

# RESEARCH BRIEF

Department of Research Services

Vol. 20503

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## The OPPAGA Instructional Staff Survey of the Miami-Dade Public School District

The 2001 Legislature passed the Sharpening the Pencil Act, HB 269, to improve school district management and use of resources and to identify cost savings. The Legislature directed the Office of Program Policy Analysis and Government Accountability (OPPAGA) to contract for a best practices review of the Miami-Dade County School District. As a part of this contract, the contracted company, Berkshire Advisors Inc., of Austin, Texas, designed a set of surveys to be conducted in the district. These surveys, nine in all, were administered in November, 2001 by the District's Office of Evaluation and Research, based on a random sample of administrators, professional staff, and clerical/custodial staff drawn by the District's Office of Information Technology. A file of the unprocessed responses has been made available to the district for internal use.

### METHOD

Two of the OPPAGA surveys (labeled D and E) were administered to the district's instructional staff. Together the two surveys are composed of 28 categories totaling 235 items. A list of these categories and the survey instruments themselves are available in the Department of Research Services for inspection by the interested reader.

A selected sample of the respondents to these two surveys was extracted for processing. Of the 690 who responded to Survey D, 637 or 92.3 percent, indicated they were not managers or supervisors. Of those non-managers, 624 (98.0 percent) stated they were certified employees. Similarly for Survey E, with 716 respondents, 89.8 responded they were not managers/supervisors, and 96.4 percent of these were certified employees. These respondents were taken to be classroom teachers or counselors. This selected sample was further refined to include only those respondents who indicated they worked in an elementary, middle, or senior high school. In all, the selected sample as refined made up 80.7 percent (557) of the total respondents to Survey D, and 68.0 percent (523) of the total for Survey E.

As examples of the kind of information made available by the surveys, graphical displays have been prepared of four categories from Survey D. For data on other categories in the Instructional Staff surveys contact the Department of Research Services.

## **RESULTS**

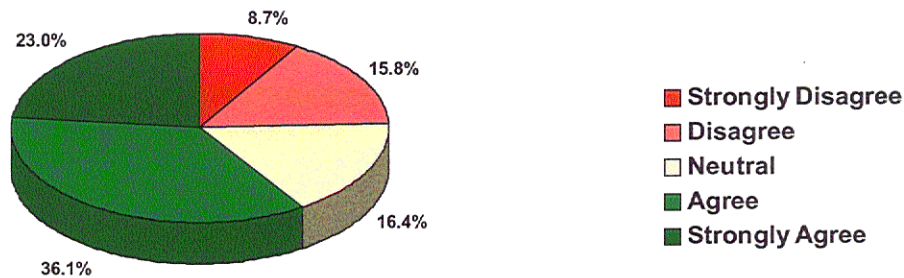
A number of things stand out in the survey items addressed in this report. First, across all categories the overall response for both elementary and secondary levels was very positive – total agreement was always in excess of 50 percent.

Second, although both levels were decidedly positive, instructional staff at elementary schools were more positive than those staff employed in secondary schools. However, the direction or substance of their responses was very much the same, as comparison of the displays clearly shows.

Finally, the responses were marked by high agreement where staff development activities concerned local applications and familiar topics, and where management practices most closely coincide with everyday activities. Where the items posed questions concerning broader topics (beyond the immediate work location), time for and timing of training, and follow-up and opportunities for response, the staff opinions tended to be less positive. The incidence of “no opinion” responses also increased substantially in these instances.

# OPPAGA Survey D: Instructional Staff Management Practices Elementary Level\*

Category Average



|         |     | SD   | D    | N    | A    | SA   | No<br>Opinion |
|---------|-----|------|------|------|------|------|---------------|
| Item 1  | Pct | 2.2  | 4.4  | 6.7  | 38.4 | 48.3 |               |
|         | N   | 7    | 14   | 21   | 121  | 152  | 7             |
| Item 2  | Pct | 1.6  | 5.4  | 9.9  | 43.9 | 39.1 |               |
|         | N   | 5    | 17   | 31   | 137  | 122  | 6             |
| Item 3  | Pct | 1.0  | 7.0  | 11.8 | 49.7 | 30.6 |               |
|         | N   | 3    | 22   | 37   | 156  | 96   | 8             |
| Item 4  | Pct | 2.9  | 6.1  | 13.2 | 43.2 | 34.5 |               |
|         | N   | 9    | 19   | 41   | 134  | 107  | 13            |
| Item 5  | Pct | 3.5  | 10.7 | 8.5  | 44.8 | 32.5 |               |
|         | N   | 11   | 34   | 27   | 142  | 103  | 5             |
| Item 6  | Pct | 3.2  | 6.1  | 16.8 | 44.3 | 29.4 |               |
|         | N   | 10   | 19   | 52   | 137  | 91   | 13            |
| Item 7  | Pct | 2.6  | 12.0 | 13.6 | 50.6 | 21.1 |               |
|         | N   | 8    | 37   | 42   | 156  | 85   | 15            |
| Item 8  | Pct | 5.0  | 14.6 | 13.6 | 45.0 | 21.9 |               |
|         | N   | 15   | 44   | 41   | 136  | 66   | 21            |
| Item 9  | Pct | 2.1  | 11.9 | 28.4 | 39.0 | 18.6 |               |
|         | N   | 5    | 28   | 67   | 92   | 44   | 82            |
| Item 10 | Pct | 8.5  | 18.4 | 31.4 | 26.9 | 14.8 |               |
|         | N   | 19   | 41   | 70   | 60   | 33   | 98            |
| Item 11 | Pct | 13.9 | 29.6 | 18.8 | 26.8 | 10.8 |               |
|         | N   | 40   | 85   | 54   | 77   | 31   | 34            |
| Item 12 | Pct | 20.8 | 27.1 | 22.4 | 22.1 | 7.6  |               |
|         | N   | 63   | 82   | 68   | 67   | 23   | 21            |
| Item 13 | Pct | 20.7 | 31.9 | 18.5 | 20.4 | 8.5  |               |
|         | N   | 56   | 96   | 50   | 55   | 23   | 52            |
| Item 14 | Pct | 33.9 | 35.8 | 16.3 | 9.7  | 4.3  |               |
|         | N   | 87   | 92   | 42   | 25   | 11   | 65            |



