Studer Education
EXCELLENCE IN EDUCATION

Employee Engagement Survey

March 2017 Results Report

Arlington Independent School District

Summary of Results for Scaled Survey Data

The Arlington Independent School District is committed to creating a great place to learn, work, and achieve. To build on this commitment the leadership of the school district gathers and analyzes data on essential goals and measures - staff engagement, parent satisfaction, quality of service from district departments, and student achievement. This journey of excellence based on measurable goals began in 2013 and focuses on the use of data to identify gaps, take action, and follow through to ensure continuous improvement in performance in the Arlington Independent School District.

The Employee Engagement Survey was administered to all school district employees **to assess their level of satisfaction with the work environment of the school or department where they work. Employees completed the survey about the school or department identified as the place where their supervisors work**. The initial baseline survey was administered in March 2013.

This report provides an overview of the findings for the March 2017 administration of the Employee Engagement Survey for the Arlington Independent School District.

District Summary Results

The district's overall mean is **3.79**, using a scale of 1 to 5, with five being the highest. A total of 5,509 employees responded to the survey, and the number of employee responses per item (n) ranged from 5,408 to 5,500. Table 1 displays the overall mean and item means by survey administration.

Table 1. Employee Participation by Survey Administration

Date of Administration	Participation	Completed in Spanish	Overall District Mean
March 2013	4,559	2.6%	3.80
December 2013	4,576	1.4%	3.72
May 2014	4,003	1.1%	3.76
November 2014	4,210	2.0%	3.72
April 2015	4,170	2.1%	3.69
March 2016	5,999	2.5%	3.69
March 2017	5,509	1.7%	3.79

Item Summary

- The means representing the perceptions of employees about their direct supervisor's leadership ranged from 3.58 to 3.98 (range of 0.41).

  Excluding the district and superintendent questions, the three highest means are for the following items:

  - My principal/supervisor provides me with good processes and resources to do my job (3.98);
  - My principal/supervisor demonstrates a genuine concern for my welfare (3.91); and
  - My principal/supervisor sets clear expectations to judge my performance (3.90).

Excluding the district and superintendent questions, the three items with the lowest means are:

- My principal/supervisor consults me on the decisions that affect my job (3.58);
- My principal/supervisor provides feedback on my strengths as an employee (3.77); and
- My principal/supervisor provides the support needed to accomplish my work objectives (3.85).

- The means representing the perceptions of employees about the superintendent's leadership ranged from 3.50 to 3.84 (range of 0.34).

- Item 14 related to pride in the district earned a mean of 3.57 and Item 15 associated with confidence in leadership earned a mean of 3.75. While these items continue to represent two of the lowest means on the survey, both item means increased in this administration by +0.16.

- Table 3 (page 4) displays the district's item means for each survey administration

Table 2 (below) and Figure 1 (page 3) show the distribution of responses from "Strongly Agree" to "Strongly Disagree" for this survey administration by frequency and percentage, and Table 2 also includes frequency and percentage across each survey administration.

Table 2. Response Frequency (Items 1 – 14) by Category by Survey Administration

Administration	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
March 2013 Total Responses [includes item 15]	22,524	24,298	12,802	6,434	3,668
Percent of Total Responses (N = 69,726)	32.3%	34.8%	18.4%	9.2%	5.3%
December 2013 Total Responses [includes item 15]	21,807	22,911	12,657	6,565	5,169
Percent of Total Responses (N = 69,109)	31.6%	33.2%	18.3%	9.5%	7.5%
May 2014 Total Responses	19,430	17,703	9,202	5,028	4,502
Percent of Total Responses (N = 55,865)	34.8%	31.7%	16.5%	9.0%	8.1%
November 2014 Total Responses	18,155	19,694	11,163	5,523	4,025
Percent of Total Responses (N = 58,560)	31.0%	33.6%	19.1%	9.4%	6.9%
April 2015 Total Responses	18,274	18,734	10,832	5,429	4,816
Percent of Total Responses (N = 58,085)	31.5%	32.3%	18.6%	9.3%	8.3%
March 2016 Total Responses	24,859	24,815	14,438	7,694	6,456
Percent of Total Responses (N = 78,262)	31.8%	31.7%	18.4%	9.8%	8.2%
March 2017 Total Responses	25,318	25,601	14,437	6,339	4,897
Percent of Total Responses (N = 76,592)	33.1%	33.4%	18.8%	8.3%	6.4%

Note the shift upward in response choices when reviewing the 2016 and 2017 survey administrations. There were 1.8% fewer employees choosing “Strongly Disagree” and 1.5% fewer choosing “Disagree.” This shift upward is captured in both the “Agree” and “Strongly Agree” categories.

