

Organizational Effectiveness Needs Assessment Survey for Managers and Supervisors Spring 2005

Responses by Collapsed Positions (N=196)

	Collapsed Positions	
	Count	%
Academic AAS/ASA/ASC	27	13.8%
Admin AAS/ASA/ASC	36	18.4%
Dean/Chair/Dir/Sup Acad	46	23.5%
Sup Admin/Officer	87	44.4%
Total	196	100.0%

Q2. Primary area work under * Collapsed Positions Crosstabulation

			Collapsed Positions				Total
			Academic AAS/ASA/ ASC	Admin AAS/ASA/ ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q2. Primary area work under	State of California	Count	26	35	43	67	171
		% within Positions	100.0%	97.2%	95.6%	80.7%	90.0%
	Foundation	Count	0	0	2	9	11
		% within Positions	.0%	.0%	4.4%	10.8%	5.8%
	Associated Student	Count	0	1	0	7	8
		% within Positions	.0%	2.8%	.0%	8.4%	4.2%
Total	Count	26	36	45	83	190	
	% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%	

Q3. Gender * Collapsed Positions Crosstabulation

			Collapsed Positions				Total
			Academic AAS/ASA/ ASC	Admin AAS/ASA/ ASC	Dean/Chair/ Dir/Sup Acad	Sup Admin/Officer	
Q3. Gender	Female	Count	23	29	18	56	126
		% within Positions	88.5%	87.9%	40.9%	67.5%	67.7%
	Male	Count	3	4	26	27	60
		% within Positions	11.5%	12.1%	59.1%	32.5%	32.3%
Total	Count	26	33	44	83	186	
	% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%	

Q4. Highest education level * Collapsed Positions Crosstabulation

			Collapsed Positions				Total
			Academic AAS/ASA/ ASC	Admin AAS/ ASA/ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q4. Highest education level	High school degree	Count	13	13	1	12	39
		% within Positions	50.0%	37.1%	2.2%	14.1%	20.4%
	Bachelor's degree	Count	8	17	3	37	65
		% within Positions	30.8%	48.6%	6.7%	43.5%	34.0%
	Master's degree	Count	3	5	11	31	50
		% within Positions	11.5%	14.3%	24.4%	36.5%	26.2%
	Doctoral or terminal degree	Count	2	0	30	5	37
		% within Positions	7.7%	.0%	66.7%	5.9%	19.4%
Total	Count	26	35	45	85	191	
	% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%	

Q5. Length of time in supervisory position * Collapsed Positions Crosstabulation

			Collapsed Positions				Total
			Academic AAS/ASA/ ASC	Admin AAS/ASA/ ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q5. Length of time in supervisory position	0-2 years	Count	3	10	10	7	30
		% within Positions	12.0%	29.4%	21.7%	8.2%	15.8%
	3-5 years	Count	8	5	9	17	39
		% within Positions	32.0%	14.7%	19.6%	20.0%	20.5%
	6-9 years	Count	4	4	7	23	38
		% within Positions	16.0%	11.8%	15.2%	27.1%	20.0%
	10+ years	Count	10	15	20	38	83
		% within Positions	40.0%	44.1%	43.5%	44.7%	43.7%
Total	Count	25	34	46	85	190	
	% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%	

Q6. Responsible for performance evaluation of employees * Collapsed Positions Crosstabulation

			Collapsed Positions				Total
			Academic AAS/ASA/ ASC	Admin AAS/ASA/ ASC	Dean/Chair/ Dir/Sup Acad	Sup Admin/ Officer	
Q6. Responsible for performance evaluation of employees	Yes	Count	15	20	46	75	156
		% within Positions	60.0%	64.5%	100.0%	91.5%	84.8%
	No	Count	10	11	0	7	28
		% within Positions	40.0%	35.5%	.0%	8.5%	15.2%
Total	Count	25	31	46	82	184	
	% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%	

Q7. Last time discussed performance problems with employees * Collapsed Positions Crosstabulation