Items sorted on combined Agree and Strongly Agree at Elem. level.

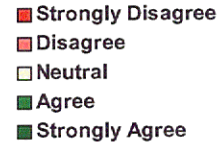
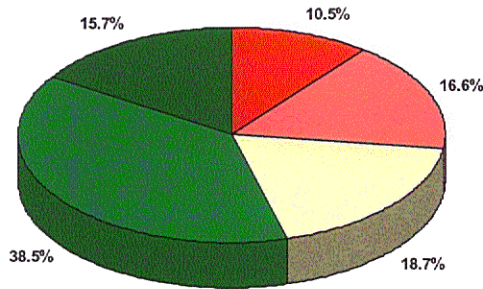
Items sorted on combined Agree and Strongly Agree at Elem. level.

- Item 1** Expectations for my performance have been clearly articulated and communicated.
- Item 2** I use District policies and procedures to guide my day-to-day activities.
- Item 3** I am familiar with District policies and procedures.
- Item 4** I understand how my work contributes to the District achieving its goals and objectives.
- Item 5** I know where to access District policies and procedures with which I am not familiar.
- Item 6** The goals and priorities established by the District influence my day-to-day work.
- Item 7** I am familiar with the major issues facing the District that affect my job.
- Item 8** I am familiar with the District's strategic plan and its overall goals and objectives.
- Item 9** The District has established procedures for how board members are to access district staff or direct staff to respond to constituent inquiries.
- Item 10** Board members and their staffs adhere to these procedures.
- Item 11** I have a clear understanding of the District's organizational structure and the roles and responsibilities if each organizational unit.
- Item 12** I have a reasonable opportunity to provide feedback to District leaders about these issues.
- Item 13** I am familiar with District efforts to streamline administrative staffing levels.
- Item 14** I have provided feedback on District efforts to streamline administrative staffing levels.

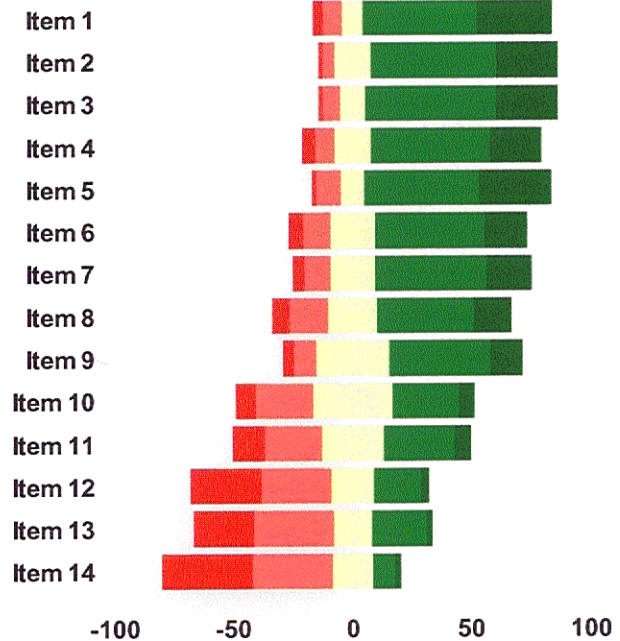
\* Respondents included are those who are certified, not managers or supervisors, and who indicated that they were in an elementary school.

