	2	76
Tech: Network Services	34	23	10	0	1	2	68
Tech: Technical Services & System Integration <sup>10</sup>	31	23	9	0	0	2	63
Tech: Technical Support	33	28	15	3	0	1	79
<b>Overall Mean</b>	<b>791</b>	<b>647</b>	<b>277</b>	<b>62</b>	<b>26</b>	<b>42</b>	<b>1803</b>

Valid n omits N/A and Missing

Table 6. Accuracy: Do you receive the right product/service (or an acceptable variation)? [Frequencies]

	Very Good	Good	Average	Poor	Very Poor	N/A	Valid n
Admin: Athletics	5	11	4	4	3	7	27
Admin: Fine Arts	28	20	10	1	0	3	59
Admin: Health Services/Nurses	36	14	7	1	0	3	58
Admin: Parent & Community Engagement <sup>1</sup>	25	33	6	2	1	2	67
Admin: Security	42	49	20	3	1	2	115
Admin: Student Services	60	39	13	2	1	2	115
Admin: Transportation	20	30	29	19	7	1	105
CAO: Educational Support Services <sup>2</sup>	45	39	19	8	3	1	114
CAO: Research & Accountability <sup>3</sup>	47	30	3	3	0	2	83
CAO: Teaching & Learning <sup>4</sup>	28	35	21	4	0	4	88
CAO: Transformational Learning <sup>5</sup>	25	32	13	0	0	3	70
CFO: Finance <sup>6</sup>	39	32	5	0	0	1	76
CFO: Food & Nutrition <sup>7</sup>	36	25	4	1	0	3	66
CFO: Plant Services <sup>8</sup>	25	38	21	4	1	2	89
Comm: Department of Communications	39	23	5	0	1	2	68
HR: Compensation, Benefits & Substitutes	22	32	15	1	1	2	71
HR: Customer Service	39	28	7	3	0	2	77
HR: Employee Relations & Development	32	27	16	2	2	4	79
HR: Recruitment & Sourcing	21	31	12	4	1	2	69
Tech: Instructional Technology <sup>9</sup>	46	23	6	0	0	3	75
Tech: Network Services	34	22	9	2	0	3	67
Tech: Technical Services & System Integration <sup>10</sup>	29	26	7	0	1	2	63
Tech: Technical Support	32	32	11	3	0	2	78
<b>Overall Mean</b>	<b>755</b>	<b>671</b>	<b>263</b>	<b>67</b>	<b>23</b>	<b>58</b>	<b>1779</b>

Valid n omits N/A and Missing

Table 7. Attitude: Is your experience a pleasant experience? [Frequencies]

	Very Good	Good	Average	Poor	Very Poor	N/A	Valid n
Admin: Athletics	8	8	3	5	3	7	27
Admin: Fine Arts	35	17	6	2	0	3	60
Admin: Health Services/Nurses	36	13	7	1	1	3	58
Admin: Parent & Community Engagement <sup>1</sup>	33	25	6	1	2	2	67
Admin: Security	52	41	15	6	2	0	116
Admin: Student Services	65	31	14	5	2	0	117
Admin: Transportation	24	30	33	10	8	0	105
CAO: Educational Support Services <sup>2</sup>	49	40	16	8	2	0	115
CAO: Research & Accountability <sup>3</sup>	51	26	3	3	0	2	83
CAO: Teaching & Learning <sup>4</sup>	32	40	14	3	1	2	90
CAO: Transformational Learning <sup>5</sup>	28	32	10	0	0	2	70
CFO: Finance <sup>6</sup>	35	31	8	1	1	1	76
CFO: Food & Nutrition <sup>7</sup>	37	25	4	1	0	2	67
CFO: Plant Services <sup>8</sup>	34	35	16	5	0	1	90
Comm: Department of Communications	41	20	6	0	1	2	68
HR: Compensation, Benefits & Substitutes	28	29	12	1	1	2	71
HR: Customer Service	43	24	8	2	0	2	77
HR: Employee Relations & Development	32	31	15	2	0	3	80
HR: Recruitment & Sourcing	25	27	15	2	0	1	69
Tech: Instructional Technology <sup>9</sup>	42	28	6	0	0	2	76
Tech: Network Services	35	24	7	1	1	2	68
Tech: Technical Services & System Integration <sup>10</sup>	28	27	6	1	1	2	63
Tech: Technical Support	33	30	12	3	0	2	78
<b>Overall Mean</b>	<b>826</b>	<b>634</b>	<b>242</b>	<b>63</b>	<b>26</b>	<b>43</b>	<b>1791</b>

Valid n omits N/A and Missing



Table 8. Operations: Do day to day operations run efficiently and effectively? [Frequencies]

