

Workload Survey - Certificated, Central Office Managers

Q1. Years of Experience as a management level employee in SDUSD: (select one)

Answer Choices	Responses
0-3 Years	50.00%
4-6 Years	27.78%
7+ Years	22.22%

Q2. For school year 2017-18: (select all that apply)

Answer Choices	Responses
My department has lost management level positions	38.89%
My department has lost clerical/administrative positions (OTBS)	50.00%
My department has lost other types of employees (SDEA, OSS, OTBS, POA)	66.67%
My department did not lose any positions	22.22%

Q3. If your department lost one or more positions for 2017-18, please list the top five challenges you are facing with the loss of these positions. If your department did not lose positions, enter N/A and go on to the next question.

Providing appropriate support with fewer people. Being in compliance. Taking on work for lost positions. Delays in establishing programs. Members of the team feeling overwhelmed.
Support to parents/fielding questions/concerns. Support to teachers/school sites. Completing all the work and follow up required with the additional departments under my supervision.
Human Resources recruiting/filling vacant positions. Clerical staff not available to perform timekeeping, receiving, billing, and multiple other work tasks. Certificated have to pick up additional clerical tasks. My 3 AASD classified supervisors and I are performing clerical tasks due to unfilled vacancies. We have 3 separate geographical work sites - cannot effectively supervise all employees at all times. Cannot complete all of the work, answer phones, respond to emails in a timely manner, etc. with current vacancies. HR, Budget and Position Control have prioritized central office depts. at the bottom. Site vacancies have been the focus. My dept. began the school year with approximately 53 vacancies from AASD, OTBS, Para, and SDEA. PAR's are still not complete resulting in the 3rd month of inaccurate salaries for many employees, wrong locations for timekeeping purposes, complaints from employees, complaints from principals, complaints from site timekeepers, etc.
Timely response to school site concerns/questions. Completing the clerical aspects of the job. Absorbing the duties of the position cuts. Longer hours required to complete the work. Substitutes or new hires not skilled/knowledgeable about duties.
Work load being applied to others. Not enough time to follow-up on issues. Can't move forward with new ideas. Nobody to answer phones or do clerical jobs. Impacting the program as a whole.

Q3. If your department lost one or more positions for 2017-18, please list the top five challenges you are facing with the loss of these positions. If your department did not lose positions, enter N/A and go on to the next question. (Continued)

Department staffing to provide for SDEA and CTC required support hour 3x case load hours. Administrative Assistant doing the work load of 2.5 clerical staff. Program Manager taking on the job responsibilities to oversee/supervise 5 different programs that used to be done by a director and program manager.
Support to sites. Enormous email requests/questions (over 100 day).
Managing the increased workload with less support. Managing the increased workload with less days. Obtaining needed records to defend the district. Following up on agreements that need to be implemented.
Lack of OTBS support for daily tasks. Loss of additional trainer.
Annexing new responsibilities without administrative support for scheduling and organizing. No decrease in productivity/monitoring/ compliance with far fewer people to carry the load. Initiative fatigue. 24/7 on call.
N/A
I lost all resource teachers (about 7) and doing all of their work too. Lost admin. aide and doing her work, too. Teachers are being affected because I cannot do the work of 8 staff members. I try.
Determining work for classified staff (down 2). Adequately supporting school sites. Responding in a timely manner. Effectively completing job duties.
Loss of the high level of service. Increased demand to do more with less. Unable to support customer needs in timely manner.
Support to the teachers is not as great. Supplies are taking longer to get to classrooms. Technology issues in the classroom are taking longer to fix. Students are not getting the opportunities as before. We are spending our time being reactive as opposed to proactive.

Q4. Since July 1, how many hours per week are you away from your office for professional development, planning meetings, trainings and other district-required activities? (select one)

Answer Choices	Responses
0-2 hours per week	16.67%
3-5 hours per week	50.00%
6-10 hours per week	16.67%
10-15 hours per week	5.56%
15+ hours per week	0.00%
N/A	11.11%

Q5. Since July 1, 2017, how many hours per week do you estimate you are working during evenings and weekends?

