

# **Organizational Effectiveness Needs Assessment Survey for Managers and Supervisors**

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# Outline

- Survey Facts
- Respondent's Profile
- Performance Evaluation/Corrective Action
- Feel Adequately Trained?
- Workshops
- Barriers
- Conclusion

# Survey Facts

- Web-based survey
- E-mail cover letter targeted selected group of 495 managers and supervisors
- 230 responded – 46% response rate
- Heads-up and several reminder e-mails were sent
- Response rates for the four open-ended questions:
  - 76% for the “greatest strength” question
  - 76% for the “greatest challenge” question
  - 74% for the “greatest stress” question
  - 68% for the “improve morale” question

# Respondent's Profile

- Over a third were administrative managers or supervisors (36%)
- Most worked for the state of CA (86%)
- Nearly two thirds were female (64%)
- 80% had a bachelor's degree or higher
- 45% had been in a supervisory position for 10 or more years
- 17% were new supervisors (0-2 years)

# Performance Evaluations

- Most were responsible for performance evaluations of employees (85%).
- Nearly all had discussed performance problems with employees. Only 9% had never discussed performance problems.
- Nearly two thirds had discussed performance problems with the last 6 months (64%). Most were within the last year (78%).

# Corrective Actions

- Three quarters had taken corrective actions with employees.
- Almost half had taken corrective action within the last year (47%)
- Verbal discussion with employees was by far the most common corrective action taken (75%)

# Feel adequately trained as a supervisor/manager?

- More than half did not agree they are adequately trained.