	Very Good	Good	Average	Poor	Very Poor	N/A	Valid n
Admin: Athletics	5	9	3	6	4	6	27
Admin: Fine Arts	28	21	9	2	0	3	60
Admin: Health Services/Nurses	33	18	6	1	0	3	58
Admin: Parent & Community Engagement <sup>1</sup>	25	29	10	1	1	4	66
Admin: Security	41	47	23	3	2	0	116
Admin: Student Services	49	39	22	3	2	2	115
Admin: Transportation	14	29	32	18	11	1	104
CAO: Educational Support Services <sup>2</sup>	42	39	24	9	1	0	115
CAO: Research & Accountability <sup>3</sup>	42	31	8	2	0	2	83
CAO: Teaching & Learning <sup>4</sup>	26	39	18	5	1	3	89
CAO: Transformational Learning <sup>5</sup>	26	30	11	2	0	3	69
CFO: Finance <sup>6</sup>	36	29	11	0	0	1	76
CFO: Food & Nutrition <sup>7</sup>	36	25	5	1	0	2	67
CFO: Plant Services <sup>8</sup>	25	36	22	5	2	1	90
Comm: Department of Communications	37	23	6	1	1	2	68
HR: Compensation, Benefits & Substitutes	21	35	10	3	1	3	70
HR: Customer Service	38	29	5	4	1	2	77
HR: Employee Relations & Development	29	34	12	3	2	3	80
HR: Recruitment & Sourcing	20	35	9	4	2	1	70
Tech: Instructional Technology <sup>9</sup>	46	22	7	1	0	2	76
Tech: Network Services	33	26	7	2	0	2	68
Tech: Technical Services & System Integration <sup>10</sup>	28	26	8	1	0	2	63
Tech: Technical Support	30	32	14	3	0	1	79
<b>Overall Mean</b>	<b>710</b>	<b>683</b>	<b>282</b>	<b>80</b>	<b>31</b>	<b>49</b>	<b>1786</b>

Valid n omits N/A and Missing

Table 9. Timeliness: Is the product/service delivered when promised? [Frequencies]

	Very Good	Good	Average	Poor	Very Poor	N/A	Valid n
Admin: Athletics	5	9	7	3	3	6	27
Admin: Fine Arts	28	21	7	3	0	4	59
Admin: Health Services/Nurses	32	19	5	0	0	3	56
Admin: Parent & Community Engagement <sup>1</sup>	27	26	10	1	2	4	66
Admin: Security	44	39	25	6	2	0	116
Admin: Student Services	47	32	27	6	5	0	117
Admin: Transportation	16	26	32	20	11	0	105
CAO: Educational Support Services <sup>2</sup>	43	40	21	10	1	0	115
CAO: Research & Accountability <sup>3</sup>	44	27	5	7	0	2	83
CAO: Teaching & Learning <sup>4</sup>	26	36	20	6	0	4	88
CAO: Transformational Learning <sup>5</sup>	26	28	15	1	0	2	70
CFO: Finance <sup>6</sup>	35	29	8	2	2	1	76
CFO: Food & Nutrition <sup>7</sup>	39	22	5	1	0	2	67
CFO: Plant Services <sup>8</sup>	24	31	25	8	2	1	90
Comm: Department of Communications	40	20	6	1	1	2	68
HR: Compensation, Benefits & Substitutes	23	28	15	2	1	3	69
HR: Customer Service	38	25	6	4	2	2	75
HR: Employee Relations & Development	28	29	17	4	1	3	79
HR: Recruitment & Sourcing	21	29	12	4	3	1	69
Tech: Instructional Technology <sup>9</sup>	46	21	7	2	1	2	77
Tech: Network Services	34	24	8	1	1	2	68
Tech: Technical Services & System Integration <sup>10</sup>	30	24	7	2	0	2	63
Tech: Technical Support	28	31	15	4	1	1	79
<b>Overall Mean</b>	<b>724</b>	<b>616</b>	<b>305</b>	<b>98</b>	<b>39</b>	<b>47</b>	<b>1782</b>

Valid n omits N/A and Missing

Comments by department are included on the following pages.

## Appendix A

### Service Characteristic Means by Division and by Principal and Assistant Principal Response Frequencies by Division and by Principal and Assistant Principal

#### Participation

Role	Accessed 02/2014	Accessed 05/2014	Accessed 10/2014	Accessed 02/2015	Accessed 05/2015	Accessed 11/2015	Completed 04/2016 <sup>1</sup>	Completed 11/2016	Completed 04/2017
Principal	73	43	77	55	56	65	45	59	52
Assistant Principal	53	41	104	30	124	95	43	86	71

<sup>1</sup> Change to "Completed" in table aligning to rating a department. Measures for "Accessed" are Principal (n = 68), Assistant Principal (n = 89); of those accessing survey, 69 did not rate any department items.

