

**Supervisor Survey for Training and Development Task Force
Fall 2013**

Number of Surveys Expected: 66

Number of Surveys Completed: 39

Response Rate: 59.09%

Q1. How many years have you worked at GSDM?

	1-3 years.	3-5 years.	5-10 years.	10-15 years.	15-20 years.	>20 years.	Missing.
#	16	2	7	5	3	1	3
%	43.2%	5.4%	18.9%	13.5%	8.1%	2.7%	8.1%

Q2. What is your primary job function/role?

	Administrative	Clinical or patient care	Research
#	29	5	5
%	74.4%	12.8%	12.8%

Q3. What is your secondary job function/role?

	Administrative	Clinical or patient care	Research
#	17	4	4
%	68.0%	16.0%	16.0%

**Q4. In your role as a manager at GSDM, what type of employees
do you supervise?**

	Clinical Staff	Administrative	Research Staff	Other
#	12	25	4	5
%	26.1%	54.3%	8.7%	10.9%

Q4a. Other:

Missing.	32
Central sterilization.	1
Finance.	1
I do not supervise any employees.	1
None.	1
Technical.	1

Please rate your level of agreement with the following statements (Q5 through Q11):

Q5. BU has offered adequate professional development training for my staff.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
#	2	10	15	9	0
%	5.6%	27.8%	41.7%	25.0%	.0%

Q6. GSDM has offered adequate professional development training for my staff.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
#	1	11	11	10	3
%	2.8%	30.6%	30.6%	27.8%	8.3%

Q7. My staff has opportunities to be crossed-trained and learn new skills.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
#	1	14	10	9	2
%	2.8%	38.9%	27.8%	25.0%	5.6%

Q8. GSDM places a high importance on job training and professional development.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
#	3	6	19	8	1
%	8.1%	16.2%	51.4%	21.6%	2.7%

Q9. BU and/or GSDM has provided me with opportunities to improve my management skills.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
#	2	14	15	6	0
%	5.4%	37.8%	40.5%	16.2%	.0%

Q10. GSDM offers competitive compensation.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
#	1	8	16	8	3
%	2.8%	22.2%	44.4%	22.2%	8.3%

Q11. GSDM has a consistent and equitable system of rewards.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
#	0	9	11	13	3
%	.0%	25.0%	30.6%	36.1%	8.3%

Q12. What is it about GSDM that attracts people to work here?

Missing.	10
Academic environment, good benefits, working/living in a city.	1
Benefits.	3
BU Dental is a prominent institution which offers decent benefits and opportunities for growth.	1
Competitive salary and benefits offered through BU. Ability to work in dental environment while also working with students.	1
Generally the academic environment/benefits.	1
Health and dental Benefits.	1
I believe it's the staff.	1
I believe that GSDM benefits are what attracts people to work here.	1
I think that depends highly on the individual. I was attracted to GSDM as a way to grow in my career. I was already at the University and it was an opportunity to expand my responsibilities as well as learn something new.	1
Location.	1
Looking for an academic setting and benefits are good.	1
Opportunity for promotion and flexibility to move positions within BU.	1
Part of Boston University; long history of serving the community; convenient location; stepping stone to get into the DMD or advanced specialty programs.	1
Pleasant work environment; part of a large university.	1
The ability to take classes.	1
The academic environment, tuition remission, good benefits which outweighs the little lower pay.	1
The benefit package.	1
The benefits offered by the University.	1
The other people.	1
The School has a collegial atmosphere and a culture of respect. We are encouraged to feel that our roles are important and that together we make up a unit that conducts beneficial and worthwhile work. The size of the School is manageable -- it has a relatively small number of students, faculty and staff, compared to the University as a whole -- yet it is large enough to encompass a diverse group of people who have varied roles and responsibilities. There always is something new going on, and the initiatives keep us moving forward and striving together.	1
There are positions open to many people with varying skill sets.	1
Top notch dental school with a large amount of interaction with the medical community, both BU and BMC.	1
Truly, I'm not sure. I've never discussed this with anyone.	1
Tuition remission , Academic environment.	1
Tuition remission, safe environment, and strong leadership.	1

Q13. What do you think keeps people working at GSDM?