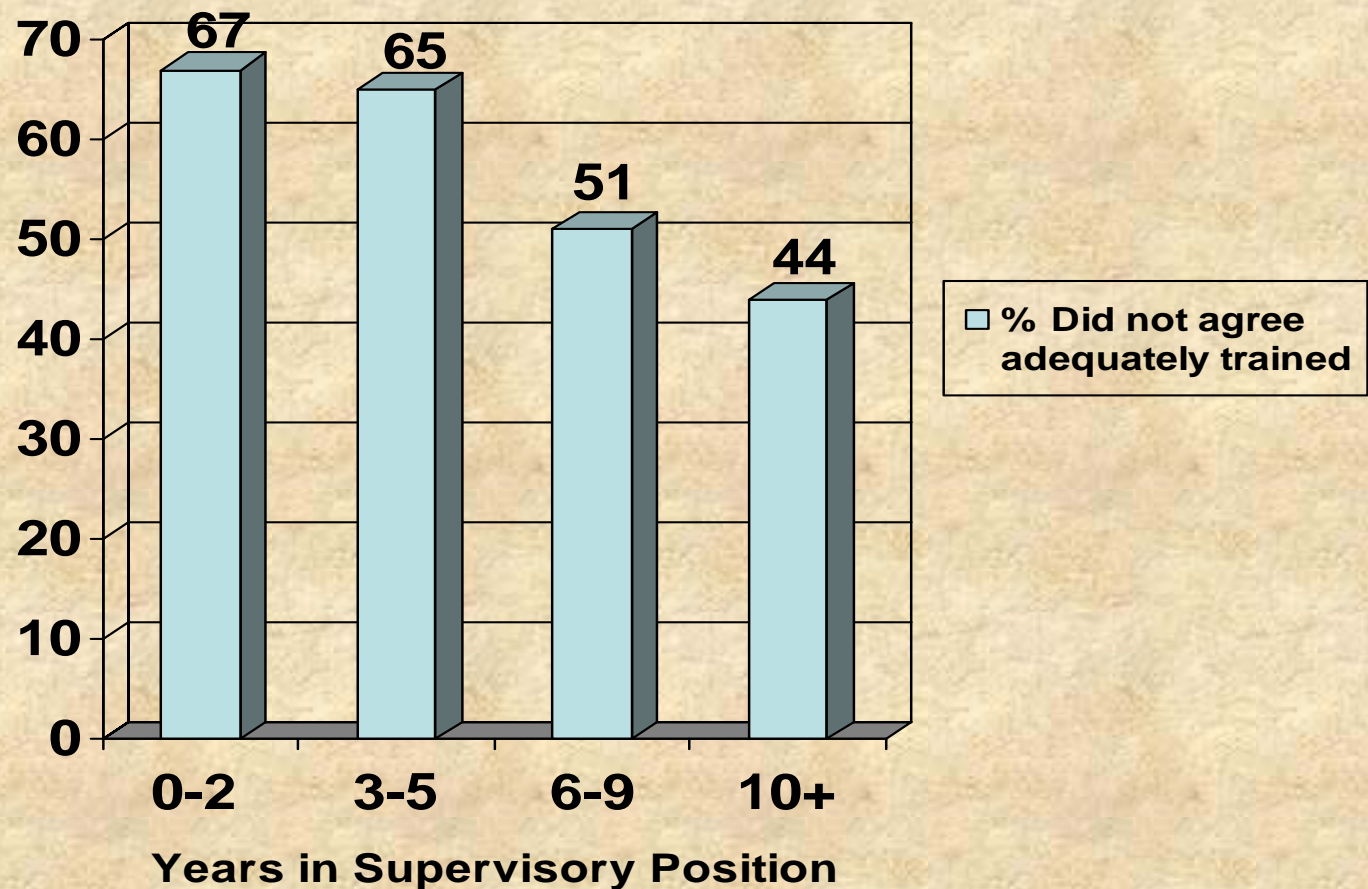
47% Agreed or strongly agreed

31% Neutral

22% Disagreed or strongly disagreed

# Who did not agree they are adequately trained?

- Two thirds of those new to supervisory positions (5 years or less)
- About half of veteran supervisors/managers (6 or more years)