Campus Level by Role and Administration	Completed 11/2016		Completed 11/2016	
	Principal	Assistant Principal	Principal	Assistant Principal
Elementary School	41	43	62	60
Junior High School	9	14	12	20
High School	9	28	11	39
<b>Overall</b>	<b>59</b>	<b>85</b>	<b>85</b>	<b>119</b>

Years of Experience by Role and Administration	Completed 11/2016		Completed 11/2016	
	Principal	Assistant Principal	Principal	Assistant Principal
This is my first year.	4	19	7	27
2-3 years	9	30	18	48
4-5 years	8	12	16	16
6 or more years	38	25	45	28
<b>Overall</b>	<b>59</b>	<b>86</b>	<b>86</b>	<b>119</b>

**April 2017 Overall Mean and Service Characteristic Mean Rating by Division and by Principal / Assistant Principal**

	Athletics		Fine Arts		Health Services / Nurses		Parent & Community Engagement		Security		Student Services	
	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating
Accessibility	3.55	3.75	4.12	4.45	4.42	4.60	4.10	4.25	4.02	4.38	3.90	4.48
Accuracy	2.91	3.75	4.20	4.42	4.47	4.47	4.17	4.21	3.90	4.29	4.00	4.59
Attitude	2.82	3.94	4.38	4.50	4.35	4.60	4.25	4.37	3.98	4.31	4.09	4.44
Operations	2.55	3.63	4.20	4.35	4.42	4.47	4.11	4.26	3.81	4.25	3.79	4.37
Timeliness	2.91	3.69	4.15	4.45	4.43	4.64	4.06	4.32	3.87	4.13	3.68	4.11
<b>Totals</b>	<b>3.78</b>	<b>3.75</b>	<b>3.97</b>	<b>4.43</b>	<b>3.88</b>	<b>4.55</b>	<b>4.04</b>	<b>4.28</b>	<b>4.11</b>	<b>4.27</b>	<b>4.12</b>	<b>4.40</b>

	Transportation		Education Support Services		Research and Accountability		Teaching and Learning		Transformational Learning		Finance	
	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating
Accessibility	2.90	3.97	3.63	4.28	4.38	4.42	3.90	4.10	4.02	4.48	4.27	4.38
Accuracy	2.94	3.71	3.59	4.32	4.46	4.45	3.88	4.13	4.04	4.40	4.44	4.46
Attitude	3.13	3.81	3.76	4.35	4.56	4.42	4.02	4.21	4.13	4.48	4.25	4.36
Operations	2.71	3.55	3.53	4.30	4.37	4.35	3.78	4.16	4.02	4.42	4.29	4.39
Timeliness	2.81	3.44	3.65	4.24	4.29	4.32	3.78	4.13	4.00	4.36	4.15	4.36
<b>Totals</b>	<b>4.01</b>	<b>3.70</b>	<b>3.86</b>	<b>4.30</b>	<b>3.83</b>	<b>4.39</b>	<b>3.89</b>	<b>4.15</b>	<b>3.90</b>	<b>4.43</b>	<b>4.01</b>	<b>4.39</b>

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**April 2017 Overall Mean and Service Characteristic Mean Rating by Division and by Principal / Assistant Principal *continued***

	Food and Nutrition		Plant Services		Communications		HR: Compensation, Benefits & Substitutes		HR: Customer Service		HR: Employee Relations & Development	
	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating
Accessibility	4.49	4.50	3.66	4.33	4.35	4.68	3.73	4.22	4.40	4.37	4.16	4.13
Accuracy	4.43	4.50	3.66	4.26	4.35	4.68	3.82	4.37	4.30	4.41	4.00	4.20
Attitude	4.45	4.50	3.86	4.38	4.37	4.68	4.00	4.41	4.42	4.37	4.14	4.19
Operations	4.40	4.50	3.60	4.18	4.24	4.68	3.82	4.38	4.22	4.41	4.00	4.16
Timeliness	4.45	4.55	3.50	4.05	4.30	4.68	3.79	4.38	4.24	4.23	3.94	4.10
<b>Totals</b>	<b>4.14</b>	<b>4.51</b>	<b>4.16</b>	<b>4.24</b>	<b>4.21</b>	<b>4.68</b>	<b>4.09</b>	<b>4.35</b>	<b>4.12</b>	<b>4.36</b>	<b>4.25</b>	<b>4.16</b>