# OPPAGA Survey D: Instructional Staff Management Practices Secondary Level\*

Category Average



| Item    |     | SD   | D    | N    | A    | SA   | No<br>Opinion |
|---------|-----|------|------|------|------|------|---------------|
|         |     |      |      |      |      |      |               |
| Item 1  | Pct | 3.6  | 8.1  | 9.0  | 48.0 | 31.4 |               |
|         | N   | 8    | 18   | 20   | 107  | 70   | 6             |
| Item 2  | Pct | 1.3  | 4.9  | 15.5 | 52.7 | 25.7 |               |
|         | N   | 3    | 11   | 35   | 119  | 58   | 5             |
| Item 3  | Pct | 1.3  | 7.0  | 11.4 | 54.6 | 25.8 |               |
|         | N   | 3    | 16   | 26   | 125  | 59   | 2             |
| Item 4  | Pct | 4.9  | 8.4  | 15.1 | 50.2 | 21.3 |               |
|         | N   | 11   | 19   | 34   | 113  | 48   | 6             |
| Item 5  | Pct | 1.3  | 10.6 | 10.1 | 48.0 | 30.0 |               |
|         | N   | 3    | 24   | 23   | 109  | 68   | 3             |
| Item 6  | Pct | 5.8  | 11.7 | 18.8 | 46.2 | 17.5 |               |
|         | N   | 13   | 26   | 42   | 103  | 39   | 8             |
| Item 7  | Pct | 4.5  | 10.8 | 19.3 | 46.6 | 18.8 |               |
|         | N   | 10   | 24   | 43   | 104  | 42   | 9             |
| Item 8  | Pct | 6.8  | 16.2 | 21.2 | 40.5 | 15.3 |               |
|         | N   | 15   | 36   | 47   | 90   | 34   | 8             |
| Item 9  | Pct | 4.2  | 9.7  | 30.6 | 42.4 | 13.2 |               |
|         | N   | 6    | 14   | 44   | 61   | 19   | 84            |
| Item 10 | Pct | 8.5  | 23.9 | 33.8 | 27.5 | 6.3  |               |
|         | N   | 12   | 34   | 48   | 39   | 9    | 87            |
| Item 11 | Pct | 12.7 | 24.5 | 25.9 | 29.7 | 7.1  |               |
|         | N   | 27   | 52   | 55   | 63   | 15   | 18            |
| Item 12 | Pct | 29.5 | 29.5 | 18.0 | 19.8 | 3.2  |               |
|         | N   | 64   | 64   | 39   | 43   | 7    | 15            |
| Item 13 | Pct | 24.9 | 33.8 | 15.9 | 22.9 | 2.5  |               |
|         | N   | 50   | 68   | 32   | 46   | 5    | 30            |
| Item 14 | Pct | 37.9 | 33.7 | 16.8 | 9.5  | 2.1  |               |
|         | N   | 72   | 64   | 32   | 18   | 4    | 40            |

