

## BGSU Supervisor Development Needs Survey: All Employment Groups

**1. How long have you been employed by BGSU?**

Answer	Response	%
Over 20 Years	58	29%
5-10 Years	53	27%
11 to 20 Years	49	25%
3-4 Years	22	11%
1 to 2 Years	13	7%
Less than 1 year	3	2%
<b>Total</b>	<b>198</b>	<b>100%</b>

**2. Which types of employees do you supervise? Select All That Apply.**

Answer	Response	%
Classified Staff	140	71%
Administrative Staff	115	58%
Student Employees	96	48%
Graduate Assistants	58	29%
Other - Please Specify	9	5%
None - I am not a supervisor.	4	2%

**Other - Please Specify**

I am not a supervisor now but am a past dept chair

Learning Assistants

non-student letters of appointment

part time staff

Department Chairs

faculty

Faculty

IUPA Union

faculty

**3. Have you participated in any supervisory training while you have been a supervisor at BGSU? Definition of Supervisory Training: A process to improve knowledge, skills, attitudes, and/or behaviors of those who are responsible for managing and improving the performance of their direct reports.**

Answer	Response	%
Yes	105	70%
No	46	30%
<b>Total</b>	<b>151</b>	<b>100%</b>

**4. If you responded Yes to question 3, please indicate the type of training in which you participated. Select All That Apply.**

Answer	Response	%
read articles about supervision from various publications (on or off line)	62	58%
on- the-job training/coaching from my supervisor	62	58%
instructor-led supervisory workshop delivered by BGSU staff	49	46%
online training program from external vendor	44	42%
instructor-led supervisory workshop delivered by external vendor	40	38%
Other- Please Specify	18	17%

**Other- Please Specify**

conferences
Through the CSP and HESA Program
participated in webinars
Sent to outside training
used coonference supervision programs outside BGSU
conference sesssions
self-study
attended conferences
Sessions at conferences
Sessions offered at professional conferences
APPA
external conferences
Supervisor Workshop by Michelle Simmons
intstruction received as part of continuing education requirements for my professional certification
Hold Ed.D. in subject matter
Graduate school

### 5. Managing Your Unit/Department

Question	1 Least Important	2	3	4	5	6	7 Most Important	Mean
Motivating Staff	3	7	5	12	32	46	44	5.53
Coaching Techniques and Strategies	7	10	8	14	28	43	36	5.18
Process Improvement	3	4	13	22	32	49	25	5.18
Dealing with Change	2	7	14	28	26	43	29	5.11
Conducting Performance Appraisals	4	8	11	24	37	35	31	5.07
Unit/Departmental Planning and Goal Setting	7	7	9	22	40	45	19	4.96
Decision Making	4	11	13	25	31	40	25	4.93
Conducting Effective Meetings	7	14	18	27	30	31	23	4.63

#### Other - Please Specify

budgets, delegation, customer service, teamwork, client satisfaction. BGSU Goals, BGSU Financial Performance

how to address negativity from those we supervise

For top level supervisors of mid-level supervisors, that they know that their mid-level supervisors are using best-practices in their supervision or are coaching their mid-level supervisors to develop skills in best practices of supervision.

Better Morale

Dealing with difficult employees

problem employees

Policy Writing

Fairness

Self-Care

Financial Bookeeping

discipline process options

Conflict Management

Supervising difficult employees

Measuring Workload

## 6. Understanding Laws, Policies, and Procedures

Question	1 Least important	2	3	4	5	6	7 Most Important	Mean
BGSU Disciplinary Guidelines and Procedures	2	9	9	20	38	32	40	5.26
Workplace Ethics	4	8	6	28	26	43	33	5.20
Harassment and Discrimination Laws	4	12	9	29	42	23	30	4.89
Employment Law	6	16	17	29	33	22	27	4.61
Family Medical Leave Act (FMLA)	8	16	15	39	29	23	19	4.41
BGSU Leave Types and Policies	5	11	14	39	25	38	18	4.69