Missing.	10
Academic environment, good benefits, working/living in a city.	1
Academic environment/cultural diversity/benefits.	1
Being both professionally challenged and supported by the administration. Professional growth is paramount to employee morale.	1
Benefits of BU, competitive salary, compatibility/friendliness with peer staff.	1
Benefits.	3
Camaraderie, and the opportunity to grow as an employee.	1
Feeling of belonging, respect.	1
Friendly environment with positive energy and support from faculty, staff, students.	1
Good people, autonomy and everyone appears to want to do their job.	1
Great benefits and good colleagues.	1
I cannot speak for everyone. However, what keeps me working here is the diversity amongst the student body, location and benefits.	1
Its hard to find other opportunities.	1
People and environment.	1
People they work with.	1
Positive work environment; appreciation from supervisors.	1
The benefit package.	1
The benefits offered by the University.	1
THE ECONOMY.	1
The people at GSDM are exceptionally helpful and nice. I think that has a lot to do with making people's jobs more interesting.	1
The people.	1
The staff.	1
There are opportunities to get involved on a number of levels, for people who seek new challenges or opportunities. Staff can choose to participate in the forum, and have a voice that is carried to the Executive Committee via the staff representative. Innovation is encouraged (in some environments, the establishment is threatened by change).	1
They like the people they work with and they find the work engaging. Also the benefits are a reason to stay.	1
Tuition remission.	1
Work-life balance.	1

Q14. What are some specific reasons that staff choose to leave GSDM and work elsewhere?

Missing.	6
A specific reason would be not being treated with respect or your opinion doesn't matter.	1
Ability to earn more money in the private sector.	1
Better opportunity for professional growth somewhere else. Unhappiness with fellow staff/management within department. Ability to make more money somewhere else.	1
Better pay elsewhere and, if not afforded professional growth here, employees will find it elsewhere.	1
Better pay incentives or change of career paths.	1
Better pay.	1
Compensation and lack of opportunities for promotion.	1
Compensation and opportunities for growth.	1
Compensation, fairness.	1
Compensation; career advancement.	1
Desire to make more money and for professional advancement which is sometimes more likely if you move to a new organization.	1
Feel they can't move up, reached their limit of advancement, cliques.	1
Financial compensation is more restricted in higher education than in many corporate jobs. The University has rigid, defined and limited merit increase opportunities, and many people feel that the challenges in the economy make it feel like they are losing ground financially. The grass is not necessarily greener on the other side of the fence, but there is a perception that even in higher ed, other local universities have more generous pay than BU. Some people use BU jobs as a stepping stone, and leave after completing a degree with tuition remission. In this case, they may take the training and knowledge gained at BU and leverage it to gain employment at a higher level elsewhere. It is a pity to lose good staff because of limited promotion options.	1
Higher salary, more opportunity for promotion.	1
I haven't been here that long to have any informed opinions on this.	1
In my experience, staff leave for growth and career development opportunities and compensation.	1
lack of communication, compensation, issues with management and colleagues.	1
Lack of communication.	1
MONEY!	1
More money, better training.	1
More opportunity for advancement within the organization , travel time.	1
Moving out of the area; going back to school.	1
Noncompetitive salary, questionable management.	1

Q14. What are some specific reasons that staff choose to leave GSDM and work elsewhere?

Opportunity for professional growth, advancement, promotion; better compensation.	1
Pay scale.	1
Pay, no advancement opportunities.	1
Promotion opportunities.	1
Retirement or more money elsewhere. The University compensates fairly, but in private industry there is more money to be made (perhaps working far more hours, but it's never been a secret that higher ed makes up in benefits what it lacks in monetary compensation).	1
Salary not competitive with peer institutions. Limited opportunities for advancement. Perception that staff are not treated equally and not held accountable for their performance.	1
The reasons I have been presented with have been for growth opportunity and relocation or opportunities closer to home.	1
They may be offered more competitive salaries outside of a University setting.	1

Q15. Where do you get information on training for yourself and for your staff?

	Supervisor	BU Information Technology	BU Human Resources	Staff Forum	Other
#	9	15	25	4	11
%	14.1%	23.4%	39.1%	6.3%	17.2%

Q15a. Please describe.

	1
Missing.	25
Dean's Office, Other BU Departments such as Sourcing & Procurement.	1
E-mails from the above	1
EHS, RPO.	1
GSDM communications.	1
Internet.	1
Marketing/PR/Creative professional organizations.	1
Organizations pertinent to our roles, such as ADEA; BU ISSO.	1
Outside companies.	1
Research on internet, magazines, newspaper.	1
Searches on websites for professional development by subject.	1
Through resourcefulness, website etc.	1

**Does your staff need to use the following computer/technology programs for their job?
(Q16 through Q25)**

Q16. Microsoft word.