Figure 1. Response Frequency (Items 1 – 14) by Category

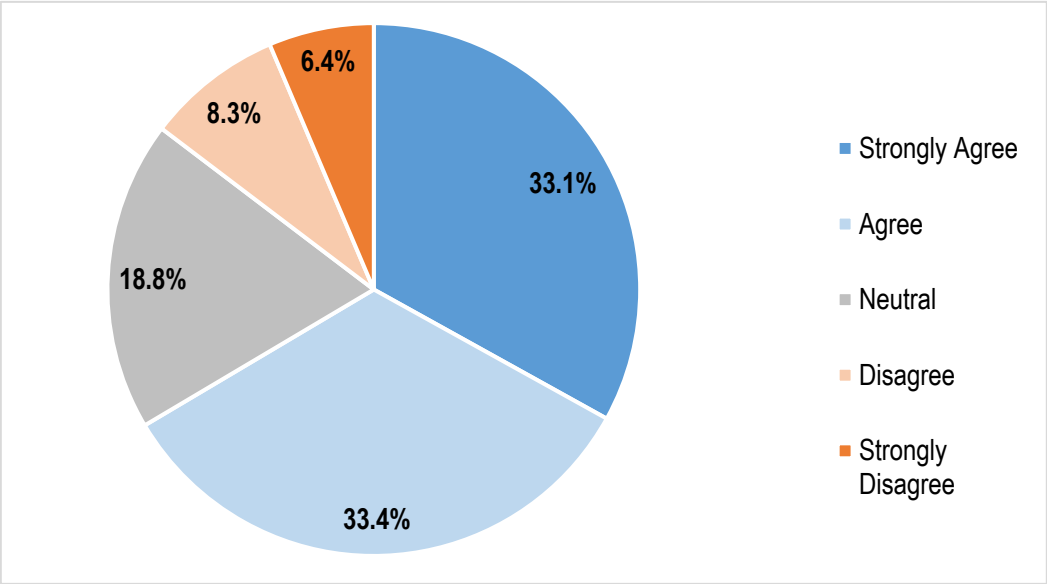

Table 3 (page 4) displays the overall mean and item means across all survey administrations, and Table 4 (page 5) shows the item mean and change in item between the 2016 and 2017 survey administration. Note that all item means increased from 2016 to 2017.

Table 3. Item Means by Survey Administration

Items 1 - 15	Mar 2013	Dec 2013	May 2014	Nov 2014	Apr 2015	Mar 2016	Mar 2017
1. My principal/supervisor provides good processes and resources for me to do my job.	3.97	3.88	3.94	3.93	3.90	3.89	3.98
2. My principal/supervisor provides feedback on my strengths as an employee.	3.75	3.67	3.71	3.72	3.66	3.71	3.77
3. Principal/supervisor led staff meetings make efficient use of time and are productive.	3.84	3.76	3.83	3.79	3.81	3.75	3.86
4. My principal/supervisor recognizes good performance.	3.84	3.80	3.79	3.83	3.77	3.79	3.85
5. My principal/supervisor demonstrates a genuine concern for my welfare.	3.86	3.85	3.82	3.86	3.84	3.82	3.91
6. My principal/supervisor makes the best use of available funds.	3.89	3.85	3.91	3.87	3.87	3.80	3.85
7. My principal/supervisor consults me on the decisions that affect my job.	3.59	3.49	3.53	3.54	3.55	3.52	3.58
8. My principal/supervisor uses clear expectations to judge my performance.	3.88	3.80	3.79	3.86	3.80	3.80	3.90
9. My principal/supervisor provides the support needed to accomplish my work objectives.	3.82	3.76	3.79	3.79	3.76	3.74	3.85
10. My principal/supervisor provides feedback concerning areas for improving my performance.	3.78	3.73	3.76	3.81	3.74	3.79	3.87
11. The superintendent manages district finances effectively.	3.58	3.55	3.63	3.48	3.43	3.41	3.50
12. The superintendent uses a variety of methods to promote effective communication throughout the district.	3.98	3.79	3.87	3.71	3.70	3.73	3.84
13. The superintendent makes decisions that are in the best interest of the school district.	3.82	3.66	3.73	3.48	3.41	3.48	3.65
14. If given a choice, I would recommend that a parent select this district for his or her child.	3.68	3.54	3.57	3.47	3.45	3.41	3.57
15. I am confident that the administrative team (including assistant principals, assistant directors, and assistant managers) in the school or department where I work has the leadership skills necessary for our school or department to achieve excellence.	3.68	3.64	3.62	3.70	3.67	3.59	3.75
Overall Mean (Items 1-14 only)	**3.80**	**3.72**	**3.76**	**3.72**	**3.69**	**3.69**	**3.79**

Item n ranges for 3/2017 from 5,408 to 5,500.