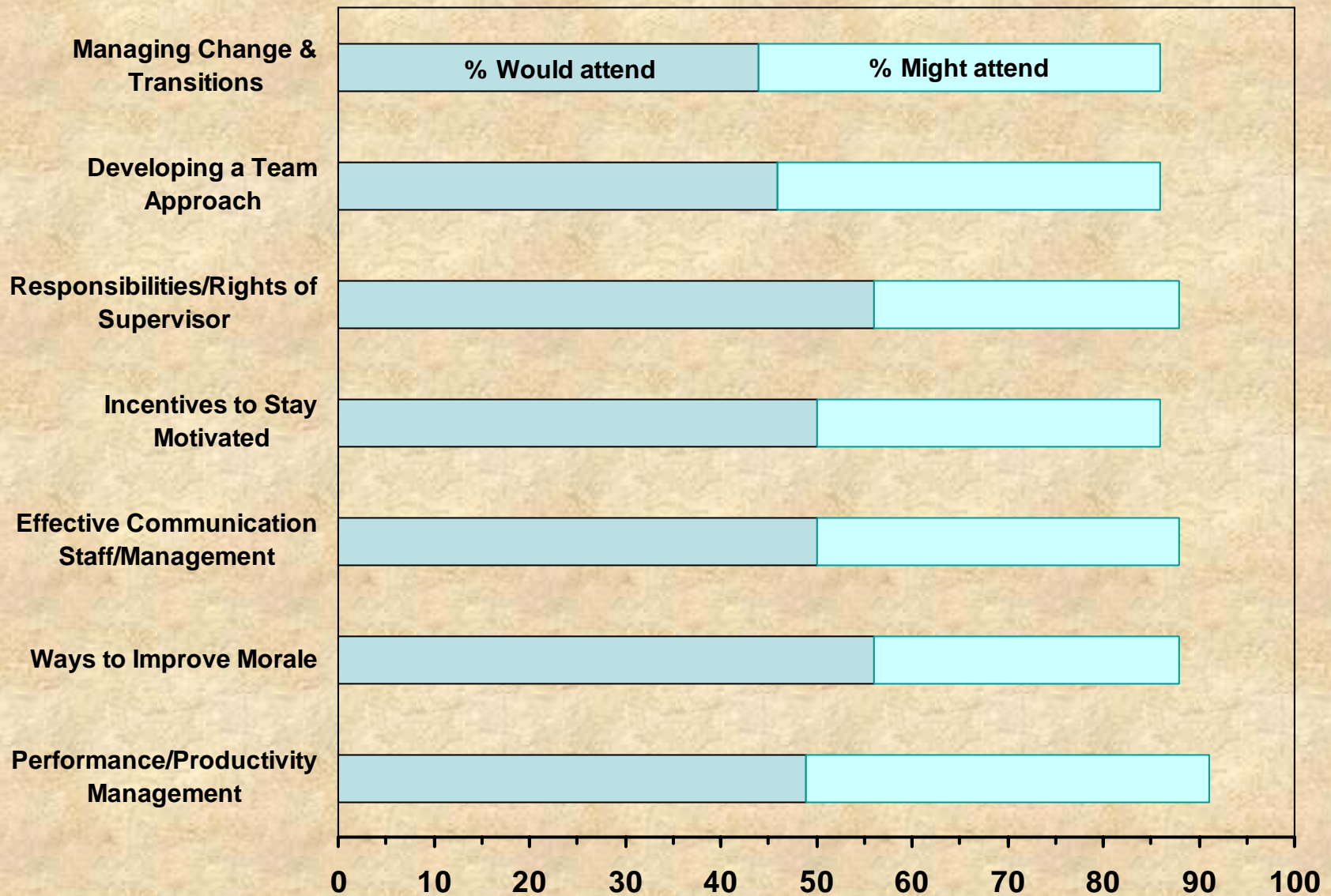


# Workshops

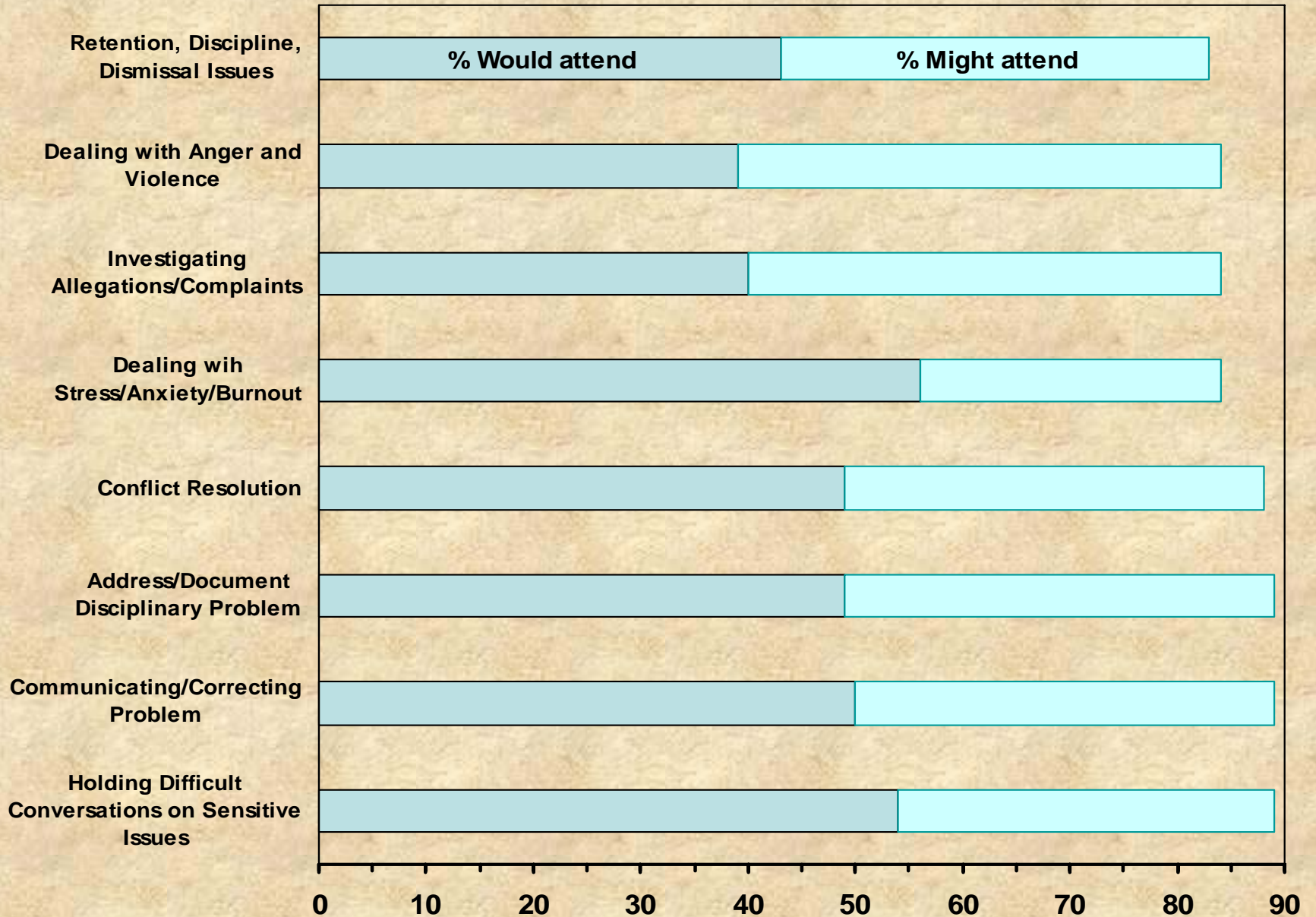
Workshop selection reflected that...