### Other - Please Specify

Customer Service  
 Above for Admin staff  
 Applying all consistently

## 7. Working with Others

Question	1 Least Important	2	3	4	5	6	7 Most Important	Mean
Conflict Resolution	2	3	8	13	36	41	47	5.59
Customer Service	6	4	8	20	25	37	49	5.42
Giving and Receiving Feedback	4	2	7	18	44	47	28	5.33
Team Development	5	5	10	20	35	44	32	5.22
Interpersonal Communication Skills	2	8	5	26	41	36	32	5.21

<b>Other - Please Specify</b>
Team delvelopment for Admin. staff
Empathy training

**8. Managing Yourself**

Question	1 Least Important	2	3	4	5	6	7 Most Important	Mean
Leadership Development	3	6	12	16	28	45	39	5.36
Priorities and Time Management	5	10	14	23	30	42	26	4.95
Stress Management	5	10	10	27	35	39	24	4.93
Work/Life Balance	5	14	11	29	38	21	30	4.78
Monitoring Emotions (Emotional Intelligence)	6	13	12	34	26	37	22	4.73
Supervisory/Management Styles (Myer-Briggs, DiSc, Strengths Assessment, etc)	12	11	11	34	35	24	23	4.55

**9. Which semester (s) would you prefer to participate in the supervisory development series? Select All That Apply.**

Answer	Response	%
No Preference	67	44%
Summer	55	36%
Spring	32	21%
Fall	23	15%
Other - Please Specify	10	7%

<b>Other - Please Specify</b>
would prefer not to
however, there is no real down time
break periods
While training is needed, even essential, who has time when we are asked to perform at least two or more jobs?
Is it mandatory?
prefer not to.
Depends on the topic. Performance appraisal training might best be offered in summer as a way to plan ahead.
holiday season
don't want too retiring soon
Fall/Winter/Spring Break

**10. On what day (s)/time (s) would you prefer to participate in the supervisory development series? Select All that Apply. Note: AM refers to 8:00 a.m.-12 Noon. PM refers to 1:00 p.m.- 5:00 p.m.**

Answer	Response	%
Wed AM	59	40%
Thur AM	58	40%
Thur PM	54	37%
Tues AM	54	37%
Wed PM	50	34%
Tues PM	44	30%
Fri AM	41	28%
Mon PM	40	27%
Mon AM	34	23%
Fri PM	31	21%
Other Day/Time - Please Specify	12	8%

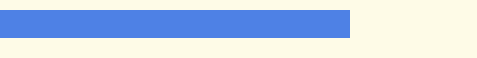

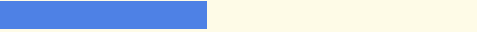

Other Day/Time - Please Specify
depening on availability
would prefer not to
Any tiime
variable if training is online
Unless the university is going to carefully implement to avoid creating more stress and a burden on middle managers, this is not worth it.
It varies from week to week, just offer several options
10:00pm
hard to say, schedule different all the time. not this fall, for sure!
same as above
not first thing at 8am ever
no preference

**11. At which location (s) would you prefer to participate in the supervisory development series? Select All That Apply.**

Answer	Response	%
Bowen-Thompson Student Union	124	83%
OHR at Huntington Building at BGSU (by Meijer)	59	40%
Other Location - Please Specify	14	9%
BGSU Firelands Campus	7	5%

Other Location - Please Specify
At home, in my pajamas
online
online
Levis
Online, or somehow backfill my absence so I am not penalized for taking time off work to learn how to do my job better.
online
Campus Operation
campus operations
Levis
Campus Ops Training Room
Jerome Library
Levis Commons

**12. Which training/development methods would you be interested in participating? Select All that Apply.**

Answer		%
Instructor-Led/Classroom Workshops		73%
Elearning (Internet-based, computer-based, etc)		65%
Instructor-Led Webinars		43%
Mobile Learning (training modules accessible from wireless devices (smart phones, Ipads, etc)		22%

Other - Please Specify
REM learning articles

**13. Interested in having OHR conduct our recently developed Employee Relations 101 course for the supervisors in your department? In this course, you will learn about the 4 important components of Employee Relations, what performance management tools are available, the steps in the progressive discipline process, and much more. If you are interested, please enter your department name below or give us a call at 419 372-2628.**

**Text Response**

BGSU Athletics Marketing, David Theby

BGSU Police Dept.

