

Organizational Effectiveness Needs Assessment Survey for Managers and Supervisors Spring 2005

230 respondents out of 495 (46% response rate)

	Q1. Primary position	
	Count	%
AAS - Academic	11	4.8%
AAS - Administrative	14	6.1%
ASA/ASC - Academic	16	7.0%
ASA/ASC - Administrative	22	9.6%
Dean/Associate Dean	7	3.1%
Department Chair	25	10.9%
Director Academic Program	6	2.6%
Manager/Supervisor - Academic	8	3.5%
Manager/Supervisor - Administrative	82	35.8%
Officer of Univ/Administrator	5	2.2%
Other	33	14.4%
Total	229	100.0%

	Q2. Primary area work under	
	Count	%
State of California	192	86.1%
Foundation	18	8.1%
Associated Student	13	5.8%
Total	223	100.0%

	Q3. Gender	
	Count	%
Female	138	63.9%
Male	78	36.1%
Total	216	100.0%

	Q4. Highest education level	
	Count	%
High school degree	47	21.1%
Bachelor's degree	78	35.0%
Master's degree	59	26.5%
Doctoral or terminal degree	39	17.5%
Total	223	100.0%

	Q5. Length of time in supervisory position	
	Count	%
0-2 years	38	17.0%
3-5 years	44	19.7%
6-9 years	41	18.4%
10+ years	100	44.8%
Total	223	100.0%

	Q6. Responsible for performance evaluation of employees	
	Count	%
Yes	182	84.7%
No	33	15.3%
Total	215	100.0%

	Q7. Last time discussed performance problems with employees	
	Count	%
6 or fewer months ago	143	64.4%
7-12 months ago	30	13.5%
Over a year ago	29	13.1%
Never	20	9.0%
Total	222	100.0%

	Q8. Last time took corrective action with employees	
	Count	%
6 or fewer months ago	79	35.6%
7-12 months ago	26	11.7%
Over a year ago	61	27.5%
Never	56	25.2%
Total	222	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		Q8B. Taken corrective action: Written counseling letter		Q8C. Taken corrective action: Verbal reprimand		Q8D. Taken corrective action: Written reprimand	
	Count	%	Count	%	Count	%	Count	%
Marked	173	75.2%	61	26.5%	61	26.5%	48	20.9%
Not marked	57	24.8%	169	73.5%	169	73.5%	182	79.1%
Total	230	100.0%	230	100.0%	230	100.0%	230	100.0%

	Q8E. Taken corrective action: Temporary suspension		Q8F. Taken corrective action: Other	
	Count	%	Count	%
Marked	7	3.0%	30	13.0%
Not marked	223	97.0%	200	87.0%
Total	230	100.0%	230	100.0%

	Q9. Feel adequately trained as manager/supervisor	
	Count	%
Strongly disagree	3	1.4%
Disagree	45	20.5%
Neutral	68	30.9%
Agree	84	38.2%
Strongly agree	20	9.1%
Total	220	100.0%

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

	Q10A. Workshops-Managing Workplace: Managing Change and Transitions		Q10B. Workshops-Managing Workplace: Ways to Improve Morale		Q10C. Workshops-Managing Workplace: Performance & Productivity Management	
	Count	%	Count	%	Count	%
Would not attend	32	14.8%	25	11.4%	20	9.3%
Might attend	90	41.7%	71	32.4%	90	41.7%
Would attend	94	43.5%	123	56.2%	106	49.1%
Total	216	100.0%	219	100.0%	216	100.0%

	Q10D. Workshops-Managing Workplace: Effective Staff Planning Meetings		Q10E. Workshops-Managing Workplace: Incentives to Motivate Employees		Q10F. Workshops-Managing Workplace: Responsibilities & Rights of Supervisor	
	Count	%	Count	%	Count	%
Would not attend	58	27.0%	31	14.4%	25	11.5%
Might attend	79	36.7%	78	36.1%	70	32.1%
Would attend	78	36.3%	107	49.5%	123	56.4%
Total	215	100.0%	216	100.0%	218	100.0%

	Q10G. Workshops-Managing Workplace: Effective Communication Staff-Management		Q10H. Workshops-Managing Workplace: Encourage Collaboration Between Depts.		Q10I. Workshops-Managing Workplace: Develop "Team Approach" in Dept	
	Count	%	Count	%	Count	%
Would not attend	26	12.1%	45	21.1%	30	14.0%
Might attend	81	37.7%	86	40.4%	85	39.7%
Would attend	108	50.2%	82	38.5%	99	46.3%
Total	215	100.0%	213	100.0%	214	100.0%