Table 4. Change in Overall Mean and Item Means (1 – 14) by Survey Administrations

Items 1 - 14	Mar 2016	Mar 2017	Difference 2016 to 2017
1. My principal/supervisor provides good processes and resources for me to do my job.	3.89	3.98	+0.09
2. My principal/supervisor provides feedback on my strengths as an employee.	3.71	3.77	+0.06
3. Principal/supervisor led staff meetings make efficient use of time and are productive.	3.75	3.86	+0.11
4. My principal/supervisor recognizes good performance.	3.79	3.85	+0.06
5. My principal/supervisor demonstrates a genuine concern for my welfare.	3.82	3.91	+0.09
6. My principal/supervisor makes the best use of available funds.	3.80	3.85	+0.05
7. My principal/supervisor consults me on the decisions that affect my job.	3.52	3.58	+0.06
8. My principal/supervisor uses clear expectations to judge my performance.	3.80	3.90	+0.10
9. My principal/supervisor provides the support needed to accomplish my work objectives.	3.74	3.85	+0.11
10. My principal/supervisor provides feedback concerning areas for improving my performance.	3.79	3.87	+0.08
11. The superintendent manages district finances effectively.	3.41	3.50	+0.09
12. The superintendent uses a variety of methods to promote effective communication throughout the district.	3.73	3.84	+0.11
13. The superintendent makes decisions that are in the best interest of the school district.	3.48	3.65	+0.17
14. If given a choice, I would recommend that a parent select this district for his or her child.	3.41	3.57	+0.16
Overall Mean (Items 1-14 only)	**3.69**	**3.79**	**+0.10**

Benchmark Percentile Rankings

Percentile ranks were developed to provide a *normed* comparison for the district's item means and its overall mean. Table 5 on page 6 displays the percentile ranks for each of the district's item means and its overall mean. Two benefits of using percentile ranks include:

(a) a standardized frame of reference for item mean / overall mean interpretation, and
(b) showing where a score, in this case the district's item 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 Spring 2016 (which represents approximately 110,000 individual responses or the equivalent of 124 districts in a Monte Carlo study). 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 5. Overall Mean and Item Mean Percentile Ranks across All Studer Education Partner Responses

Benchmark Items	AISD 2017	Percentile Rank[1]
1. My principal/supervisor provides me with good processes and resources to do my job.	3.98	28
2. My principal/supervisor provides feedback on my strengths as an employee.	3.77	22
3. Principal/supervisor led staff meetings make efficient use of time and are productive.	3.86	21
4. My principal/supervisor recognizes good performance.	3.85	15
5. My principal/supervisor demonstrates a genuine concern for my welfare.	3.91	9
6. My principal/supervisor makes the best use of available funds.	3.85	14
7. My principal/supervisor consults me on the decisions that affect my job.	3.58	14
8. My supervisor sets clear expectations to judge my performance.	3.90	36
9. My principal/supervisor provides the support needed to accomplish my work objectives.	3.85	22
10. My principal/supervisor provides feedback concerning areas for improving my performance.	3.87	48
11. The superintendent manages district finances effectively.	3.50	41
12. The superintendent uses a variety of methods to promote effective communication throughout the district.	3.84	42
13. The superintendent makes informed decisions based on the best interest of the district.	3.65	47
14. If given a choice, I would recommend that a parent select this district for his or her child.	3.57	10
Overall District Mean	**3.79**	**25**

- Arlington ISD's Overall District Mean of 3.79 is higher than 25% of all Studer Education partner districts' overall mean *across all survey administrations[1].*

Percentile rank tables are provided for each school level, and for district departments (in aggregate), specifically:

- Early Childhood, Primary and Elementary Schools
- Intermediate, Middle Schools
- High School, Technical Schools
- District Departments

These are provided in Appendix 2 with an example in the first table for how to compare school / department results with the percentile table.

School and Department Results

Tables 6 and 7 (pages 7-16) present the number of respondents (Table 6) and the overall mean (Table 7) for each school and department on the employee engagement survey. Means are provided for schools or departments with more than five (5) respondents for the survey.

Table 6. Participation by School/Department

School/Department	03/13 n	12/13 n	05/14 n	11/15 n	04/15 n	03/16 n	03/17 n
Research & Accountability[1]	6	12	9	9	9	12	13
Accounting	5	6	2	3	0	-	-
Accounts Payable	7	2	0	0	0	-	-
Adams Elementary	0	52	40	60	34	78	73
Administration	16	8	12	6	11	3	-
Advanced Academics	1	3	0	1	2	-	-
Amos Elementary	61	41	27	38	41	53	32
Anderson Elementary	31	59	39	37	22	26	34
Area Principal Temp Contact - Elementary	-	-	-	-	0	-	-
Area Superintendent – Secondary	3	19	16	14	14	16	13
Area Superintendent – Elementary North	8	19	13	12	20	-	-
Area Superintendent – Elementary South	-	20	19	8	2	-	-
Arlington Collegiate High School	-	-	-	5	6	18	19
Arlington High School	144	143	120	148	151	236	178
Ashworth Elementary	46	47	24	44	22	57	44
Atherton Elementary	86	24	41	14	21	33	42
Bailey Junior High	48	41	71	81	62	82	100
Barnett Junior High	39	82	30	83	87	100	82
Bebensee Elementary	48	41	24	34	43	49	60
Beckham Elementary	45	33	22	31	29	43	36
Berry Elementary	45	46	49	34	35	58	62
Bilingual/ESOL/LOTE	6	8	19	15	11	-	-
Blanton Elementary	61	66	50	54	57	61	51
Boles Junior High	49	48	26	47	43	61	54
Bowie High School	136	167	160	152	168	248	194
Bryant Elementary	51	76	38	54	45	67	63
Budget and Cash Management	2	2	1	1	0	-	-