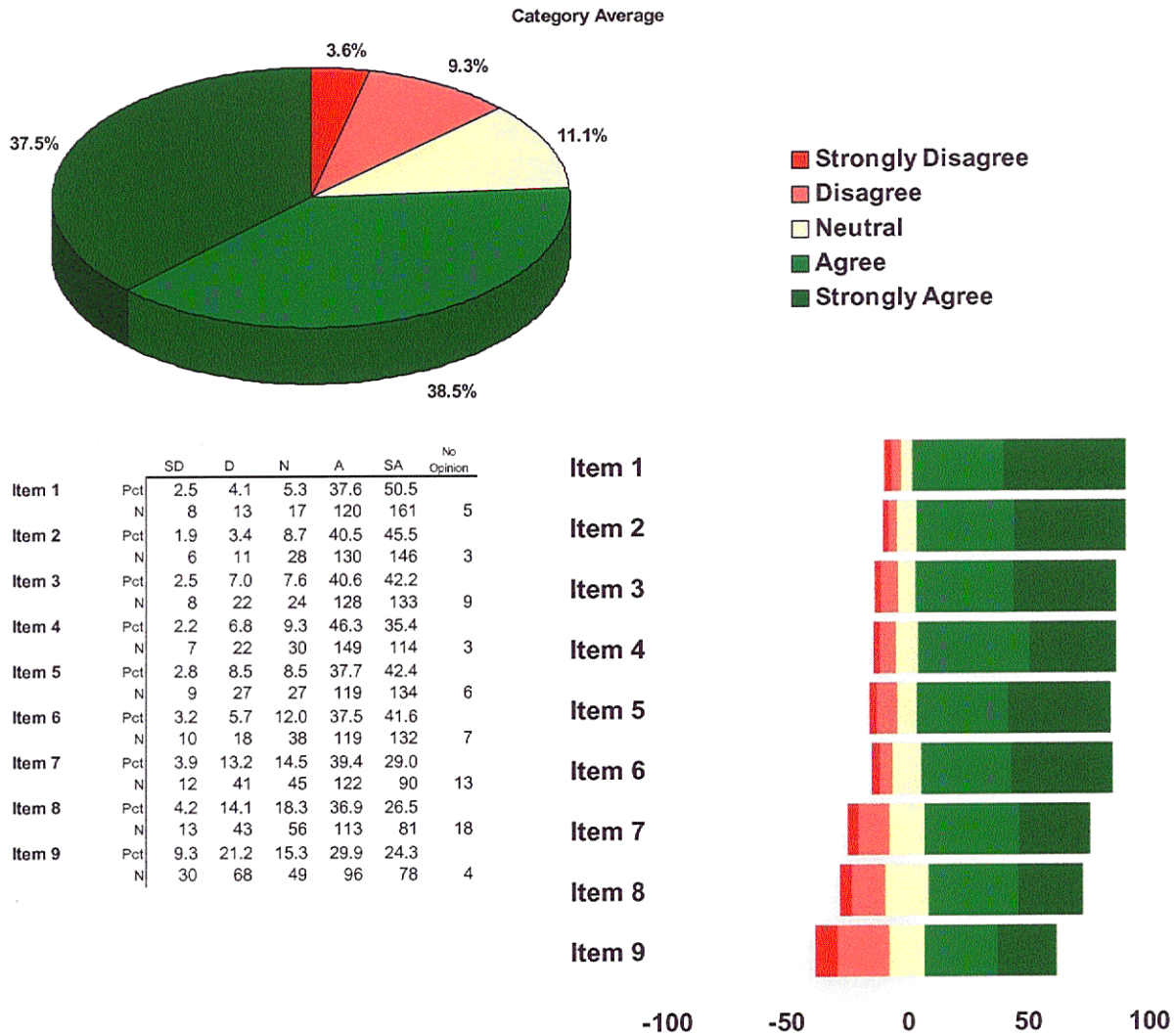


## Items sorted on combined Agree and Strongly Agree at Elem. level.

- Item 1** Expectations for my performance have been clearly articulated and communicated.
- Item 2** I use District policies and procedures to guide my day-to-day activities.
- Item 3** I am familiar with District policies and procedures.
- Item 4** I understand how my work contributes to the District achieving its goals and objectives.
- Item 5** I know where to access District policies and procedures with which I am not familiar.
- Item 6** The goals and priorities established by the District influence my day-to-day work.
- Item 7** I am familiar with the major issues facing the District that affect my job.
- Item 8** I am familiar with the District's strategic plan and its overall goals and objectives.
- Item 9** The District has established procedures for how board members are to access district staff or direct staff to respond to constituent inquiries.
- Item 10** Board members and their staffs adhere to these procedures.
- Item 11** I have a clear understanding of the District's organizational structure and the roles and responsibilities of each organizational unit.
- Item 12** I have a reasonable opportunity to provide feedback to District leaders about these issues.
- Item 13** I am familiar with District efforts to streamline administrative staffing levels.
- Item 14** I have provided feedback on District efforts to streamline administrative staffing levels.

\* Respondents included are those who are certified, not managers or supervisors, and who indicated that they were in a middle or senior high school.

# OPPAGA Survey D: Instructional Staff Staff Development - General Elementary Level\*

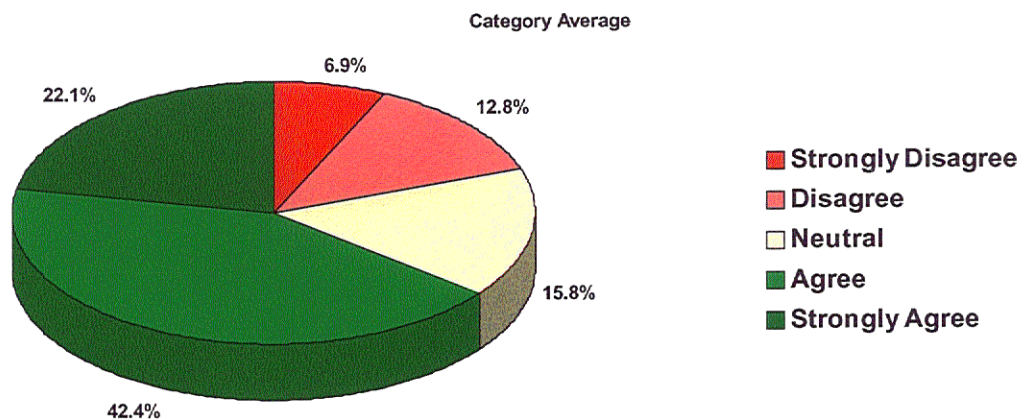


## Items sorted on combined Agree and Strongly Agree at Elem. level.

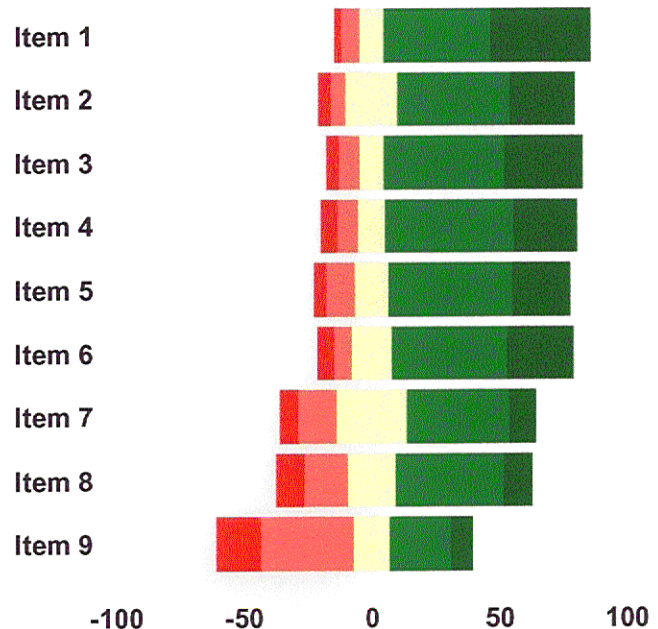
- Item 1** I have the opportunity to participate in the professional development activities I need to improve my job performance.
- Item 2** Participation in staff development programs has made me more effective.
- Item 3** I have the opportunity to participate in outside professional development opportunities that will help perform my job more effectively.
- Item 4** I have the opportunity to attend conferences and meetings when doing so will enhance my professional development.
- Item 5** Overall staff development program offerings address the needs of my peers.
- Item 6** My direct supervisor actively supports my efforts to receive the staff development I need.
- Item 7** What I learn in staff development programs is reinforced by my administrators and supervisors.
- Item 8** My feedback on the staff development programs in which I have participated has been solicited.
- Item 9** Adequate time during the workday is provided for staff members to learn and work together to accomplish the school's mission and goals.