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

	Q11A. Workshops-Difficult Concerns: Judicial Affairs Process		Q11B. Workshops-Difficult Concerns: How to Investigate Allegations/Complainants		Q11C. Workshops-Difficult Concerns: Conversation Regarding Sensitive Issues	
	Count	%	Count	%	Count	%
Would not attend	93	42.7%	36	16.4%	23	10.6%
Might attend	67	30.7%	96	43.8%	77	35.3%
Would attend	58	26.6%	87	39.7%	118	54.1%
Total	218	100.0%	219	100.0%	218	100.0%

	Q11D. Workshops-Difficult Concerns: Anger & Violence Prevention Strategies		Q11E. Workshops-Difficult Concerns: Conflict Resolution		Q11F. Workshops-Difficult Concerns: Communicating/ Correcting Problem in Workplace	
	Count	%	Count	%	Count	%
Would not attend	34	15.7%	26	11.8%	24	11.2%
Might attend	98	45.2%	87	39.5%	83	38.8%
Would attend	85	39.2%	107	48.6%	107	50.0%
Total	217	100.0%	220	100.0%	214	100.0%

	Q11G. Workshops-Difficult Concerns: Effectively Intervene if Impaired Staff/Faculty		Q11H. Workshops-Difficult Concerns: How to Address/Document Disciplinary Problem	
	Count	%	Count	%
Would not attend	40	18.2%	24	10.9%
Might attend	97	44.1%	88	39.8%
Would attend	83	37.7%	109	49.3%
Total	220	100.0%	221	100.0%

	Q11I. Workshops-Difficult Concerns: Retention, Discipline, & Dismissal Issues		Q11J. Workshops-Difficult Concerns: Stress, Anxiety, and Burnout in Workplace	
	Count	%	Count	%
Would not attend	37	17.1%	33	15.3%
Might attend	86	39.8%	61	28.4%
Would attend	93	43.1%	121	56.3%
Total	216	100.0%	215	100.0%

Please indicate if you would attend the following workshops.

Best Practices

	Q12A. Workshops-Best Practices: Effectively Respond to Disability Issues		Q12B. Workshops-Best Practices: Diversity: Hiring and Retention Issues		Q12C. Workshops-Best Practices: 10 Things Union Wants Supervisor to Know	
	Count	%	Count	%	Count	%
Would not attend	47	22.0%	62	28.7%	46	20.9%
Might attend	106	49.5%	93	43.1%	80	36.4%
Would attend	61	28.5%	61	28.2%	94	42.7%
Total	214	100.0%	216	100.0%	220	100.0%

	Q12D. Workshops-Best Practices: Workers' Compensation		Q12E. Workshops-Best Practices: Knowledge/Updates for New Supervisors		Q12F. Workshops-Best Practices: Hiring Policies and Procedures	
	Count	%	Count	%	Count	%
Would not attend	67	30.9%	71	32.7%	56	26.0%
Might attend	93	42.9%	73	33.6%	96	44.7%
Would attend	57	26.3%	73	33.6%	63	29.3%
Total	217	100.0%	217	100.0%	215	100.0%

	Q12G. Workshops-Best Practices: Performance Evaluation Strategies		Q12H. Workshops-Best Practices: Demystifying Budget Process		Q12I. Workshops-Best Practices: Demystifying In-Range Progression vs. Reclass	
	Count	%	Count	%	Count	%
Would not attend	36	16.4%	73	33.2%	55	25.3%
Might attend	79	35.9%	60	27.3%	71	32.7%
Would attend	105	47.7%	87	39.5%	91	41.9%
Total	220	100.0%	220	100.0%	217	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		Q13B. Barriers to attend training: Supervisor not supportive		Q13C. Barriers to attend training: Too busy		Q13D. Barriers to attend training: No additional training needed	
	Count	%	Count	%	Count	%	Count	%
Marked	58	25.2%	7	3.0%	135	58.7%	18	7.8%
Not marked	172	74.8%	223	97.0%	95	41.3%	212	92.2%
Total	230	100.0%	230	100.0%	230	100.0%	230	100.0%

	Q13E. Barriers to attend training: Other	
	Count	%
Marked	22	9.6%
Not marked	208	90.4%
Total	230	100.0%

	Q14. Would attend weekly networking session	
	Count	%
Yes	54	24.1%
No	61	27.2%
Maybe	109	48.7%
Total	224	100.0%