[1] Prior to 3/16, means for Accountability, Planning, and Testing
[2] Means 2013 for "Elementary"
Note: Missing School / Department = 3

Table 6 Continued

School/Department	03/13 n	12/13 n	05/14 n	11/14 n	04/15 n	03/16 n	03/17 n
Burgin Elementary	46	52	51	46	29	72	54
Butler Elementary	29	47	39	34	30	57	60
Career and Technical Education	15	13	6	9	14	-	-
Carter Junior High	70	73	52	72	58	92	96
Chief Academic Officer	2	4	6	1	3	9	5
Chief Financial Officer	-	-	3	1	1	4	2
Communications	2	3	3	2	2	3	-
Community Based Program	9	9	10	6	14	13	16
Teaching & Learning[1]	-	-	9	11	11	38	33
Corey Elementary	47	36	17	36	13	57	51
Crouch Elementary	56	45	41	38	50	52	45
Crow Elementary	42	27	11	28	54	36	64
Custodial Services	26	6	26	45	140	-	-
Ditto Elementary	47	46	40	47	55	58	59
Dropout Prevention	9	5	11	11	5	-	-
Duff Elementary	38	59	13	34	36	54	66
Dunn Elementary	57	48	47	39	46	52	61
Elementary Instruction	14	9	9	2	2	-	-
Ellis Elementary	51	60	64	37	46	71	72
Families in Transition	1	0	1	0	1	-	-
Farrell Elementary	45	41	44	39	51	53	59
Ferguson Junior High	41	34	24	41	22	-	-
Finance	3	2	5	0	3	17	25
Fine Arts	5	4	6	10	5	-	6
Fitzgerald Elementary	34	32	21	20	33	36	42
Food and Nutrition Services	32	14	9	36	28	23	20
Foster Elementary	61	23	37	23	77	55	66
Goodman Elementary	35	33	20	21	26	19	39
Grants Office	3	1	3	0	0	-	-
Guidance and Counseling	47	9	10	7	15	-	-
Gunn Junior High	38	34	53	25	37	53	42
Hale Elementary	34	52	59	57	52	55	47
Health Services/Nurses	4	12	6	14	11	17	27

[1] Prior to 03/16, means for Core Curriculum and Instruction

Table 6 Continued

School/Department	03/13 n	12/13 n	05/14 n	11/14 n	04/15 n	03/16 n	03/17 n
Hill Elementary	39	45	30	29	48	44	39
Human Resources	10	10	8	7	9	7	-
Hutcheson Junior High	38	23	19	37	18	-	-
Image Processing	-	-	2	2	2	-	-
Information Systems	13	6	15	17	14	-	-
Instructional Technology	5	5	10	14	10	14	15
Internal Auditor	2	2	1	1	2	-	-
Johns Elementary	45	57	40	49	64	75	63
Jones Academy	-	-	-	-	-	20	45
Key Elementary	40	40	14	33	37	47	38
Knox Elementary	51	19	26	40	24	49	41
Kooken Center	32	24	31	24	18	27	34
Lamar High School	144	163	137	154	121	173	144
Language Arts	25	21	20	21	23	-	-
Larson Elementary	58	38	45	40	39	44	40
Library Services	25	5	3	3	5	-	-
Little Elementary	47	43	34	63	50	76	68
Martin High School	166	156	129	87	100	182	218
Mathematics	15	18	10	14	10	-	-
McNutt Elementary	-	-	-	-	-	-	39
Miller Elementary	58	39	84	47	38	60	63
Moore Elementary	38	37	16	38	26	53	68
Morton Elementary	67	69	68	54	49	55	59
Network Services	2	1	8	2	9	10	9
Newcomer Center	20	22	19	11	28	36	41
Nichols Junior High	54	74	50	51	44	61	28
Ousley Junior High	41	95	49	40	33	75	55
Parent and Community Engagement	0	12	9	8	7	9	13
Patrick Elementary	-	-	-	-	-	44	67
Payroll	6	4	2	2	5	-	-
Peach Elementary	-	-	-	-	-	-	45
Pearcy Elementary	46	30	43	16	28	43	40
Physical Ed/Athletics	5	5	5	4	5	5	6
Plant Services	127	60	75	115	48	285	91