			Collapsed Positions				Total
			Academic AAS/ ASA/ASC	Admin AAS/ ASA/ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q7. Last time discussed performance problems with employees	6 or fewer months ago	Count	15	18	36	51	120
		% within Positions	55.6%	54.5%	81.8%	60.0%	63.5%
	7-12 months ago	Count	0	4	4	17	25
		% within Positions	.0%	12.1%	9.1%	20.0%	13.2%
	Over a year ago	Count	8	6	1	12	27
		% within Positions	29.6%	18.2%	2.3%	14.1%	14.3%
	Never	Count	4	5	3	5	17
		% within Positions	14.8%	15.2%	6.8%	5.9%	9.0%
Total		Count	27	33	44	85	189
		% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%

Q8. Last time took corrective action with employees * Collapsed Positions Crosstabulation

			Collapsed Positions				Total
			Academic AAS/ ASA/ASC	Admin AAS/ ASA/ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q8. Last time took corrective action with employees	6 or fewer months ago	Count	5	11	23	23	62
		% within Positions	18.5%	32.4%	51.1%	27.1%	32.5%
	7-12 months ago	Count	1	3	4	15	23
		% within Positions	3.7%	8.8%	8.9%	17.6%	12.0%
	Over a year ago	Count	8	9	9	31	57
		% within Positions	29.6%	26.5%	20.0%	36.5%	29.8%
	Never	Count	13	11	9	16	49
		% within Positions	48.1%	32.4%	20.0%	18.8%	25.7%
Total		Count	27	34	45	85	191
		% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%

**If you have taken corrective action, please indicate the type of action taken.
(Mark all that apply)**

Q8A. Taken corrective action: Verbal discussion with employee * Collapsed Positions Crosstabulation

			Collapsed Positions				Total
			Academic AAS/ASA/ ASC	Admin AAS/ ASA/ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q8A. Taken corrective action: Verbal discussion with employee	Marked	Count	14	24	38	73	149
		% within Positions	51.9%	66.7%	82.6%	83.9%	76.0%
	Not marked	Count	13	12	8	14	47
		% within Positions	48.1%	33.3%	17.4%	16.1%	24.0%
Total		Count	27	36	46	87	196
		% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%

Q8B. Taken corrective action: Written counseling letter * Collapsed Positions Crosstabulation

			Collapsed Positions				Total
			Academic AAS/ASA/ ASC	Admin AAS/ ASA/ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q8B. Taken corrective action: Written counseling letter	Marked	Count	5	6	11	31	53
		% within Positions	18.5%	16.7%	23.9%	35.6%	27.0%
	Not marked	Count	22	30	35	56	143
		% within Positions	81.5%	83.3%	76.1%	64.4%	73.0%
Total		Count	27	36	46	87	196
		% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%

Q8C. Taken corrective action: Verbal reprimand * Collapsed Positions Crosstabulation

			Collapsed Positions				Total
			Academic AAS/ ASA/ASC	Admin AAS/ ASA/ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q8C. Taken corrective action: Verbal reprimand	Marked	Count	4	9	10	26	49
		% within Positions	14.8%	25.0%	21.7%	29.9%	25.0%
	Not marked	Count	23	27	36	61	147
		% within Positions	85.2%	75.0%	78.3%	70.1%	75.0%
Total		Count	27	36	46	87	196
		% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%

Q8D. Taken corrective action: Written reprimand * Collapsed Positions Crosstabulation

			Collapsed Positions				Total
			Academic AAS/ ASA/ASC	Admin AAS/ ASA/ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q8D. Taken corrective action: Written reprimand	Marked	Count	4	7	9	19	39
		% within Positions	14.8%	19.4%	19.6%	21.8%	19.9%
	Not marked	Count	23	29	37	68	157
		% within Positions	85.2%	80.6%	80.4%	78.2%	80.1%
Total		Count	27	36	46	87	196
		% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%

Q8E. Taken corrective action: Temporary suspension * Collapsed Positions Crosstabulation

			Collapsed Positions				Total
			Academic AAS/ASA/ ASC	Admin AAS/ASA/ ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q8E. Taken corrective action: Temporary suspension	Marked	Count	0	0	0	5	5
		% within Positions	.0%	.0%	.0%	5.7%	2.6%
	Not marked	Count	27	36	46	82	191
		% within Positions	100.0%	100.0%	100.0%	94.3%	97.4%
Total		Count	27	36	46	87	196
		% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%