	HR: Recruitment & Sourcing		Tech: Instructional Technology		Tech: Network Services		Tech: Technical Services & System Integration		Tech: Technical Support		Overall	
	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating
Accessibility	4.00	4.39	4.39	4.73	4.17	4.52	4.27	4.53	3.98	4.36	4.05	4.3.4
Accuracy	3.87	4.18	4.39	4.76	4.17	4.54	4.18	4.58	3.98	4.46	4.04	4.34
Attitude	4.00	4.27	4.37	4.63	4.22	4.52	4.16	4.53	3.98	4.44	4.11	4.35
Operations	3.89	4.09	4.33	4.73	4.20	4.52	4.18	4.53	3.93	4.36	3.97	4.28
Timeliness	3.74	4.18	4.28	4.61	4.17	4.52	4.20	4.53	3.81	4.28	3.95	4.21
<b>Totals</b>	<b>4.24</b>	<b>4.22</b>	<b>4.06</b>	<b>4.69</b>	<b>4.00</b>	<b>4.52</b>	<b>4.00</b>	<b>4.54</b>	<b>3.84</b>	<b>4.38</b>	<b>4.02</b>	<b>4.30</b>

**November 2016 Overall Mean and Service Characteristic Mean Rating by Division and by Principal / Assistant Principal**

	Athletics		Fine Arts		Health Services / Nurses		Parent & Community Engagement		Security		Student Services	
	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating
Accessibility	4.00	4.10	4.29	4.71	4.39	4.39	4.10	4.21	4.04	4.42	3.83	4.42
Accuracy	3.42	4.32	4.35	4.47	4.47	4.35	4.25	4.17	3.91	4.29	4.13	4.54
Attitude	3.75	4.45	4.50	4.82	4.31	4.13	4.17	4.09	3.82	4.31	4.11	4.51
Operations	3.58	4.20	4.42	4.47	4.39	4.32	4.02	3.96	3.77	4.17	3.87	4.40
Timeliness	3.58	4.05	4.29	4.44	4.36	4.38	3.98	4.00	3.77	4.17	3.51	4.21
<b>Totals</b>	<b>3.67</b>	<b>4.22</b>	<b>4.37</b>	<b>4.58</b>	<b>4.38</b>	<b>4.31</b>	<b>4.11</b>	<b>4.08</b>	<b>3.86</b>	<b>4.27</b>	<b>3.89</b>	<b>4.42</b>

	Transportation		Education Support Services		Research and Accountability		Teaching and Learning		Transformational Learning		Finance	
	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating
Accessibility	2.98	3.40	3.58	4.28	4.30	4.18	3.53	4.08	3.88	4.11	4.18	4.39
Accuracy	2.98	3.32	3.55	4.13	4.31	4.11	3.42	3.89	3.90	4.07	4.20	4.42
Attitude	3.23	3.54	3.74	4.30	4.44	4.24	3.80	4.09	4.00	4.18	4.20	4.28
Operations	2.94	3.10	3.52	4.01	4.28	4.14	3.40	3.89	3.95	4.04	4.12	4.35
Timeliness	2.83	3.06	3.40	4.13	4.19	4.20	3.40	3.92	3.73	4.07	4.10	4.22
<b>Totals</b>	<b>2.99</b>	<b>3.28</b>	<b>3.56</b>	<b>4.17</b>	<b>4.31</b>	<b>4.17</b>	<b>3.51</b>	<b>3.97</b>	<b>3.89</b>	<b>4.09</b>	<b>4.16</b>	<b>4.33</b>

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**November 2016 Overall Mean and Service Characteristic Mean Rating by Division and by Principal / Assistant Principal *continued***

	Food and Nutrition		Plant Services		Communications		HR: Compensation, Benefits & Substitutes		HR: Customer Service		HR: Employee Relations & Development	
	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating
Accessibility	4.45	4.52	3.54	4.05	4.54	4.47	3.67	3.98	4.06	4.02	4.08	3.72
Accuracy	4.43	4.45	3.60	3.97	4.58	4.41	3.93	3.98	4.11	4.00	4.10	3.78
Attitude	4.55	4.52	3.77	4.03	4.63	4.50	3.96	4.07	4.30	3.98	4.16	3.72
Operations	4.38	4.48	3.48	3.97	4.56	4.45	3.69	3.95	4.15	3.95	4.12	3.74
Timeliness	4.48	4.45	3.29	3.71	4.56	4.48	3.71	3.88	4.06	3.78	4.10	3.58
<b>Totals</b>	<b>4.46</b>	<b>4.48</b>	<b>3.53</b>	<b>3.95</b>	<b>4.58</b>	<b>4.46</b>	<b>3.79</b>	<b>3.97</b>	<b>4.14</b>	<b>3.95</b>	<b>4.11</b>	<b>3.71</b>

