Applied Strategic Planning:

Follow-up Staff Professional Development Survey for Goal 8

Surveys completed: 104
Surveys expected: 275
Response rate: 37.82%

Data collection period: March 25, 2015 to July 1, 2015

Q1. Years of Service						
	N	Range	Minimum	Maximum	Mean	Std. Deviation
How many years have you worked at GSDM?	94	43.58	.42	44.00	6.6393	6.92558
Valid N (listwise)	94					

Q2. What is your primary job function/role:					
		Administrative	Clinical	Research	Other (please specify)
What is your primary job function/role?	#	51	27	17	6
	%	50.5%	26.7%	16.8%	5.9%

Q2b. If you selected "Other," please specify:	
MISSING	95
Central Sterilizer	1
Dental Assistant	1
Dental Assisting	1
Dental Lab Technician	1
Patient Coordinator	1
Patient Relations Manager	1
Sterlization	2
Technical	1

Q3. What is your secondary job function/role:					
		Administrative	Clinical	Research	Other (please specify)
What is your secondary job function/role?	#	28	7	4	6
	%	28.9%	7.2%	4.1%	6.2%

Q3. What is your secondary job function/role:		
		Not Applicable
What is your secondary job function/role?	#	52
	%	53.6%

Q3b. If you selected "Other," please specify:		
MISSING		97
Dental assisting		1
FINANCE		1
Grant management		1
Implant. Coordinator		1
Inventory		1
Lab Manager		1
Support		1

Q4. How did you learn about your current job at GSDM?					
		BU website job listings	From someone who works at GSDM	I was recruited for the job by BU/GSDM hiring manager	LinkedIn
How did you learn about your current job at GSDM?	#	41	23	9	1
	%	40.6%	22.8%	8.9%	1.0%

Q4. How did you learn about your current job at GSDM?					
		Other online resources (please specify)	Other (please specify)	BU website job listings and Other	Recruited by BU/GSDM hiring manager and Other
How did you learn about your current job at GSDM?	#	10	15	1	1
	%	9.9%	14.9%	1.0%	1.0%

Q4b. If you selected "Other," please specify:		
MISSING		78
Already worked at the medical school		1
Boston newspaper		1
BU website and Other: BU Employees/ Alumni		1
Glassdoor		1
I applied to my current supervisor		1
I was a temp before I started full time		1
I was already an employee at GSDM and the current director recruited me for the position.		1
I was recruited for the job ny BU/GSDM hiring manager and Other: Dimoch Assistant Program		1
indeed		2
Indeed		1
INDEED		1
indeed.com		2
internal promotion		1
Monster...or Craigslist		1
My position has evolved over time. Original posting was found on BU HR website. I have received several promotions over the years.		1
newspaper article		1
recruited by [REDACTED]		1
someone outside of GSDM		1
Temp agency		1
Temp Agency		2
transferred from SPH at VA-bedford when funding changed		1
Was a temporary worker here		1
Worked on the Charles River Campus for 8 years		1

Q5. Indicate the strength of your agreement or disagreement with each of the statements about recruitment.				
		Strongly Agree or Agree	Neither Agree nor Disagree	Disagree
Communication with BU during my hiring process was timely.	#	68	12	20
	%	68.0%	12.0%	20.0%
Communication with BU during my hiring process was professional.	#	85	11	4
	%	85.0%	11.0%	4.0%
I received accurate and complete information on the job responsibilities.	#	67	21	12
	%	67.0%	21.0%	12.0%
I received accurate and complete information on the job benefits.	#	78	15	7
	%	78.0%	15.0%	7.0%

Q6. What suggestions, if any, do you have to improve the recruitment and hiring process?		
MISSING		69
I would recommend a better process of going through the occupational health process.		1
A copy of the job description and performance appraisal should be given at orientation.		1
Certain postings do not fully entail what will be required of employees		1
For those hired from within- have the process more transparent. Also, if someone is being promoted, do not make them apply for the job.		1
Hiring took more than two months due to bad communication with HR.		1
I believe changes have been made since my hiring 17 yrs ago.		1
I don't remember my initial hiring process 3 years ago.		1
I had a great experience with the hiring process; the HR department was very organized and fast to reply to any questions I had.		1
I had an interview with the department at the end of October and the department moved on my hire quickly. However, HR did almost take about 3 weeks to get back to me about confirming the details of the position. It was quite frustrating because I told my employer that I was hired into a different position and told them my last day.		1