\* Respondents included are those who are certified, not managers or supervisors, and who indicated that they were in an elementary school.

# OPPAGA Survey D: Instructional Staff Staff Development - General Secondary Level\*



|        |     | SD   | D    | N    | A    | SA   | No<br>Opinion |
|--------|-----|------|------|------|------|------|---------------|
| Item 1 | Pct | 2.2  | 7.1  | 10.2 | 41.6 | 38.9 |               |
|        | N   | 5    | 16   | 23   | 94   | 88   | 5             |
| Item 2 | Pct | 4.4  | 5.8  | 20.4 | 44.0 | 25.3 |               |
|        | N   | 10   | 13   | 46   | 99   | 57   | 6             |
| Item 3 | Pct | 4.4  | 7.9  | 10.1 | 46.9 | 30.7 |               |
|        | N   | 10   | 18   | 23   | 107  | 70   | 3             |
| Item 4 | Pct | 6.2  | 7.9  | 11.0 | 50.2 | 24.7 |               |
|        | N   | 14   | 18   | 25   | 114  | 56   | 2             |
| Item 5 | Pct | 4.5  | 11.2 | 13.5 | 48.4 | 22.4 |               |
|        | N   | 10   | 25   | 30   | 108  | 50   | 8             |
| Item 6 | Pct | 5.9  | 6.8  | 16.4 | 44.5 | 26.4 |               |
|        | N   | 13   | 15   | 36   | 98   | 58   | 8             |
| Item 7 | Pct | 7.4  | 14.7 | 27.6 | 40.1 | 10.1 |               |
|        | N   | 16   | 32   | 60   | 87   | 22   | 12            |
| Item 8 | Pct | 10.6 | 17.1 | 18.9 | 41.9 | 11.5 |               |
|        | N   | 23   | 37   | 41   | 91   | 25   | 12            |
| Item 9 | Pct | 16.7 | 36.5 | 14.4 | 23.9 | 8.6  |               |
|        | N   | 37   | 81   | 32   | 53   | 19   | 7             |



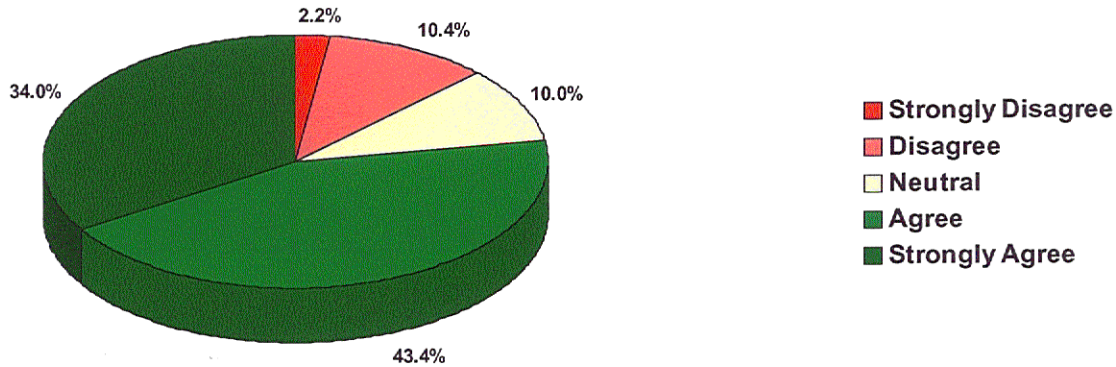
## Items sorted on combined Agree and Strongly Agree at Elem. level.

- Item 1** I have the opportunity to participate in the professional development activities I need to improve my job performance.
- Item 2** Participation in staff development programs has made me more effective.
- Item 3** I have the opportunity to participate in outside professional development opportunities that will help perform my job more effectively.
- Item 4** I have the opportunity to attend conferences and meetings when doing so will enhance my professional development.
- Item 5** Overall staff development program offerings address the needs of my peers.
- Item 6** My direct supervisor actively supports my efforts to receive the staff development I need.
- Item 7** What I learn in staff development programs is reinforced by my administrators and supervisors.
- Item 8** My feedback on the staff development programs in which I have participated has been solicited.
- Item 9** Adequate time during the workday is provided for staff members to learn and work together to accomplish the school's mission and goals.

