I am requesting your participation in a voluntary survey. The goal of this survey is to discover the views of school support staff in the Leander Independent School District regarding the presence or absence of certain attributes considered important to the effectiveness of Continuous Improvement efforts. The survey has 31 questions, and should take 3-5 minutes to complete. You have been selected at random to participate in this survey, and all responses will be confidential. Refusal to participate in this survey will not cause you any penalties or affect your job status in any way. This survey is being administered as part of a research study for an Applied Research Project (ARP) at Texas State University, San Marcos, Texas. If you have any questions about this survey, please feel free to contact me, Ellen Skoviera, at 512-570-0405 or at [es1263@txstate.edu](mailto:es1263@txstate.edu). Your willingness to participate in this survey will be greatly appreciated, as it will provide valuable insight into how effective support staff think the Continuous Improvement efforts in the district are. Results of this survey will be published in the University e-commons site as part of the final ARP by Fall 2010, and may be viewed by accessing the University’s e-commons website. Pertinent questions about the research, research participants' rights, and/or research-related injuries to participants should be directed to the IRB chair, Dr. Jon Lasser (512-245-3413 – lasser@txstate.edu), or to Ms. Becky Northcut, Compliance Specialist (512-245-2102).

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| ***Please read the following questions carefully. Indicate your level of agreement with the statement by selecting one of the following options as your answer: Strongly Disagree (SD), Disagree (D), Neutral (N), Agree (A), or Strongly Agree (SA).*** | | | | | |
|  | SD | D | N | A | SA |
| 1. Management gives teams sufficient time within the work day to work on Continuous Improvement efforts | 1 | 2 | 3 | 4 | 5 |
| 2. Management serves as a strong role model for Continuous Improvement | 1 | 2 | 3 | 4 | 5 |
| 3. Management behavior is always supportive of Continuous Improvement | 1 | 2 | 3 | 4 | 5 |
| 4. Management strongly encourages teamwork | 1 | 2 | 3 | 4 | 5 |
| 5. Management does not criticize me if I make an error as long as I learn from it | 1 | 2 | 3 | 4 | 5 |
| 6. Management has a vision and staff share it | 1 | 2 | 3 | 4 | 5 |
| 7. Formal planning always includes staff input | 1 | 2 | 3 | 4 | 5 |
| 8. Formal planning always considers customer input | 1 | 2 | 3 | 4 | 5 |
| 9. Management has given me full power to make decisions necessary for work to be completed at a quality level | 1 | 2 | 3 | 4 | 5 |
| 10. I am influential in the development of plans for the school district’s future | 1 | 2 | 3 | 4 | 5 |
| 11. I have a high degree of influence on issues that affect me or my work | 1 | 2 | 3 | 4 | 5 |
| 12. I am a committed member of a team | 1 | 2 | 3 | 4 | 5 |
| 13. My team’s results are highly valued by the organization | 1 | 2 | 3 | 4 | 5 |
| 14. Management recognizes my work with rewards and recognitions that please me | 1 | 2 | 3 | 4 | 5 |
| 15. My evaluation is always constructive and focused on process improvement and meeting or exceeding customer needs and expectations | 1 | 2 | 3 | 4 | 5 |
| 16. Process (results) data is never used against me when I am formally evaluated | 1 | 2 | 3 | 4 | 5 |
| 17. All employees are provided training and time to learn on the job | 1 | 2 | 3 | 4 | 5 |
| 18. I am knowledgeable about what Continuous Improvement is | 1 | 2 | 3 | 4 | 5 |
| 19. All employees receive an orientation to the culture, and understand the importance of their work | 1 | 2 | 3 | 4 | 5 |
| 20. All employees know how to use Continuous Improvement tools to determine and assess improvement efforts | 1 | 2 | 3 | 4 | 5 |
| 21. No department has an unfair advantage over another when budgets are developed | 1 | 2 | 3 | 4 | 5 |
| 22. No department is shown preference over another when decisions are made | 1 | 2 | 3 | 4 | 5 |
| 23. Decisions are always made around the question, “What is best for children?” | 1 | 2 | 3 | 4 | 5 |
| 24. Staff have a very positive attitude about their work | 1 | 2 | 3 | 4 | 5 |
| 25. My team is fully informed on how we are doing via regular feedback and process measurements/benchmarks | 1 | 2 | 3 | 4 | 5 |
| 26. Decisions are always based on the best information we have available | 1 | 2 | 3 | 4 | 5 |
| 27. All staff have full access to what they need to know to do their jobs well | 1 | 2 | 3 | 4 | 5 |
| 28. All staff know who their customer is and what the customer’s needs and expectations are | 1 | 2 | 3 | 4 | 5 |
| 29. Our plans are always customer focused | 1 | 2 | 3 | 4 | 5 |
| 30. All departments have formalized and regular feedback mechanisms | 1 | 2 | 3 | 4 | 5 |
| 31. All staff recognize that customer complaints can guide our improvement efforts | 1 | 2 | 3 | 4 | 5 |

I work in the:

Business and Operations Department

Child Nutrition Department

Construction Department

Finance Office

Materials Management Department

Plant Services- Custodial

Plant Services- Maintenance

Plant Services- Grounds

Technology Department

Transportation Department

I have worked in the school district for

0- up to 5 years

5-10 years

over 10 years

I am a

Female

Male

This is the only employer I have ever worked for?

Yes

No

I am a member of a racial or ethnic minority

Yes

No