Table 6 Continued

School/Department	03/13 n	12/13 n	05/14 n	11/14 n	04/15 n	03/16 n	03/17 n
Pope Elementary	47	51	11	20	30	21	40
Pregnancy Related Services	12	12	18	16	25	-	-
PreK	3	2	3	5	0	-	-
Professional Development Center	5	6	6	8	8	-	-
Purchasing	6	7	3	2	8	-	-
Rankin Elementary	55	57	38	42	44	58	64
Remynse Elementary	54	106	38	34	30	41	36
Roark Elementary	58	64	72	42	58	46	46
Roquemore Elementary	48	36	11	39	27	42	-
Sam Houston High School	161	165	105	153	128	220	291
Science	9	10	4	7	13	-	-
Secondary Instruction	10	0	0	0	-	-	-
Security	12	30	15	9	37	27	40
Seguin High School	78	86	78	129	99	152	153
Shackelford Junior High	31	49	45	22	51	69	58
Sherrod Elementary	49	33	49	43	27	53	62
Short Elementary	39	38	33	30	16	25	34
Social Studies	6	7	6	10	8	-	-
South Davis Elementary	36	29	25	44	34	34	41
Special Ed - CC Able	6	5	7	2	2	-	-
Special Ed - CC Alt Curr	11	10	11	11	9	-	-
Special Ed - CC Elem Diags	10	10	23	11	12	-	-
Special Ed - CC Homebound/MHS Net	7	6	7	2	2	-	-
Special Ed - CC LangArts/AHS Net	1	1	3	3	1	-	-
Special Ed - CC Math/BHS-JSHS Net	1	2	2	0	0	-	-
Special Ed - CC SEAS	3	2	5	2	2	-	-
Special Ed - CC Sec Diags	10	7	19	5	3	-	-
Special Ed - CC Trans/SHHS Net	4	6	8	8	6	-	-
Special Ed – CC Voc Ed/LHS Net	0	1	2	0	0	-	-
Special Ed - Lead Psych	12	8	7	12	17	-	-
Special Education Department	49	32	47	34	47	-	-
Special Populations	5	12	2	3	2	-	-
Speer Elementary	75	36	52	48	31	39	62

Table 6 Continued

School/Department	03/13 n	12/13 n	05/14 n	11/14 n	04/15 n	03/16 n	03/17 n
Starrett Elementary	34	40	48	44	40	63	53
State and Federal Programs	21	19	12	16	20	-	-
Student Services	1	0	3	1	1	11	20
Superintendent	5	7	8	4	6	11	5
Swift Elementary	37	34	38	33	35	50	42
Technical Services & Systems Integration	-	-	-	-	0	21	24
Technology & Telecommunication	6	7	11	5	9	-	-
Technology Support	18	10	15	8	8	16	13
Thornton Elementary	45	60	43	54	20	42	60
Transformational Learning	0	2	5	4	1	30	25
Transportation	71	49	72	54	21	53	92
Turning Point High School	37	50	20	22	22	40	28
Turning Point Junior High	27	18	13	26	23	33	14
Venture High School	55	49	47	42	53	51	43
Warehouse Services	6	2	2	1	4	-	-
Webb Elementary	58	50	36	48	45	67	72
West Elementary	39	44	39	55	34	49	47
Williams Elementary	49	53	31	43	50	55	28
Wimbish Elementary	40	49	35	23	29	43	26
Wood Elementary	52	62	63	60	38	36	57
Workman Junior High	46	37	58	25	20	88	87
Young Junior High	46	58	46	46	65	82	70
Area Superintendent – Elementary (Arlington & Sam Houston – South)	-	-	-	-	-	10	14
Area Superintendent – Elementary (Bowie, Seguin, & Sam Houston – North)	-	-	-	-	-	18	16
Area Superintendent – Elementary (Lamar and Martin)	-	-	-	-	-	12	15
Assistant Superintendent of Administration	-	-	-	-	-	-	4
Assistant Superintendent of Human Resources	-	-	-	-	-	-	7
Assistant Superintendent of Technology	-	-	-	-	-	9	4
Compensation, Benefits & Substitutes	-	-	-	-	-	1	11
Educational Support Services	-	-	-	-	-	137	100
Employee Relations & Development	-	-	-	-	-	5	3
HR Customer Service	-	-	-	-	-	17	8
Recruitment & Sourcing	-	-	-	-	-	7	9