	HR: Recruitment & Sourcing		Tech: Instructional Technology		Tech: Network Services		Tech: Technical Services & System Integration		Tech: Technical Support		Overall	
	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating
Accessibility	3.88	3.94	4.49	4.48	4.26	4.21	4.14	4.31	3.98	4.13	3.99	4.17
Accuracy	3.90	3.86	4.44	4.42	4.21	4.27	4.12	4.28	4.02	4.21	4.01	4.13
Attitude	3.94	3.94	4.51	4.48	4.26	4.21	4.19	4.34	4.04	4.33	4.09	4.20
Operations	3.75	3.78	4.42	4.42	4.18	4.12	4.14	4.24	4.00	4.23	3.95	4.06
Timeliness	3.69	3.67	4.44	4.48	4.28	4.18	4.12	4.28	4.00	4.02	3.89	4.01
<b>Totals</b>	<b>3.83</b>	<b>3.84</b>	<b>4.46</b>	<b>4.46</b>	<b>4.24</b>	<b>4.20</b>	<b>4.14</b>	<b>4.29</b>	<b>4.01</b>	<b>4.18</b>	<b>3.99</b>	<b>4.11</b>

**April 2016 Overall Mean and Service Characteristic Mean Rating by Division and by Principal / Assistant Principal**

	Athletics		Communication		Educational Support Services		Finance		Food and Nutrition		Health Services / Nurses	
	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating
Accessibility	3.57	4.14	4.40	4.38	3.20	3.84	4.24	4.26	4.52	4.45	4.14	4.52
Accuracy	2.81	4.14	4.42	4.48	3.16	3.95	4.20	4.28	4.57	4.48	4.31	4.50
Attitude	3.52	4.24	4.47	4.48	3.44	3.81	4.24	4.23	4.55	4.45	4.17	4.37
Operations	2.76	4.15	4.42	4.41	3.00	3.65	4.09	4.25	4.55	4.48	4.19	4.38
Timeliness	3.00	4.10	4.40	4.45	3.00	3.63	3.93	4.10	4.52	4.48	4.24	4.40
<b>Totals</b>	<b>3.13</b>	<b>4.15</b>	<b>4.42</b>	<b>4.44</b>	<b>3.16</b>	<b>3.78</b>	<b>4.14</b>	<b>4.22</b>	<b>4.54</b>	<b>4.47</b>	<b>4.21</b>	<b>4.43</b>

	HR: Compensation, Benefits & Substitutes		HR: Customer Service		HR: Employee Relations & Development		HR: Recruitment & Sourcing		Parent & Community Engagement		Plant Services	
	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating
Accessibility	3.29	3.68	3.82	3.38	3.70	3.33	3.51	3.34	3.91	3.93	3.58	4.28
Accuracy	3.60	3.85	3.80	3.55	3.60	3.46	3.44	3.46	3.93	3.90	3.53	4.22
Attitude	3.76	3.83	4.13	3.50	3.84	3.34	3.67	3.49	4.09	3.93	3.76	4.22
Operations	3.38	3.80	3.78	3.45	3.58	3.40	3.33	3.40	3.80	3.93	3.51	4.11
Timeliness	3.29	3.70	3.64	3.43	3.47	3.26	3.31	3.26	3.70	4.00	3.33	4.11
<b>Totals</b>	<b>3.46</b>	<b>3.77</b>	<b>3.84</b>	<b>3.46</b>	<b>3.64</b>	<b>3.36</b>	<b>3.45</b>	<b>3.39</b>	<b>3.89</b>	<b>3.94</b>	<b>3.54</b>	<b>4.19</b>

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**April 2016 Overall Mean and Service Characteristic Mean Rating by Division and by Principal / Assistant Principal *continued***

	Research and Accountability		Security		Student Services		Teaching and Learning		Technology: Instructional Technology		Technology: Network Services	
	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating
Accessibility	4.51	4.30	3.71	4.24	3.78	4.44	3.64	3.95	4.11	4.24	3.86	4.10
Accuracy	4.51	4.30	3.69	4.24	3.96	4.51	3.44	3.93	3.91	4.30	3.86	4.10
Attitude	4.58	4.32	3.62	4.12	4.02	4.37	3.73	3.93	4.18	4.30	3.91	4.15
Operations	4.47	4.32	3.60	4.12	3.89	4.35	3.49	3.95	3.91	4.22	3.84	4.08
Timeliness	4.42	4.22	3.49	4.20	3.67	4.30	3.53	3.95	3.95	4.27	3.88	4.10
<b>Totals</b>	<b>4.50</b>	<b>4.29</b>	<b>3.62</b>	<b>4.19</b>	<b>3.86</b>	<b>4.40</b>	<b>3.57</b>	<b>3.94</b>	<b>4.01</b>	<b>4.26</b>	<b>3.87</b>	<b>4.11</b>

	Technology: Technical Services & System Integration		Technology: Technical Support		Transformational Learning		Transportation		Overall	
	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating
Accessibility	4.09	4.16	3.87	4.28	3.73	4.16	3.33	3.72	3.85	4.04
Accuracy	4.12	4.08	3.84	4.25	3.76	4.06	3.21	3.64	3.83	4.07
Attitude	3.98	4.16	3.98	4.15	3.91	4.22	3.26	3.74	3.95	4.05
Operations	4.05	4.11	3.93	4.23	3.69	4.16	2.95	3.53	3.76	4.01
Timeliness	4.02	4.13	3.84	4.20	3.64	4.19	3.02	3.47	3.71	3.98
<b>Totals</b>	<b>4.05</b>	<b>4.13</b>	<b>3.89</b>	<b>4.22</b>	<b>3.75</b>	<b>4.16</b>	<b>3.15</b>	<b>3.62</b>	<b>3.82</b>	<b>4.03</b>