I met with the HR representative and then was referred to the department hiring manager and this part of the process worked very well.		1
I THINK THE PAY FOR THIS POSITON COULD HAVE STARTED HIGHER, DUE TO MY EXPERIENCE		1
I was a transfer from the Main Campus. It took two months after my interview to be offered the position.		1
I was hired 5 years ago prior to the orientation packages that new hires now receive. That would be the only recommendation I would have...but that has since been addressed.		1
I would suggest that the departments make sure all job descriptions are up to date and give a clear explanation of the job. HR needs to improve their communications with candidates and make sure offer letters are sent in a timely manner.		1
Is a long time for me so no suggestions right in this point.		1

Q6. What suggestions, if any, do you have to improve the recruitment and hiring process?		
It took 5 months from my first interview until the time I was actually hired for my first position at GSDM. That's insane. Tighten it up a bit! On subsequent promotions, the HR liaison, has dug in heels on salary increases and has been entirely unwilling to negotiate... AT ALL. When offered a salary that I found insulting, I was told that was the final offer and asked "is this a walking away point for you?" It made me feel like she was trying to get me to turn the position down. HR shouldn't be a roadblock to getting hired or promoted.		1
It was hard to know who to talk to in HR to solve any issues I had. I did not know where to turn to. Benefits were explained at the orientation on Mass. Ave, but it was a lot of information to absorb at once. Maybe have a follow up session or something online.		1
n/a		1
N/A		1
No		1
No comments.		1
No.		1

None of the above was from human resources but from the department I ended up getting hired by. In fact, I never heard back from human resources regarding any of the positions I for which I applied. As a result, I went directly to the person who is now my supervisor. From BU's website, I was able to get my supervisor's e-mail address. I sent her my resume and cover letter and she called me, did a phone interview and invited me to come back to meet others in the department. I then resubmitted my resume and cover letter and was offered the position. I have heard similar stories from others.		1
None.		3
Overall BU just needs to simplify things and make people aware of what benefits the job has and what is going to be required of them while working here.		1
Provide job description at interview and/or orientation.		1
Since I have been here 9 years I have no recommendations since I know that process has changed significantly since my onboarding. I do think that the Office of the Dean has done a tremendous job developing the on-boarding process and that has been a great addition to the process.		1

Q6. What suggestions, if any, do you have to improve the recruitment and hiring process?		
Speed it up a little if possible. Took a month to get an interview and another month to start.		1
Text messages and emails to keep the hired informed.		1
The hiring process is very long. I am not sure if anything can be done to move along the process more quickly. That was my only real complaint/concern during the process.		1
The recruitment process took a very long time. Is there a company that processes background checks accurately but faster?		1
This process took a very long time.		1
During my time here, it just seems like any time something needs to go through HR it is a process of jumping through hoops, and waiting a notoriously long time for things to become "official," especially with the hiring process. If there could be more of a way to make this process more efficient, and therefore timely, it would take off a lot of undue stress and worry on the part of the candidates waiting to get a final word on their position. For instance, when I was hired, remembering having to talk to two different people about getting my vaccinations, and what was actually required of me. There was miscommunication between HR, and I think perhaps an OSHA rep? Anyway, it was a lot of back and forth, so if this could have been streamlined, it would have been helpful. Especially since I was trying to coordinate all of this from out of state.		1

Q7. Indicate the strength of your agreement or disagreement with each of the statements about orientation.					
		Strongly Agree or Agree	Neutral	Strongly Disagree or Disagree	Not Applicable
GSDM consistently follows clear processes for orienting and training new employees.	#	50	26	15	10
	%	49.5%	25.7%	14.9%	9.9%
The GSDM orientation session that I attended provided useful information.	#	57	12	4	28
	%	56.4%	11.9%	4.0%	27.7%
The GSDM orientation session that I attended provided timely information.	#	57	9	5	29
	%	57.0%	9.0%	5.0%	29.0%
The GSDM onboarding process was helpful to me in my early weeks of employment at GSDM.	#	49	14	14	22
	%	49.5%	14.1%	14.1%	22.2%
I understand the mission of GSDM.	#	83	9	5	3
	%	83.0%	9.0%	5.0%	3.0%
I understand the functions of the various departments within GSDM.	#	72	16	9	3
	%	72.0%	16.0%	9.0%	3.0%
I know who to contact within GSDM to get specific information to do my job.	#	82	6	11	2
	%	81.2%	5.9%	10.9%	2.0%