Answer Choices	Responses
0-2 hours per week	11.11%
3-5 hours per week	11.11%
6-10 hours per week	38.89%
10-15 hours per week	22.22%
15+ hours per week	16.67%
N/A	0.00%

Q6. Please list the five most serious work challenges/problems you have incurred since July 1, 2017, (that have negatively impacted your workload).

More responsibilities. Less support - positions eliminated or new people in place. Inexperienced support for district applications. Not enough time to complete the work. Feeling isolated.
Getting the answers I need to respond to parents/staff. Lack of staff to complete the work that needs to be done. The time available to return parent phone calls. Time available to connect/follow up with sites and teachers. Lack of clear process and follow through on different situations.
Vacancies not being filled. Human Resources, Budget and PC not moving PAR's and or canceling PAR's without having a conversation with me. Ability to manage 12 cost centers, hundreds of employees assigned to those cost centers effectively. The length of time for HR to route new hire applicants, certificated and classified, and once we recommend for hire, the length of time to process them for employment. Excluding the fingerprinting process. I keep coming back to HR, Budget and PC. They do not seem to be working efficiently together. In addition, the Spending Freeze Committee has added another layer of bureaucracy - my 12 budgets are loaded; however, none of the discretionary funds can be used without pre-approval! TA's have 2 additional levels of approval. All of these approvals take time to complete and submit. The spending freeze committee does not respond in a timely manner that directly impacts the ability to serve students.
Completing work that should have been done by other employees. Fewer employees and required cuts have placed the burden on me. Due to vacancies and subs, work is absorbed by management. Slow or lack of response from other departments due to cuts. Additional responsibilities added to job.
Loss of staff. Nobody to train new staff. New responsibilities falling on our office because others depts. are reduced. Working longer hours and more days now and struggling to get answers. Staff morale down.
I was required to be full time principal and take on full time role of new job (16 hours a day workload) and split between sites (4 hours, 4 hours) for 16 days.
Backlog in getting vacant positions posted.
My workload was increasing prior to the cuts. The loss of a PRT and a change of admin assist has added to that. I now have 11 less days, but more work than before the cuts. The workload and overall morale in the district is causing a negative effect on my health.
Decline of planning meetings. Inability to focus.
Captured in list above.
Lack of classified support. Lack of communication. Restrictions on spending. Challenges working with school sites due to reductions in site staffing. Challenges working with other departments due to reductions and unfilled positions.
School sites not having clerical staff in place. PARS not properly followed through by HR. Delays in hiring of resource teachers for open positions. Denial of travel for professional learning.
The above ones mentioned.
No classified support. Minimal communication from district leadership. Trying to work with departments that have been heavily impacted by position reductions or retirements. Errors in HR. Restrictions on spending.
Certificated staff vacancies. Classified staff vacancy. Overall work load. Properly addressing site concerns.
Less employees. Unable to keep up with work load. Morale issues/uncertainty with 2018-19 budget. Declined service to school sites. Loss of knowledge base.
Increased number of issues on sites that we have had to solve. Number of new hires that had to be generated.

Q7. On a rating of 1 to 5, please rate the level of support/service you are receiving since July 1 from Central Office departments. (1 being the lowest, 5 the highest)