**November 2015 Overall Mean and Service Characteristic Mean Rating by Division and by Principal / Assistant Principal**

	Accountability, Planning and Testing		Administration		Communication		Educational Support Services		Finance		Food and Nutrition	
	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating
Accessibility	4.47	4.26	3.28	3.99	4.32	4.14	3.09	3.81	4.28	4.21	4.29	4.31
Accuracy	4.19	4.15	3.36	4.09	4.26	4.14	3.21	3.84	4.32	4.23	4.33	4.29
Attitude	4.62	4.39	3.42	4.16	4.43	4.22	3.19	3.94	4.25	4.14	4.39	4.22
Operations	4.38	4.10	3.17	3.93	4.31	4.05	3.04	3.79	4.21	4.15	4.30	4.21
Timeliness	4.30	4.20	3.11	3.80	4.23	4.11	2.96	3.68	4.23	4.12	4.31	4.27
<b>Totals</b>	<b>4.39</b>	<b>4.22</b>	<b>3.27</b>	<b>3.99</b>	<b>4.31</b>	<b>4.13</b>	<b>3.10</b>	<b>3.81</b>	<b>4.26</b>	<b>4.17</b>	<b>4.33</b>	<b>4.26</b>

	Human Resources		Plant Services		Teaching and Learning		Technology		Transformational Learning		Overall	
	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating
Accessibility	2.35	3.06	3.75	4.33	3.43	4.06	4.06	4.12	3.78	4.02	3.74	4.01
Accuracy	2.55	3.28	3.67	4.16	3.33	4.03	4.06	4.18	3.73	3.95	3.73	4.02
Attitude	2.92	3.42	3.86	4.43	3.61	4.09	4.18	4.14	3.92	4.07	3.89	4.10
Operations	2.35	3.02	3.56	4.18	3.32	3.97	3.96	4.14	3.66	3.93	3.66	3.94
Timeliness	2.02	2.90	3.51	4.17	3.27	4.02	3.94	3.92	3.65	3.93	3.60	3.91
<b>Totals</b>	<b>2.44</b>	<b>3.13</b>	<b>3.67</b>	<b>4.25</b>	<b>3.39</b>	<b>4.03</b>	<b>4.04</b>	<b>4.10</b>	<b>3.75</b>	<b>3.98</b>	<b>3.72</b>	<b>4.00</b>

**May 2015 Overall Mean and Service Characteristic Mean Rating by Division and by Principal / Assistant Principal**

	Accountability, Planning and Testing		Communication		Curriculum and Instruction		Business Office		Food Service		Plant Services	
	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating
Accessibility	4.58	4.16	4.58	4.17	3.40	3.95	4.13	4.03	4.35	4.16	3.97	4.09
Accuracy	4.27	4.19	4.27	4.15	3.38	3.86	4.23	4.03	4.22	4.09	3.94	4.02
Attitude	4.51	4.26	4.51	4.20	3.75	4.05	4.23	3.94	4.22	4.17	4.00	4.16
Operations	4.29	4.11	4.29	4.09	3.30	3.83	4.13	4.00	4.22	4.12	3.82	3.97
Timeliness	4.27	4.15	4.27	4.10	3.15	3.79	3.92	3.96	4.28	4.20	3.64	3.92
<b>Totals</b>	<b>4.38</b>	<b>4.17</b>	<b>4.38</b>	<b>4.14</b>	<b>3.40</b>	<b>3.90</b>	<b>4.13</b>	<b>3.99</b>	<b>4.26</b>	<b>4.15</b>	<b>3.88</b>	<b>4.03</b>

	Administration		Human Resources		Technology and Telecommunications		Overall	
	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating
Accessibility	4.05	4.02	3.24	3.60	4.15	4.03	4.03	4.02
Accuracy	4.08	4.14	3.34	3.68	4.11	4.03	4.00	4.02
Attitude	4.18	4.24	3.61	3.81	4.26	4.18	4.13	4.11
Operations	4.10	4.07	3.03	3.51	3.97	4.02	3.91	3.97
Timeliness	3.82	4.04	2.63	3.37	3.92	3.97	3.77	3.94
<b>Totals</b>	<b>4.05</b>	<b>4.10</b>	<b>3.17</b>	<b>3.59</b>	<b>4.08</b>	<b>4.04</b>	<b>3.97</b>	<b>4.01</b>