Q8F. Taken corrective action: Other * Collapsed Positions Crosstabulation

			Collapsed Positions				Total
			Academic AAS/ASA/ ASC	Admin AAS/ASA/ ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q8F. Taken corrective action: Other	Marked	Count	1	5	5	11	22
		% within Positions	3.7%	13.9%	10.9%	12.6%	11.2%
	Not marked	Count	26	31	41	76	174
		% within Positions	96.3%	86.1%	89.1%	87.4%	88.8%
Total		Count	27	36	46	87	196
		% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%

Q9. Feel adequately trained as manager/supervisor * Collapsed Positions Crosstabulation

			Collapsed Positions				Total
			Academic AAS/ASA/ ASC	Admin AAS/ASA/ ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q9. Feel adequately trained as manager/super visor	Strongly disagree	Count	1	1	0	0	2
		% within Positions	4.0%	3.0%	.0%	.0%	1.1%
	Disagree	Count	10	5	8	17	40
		% within Positions	40.0%	15.2%	18.2%	20.0%	21.4%
	Neutral	Count	8	14	13	25	60
		% within Positions	32.0%	42.4%	29.5%	29.4%	32.1%
Agree	Count	3	10	19	33	65	
	% within Positions	12.0%	30.3%	43.2%	38.8%	34.8%	
Strongly agree	Count	3	3	4	10	20	
	% within Positions	12.0%	9.1%	9.1%	11.8%	10.7%	
Total		Count	25	33	44	85	187
		% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%

**Please indicate if you would attend the following workshops.
Managing the Workplace**

Q10A. Workshops-Managing Workplace: Managing Change and Transitions * Positions Crosstabulation

			Positions				Total
			Academic AAS/ ASA/ASC	Admin AAS/ ASA/ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q10A. Workshops- Managing Workplace: Managing Change and Transitions	Would not attend	Count	2	5	12	8	27
		% within Positions	8.0%	15.2%	29.3%	9.3%	14.6%
	Might attend	Count	17	13	21	27	78
		% within Positions	68.0%	39.4%	51.2%	31.4%	42.2%
	Would attend	Count	6	15	8	51	80
		% within Positions	24.0%	45.5%	19.5%	59.3%	43.2%
Total	Count	25	33	41	86	185	
	% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%	

Q10B. Workshops-Managing Workplace: Ways to Improve Morale * Positions Crosstabulation

			Positions				Total
			Academic AAS/ASA/ ASC	Admin AAS/ ASA/ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q10B. Workshops- Managing Workplace: Ways to Improve Morale	Would not attend	Count	2	2	10	9	23
		% within Positions	8.3%	5.7%	23.8%	10.3%	12.2%
	Might attend	Count	11	10	19	22	62
		% within Positions	45.8%	28.6%	45.2%	25.3%	33.0%
	Would attend	Count	11	23	13	56	103
		% within Positions	45.8%	65.7%	31.0%	64.4%	54.8%
Total	Count	24	35	42	87	188	
	% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%	

Q10C. Workshops-Managing Workplace: Performance & Productivity Management * Positions Crosstabulation

			Positions				Total
			Academic AAS/ ASA/ASC	Admin AAS/ ASA/ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q10C. Workshops- Managing Workplace: Performance & Productivity Management	Would not attend	Count	4	2	7	5	18
		% within Positions	16.0%	6.1%	16.7%	5.9%	9.7%
	Might attend	Count	6	13	20	39	78
		% within Positions	24.0%	39.4%	47.6%	45.9%	42.2%
	Would attend	Count	15	18	15	41	89
		% within Positions	60.0%	54.5%	35.7%	48.2%	48.1%
Total	Count	25	33	42	85	185	
	% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%	

Q10D. Workshops-Managing Workplace: Effective Staff Planning Meetings * Positions Crosstabulation

			Positions				Total
			Academic AAS/ ASA/ASC	Admin AAS/ ASA/ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q10D. Workshops- Managing Workplace: Effective Staff Planning Meetings	Would not attend	Count	2	9	22	18	51
		% within Positions	8.0%	26.5%	53.7%	20.9%	27.4%
	Might attend	Count	11	9	12	31	63
		% within Positions	44.0%	26.5%	29.3%	36.0%	33.9%
	Would attend	Count	12	16	7	37	72
		% within Positions	48.0%	47.1%	17.1%	43.0%	38.7%
Total	Count	25	34	41	86	186	
	% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%	