	Little Support				Excellent Support	
	1	2	3	4	5	N/A
Area Superintendent/Other Supervisor	11.11%	22.22%	0.00%	27.78%	16.67%	22.22%
Athletics/PE	0.00%	0.00%	0.00%	5.56%	11.11%	83.33%
Early Childhood Education	0.00%	0.00%	5.56%	0.00%	11.11%	83.33%
Communications	5.56%	0.00%	44.44%	11.11%	0.00%	38.89%
Finance	5.88%	17.65%	29.41%	17.65%	0.00%	29.41%
Food Services	0.00%	5.56%	0.00%	11.11%	5.56%	77.78%
Human Resources	35.29%	17.65%	29.41%	5.88%	5.88%	5.88%
IT	5.56%	11.11%	5.56%	16.67%	22.22%	38.89%
Labor Relations	22.22%	5.56%	0.00%	16.67%	11.11%	44.44%
Legal	11.11%	0.00%	11.11%	16.67%	33.33%	27.78%
Leadership & Learning	5.56%	16.67%	16.67%	27.78%	11.11%	22.22%
Office of Secondary Schools	5.88%	5.88%	11.76%	5.88%	23.53%	47.06%
Payroll	5.56%	0.00%	27.78%	5.56%	16.67%	44.44%
Physical Plant Operations (PPO)	0.00%	0.00%	16.67%	16.67%	11.11%	55.56%
School Police	0.00%	0.00%	5.56%	0.00%	11.11%	83.33%
Special Education	5.56%	5.56%	5.56%	16.67%	33.33%	33.33%

Q8. On a scale of 1 to 5 with 1 indicating Strongly Disagree and 5 indicating Strongly Agree, please respond to the following questions:

	Strongly Disagree				Strongly Agree
	1	2	3	4	5
I am working more hours per day than I did last year.	11.11%	5.56%	5.56%	16.67%	61.11%
I am getting the same satisfaction from my job this year as I did last year.	16.67%	38.89%	22.22%	22.22%	0.00%
I feel the workload for central office managers has grown to the point I can not successfully do everything asked of me.	5.56%	0.00%	22.22%	33.33%	38.89%
The district leadership (central office) expects central office managers to work after regular hours and on non-work, work year reduction days on a regular, ongoing basis.	0.00%	22.22%	22.22%	33.33%	22.22%
The district leadership shows concern and respect for my personal health and welfare.	17.65%	11.76%	17.65%	52.94%	0.00%
The district leadership is supportive and shows respect for my need for a healthy work-life balance.	18.75%	12.50%	31.25%	31.25%	6.25%

Q9. Compared to previous years, I feel I am: (select one)

Answer Choices	Responses
More productive	16.67%
About the same	50.00%
Less productive	33.33%

Q10. Please list the three top items that the district provided since July 1, 2017 to assist certificated central office managers with workload issues: (optional response)

Other Managers offering support of their staff to me to complete the jobs that I have.
Our SPED Director provided me with language to help articulate how the workload must be prioritized and that some of the work may need to be strategically abandoned for a period of time.
Nothing that I'm aware of.
Bi-weekly support from supv at my department location. Using Google forms/docs to limit meetings & increase productivity. PRT taking on more responsibilities than last year.
Additional staff support (hourly)
Support from supervisor and team

Q11. Additional comments - please provide any information you wish to share regarding workload issues:

Everyone is feeling overwhelmed this year. There is too much work and not enough time in the day. I try to maintain a positive attitude to encourage the rest of my team, but it is difficult and then with the 5% pay cut - doing more and expected to do more for less pay.
There is truly not enough hours in the day. I work over 10-12 hours a day, have lack of sleep due to the stress of worrying about work and what balls I am dropping. I feel like I am in an environment where I have been set up to fail, and that does not sit well with me.
The reorganization of Central Office Divisions placed additional responsibilities and workload on the current management. A significant increase.
I am working more days and getting \$400 less a month. As a site administrator, I would be getting reduced workload (more days off) with less pay.
I take issue with the fact that the wholesale cuts/changes were made completely indiscriminately. There was no analysis done by department, it was solely cuts across the board. This is bad management. Secondly, HR is a debacle. They take so long to hire and rehire that by the time they are ready to hire someone that person has already taken a job in another district. We then hire the people that other districts didn't want (the leftovers), if we can find someone at all. This is an issue that has plagued the district for years.
I strongly believe educators do what is necessary for students, not the leadership of this district, even to our own detriment.