Campus Operations

Campus Operations

campus operatios

College of Musical Arts

ITS, Client Services

Marketing and Communications

No I am not interested in having an OHR course in my department

Office of Multicultural Affairs

Student Financial Aid

University Libraries 2-2842



**14. If we have not addressed your individual and/or unit priorities for training and development, please explain how our OHR staff can best meet your needs.**

Text Response

- Collaborating with students in student organizations and co-curricular activities is also important.
- Given that department chairs have a mountain of busy paperwork, stress and time management are real problems. I don't think you can help unless you have a way of stopping the upper administration of tacking on new paperwork every two weeks.
- I hope that these will be optional. While definitely important, I don't feel a need for additional training in most of these areas and would have a hard time justifying spending several hours in yet another meeting or training.
- In the last five years BGSU has gone from doing nothing to trying to do everything at once. Lower level administrators are totally overwhelmed with surveys and policy changes and success plans and assessment development and learning outcomes development and sexual harrasment training and CBA work and program reviews and the list goes on and on. The last thing we need is training on how to manage all this. That might be valuable if half of this were worth managing. The fact is, at least in our department, we all get along and everyone does good work. The only thing we need to work on is recruiting, retaining, and graduating good students. The rest is superfluous. Focus on what really matters. Leave the rest alone.
- I think supervision training should be required of all first time supervisors.
- I think that supervisor training is needed at BGSU for both staff who supervise and also for faculty in admin positions who supervise staff. I'm glad to see that some training is being developed for this! I'm not sure where this would fall within the categories above, but one thing that I think needs addressing in the training is how to address individuals who are not performing well either at their assigned work/tasks or those who are being unethical (example: leaving during the day when a supervisor is out of the office, using office equipment for personal use). Often times, in multiple offices, I have seen these employees ignored, and then their work is given to other employees who already are doing their jobs (or more than their share of work) and who are working ethically. I think it is easier for managers to not address an individual issue and to depend on those who are responsible; however, eventually it results in demotivation for employees who may conclude that there is no accountability and even good employees start to feel unappreciated. For supervisor training, would it be possible to develop something that covers how to address a difficult/underperforming/unethical employee? (I'm speaking from the perspective of observation in multiple offices). Another thing that I would find helpful personally along those same lines is training on what to do if you find that you may have to let an employee go. I had to do that a few years ago and although it was the right thing to do, it was a very difficult experience and I wish I had had some guidelines on how to do it, on how to talk with the staff about it, and on how to deal with the impact it had on me. I did the best that I could and felt very supported by HR at the time, but I think that more direct guidelines on how to do this and what to expect would be helpful.
- Please, please train the administrated staff 1st. Just because a person has a PHd doesn't mean they know how to supervise. This has been proven!!!
- Reviews and program training needed. What can and cannot be said, etc
- Schedule training and development activities
- The training for our new hiring process was minimally useful. It would be better for anyone undertaking staff seraches to have optimal orientations to the software.

- they have been addressed
- Training for supervisors and staff on important issues such as sexual harrassment and bullying is certainly important, but when it becomes mandatory and deadline-sensitive it is simply a burden, on top of all the other burdens. Some form of leadership training is welcome, even necessary, but just like when I take a few days off, or, God forbid, get sick, or attend a conference for professional development, even giving up weekends and evenings for such things, returning to work is a punishment because of everything that is now behind. If you can figure out how to offer training and NOT penalize managers for parcipating that is ideal. Otherwise, it's pointless.
- Why do I have to give a response when the question stats" If we have Not Address...."  
This question is typical of how stupid you are for requiring an answer. If this is the type of training that you propose to offer why would I consider evening thinking about listing to you !!!!!