Q10E. Workshops-Managing Workplace: Incentives to Motivate Employees * Positions Crosstabulation

			Positions				Total
			Academic AAS/ASA/ ASC	Admin AAS/ ASA/ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q10E. Workshops- Managing Workplace: Incentives to Motivate Employees	Would not attend	Count	2	3	16	9	30
		% within Positions	8.0%	8.6%	40.0%	10.3%	16.0%
	Might attend	Count	10	11	14	31	66
		% within Positions	40.0%	31.4%	35.0%	35.6%	35.3%
	Would attend	Count	13	21	10	47	91
		% within Positions	52.0%	60.0%	25.0%	54.0%	48.7%
Total	Count	25	35	40	87	187	
	% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%	

Q10F. Workshops-Managing Workplace: Responsibilities & Rights of Supervisor * Positions Crosstabulation

			Positions				Total
			Academic AAS/ ASA/ASC	Admin AAS/ ASA/ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q10F. Workshops- Managing Workplace: Responsibilities & Rights of Supervisor	Would not attend	Count	3	3	10	8	24
		% within Positions	12.0%	8.8%	23.8%	9.2%	12.8%
	Might attend	Count	6	11	17	28	62
		% within Positions	24.0%	32.4%	40.5%	32.2%	33.0%
	Would attend	Count	16	20	15	51	102
		% within Positions	64.0%	58.8%	35.7%	58.6%	54.3%
Total	Count	25	34	42	87	188	
	% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%	

Q10G. Workshops-Managing Workplace: Effective Communication Staff-Management * Positions Crosstabulation

			Positions				Total
			Academic AAS/ ASA/ASC	Admin AAS/ ASA/ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q10G. Workshops- Managing Workplace: Effective Communication Staff- Management	Would not attend	Count	2	4	9	8	23
		% within Positions	8.3%	11.8%	22.0%	9.2%	12.4%
	Might attend	Count	7	10	22	30	69
		% within Positions	29.2%	29.4%	53.7%	34.5%	37.1%
	Would attend	Count	15	20	10	49	94
		% within Positions	62.5%	58.8%	24.4%	56.3%	50.5%
Total	Count	24	34	41	87	186	
	% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%	

Q10H. Workshops-Managing Workplace: Encourage Collaboration Between Depts. * Positions Crosstabulation

			Positions				Total
			Academic AAS/ ASA/ASC	Admin AAS/ ASA/ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q10H. Workshops- Managing Workplace: Encourage Collaboration Between Depts.	Would not attend	Count	3	7	14	15	39
		% within Positions	12.5%	21.2%	34.1%	17.6%	21.3%
	Might attend	Count	10	11	19	34	74
		% within Positions	41.7%	33.3%	46.3%	40.0%	40.4%
	Would attend	Count	11	15	8	36	70
		% within Positions	45.8%	45.5%	19.5%	42.4%	38.3%
Total	Count	24	33	41	85	183	
	% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%	

Q10I. Workshops-Managing Workplace: Develop "Team Approach" in Dept * Positions Crosstabulation

			Positions				Total
			Academic AAS/ ASA/ASC	Admin AAS/ ASA/ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q10I. Workshops- Managing Workplace: Develop "Team Approach" in Dept	Would not attend	Count	1	4	13	9	27
		% within Positions	4.2%	11.8%	31.7%	10.5%	14.6%
	Might attend	Count	12	8	17	35	72
		% within Positions	50.0%	23.5%	41.5%	40.7%	38.9%
	Would attend	Count	11	22	11	42	86
		% within Positions	45.8%	64.7%	26.8%	48.8%	46.5%
Total	Count	24	34	41	86	185	
	% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%	

**Please indicate if you would attend the following workshops.
Dealing with Difficult Concerns**

Q11A. Workshops-Difficult Concerns: Judicial Affairs Process * Positions Crosstabulation

			Positions				Total
			Academic AAS/ASA/ ASC	Admin AAS/ ASA/ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q11A. Workshops- Difficult Concerns: Judicial Affairs Process	Would not attend	Count	5	17	12	47	81
		% within Positions	20.8%	50.0%	27.9%	54.0%	43.1%
	Might attend	Count	8	7	19	22	56
		% within Positions	33.3%	20.6%	44.2%	25.3%	29.8%
	Would attend	Count	11	10	12	18	51
		% within Positions	45.8%	29.4%	27.9%	20.7%	27.1%
Total	Count	24	34	43	87	188	
	% within Positions	100.0%	100.0%	100.0%	100.0%	100%	