- More than half do not feel they are adequately trained
- Most are responsible for performance evaluations
- Nearly all had discussed performance problems with three quarters taking corrective action

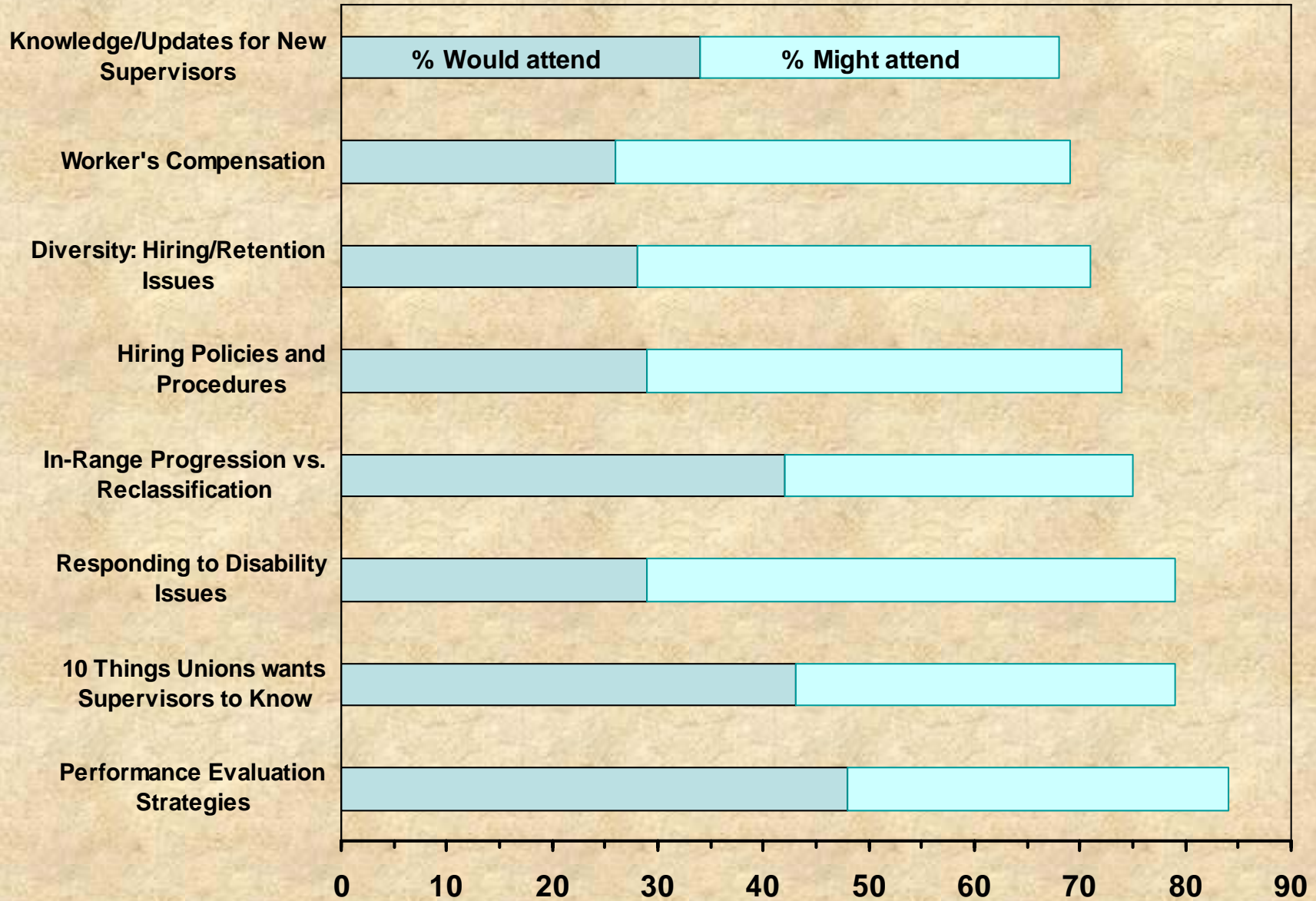
# Workshops: Managing the Workplace



# Workshops: Dealing with Difficult Concerns



# Workshops: Best Practices



# Respondents want training in...

## ➤ **Managing the Workplace**

Over 86% indicated they would attend/might attend 7 of the 9 workshops listed.

## ➤ **Dealing with Difficult Concerns**

Over 82% indicated they would/might attend 9 of the 10 workshops listed.

## ➤ **Best Practices**

67% to 84% indicated they would/might attend the 9 workshops listed.

# Barriers to Training

- Too busy (59%)
- Difficult to get coverage (25%)
- Nearly a quarter would attend a weekly networking session. Almost half indicated “maybe.”

# Conclusion

- Supervisors and managers are dealing with critical issues on a daily basis.
- Over half do not feel adequately trained.
- Most indicated they would attend a wide variety of workshops.
- “Too busy” is the primary barrier to attending workshops.