Table 7. Overall Mean by School/Department

School/Department	03/13 Means	12/13 Means	05/14 Means	11/14 Means	04/15 Means	03/16 Means	03/17 Means
Research & Accountability[1]	4.17	3.84	3.94	4.20	4.36	4.58	4.47
Accounting	4.04	3.95	n = 2	n = 3	n = 0	-	-
Accounts Payable	3.89	n = 2	n = 0	n = 0	n = 0	-	-
Adams Elementary	n = 0	3.08	2.76	2.89	2.60	2.54	3.32
Administration	3.81	4.17	3.76	4.07	4.34	n = 3	-
Advanced Academics	n = 1	n = 3	n = 0	n = 1	n = 2	-	-
Amos Elementary	3.11	3.04	3.75	3.78	3.44	3.13	3.95
Anderson Elementary	3.78	4.03	3.82	3.67	3.61	3.72	3.96
Area Principal Temp Contact - Elementary	-	-	-	-	n = 0	-	-
Area Superintendent – Secondary	n = 3	3.87	3.79	4.02	3.62	4.25	4.29
Area Superintendent – Elementary North	3.59[2]	4.22	4.49	4.21	4.10	-	-
Area Superintendent – Elementary South	-	3.80	3.68	3.88	n = 2	-	-
Arlington Collegiate High School	-	-	-	4.20	4.08	4.46	4.29
Arlington High School	4.38	4.22	4.40	3.12	3.13	3.39	3.27
Ashworth Elementary	4.22	4.42	4.45	4.31	4.55	4.31	4.03
Atherton Elementary	3.05	4.03	4.15	4.10	3.64	3.86	4.11
Bailey Junior High	4.52	4.50	4.52	4.33	4.34	4.25	4.29
Barnett Junior High	3.23	3.70	3.22	3.61	3.45	3.31	3.29
Bebensee Elementary	4.18	4.34	4.24	4.14	4.28	4.06	3.00
Beckham Elementary	4.33	4.41	4.07	4.19	4.34	4.23	4.27
Berry Elementary	3.48	3.69	3.52	3.07	3.40	2.93	4.04
Bilingual/ESOL/LOTE	3.91	3.45	3.52	4.41	3.31	-	-
Blanton Elementary	3.86	3.45	3.53	3.32	3.13	3.46	3.39
Boles Junior High	4.14	4.20	4.22	4.20	4.24	4.19	4.37
Bowie High School	3.64	3.51	3.04	2.85	2.61	2.78	3.23
Bryant Elementary	4.26	4.25	3.82	4.39	4.37	3.85	4.48
Budget and Cash Management	n = 2	n = 2	n = 1	n = 1	n = 0	-	-

[1] Prior to 3/16, means for Accountability, Planning, and Testing
[2] Means 2013 for "Elementary"

Table Continued on Next Page

Table 7 Continued

School/Department	03/13 Means	12/13 Means	05/14 Means	11/14 Means	04/15 Means	03/16 Means	03/17 Means
Burgin Elementary	3.61	3.40	3.95	4.00	3.86	3.71	3.91
Butler Elementary	4.20	3.58	4.68	4.56	4.16	4.43	4.36
Career and Technical Education	3.21	4.48	4.80	4.35	4.41	-	-
Carter Junior High	3.99	3.23	3.38	4.21	4.22	4.09	4.22
Chief Academic Officer	n = 2	n = 4	4.63	n = 1	n = 3	4.10	4.53
Chief Financial Officer	-	-	n = 3	n = 1	n = 1	n = 4	n = 2
Communications	n = 2	n = 3	n = 3	n = 2	n = 2	n = 3	-
Community Based Program	3.67	4.19	4.46	4.29	4.68	4.60	4.01
Teaching & Learning[1]	-	-	2.69	2.96	3.62	3.63	3.77
Corey Elementary	4.18	4.13	4.21	4.09	3.73	4.36	4.04
Crouch Elementary	3.80	3.77	3.92	3.73	3.86	3.78	4.19
Crow Elementary	3.94	3.95	3.78	3.65	4.22	3.51	3.89
Custodial Services	4.09	3.92	4.30	4.00	3.97	-	-
Ditto Elementary	4.09	4.18	3.56	3.40	3.48	3.51	3.74
Dropout Prevention	3.76	3.84	4.03	4.38	4.20	-	-
Duff Elementary	4.16	4.06	4.37	4.23	4.09	4.26	4.14
Dunn Elementary	3.58	3.94	3.43	3.33	3.64	3.73	3.83
Elementary Instruction	4.06	3.62	3.75	n = 2	n = 2	-	-
Ellis Elementary	3.50	4.33	4.20	2.69	2.22	2.46	3.74
Families in Transition	n = 1	n = 0	n = 1	n = 0	n = 1	-	-
Farrell Elementary	3.98	4.10	3.98	3.80	4.00	3.73	3.48
Ferguson Junior High	3.93	4.04	3.35	4.34	3.39	-	-
Finance	n = 3	n = 2	4.56	n = 0	n = 3	3.70	3.84
Fine Arts	4.47	n = 4	4.19	4.04	4.39	-	4.01
Fitzgerald Elementary	3.42	3.65	3.68	3.45	4.02	4.18	4.24
Food and Nutrition Services	3.67	3.76	4.03	4.07	3.96	4.04	4.03
Foster Elementary	3.58	3.56	3.60	3.30	3.41	4.31	3.31
Goodman Elementary	3.62	3.57	3.29	3.73	3.62	3.60	3.73
Grants Office	n = 3	n = 1	n = 3	n = 0	n = 0	-	-
Guidance and Counseling	4.09	4.27	3.73	4.09	4.25	-	-
Gunn Junior High	3.55	3.67	3.72	3.47	3.78	3.33	3.83
Hale Elementary	3.15	3.43	3.05	2.85	3.30	3.34	3.68
Health Services	n = 4	4.24	4.81	4.46	4.23	4.12	4.20