Q11B. Workshops-Difficult Concerns: How to Investigate Allegations/Complainats * Positions Crosstabulation

			Positions				Total
			Academic AAS/ ASA/ASC	Admin AAS/ ASA/ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q11B. Workshops- Difficult Concerns: How to Investigate Allegations/ Complainats	Would not attend	Count	1	7	10	11	29
		% within Positions	4.2%	20.6%	22.7%	12.8%	15.4%
	Might attend	Count	10	16	20	37	83
		% within Positions	41.7%	47.1%	45.5%	43.0%	44.1%
	Would attend	Count	13	11	14	38	76
		% within Positions	54.2%	32.4%	31.8%	44.2%	40.4%
Total	Count	24	34	44	86	188	
	% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%	

Q11C. Workshops-Difficult Concerns: Conversation Regarding Sensitive Issues * Positions Crosstabulation

			Positions				Total
			Academic AAS/ASA/ ASC	Admin AAS/ ASA/ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q11C. Workshops- Difficult Concerns: Conversation Regarding Sensitive Issues	Would not attend	Count	0	3	10	7	20
		% within Positions	.0%	8.8%	23.3%	8.0%	10.6%
	Might attend	Count	9	12	17	25	63
		% within Positions	37.5%	35.3%	39.5%	28.7%	33.5%
	Would attend	Count	15	19	16	55	105
		% within Positions	62.5%	55.9%	37.2%	63.2%	55.9%
Total	Count	24	34	43	87	188	
	% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%	

Q11D. Workshops-Difficult Concerns: Anger & Violence Prevention Strategies * Positions Crosstabulation

			Positions				Total
			Academic AAS/ ASA/ASC	Admin AAS/ ASA/ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q11D. Workshops- Difficult Concerns: Anger & Violence Prevention Strategies	Would not attend	Count	2	3	12	12	29
		% within Positions	8.3%	9.1%	27.3%	13.8%	15.4%
	Might attend	Count	10	16	22	36	84
		% within Positions	41.7%	48.5%	50.0%	41.4%	44.7%
	Would attend	Count	12	14	10	39	75
		% within Positions	50.0%	42.4%	22.7%	44.8%	39.9%
Total	Count	24	33	44	87	188	
	% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%	

Q11E. Workshops-Difficult Concerns: Conflict Resolution * Positions Crosstabulation

			Positions				Total
			Academic AAS/ASA/ ASC	Admin AAS/ ASA/ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q11E. Workshops- Difficult Concerns: Conflict Resolution	Would not attend	Count	0	4	11	7	22
		% within Positions	.0%	11.8%	25.0%	8.0%	11.6%
	Might attend	Count	12	14	19	31	76
		% within Positions	48.0%	41.2%	43.2%	35.6%	40.0%
	Would attend	Count	13	16	14	49	92
		% within Positions	52.0%	47.1%	31.8%	56.3%	48.4%
Total	Count	25	34	44	87	190	
	% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%	

Q11F. Workshops-Difficult Concerns: Communicating/Correcting Problem in Workplace * Positions Crosstabulation

			Positions				Total
			Academic AAS/ ASA/ASC	Admin AAS/ ASA/ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q11F. Workshops- Difficult Concerns: Communicating /Correcting Problem in Workplace	Would not attend	Count	0	3	13	6	22
		% within Positions	.0%	8.6%	30.2%	7.1%	11.8%
	Might attend	Count	10	13	17	34	74
		% within Positions	41.7%	37.1%	39.5%	40.5%	39.8%
	Would attend	Count	14	19	13	44	90
		% within Positions	58.3%	54.3%	30.2%	52.4%	48.4%
Total	Count	24	35	43	84	186	
	% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%	

Q11G. Workshops-Difficult Concerns: Effectively Intervene if Impaired Staff/Faculty * Positions Crosstabulation