**February 2015 Overall Mean and Service Characteristic Mean Rating by Division and by Principal / Assistant Principal**

	Accountability, Planning and Testing		Communication		Curriculum and Instruction		Business Office		Food Service		Plant Services	
	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating
Accessibility	4.35	4.26	4.26	3.95	3.47	3.76	4.18	4.00	4.38	4.43	4.15	3.94
Accuracy	4.13	4.30	4.28	4.20	3.45	3.90	4.13	4.11	4.36	4.13	4.00	4.06
Attitude	4.58	4.30	4.32	4.11	3.98	4.00	4.16	4.00	4.44	4.27	4.20	4.11
Operations	4.30	4.32	4.22	4.10	3.46	3.84	4.02	4.17	4.40	4.40	4.03	3.94
Timeliness	4.26	4.26	4.13	4.20	3.32	3.80	3.89	4.05	4.39	4.40	3.80	3.76
<b>Totals</b>	<b>4.32</b>	<b>4.29</b>	<b>4.24</b>	<b>4.11</b>	<b>3.53</b>	<b>3.86</b>	<b>4.08</b>	<b>4.06</b>	<b>4.39</b>	<b>4.32</b>	<b>4.03</b>	<b>3.97</b>

	Administration		Human Resources		Technology and Telecommunications		Overall	
	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating
Accessibility	3.86	4.26	2.81	3.32	4.37	4.20	3.98	4.01
Accuracy	3.98	4.37	2.86	3.58	4.26	4.30	3.94	4.11
Attitude	4.09	4.21	3.19	3.58	4.47	4.35	4.16	4.10
Operations	4.02	4.28	2.63	3.50	4.24	4.10	3.92	4.07
Timeliness	3.68	4.26	2.02	3.37	4.12	4.00	3.74	4.01
<b>Totals</b>	<b>3.93</b>	<b>4.28</b>	<b>2.70</b>	<b>3.47</b>	<b>4.29</b>	<b>4.19</b>	<b>3.95</b>	<b>4.06</b>

**October 2014 Overall Mean and Service Characteristic Mean Rating by Division and by Principal / Assistant Principal**

	Accountability, Planning and Testing		Communication		Curriculum and Instruction		Business Office		Food Service		Plant Services	
	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating
Accessibility	4.18	4.20	4.25	4.24	3.53	3.94	3.94	4.02	4.34	4.15	3.81	4.00
Accuracy	4.08	4.10	4.19	4.18	3.45	3.94	4.01	4.07	4.17	4.07	3.70	3.87
Attitude	4.33	4.29	4.31	4.29	3.95	4.09	4.13	4.01	4.35	4.08	3.88	3.95
Operations	4.11	4.05	4.20	4.16	3.41	3.84	3.97	4.01	4.25	4.09	3.64	3.79
Timeliness	4.00	4.15	4.15	4.22	3.27	3.83	3.90	3.99	4.28	4.15	3.39	3.65
<b>Totals</b>	<b>4.14</b>	<b>4.16</b>	<b>4.22</b>	<b>4.22</b>	<b>3.52</b>	<b>3.93</b>	<b>3.99</b>	<b>4.02</b>	<b>4.28</b>	<b>4.11</b>	<b>3.69</b>	<b>3.85</b>

	Administration		Human Resources		Technology and Telecommunications		Overall	
	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating
Accessibility	3.96	4.14	2.97	3.63	3.89	4.10	3.88	4.05
Accuracy	4.04	4.24	3.17	3.69	3.83	4.13	3.85	4.04
Attitude	4.08	4.26	3.21	3.60	4.01	4.16	4.03	4.09
Operations	3.96	4.26	3.00	3.56	3.64	4.08	3.80	3.99
Timeliness	3.88	4.16	2.65	3.44	3.77	4.07	3.70	3.97
<b>Totals</b>	<b>3.98</b>	<b>4.21</b>	<b>3.00</b>	<b>3.58</b>	<b>3.83</b>	<b>4.11</b>	<b>3.85</b>	<b>4.03</b>

**May 2014 Overall Mean and Service Characteristic Mean Rating by Division and by Principal / Assistant Principal**

	Accountability, Planning and Testing		Communication		Curriculum and Instruction		Business Office		Food Service		Plant Services	
	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating
Accessibility	4.42	4.44	4.19	4.28	3.61	3.82	4.14	4.13	4.34	4.28	3.94	4.07
Accuracy	4.25	4.30	4.36	4.28	3.53	3.79	4.31	4.13	4.26	4.19	3.85	4.03
Attitude	4.56	4.47	4.42	4.28	4.00	4.00	4.20	3.96	4.40	4.22	4.09	4.14
Operations	4.36	4.38	4.26	4.13	3.51	3.81	4.11	4.04	4.37	4.19	3.88	3.93
Timeliness	4.25	4.29	4.11	4.13	3.34	3.79	4.11	3.96	4.26	4.33	3.71	3.79
<b>Totals</b>	<b>4.37</b>	<b>4.38</b>	<b>4.27</b>	<b>4.22</b>	<b>3.60</b>	<b>3.84</b>	<b>4.18</b>	<b>4.04</b>	<b>4.33</b>	<b>4.24</b>	<b>3.89</b>	<b>3.99</b>