[1] Prior to 03/16, means for Core Curriculum and Instruction

Table 7 Continued

School/Department	03/13 Means	12/13 Means	05/14 Means	11/14 Means	04/15 Means	03/16 Means	03/17 Means
Hill Elementary	4.22	4.46	4.53	4.17	2.96	3.42	2.97
Human Resources[2]	3.78	3.82	3.66	3.67	3.11	3.35	-
Hutcheson Junior High	4.32	4.21	3.93	3.92	3.52	-	-
Image Processing	-	-	n = 2	n = 2	n = 2	-	-
Information Systems	3.19	2.88	4.20	4.42	4.29	-	-
Instructional Technology	4.63	4.09	3.16	4.36	4.29	4.40	4.15
Internal Auditor	n = 2	n = 2	n = 1	n = 1	n = 2	-	-
Johns Elementary	3.62	3.90	4.28	3.99	4.36	4.24	3.90
Jones Academy	-	-	-	-	-	4.50	4.26
Key Elementary	4.41	4.40	4.44	4.24	3.94	4.02	3.69
Knox Elementary	3.15	3.60	3.58	3.71	3.66	3.49	3.93
Kooken Center	4.53	3.98	3.77	4.24	4.71	4.50	4.16
Lamar High School	3.30	2.75	2.93	3.84	3.66	3.88	3.79
Language Arts	3.09[1]	3.15	3.40	3.04	3.31	-	-
Larson Elementary	4.14	3.06	3.60	3.47	3.31	3.27	3.78
Library Services	3.09[1]	4.64	n = 3	n = 3	4.77	-	-
Little Elementary	4.40	4.06	4.32	3.97	4.08	4.13	4.14
Martin High School	3.90	3.48	3.49	3.87	3.96	4.08	3.96
Mathematics	3.59	3.72	2.97	3.20	3.56	-	-
McNutt Elementary	-	-	-	-	-	-	3.85
Miller Elementary	4.02	3.62	3.85	3.35	2.99	3.27	3.20
Moore Elementary	3.95	3.83	3.54	3.55	3.03	3.55	3.73
Morton Elementary	3.54	2.78	3.38	3.68	3.29	3.26	3.81
Network Services	n = 2	n = 1	4.51	n = 2	4.71	4.59	4.79
Newcomer Center	4.04	4.56	4.36	4.53	4.36	3.68	3.42
Nichols Junior High	3.78	3.82	3.70	3.85	3.76	3.95	3.75
Ousley Junior High	3.93	3.30	3.91	4.04	3.74	3.53	3.74
Parent and Community Engagement	n = 0	3.78	4.02	4.09	4.13	4.52	3.85
Patrick Elementary	-	-	-	-	-	4.01	3.13
Payroll	4.51	n = 4	n = 2	n = 2	4.40	-	-
Peach Elementary	-	-	-	-	-	-	3.95
Pearcy Elementary	3.71	3.75	3.99	3.93	3.93	4.03	3.82
Athletics	3.85	4.18	3.93	n = 4	4.00	4.22	4.99
Plant Services	3.65	3.18	3.14	3.48	3.15	3.79	3.89