			Positions				Total
			Academic AAS/ ASA/ASC	Admin AAS/ ASA/ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q11G. Workshops- Difficult Concerns: Effectively Intervene if Impaired Staff/Faculty	Would not attend	Count	2	4	12	16	34
		% within Positions	8.3%	12.1%	26.7%	18.4%	18.0%
	Might attend	Count	10	14	21	39	84
		% within Positions	41.7%	42.4%	46.7%	44.8%	44.4%
	Would attend	Count	12	15	12	32	71
		% within Positions	50.0%	45.5%	26.7%	36.8%	37.6%
Total	Count	24	33	45	87	189	
	% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%	

Q11H. Workshops-Difficult Concerns: How to Address/Document Disciplinary Problem * Positions Crosstabulation

			Positions				Total
			Academic AAS/ASA/ ASC	Admin AAS/ ASA/ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q11H. Workshops- Difficult Concerns: How to Address/ Document Disciplinary Problem	Would not attend	Count	0	4	8	8	20
		% within Positions	.0%	11.8%	18.2%	9.2%	10.5%
	Might attend	Count	10	16	23	29	78
		% within Positions	40.0%	47.1%	52.3%	33.3%	41.1%
	Would attend	Count	15	14	13	50	92
		% within Positions	60.0%	41.2%	29.5%	57.5%	48.4%
Total	Count	25	34	44	87	190	
	% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%	

Q11I. Workshops-Difficult Concerns: Retention, Discipline, & Dismissal Issues * Positions Crosstabulation

			Positions				Total
			Academic AAS/ ASA/ASC	Admin AAS/ ASA/ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q11I. Workshops- Difficult Concerns: Retention, Discipline, & Dismissal Issues	Would not attend	Count	3	9	11	11	34
		% within Positions	12.5%	26.5%	26.2%	12.6%	18.2%
	Might attend	Count	11	13	18	33	75
		% within Positions	45.8%	38.2%	42.9%	37.9%	40.1%
	Would attend	Count	10	12	13	43	78
		% within Positions	41.7%	35.3%	31.0%	49.4%	41.7%
Total	Count	24	34	42	87	187	
	% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%	

Q11J. Workshops-Difficult Concerns: Stress, Anxiety, and Burnout in Workplace * Positions Crosstabulation

			Positions				Total
			Academic AAS/ ASA/ASC	Admin AAS/ ASA/ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q11J. Workshops- Difficult Concerns: Stress, Anxiety, and Burnout in Workplace	Would not attend	Count	1	3	13	12	29
		% within Positions	4.0%	8.8%	31.7%	14.1%	15.7%
	Might attend	Count	7	7	19	17	50
		% within Positions	28.0%	20.6%	46.3%	20.0%	27.0%
	Would attend	Count	17	24	9	56	106
		% within Positions	68.0%	70.6%	22.0%	65.9%	57.3%
Total	Count	25	34	41	85	185	
	% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%	

**Please indicate if you would attend the following workshops.
Best Practices**

Q12A. Workshops-Best Practices: Effectively Respond to Disability Issues * Positions Crosstabulation

			Positions				Total
			Academic AAS/ ASA/ASC	Admin AAS/ ASA/ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q12A. Workshops- Best Practices: Effectively Respond to Disability Issues	Would not attend	Count	3	7	17	15	42
		% within Positions	13.0%	21.2%	40.5%	17.2%	22.7%
	Might attend	Count	12	16	21	40	89
		% within Positions	52.2%	48.5%	50.0%	46.0%	48.1%
	Would attend	Count	8	10	4	32	54
		% within Positions	34.8%	30.3%	9.5%	36.8%	29.2%
Total	Count	23	33	42	87	185	
	% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%	

Q12B. Workshops-Best Practices: Diversity: Hiring and Retention Issues * Positions Crosstabulation

			Positions				Total
			Academic AAS/ ASA/ASC	Admin AAS/ ASA/ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q12B. Workshops- Best Practices: Diversity: Hiring and Retention Issues	Would not attend	Count	8	10	15	22	55
		% within Positions	33.3%	30.3%	34.9%	25.6%	29.6%
	Might attend	Count	10	12	21	38	81
		% within Positions	41.7%	36.4%	48.8%	44.2%	43.5%
	Would attend	Count	6	11	7	26	50
		% within Positions	25.0%	33.3%	16.3%	30.2%	26.9%
Total	Count	24	33	43	86	186	
	% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%	