	Yes	No
#	31	2
%	93.9%	6.1%

Q17. Microsoft Excel.

	Yes	No
#	29	4
%	87.9%	12.1%

Q18. Microsoft PowerPoint.

	Yes	No
#	18	12
%	60.0%	40.0%

Q19. Microsoft Access.

	Yes	No
#	9	19
%	32.1%	67.9%

Q20. Outlook (email).

	Yes	No
#	33	0
%	100.0%	.0%

Q21. Business tools (SAP, time entry, purchasing, etc.)

	Yes	No
#	27	4
%	87.1%	12.9%

Q22. Blackboard.

	Yes	No
#	13	17
%	43.3%	56.7%

Q23. Salud.

	Yes	No
#	13	16
%	44.8%	55.2%

Q24. Statistical software (SAS, SPSS, etc.).

	Yes	No
#	5	23
%	17.9%	82.1%

Q25. Using outside technology to enhance student/patient experience.

	Yes	No
#	11	19
%	36.7%	63.3%

Q26. Are there other computer/technology programs that your staff use that were not listed? If yes, describe below.

Missing.	23
Academic Software Management -- WebAdmit.	1
Adobe Acrobat Pro for form development; FileMaker; WebAdMIT; SurveyMonkey; UIS; BU Link. I personally would like to learn about statistical and reporting software.	1
Adobe Professional Creative Suite; Wordpress.	1
Dolphin Imaging.	1
Microsoft Visio; Adobe Acrobat Reader and Writer.	1
MiPacs, cbct software.	1
Mipacs.	1
My staff would use powerpoint and others, if given the opportunity to learn how.	1
No.	2
Photoshop, Adobe.	1
Prezi, Adobe, WordPress.	1
Quickbooks.	1
Windent.	1

Q27. Please pick 3 training topics that would be the most beneficial to the professional development of your staff.

	Microsoft Word	Microsoft Excel	Microsoft PowerPoint	Microsoft Access	Outlook (email)	Business tools (SAP, time entry, purchasing, etc.)	Blackboard	Salud	Statistical Software (SAS, SPSS, etc.)	Using outside technology to enhance student/patient experience
#	8	17	8	5	8	15	3	6	9	8
%	9.2%	19.5%	9.2%	5.7%	9.2%	17.2%	3.4%	6.9%	10.3%	9.2%

**Would your staff benefit from training on any of the following topics/skills?
(Q28 through Q37)**

Q28. Stress management.

	Yes, very much so	Yes, somewhat	Maybe, a little	Not at all/Not applicable
#	12	11	7	2
%	37.5%	34.4%	21.9%	6.3%

Q29. Time management.

	Yes, very much so	Yes, somewhat	Maybe, a little	Not at all/Not applicable
#	12	12	7	1
%	37.5%	37.5%	21.9%	3.1%

Q30. Assertiveness training.

	Yes, very much so	Yes, somewhat	Maybe, a little	Not at all/Not applicable
#	4	12	12	4
%	12.5%	37.5%	37.5%	12.5%

Q31. Cross-training (being familiar with the tasks performed within your department).

	Yes, very much so	Yes, somewhat	Maybe, a little	Not at all/Not applicable
#	10	14	4	5
%	30.3%	42.4%	12.1%	15.2%

Q32. Interpersonal skills. (telephone skills, building strong working relationships, etc.).

	Yes, very much so	Yes, somewhat	Maybe, a little	Not at all/Not applicable
#	13	12	6	2
%	39.4%	36.4%	18.2%	6.1%

Q33. Customer service skills (telephone skills, answering student/patient questions, etc.).

	Yes, very much so	Yes, somewhat	Maybe, a little	Not at all/Not applicable
#	12	10	6	5
%	36.4%	30.3%	18.2%	15.2%

Q34. Conflict resolution.

	Yes, very much so	Yes, somewhat	Maybe, a little	Not at all/Not applicable
#	11	11	7	2
%	35.5%	35.5%	22.6%	6.5%

Q35. English as a second language.