Q8. Was there any additional information you would have liked to have learned during the orientation process? Please describe.		
MISSING		73
The different resources available and whom to contact.		1
3 years ago I attended an orientation session at HR, I understand that there is now a GSDM specific orientation that takes place here at GSDM. I can only assume that this is a better process than previously.		1
At the time I started, there was no GSDM orientation. I attended the orientation provided by the medical campus HR. It was not very informative in regards to SDM specifics, obviously.		1

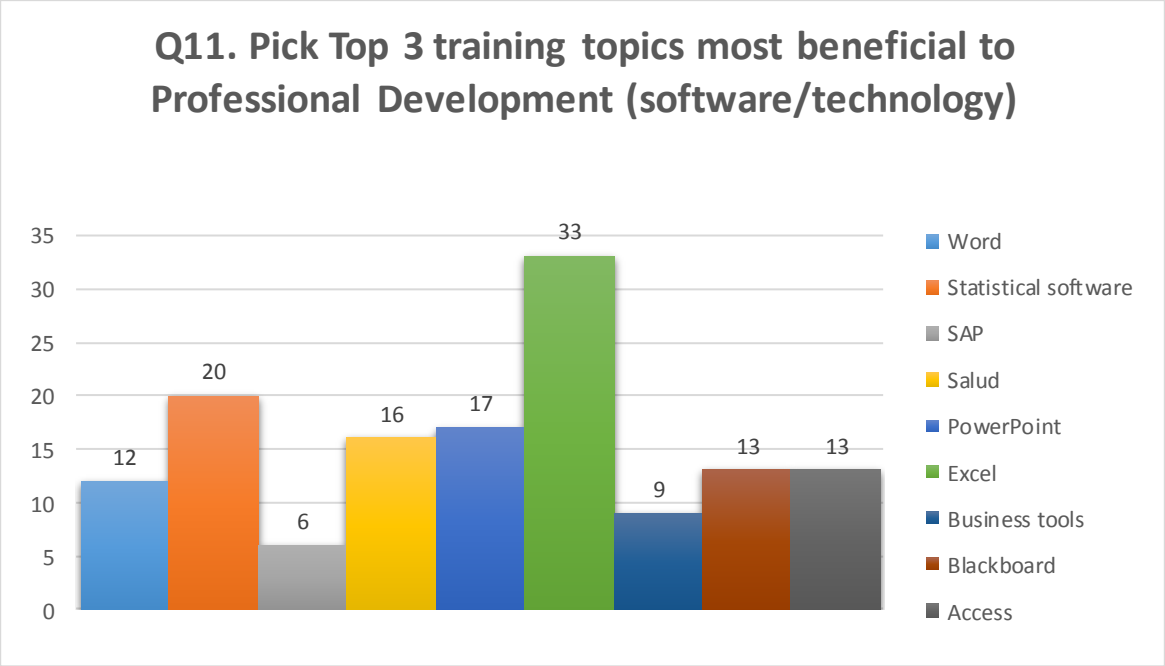
Back when I was hired, there was not a GSDM orientation. I was not even informed of payroll procedures. I understand the process has been totally revamped and now more informational.		1
GSDM did not have a new employee orientation when I started working here.		1
How to do my job. How to do specific tasks and requirements of the position.		1
I am not sure if it was the time of year because I was hired and started almost around intersession but I never went to a GSDM orientation meeting. Also, it could have been that I worked for BU at the main campus for 8 years and they viewed me differently because I was working at BU for 8 years already.		1
I didn't receive an orientation when I was hired.		1
I remember a lot of information was thrown at us on the first day of orientation, so much so that I was not able to process it all. The benefits rep who came to talk to us spoke lowly and too quickly during her presentation of the benefits. It was too seedy of a delivery to explain complicated benefits packages, life insurance policy options, etc. I think a benefits meeting would have been better as a separate event, a day or two after my start date. It was overwhelming to have to find my new office, et my new boss, find the HR building, get my ID picture taken, get set up with a Kerberos password, and everything else, for me to actually absorb information about benefits. I would have liked a day or two to read through the options in the benefits book, so that I would be better prepared with questions.		1
I was hired before the current onboarding process- so I do not feel comfortable commenting on the current atmosphere		1
I would like a packet of department numbers in order to direct patients to the correct department. I work for the Oral Surgery Group Practice and we do not have access to Salud nor do I have a list of numbers for the departments.		1