Q12C. Workshops-Best Practices: 10 Things Union Wants Supervisor to Know * Positions Crosstabulation

			Positions				Total
			Academic AAS/ ASA/ASC	Admin AAS/ ASA/ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q12C. Workshops-Best Practices: 10 Things Union Wants Supervisor to Know	Would not attend	Count	2	3	13	19	37
		% within Positions	8.0%	8.6%	30.2%	21.8%	19.5%
	Might attend	Count	11	11	20	28	70
		% within Positions	44.0%	31.4%	46.5%	32.2%	36.8%
	Would attend	Count	12	21	10	40	83
		% within Positions	48.0%	60.0%	23.3%	46.0%	43.7%
Total	Count	25	35	43	87	190	
	% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%	

Q12D. Workshops-Best Practices: Workers' Compensation * Positions Crosstabulation

			Positions				Total
			Academic AAS/ ASA/ASC	Admin AAS/ ASA/ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q12D. Workshops- Best Practices: Workers' Compensation	Would not attend	Count	1	10	21	28	60
		% within Positions	4.2%	29.4%	50.0%	32.2%	32.1%
	Might attend	Count	16	13	15	35	79
		% within Positions	66.7%	38.2%	35.7%	40.2%	42.2%
	Would attend	Count	7	11	6	24	48
		% within Positions	29.2%	32.4%	14.3%	27.6%	25.7%
Total	Count	24	34	42	87	187	
	% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%	

Q12E. Workshops-Best Practices: Knowledge/Updates for New Supervisors * Positions Crosstabulation

			Positions				Total
			Academic AAS/ ASA/ASC	Admin AAS/ ASA/ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q12E. Workshops-Best Practices: Knowledge/ Updates for New Supervisors	Would not attend	Count	3	8	21	31	63
		% within Positions	12.0%	24.2%	48.8%	36.0%	33.7%
	Might attend	Count	10	12	16	30	68
		% within Positions	40.0%	36.4%	37.2%	34.9%	36.4%
	Would attend	Count	12	13	6	25	56
		% within Positions	48.0%	39.4%	14.0%	29.1%	29.9%
Total	Count	25	33	43	86	187	
	% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%	

Q12F. Workshops-Best Practices: Hiring Policies and Procedures * Positions Crosstabulation

			Positions				Total
			Academic AAS/ ASA/ASC	Admin AAS/ ASA/ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q12F. Workshops- Best Practices: Hiring Policies and Procedures	Would not attend	Count	4	9	16	20	49
		% within Positions	16.0%	27.3%	37.2%	23.8%	26.5%
	Might attend	Count	13	11	21	38	83
		% within Positions	52.0%	33.3%	48.8%	45.2%	44.9%
	Would attend	Count	8	13	6	26	53
		% within Positions	32.0%	39.4%	14.0%	31.0%	28.6%
Total	Count	25	33	43	84	185	
	% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%	

Q12G. Workshops-Best Practices: Performance Evaluation Strategies * Positions Crosstabulation

			Positions				Total
			Academic AAS/ ASA/ASC	Admin AAS/ ASA/ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q12G. Workshops- Best Practices: Performance Evaluation Strategies	Would not attend	Count	2	8	11	11	32
		% within Positions	8.0%	23.5%	25.6%	12.6%	16.9%
	Might attend	Count	12	9	22	27	70
		% within Positions	48.0%	26.5%	51.2%	31.0%	37.0%
	Would attend	Count	11	17	10	49	87
		% within Positions	44.0%	50.0%	23.3%	56.3%	46.0%
Total	Count	25	34	43	87	189	
	% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%	

Q12H. Workshops-Best Practices: Demystifying Budget Process * Positions Crosstabulation

			Positions				Total
			Academic AAS/ ASA/ASC	Admin AAS/ ASA/ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q12H. Workshops-Best Practices: Demystifying Budget Process	Would not attend	Count	6	11	17	29	63
		% within Positions	24.0%	33.3%	38.6%	33.3%	33.3%
	Might attend	Count	9	6	15	20	50
		% within Positions	36.0%	18.2%	34.1%	23.0%	26.5%
	Would attend	Count	10	16	12	38	76
		% within Positions	40.0%	48.5%	27.3%	43.7%	40.2%
Total	Count	25	33	44	87	189	
	% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%	