	Yes, very much so	Yes, somewhat	Maybe, a little	Not at all/Not applicable
#	3	6	4	19
%	9.4%	18.8%	12.5%	59.4%

Q36. Other topics - please describe.

	Yes, very much so	Yes, somewhat	Maybe, a little	Not at all/Not applicable
#	0	0	0	7
%	.0%	.0%	.0%	100.0%

Q37. Other topics - TEXT.

Missing.	36
Business writing skills.	1

Q38. Would knowledge of another language be helpful to your work and/or the work of your staff. If yes, please describe.

Missing.	24
Most staff are already bilingual (spanish and chinese represented).	1
No.	3
Not applicable.	1
Not really.	1
Spanish would be helpful as well as Chinese (mandarin) we have a vast amount of patient's especially that are Spanish and can't speak or understand when they come to the dental school for treatment. Although they're supposed to bring an interpreter that isn't always the case.	1
Spanish, ASL.	1
Spanish, creole.	1
Spanish.	3
Yes.	1

Q39. Do your staff take continuing education courses either to maintain their credentials or to develop their skills?

	Yes	No
#	17	16
%	51.5%	48.5%

Q39a. If yes, how easy is it for them to fit these courses in with their work schedule?

	Very Difficult	Difficult	Neutral	Easy	Very Easy
#	1	2	9	2	2
%	6.3%	12.5%	56.3%	12.5%	12.5%

Q40. If it is difficult to fit in, can you suggest any way to make the process easier?

Missing.	36
More FLEXIBILITY.	1

Q41. Have any of your staff taken BU courses using the tuition remission program?

	Yes	No
#	20	7
%	74.1%	25.9%

Q42. If yes, how easy is/was it for them to fit the courses into their work schedule?

	Very Difficult	Difficult	Neutral	Easy	Very Easy
#	0	2	9	6	3
%	.0%	10.0%	45.0%	30.0%	15.0%

Q43. If the scheduling was difficult, please comment on how you handled this process as a manager.

Missing.	36
They had to take time off.	1

Q44. Please list any other areas that you feel are important to professional development of your staff.

Missing.	28
Creative design & writing workshops, webinars, and conferences.	1
Customer service and conflict management have the highest priority.	1
Digital dentistry.	1
I feel team building exercises are helpful.	1
I feel that one of the most important things that we need is the "time" away from the day to day and the consistency of the offerings.	1
I have no staff.	1
I think that if we show respect for our staff and include them in some of the day to day issues such as getting their opinion of how something may work before just making a final decision would lift morale with the staff.	1
Staff education for all the equipment that is used and for all the products.	1
There should be more flexibility to take classes.	1

Please rate how important you think the following supervisory actions are in helping staff to improve their performance (Q45 through Q52):

Q45. By identifying and communicating their strengths and weaknesses.

	Extremely important	Very important	Somewhat important	Slightly important	Not at all important
#	15	10	5	0	0
%	50.0%	33.3%	16.7%	.0%	.0%

Q46. By providing positive feedback when appropriate.

	Extremely important	Very important	Somewhat important	Slightly important	Not at all important
#	18	12	0	0	0
%	60.0%	40.0%	.0%	.0%	.0%

Q47. Through mentoring/guidance.

	Extremely important	Very important	Somewhat important	Slightly important	Not at all important
#	15	12	3	0	0
%	50.0%	40.0%	10.0%	.0%	.0%

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Q48. By working with them to identify needed training.

	Extremely important	Very important	Somewhat important	Slightly important	Not at all important
#	12	14	4	0	0
%	40.0%	46.7%	13.3%	.0%	.0%

Q49. By encouraging them to ask for help and guidance.

	Extremely important	Very important	Somewhat important	Slightly important	Not at all important
#	14	12	4	0	0
%	46.7%	40.0%	13.3%	.0%	.0%

Q50. By allowing time in their schedule to attend training.

	Extremely important	Very important	Somewhat important	Slightly important	Not at all important
#	14	12	4	0	0
%	46.7%	40.0%	13.3%	.0%	.0%

Q51. By being approachable and available.

	Extremely important	Very important	Somewhat important	Slightly important	Not at all important
#	18	12	0	0	0
%	60.0%	40.0%	.0%	.0%	.0%

Q52. By encouraging them to take initiative in learning new skills.