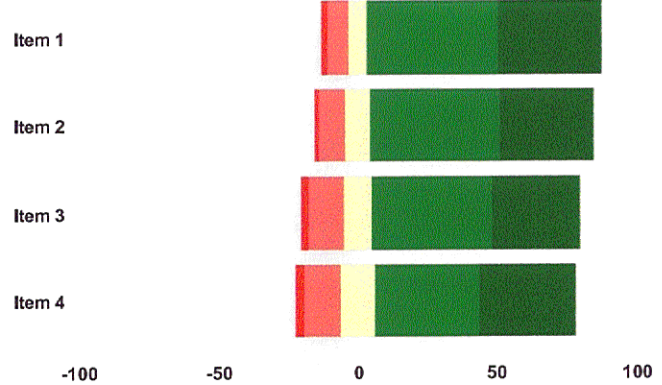
\* Respondents included are those who are certified, not managers or supervisors, and who indicated that they were in a middle or senior high school.

# OPPAGA Survey D: Instructional Staff Staff Development - Instruction Related Elementary Level\*

Category Average



|        |     | SD  | D    | N    | A    | SA   | No<br>Opinion |
|--------|-----|-----|------|------|------|------|---------------|
| Item 1 | Pct | 2.2 | 7.0  | 7.3  | 46.5 | 37.0 |               |
|        | N   | 7   | 22   | 23   | 147  | 117  | 9             |
| Item 2 | Pct | 1.3 | 9.6  | 9.0  | 46.5 | 33.7 |               |
|        | N   | 4   | 30   | 28   | 145  | 105  | 10            |
| Item 3 | Pct | 2.6 | 12.5 | 10.5 | 43.1 | 31.3 |               |
|        | N   | 8   | 39   | 33   | 135  | 98   | 10            |
| Item 4 | Pct | 2.9 | 12.7 | 13.0 | 37.5 | 33.9 |               |
|        | N   | 9   | 39   | 40   | 115  | 104  | 18            |

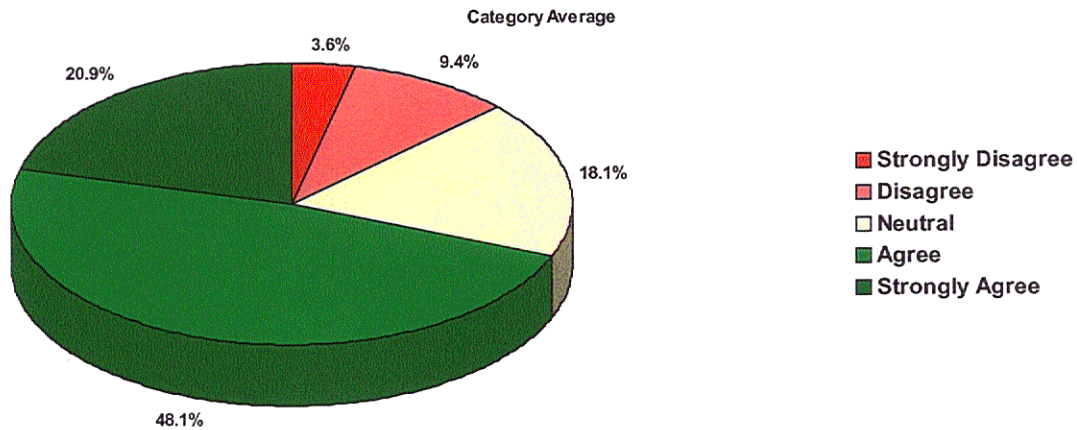


## Items sorted on combined Agree and Strongly Agree at Elem. level.

- Item 1** I have received training relating to developing and implementing strategies for assessing student performance.
- Item 2** A variety of approaches are used to provide the training I have received (e.g., lecture, simulation of techniques, observations, classroom practice and feedback).
- Item 3** I receive needed assistance and training in designing improved instruction and in meeting Sunshine State Standards.
- Item 4** I have received training in how to use research-based teaching strategies that increase student learning and development.

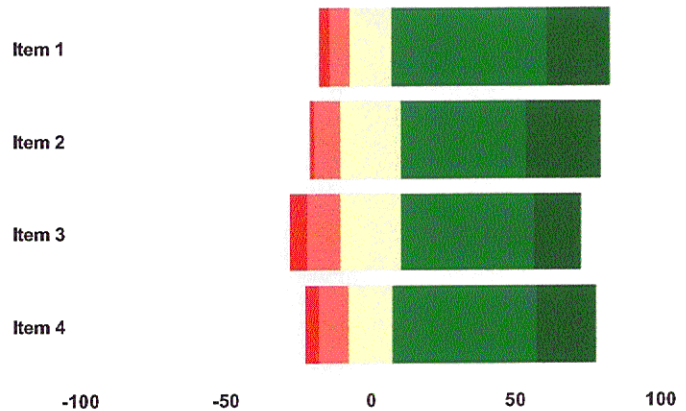
\* Respondents included are those who are certified, not managers or supervisors, and who indicated that they were in an elementary school.