Q12I. Workshops-Best Practices: Demystifying In-Range Progression vs. Reclass * Positions Crosstabulation

			Positions				Total
			Academic AAS/ ASA/ASC	Admin AAS/ ASA/ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q12I. Workshops-Best Practices: Demystifying In-Range Progression vs. Reclass	Would not attend	Count	3	7	18	20	48
		% within Positions	12.5%	20.0%	42.9%	23.0%	25.5%
	Might attend	Count	10	11	13	25	59
		% within Positions	41.7%	31.4%	31.0%	28.7%	31.4%
Would attend	Count	11	17	11	42	81	
	% within Positions	45.8%	48.6%	26.2%	48.3%	43.1%	
Total	Count	24	35	42	87	188	
	% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%	

**Check any of the following barriers that may keep you from attending training sessions.
(Mark all that apply)**

Q13A. Barriers to attend training: Difficult to get Coverage * Positions Crosstabulation

			Positions				Total
			Academic AAS/ASA/ ASC	Admin AAS/ASA/ ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q13A. Barriers to attend training: Difficult to get Coverage	Marked	Count	13	8	9	20	50
		% within Positions	48.1%	22.2%	19.6%	23.0%	25.5%
	Not marked	Count	14	28	37	67	146
		% within Positions	51.9%	77.8%	80.4%	77.0%	74.5%
Total	Count	27	36	46	87	196	
	% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%	

Q13B. Barriers to attend training: Supervisor not supportive * Positions Crosstabulation

			Positions				Total
			Academic AAS/ASA/ ASC	Admin AAS/ASA/ ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q13B. Barriers to attend training: Supervisor not supportive	Marked	Count	1	1	0	1	3
		% within Positions	3.7%	2.8%	.0%	1.1%	1.5%
	Not marked	Count	26	35	46	86	193
		% within Positions	96.3%	97.2%	100.0%	98.9%	98.5%
Total	Count	27	36	46	87	196	
	% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%	

Q13C. Barriers to attend training: Too busy * Positions Crosstabulation

			Positions				Total
			Academic AAS/ASA/ ASC	Admin AAS/ASA/ ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q13C. Barriers to attend training: Too busy	Marked	Count	16	16	37	47	116
		% within Positions	59.3%	44.4%	80.4%	54.0%	59.2%
	Not marked	Count	11	20	9	40	80
		% within Positions	40.7%	55.6%	19.6%	46.0%	40.8%
Total		Count	27	36	46	87	196
		% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%

Q13D. Barriers to attend training: No additional training needed * Positions Crosstabulation

			Positions				Total
			Academic AAS/ASA/ ASC	Admin AAS/ ASA/ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q13D. Barriers to attend training: No additional training needed	Marked	Count	2	3	8	5	18
		% within Positions	7.4%	8.3%	17.4%	5.7%	9.2%
	Not marked	Count	25	33	38	82	178
		% within Positions	92.6%	91.7%	82.6%	94.3%	90.8%
Total		Count	27	36	46	87	196
		% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%

Q13E. Barriers to attend training: Other * Positions Crosstabulation

			Positions				Total
			Academic AAS/ASA/ ASC	Admin AAS/ASA/ ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q13E. Barriers to attend training: Other	Marked	Count	1	3	6	8	18
		% within Positions	3.7%	8.3%	13.0%	9.2%	9.2%
	Not marked	Count	26	33	40	79	178
		% within Positions	96.3%	91.7%	87.0%	90.8%	90.8%
Total		Count	27	36	46	87	196
		% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%

Q14. Would attend weekly networking session * Positions Crosstabulation

			Positions				Total
			Academic AAS/ASA/ ASC	Admin AAS/ASA/ ASC	Dean/ Chair/Dir/ Sup Acad	Sup Admin/ Officer	
Q14. Would attend weekly networking session	Yes	Count	7	12	5	22	46
		% within Positions	28.0%	34.3%	10.9%	25.3%	23.8%
	No	Count	7	8	21	19	55
		% within Positions	28.0%	22.9%	45.7%	21.8%	28.5%
	Maybe	Count	11	15	20	46	92
		% within Positions	44.0%	42.9%	43.5%	52.9%	47.7%
Total		Count	25	35	46	87	193
		% within Positions	100.0%	100.0%	100.0%	100.0%	100.0%