	Administration		Human Resources		Technology and Telecommunications		Overall	
	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating
Accessibility	3.74	4.03	3.54	3.88	3.85	4.23	3.98	4.13
Accuracy	3.89	4.27	3.60	3.97	3.88	4.23	3.99	4.13
Attitude	3.69	4.21	3.77	3.97	3.91	4.27	4.12	4.18
Operations	3.74	4.21	3.54	3.84	3.73	4.27	3.95	4.09
Timeliness	3.54	4.12	3.03	3.69	3.59	4.31	3.77	4.04
<b>Totals</b>	<b>3.72</b>	<b>4.17</b>	<b>3.50</b>	<b>3.87</b>	<b>3.79</b>	<b>4.26</b>	<b>3.96</b>	<b>4.11</b>

**February 2014 Overall Mean and Service Characteristic Mean Rating by Division and by Principal / Assistant Principal**

	Accountability, Planning and Testing		Communication		Curriculum and Instruction		Business Office		Food Service		Plant Services	
	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating
Accessibility	4.19	4.20	4.29	4.29	3.60	3.90	4.15	4.29	4.21	4.41	3.46	4.41
Accuracy	4.00	4.29	4.24	4.43	3.68	3.95	4.27	4.43	4.21	4.45	3.45	4.28
Attitude	4.44	4.32	4.32	4.29	3.99	4.10	4.16	4.36	4.36	4.39	3.81	4.45
Operations	4.21	4.13	4.17	4.27	3.53	3.88	4.18	4.30	4.15	4.37	3.51	4.07
Timeliness	3.97	3.95	3.94	4.15	3.36	3.88	4.16	4.39	4.16	4.39	3.28	3.93
<b>Totals</b>	<b>4.16</b>	<b>4.18</b>	<b>4.19</b>	<b>4.29</b>	<b>3.63</b>	<b>3.94</b>	<b>4.19</b>	<b>4.35</b>	<b>4.22</b>	<b>4.40</b>	<b>3.50</b>	<b>4.23</b>

	Administration		Human Resources		Technology and Telecommunications		Overall	
	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating	Principal Mean Rating	Assistant Principal Mean Rating
Accessibility	3.78	4.11	3.60	3.67	3.89	4.35	<b>3.91</b>	<b>4.16</b>
Accuracy	3.90	4.17	3.89	3.89	4.00	4.43	<b>3.96</b>	<b>4.25</b>
Attitude	3.96	4.31	3.81	3.77	4.08	4.50	<b>4.10</b>	<b>4.27</b>
Operations	3.86	4.15	3.65	3.69	3.88	4.32	<b>3.91</b>	<b>4.12</b>
Timeliness	3.59	4.11	3.46	3.57	3.72	4.31	<b>3.74</b>	<b>4.06</b>
<b>Totals</b>	<b>3.82</b>	<b>4.17</b>	<b>3.68</b>	<b>3.72</b>	<b>3.91</b>	<b>4.38</b>	<b>3.92</b>	<b>4.17</b>

## Appendix B

Table 1. Overall District Mean and Support Characteristic Mean by Survey Administration [All Administrations]

Characteristics	Mean 05/2013 N = 123	Mean 11/2013 N = 142	Mean 02/2014 N = 126	Mean 05/2014 N = 70	Mean 10/2014 N = 181	Mean 02/2015 N = 85	Mean 05/2015 N = 165	Mean 11/2015 N = 161	Mean 04/2016 <sup>1</sup> N = 89	Mean 11/2016 <sup>2</sup> N = 133	
Accessibility	4.02	3.86	3.99	4.05	3.97	3.99	4.02	3.89	3.94	4.07	
Accuracy	4.07	3.93	4.05	4.06	3.96	4.00	4.01	3.89	3.94	4.07	
Attitude	4.17	4.00	4.16	4.14	4.07	4.14	4.12	4.01	4.00	4.14	
Operations	3.96	3.86	3.97	4.02	3.91	3.97	3.95	3.81	3.88	4.00	
Timeliness	3.88	3.71	3.84	3.90	3.85	3.83	3.89	3.77	3.84	3.95	
<b>Overall Mean</b>	<b>4.02</b>	<b>3.87</b>	<b>4.00</b>	<b>4.03</b>	<b>3.95</b>	<b>3.99</b>	<b>4.00</b>	<b>3.87</b>	<b>3.92</b>	<b>4.05</b>	