Table 7 Continued

School/Department	03/13 Means	12/13 Means	05/14 Means	11/14 Means	04/15 Means	03/16 Means	03/17 Means
Pope Elementary	3.08	3.46	3.37	3.80	3.65	3.29	3.58
Pregnancy Related Services	4.18	4.10	3.80	3.83	3.92	-	-
PreK	n = 3	n = 2	n = 3	3.74	n = 0	-	-
Professional Development Center	4.44	4.38	4.68	4.68	4.71	-	-
Purchasing	3.96	4.13	n = 3	n = 2	3.92	-	-
Rankin Elementary	3.78	3.74	3.61	3.46	3.45	3.74	3.25
Remynse Elementary	3.38	2.83	3.48	3.56	3.61	3.58	3.60
Roark Elementary	4.31	4.24	4.38	3.98	4.02	4.12	3.91
Roquemore Elementary	3.41	2.94	3.48	3.56	3.67	3.75	-
Sam Houston High School	3.79	3.57	3.75	3.54	3.54	3.67	3.65
Science	4.09	2.99	n = 4	4.20	3.79	-	-
Secondary Instruction	4.02	n = 0	n = 0	n = 0	-	-	-
Security	3.34	3.64	3.78	3.84	3.85	3.64	3.50
Seguin High School	3.79	3.84	3.61	4.05	4.16	3.93	4.15
Shackelford Junior High	3.77	4.12	4.30	2.81	3.65	3.65	3.93
Sherrod Elementary	4.31	4.22	4.22	4.10	4.12	3.11	3.67
Short Elementary	3.61	3.91	4.19	3.94	4.32	4.21	4.11
Social Studies	3.79	3.32	3.77	3.08	4.0	-	-
South Davis Elementary	3.53	3.62	3.48	3.59	3.70	3.74	4.10
Special Ed - CC Able	4.08	4.16	3.10	n = 2	n = 2	-	-
Special Ed - CC Alt Curr	4.02	3.90	4.08	3.49	3.34	-	-
Special Ed - CC Elem Diags	4.14	3.35	3.99	4.20	3.71	-	-
Special Ed - CC Homebound/MHS Net	2.94	4.22	3.67	n = 2	n = 2	-	-
Special Ed - CC LangArts/AHS Net	n = 1	n = 1	n = 3	n = 3	n = 1	-	-
Special Ed - CC Math/BHS-JSHS Net	n = 1	n = 2	n = 2	n = 0	n = 0	-	-
Special Ed - CC SEAS	n = 3	n = 2	2.90	n = 2	n = 2	-	-
Special Ed - CC Sec Diags	4.41	4.23	4.45	3.99	n = 3	-	-
Special Ed - CC Trans/SHHS Net	n = 4	3.33	3.56	3.93	4.58	-	-
Special Ed – CC Voc Ed/LHS Net	n = 0	n = 1	n = 2	n = 0	n = 0	-	-
Special Ed - Lead Psych	3.23	3.73	4.40	3.54	3.86	-	-
Special Education Department	3.62	3.67	3.63	3.28	3.50	-	-
Special Populations	4.48	4.41	n = 2	n = 3	n = 2	-	-
Speer Elementary	4.15	3.92	4.07	3.85	3.82	3.65	2.99

[2] Means 2013 for "Personnel"

Table 7 Continued

School/Department	03/13 Means	12/13 Means	05/14 Means	11/14 Means	04/15 Means	03/16 Means	03/17 Means
Starrett Elementary	4.36	4.41	4.36	4.52	4.49	4.49	4.25
State and Federal Programs	3.88	3.19	3.78	3.47	3.72	-	-
Student Services	n = 1	n = 0	n = 3	n = 1	n = 1	4.38	3.88
Superintendent	3.92	4.31	4.37	n = 4	4.52	4.68	4.54
Swift Elementary	3.40	3.49	2.97	3.00	2.97	3.01	3.36
Technical Services & Systems Integration	-	-	-	-	n = 0	4.08	4.49
Technology & Telecommunication	3.85	3.99	3.85	4.30	4.25	-	-
Technology Support	3.42	2.69	3.19	4.32	4.08	4.06	3.75
Thornton Elementary	3.00	3.35	3.56	3.54	3.53	3.11	3.75
Transformational Learning	n = 0	n = 2	3.18	n = 4	n = 1	4.29	4.19
Transportation	3.22	3.64	3.71	3.67	3.85	3.56	3.41
Turning Point High School	4.05	3.31	3.64	3.45	3.92	4.11	4.42
Turning Point Junior High	3.42	3.65	2.90	3.89	3.74	3.45	3.37
Venture High School	3.71	4.23	4.19	4.09	3.81	3.71	4.03
Warehouse Services	2.92	n = 2	n = 2	n = 1	n = 4	-	-
Webb Elementary	4.07	3.67	3.63	3.81	3.68	3.25	3.21
West Elementary	3.91	3.82	3.81	3.64	3.31	3.91	4.32
Williams Elementary	3.19	3.17	3.30	3.42	3.18	3.37	3.74
Wimbish Elementary	4.10	4.26	4.25	3.26	3.17	3.56	3.53
Wood Elementary	3.96	4.21	4.31	3.84	4.08	3.87	4.38
Workman Junior High	3.23	3.36	3.27	3.70	3.45	2.74	3.12
Young Junior High	4.07	3.91	3.74	3.71	3.74	3.86	3.90
Area Superintendent – Elementary (Arlington & Sam Houston – South)	-	-	-	-	-	4.41	4.01
Area Superintendent – Elementary (Bowie, Seguin, & Sam Houston – North)	-	-	-	-	-	4.12	4.22
Area Superintendent – Elementary (Lamar and Martin)	-	-	-	-	-	4.47	3.87
Assistant Superintendent of Administration							n = 4
Assistant Superintendent of Human Resources							4.38
Assistant Superintendent of Technology	-	-	-	-	-	3.47	n = 4
Compensation, Benefits & Substitutes	-	-	-	-	-	n = 1	3.41
Educational Support Services	-	-	-	-	-	3.72	4.04
Employee Relations & Development	-	-	-	-	-	2.74	n = 3
HR Customer Service	-	-	-	-	-	3.20	3.84
Recruitment & Sourcing	-	-	-	-	-	3.95	3.24