# OPPAGA Survey D: Instructional Staff Staff Development - Instruction Related Secondary Level\*



- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

|               | SD  | D   | N    | A    | SA   | No<br>Opinion |
|---------------|-----|-----|------|------|------|---------------|
| <b>Item 1</b> | Pct | 3.2 | 6.9  | 14.7 | 53.5 | 21.7          |
|               | N   | 7   | 15   | 32   | 116  | 47            |
| <b>Item 2</b> | Pct | 1.4 | 9.0  | 20.9 | 43.1 | 25.6          |
|               | N   | 3   | 19   | 44   | 91   | 54            |
| <b>Item 3</b> | Pct | 5.6 | 11.3 | 21.1 | 46.0 | 16.0          |
|               | N   | 12  | 24   | 45   | 98   | 34            |
| <b>Item 4</b> | Pct | 4.2 | 10.3 | 15.5 | 49.8 | 20.2          |
|               | N   | 9   | 22   | 33   | 106  | 43            |



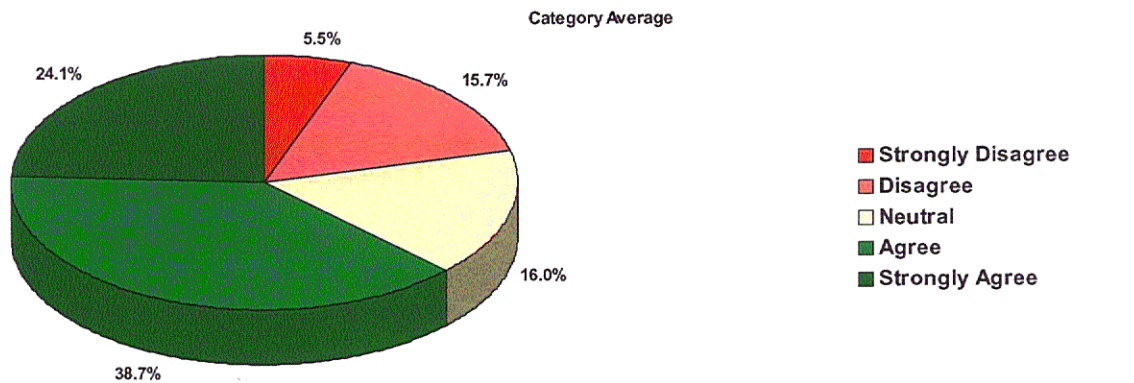
### Items sorted on combined Agree and Strongly Agree at Elem. level.

- Item 1** I have received training relating to developing and implementing strategies for assessing student performance.
- Item 2** A variety of approaches are used to provide the training I have received (e.g., lecture, simulation of techniques, observations, classroom practice and feedback).
- Item 3** I receive needed assistance and training in designing improved instruction and in meeting Sunshine State Standards.
- Item 4** I have received training in how to use research-based teaching strategies that increase student learning and development.

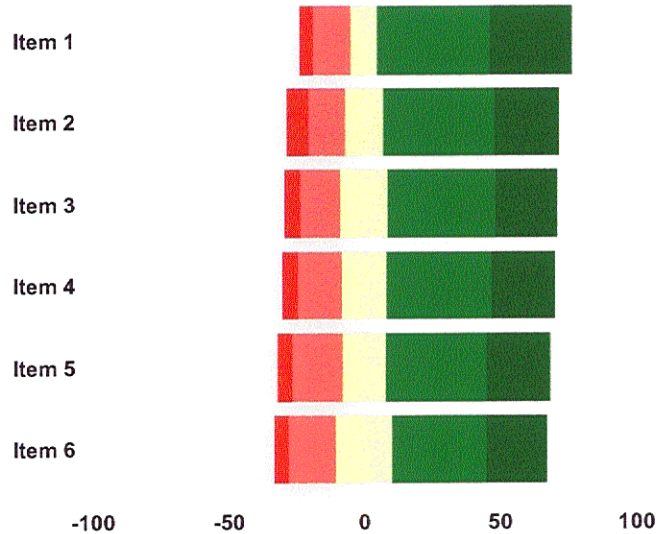
\* Respondents included are those who are certified, not managers or supervisors, and who indicated that they were in a middle or senior high school.



# OPPAGA Survey D: Instructional Staff Staff Development - Technology Related Elementary Level\*



|        |     | SD  | D    | N    | A    | SA   | No<br>Opinion |
|--------|-----|-----|------|------|------|------|---------------|
| Item 1 | Pct | 4.4 | 14.1 | 10.0 | 41.6 | 30.0 |               |
|        | N   | 14  | 45   | 32   | 133  | 96   | 5             |
| Item 2 | Pct | 7.3 | 13.6 | 14.5 | 40.7 | 24.0 |               |
|        | N   | 23  | 43   | 46   | 129  | 76   | 8             |
| Item 3 | Pct | 5.1 | 15.0 | 17.6 | 39.6 | 22.7 |               |
|        | N   | 16  | 47   | 55   | 124  | 71   | 11            |
| Item 4 | Pct | 5.7 | 15.9 | 17.1 | 38.4 | 22.9 |               |
|        | N   | 18  | 50   | 54   | 121  | 72   | 10            |
| Item 5 | Pct | 5.4 | 18.4 | 16.1 | 37.0 | 23.1 |               |
|        | N   | 17  | 58   | 51   | 117  | 73   | 9             |
| Item 6 | Pct | 4.9 | 17.6 | 20.8 | 34.9 | 21.8 |               |
|        | N   | 15  | 54   | 64   | 107  | 67   | 18            |