	Extremely important	Very important	Somewhat important	Slightly important	Not at all important
#	15	12	3	0	0
%	50.0%	40.0%	10.0%	.0%	.0%

Please rate your confidence with the following management skills (Q53 through Q61):

Q53. Conflict management.

	Proficient, no training needed.	Familiar, but would like additional training.	Not familiar, need basic training.	No training needed- not applicable to my position.
#	9	20	1	0
%	30.0%	66.7%	3.3%	.0%

Q54. Supervisory skills.

	Proficient, no training needed.	Familiar, but would like additional training.	Not familiar, need basic training.	No training needed- not applicable to my position.
#	11	17	0	2
%	36.7%	56.7%	.0%	6.7%

Q55. Team process.

	Proficient, no training needed.	Familiar, but would like additional training.	Not familiar, need basic training.	No training needed- not applicable to my position.
#	11	18	0	1
%	36.7%	60.0%	.0%	3.3%

Q56. Leadership.

	Proficient, no training needed.	Familiar, but would like additional training.	Not familiar, need basic training.	No training needed- not applicable to my position.
#	9	21	0	0
%	30.0%	70.0%	.0%	.0%

Q57. Mentoring new staff.

	Proficient, no training needed.	Familiar, but would like additional training.	Not familiar, need basic training.	No training needed- not applicable to my position.
#	8	20	0	1
%	27.6%	69.0%	.0%	3.4%

Q58. Communication.

	Proficient, no training needed.	Familiar, but would like additional training.	Not familiar, need basic training.	No training needed- not applicable to my position.
#	13	16	0	0
%	44.8%	55.2%	.0%	.0%

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Q59. Goal setting.

	Proficient, no training needed.	Familiar, but would like additional training.	Not familiar, need basic training.	No training needed- not applicable to my position.
#	10	19	0	0
%	34.5%	65.5%	.0%	.0%

Q60. Delegation techniques.

	Proficient, no training needed.	Familiar, but would like additional training.	Not familiar, need basic training.	No training needed- not applicable to my position.
#	13	16	0	1
%	43.3%	53.3%	.0%	3.3%

Q61. Project management.

	Proficient, no training needed.	Familiar, but would like additional training.	Not familiar, need basic training.	No training needed- not applicable to my position.
#	9	21	0	0
%	30.0%	70.0%	.0%	.0%

Q62. Please pick 3 training topics that would be the most beneficial to your professional development.

	Conflict management	Supervisory skills	Team process	Leadership	Mentoring new staff	Communication	Goal setting	Delegation techniques	Project management
#	14	13	9	11	4	4	10	11	14
%	15.6%	14.4%	10.0%	12.2%	4.4%	4.4%	11.1%	12.2%	15.6%

Q62a. Please list any other areas that you feel are important to your professional development.

Missing.	34
Ability to participate in various task forces, to know that your opinions and ideas are heard.	1
Administrative support for faculty and residents involved in research projects and grant applications.	1
I believe that it is very beneficial to meet with colleagues and peers (in GSDM, at BU, and other institutions) whose roles and responsibilities are similar or overlap with my own, to discuss and observe how others have solved tricky issues, to compare best practices, to share information and to build a community that can recommend resources. This exchange can be mutually beneficial. Conference attendance is very important, as in-depth training and policy development occur.	1

Q63. Are there any trainings that should be offered that would be beneficial to both faculty and the staff.

Missing.	27
Communication and conflict management.	1
Communication skills.	1
Comprehensive Customer Service Training.	1
Conflict Management, How to Provide Effective Performance Feedback , How To Deliver Tough Messages , Proper Way to Conduct a Performance Evaluation , Effective Interviewing Techniques.	1
Insurance training, staff trained on how to read patient ledgers and bills (Salud).	1
just an over all walk thru the building-buildings and explain where that department plays a roll in BUGSDM	1
Patient/Customer Service Appropriate workplace communication.	1
Research policies and procedures.	1
Training for Faculty on how to deal with staff in a respectful manner!	1
Writing skills workshops; telephone system tips and tricks (hold calls, transfer, shortcut buttons); when and how to submit a facilities work order.	1

Q64. Do you have any other comments to share that would be useful to the planning of professional development programs at GSDM.

Missing.	34
I feel it is very important for staff and faculty to maintain high morale. There are many changes taking place and there seems to be little communication	1
No.	1
The most effective training has a hands-on component, and the option to follow up and have questions answered in the days following the training.	1