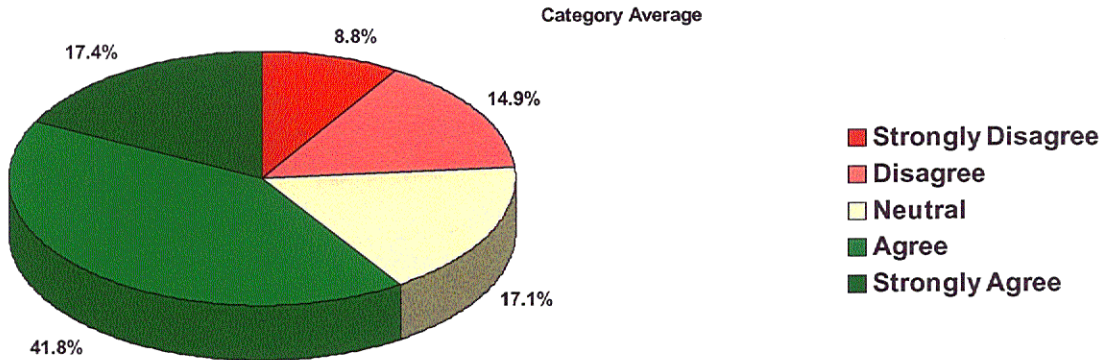


## Items sorted on combined Agree and Strongly Agree at Elem. level.

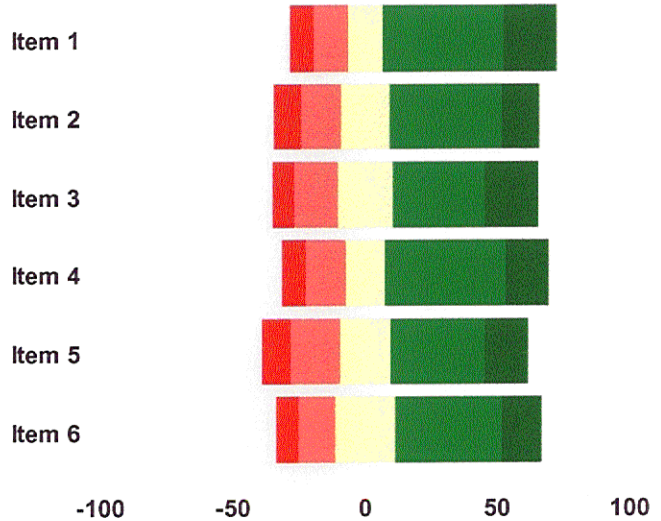
- Item 1** I have the opportunity to participate in the professional development activities I need to make effective use of technology in my job.
- Item 2** I have the opportunity to attend conferences and meetings relative to technology when doing so will enhance my professional development.
- Item 3** Technology related training is provided at convenient locations.
- Item 4** I have the opportunity to participate in outside professional development opportunities that will help me make more effective use of technology.
- Item 5** Technology related training is provided at convenient times.
- Item 6** A variety of approaches are used to provide technology related training.

\* Respondents included are those who are certified, not managers or supervisors, and who indicated that they were in an elementary school.

# OPPAGA Survey D: Instructional Staff Staff Development - Technology Related Secondary Level\*



|        |     | SD   | D    | N    | A    | SA   | No      |
|--------|-----|------|------|------|------|------|---------|
|        |     |      |      |      |      |      | Opinion |
| Item 1 | Pct | 8.4  | 12.8 | 13.7 | 45.1 | 19.9 |         |
|        | N   | 19   | 29   | 31   | 102  | 45   | 4       |
| Item 2 | Pct | 9.9  | 15.3 | 18.5 | 42.3 | 14.0 |         |
|        | N   | 22   | 34   | 41   | 94   | 31   | 8       |
| Item 3 | Pct | 8.1  | 16.2 | 21.2 | 34.7 | 19.8 |         |
|        | N   | 18   | 36   | 47   | 77   | 44   | 7       |
| Item 4 | Pct | 8.7  | 15.1 | 15.1 | 45.2 | 16.0 |         |
|        | N   | 19   | 33   | 33   | 99   | 35   | 9       |
| Item 5 | Pct | 10.7 | 18.3 | 19.6 | 35.3 | 16.1 |         |
|        | N   | 24   | 41   | 44   | 79   | 36   | 6       |
| Item 6 | Pct | 8.0  | 14.2 | 22.6 | 40.1 | 15.1 |         |
|        | N   | 17   | 30   | 48   | 85   | 32   | 17      |



### Items sorted on combined Agree and Strongly Agree at Elem. level.

- Item 1** I have the opportunity to participate in the professional development activities I need to make effective use of technology in my job.
- Item 2** I have the opportunity to attend conferences and meetings relative to technology when doing so will enhance my professional development.
- Item 3** Technology related training is provided at convenient locations.
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