Q8. Was there any additional information you would have liked to have learned during the orientation process? Please describe.		
It would be helpful to provide better contact lists for administrative staff. Giving a short description of the functions of each department would be very helpful.		1
More information about the clinics, what floor they are on, who the admins are, etc.		1
My manager, and senior staff in my department were not interested in training me or helping me learn the job. Everyone was too over extended and overwhelmed with their own responsibilities to train or help me get up to speed.		1

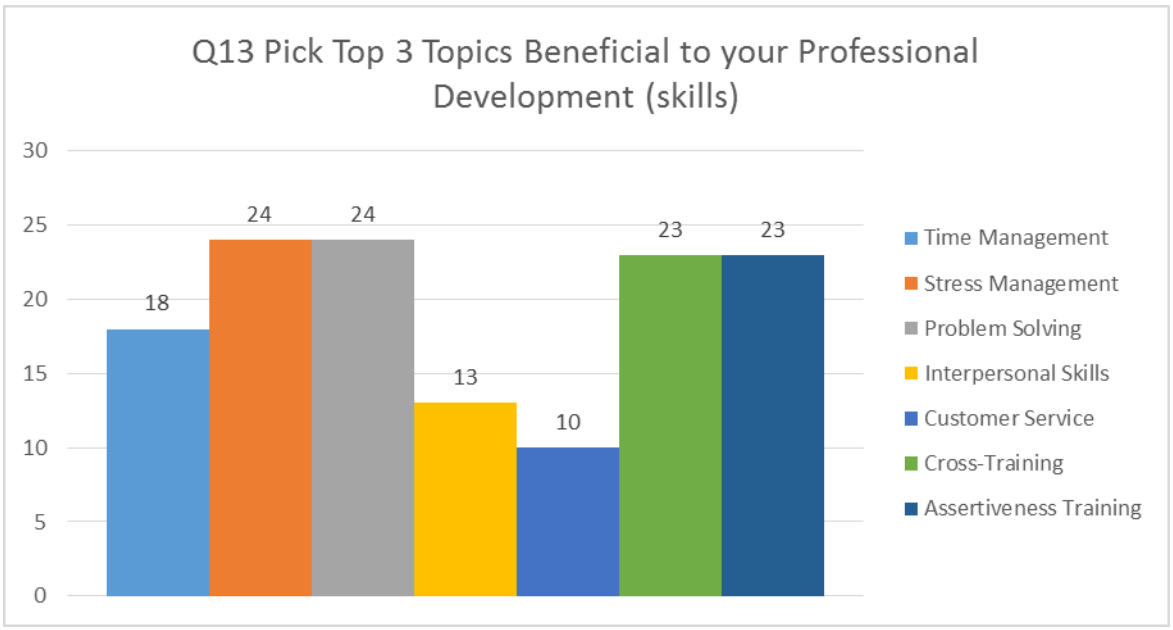
My on-boarding process was 9 year ago and was fortunate enough to have an amazing supervisor that provided all aspects of on-boarding. I think it was very insightful of the Office of the Dean to create a consistent on-boarding program for all new employees since not everyone may have as fortunate as myself in getting supervision.		1
My only orientation was for about half day in the office of Human Resources		1
N/A		2
No		2
No comments.		1
No.		2
None.		2
Orientation was not offered at the time of my hire.		1
The orientation I had was mainly about HR related issues such as benefits, tuition remission etc.		1
When I began my job here at GSDM, there was no on-site orientation. It was an on-the-job training through which I found out about the various departments.		1
When I first started there was no orientation process for new employees on the GSDM site. I am glad that has changed.		1
When I was hired in 2001 there was no orientation although I was hired from within BU so was aware of BU policies.		1
Whom to contact if being treated unfairly / inappropriately.		1

Q9. Indicate the strength of your agreement or disagreement with each of the statements about training and development.				
		Strongly Agree or Agree	Neutral	Strongly Disagree or Disagree
GSDM has trained me for my current position.	#	45	24	32
	%	44.6%	23.8%	31.7%
I have opportunities for training to improve my skills.	#	59	30	11
	%	59.0%	30.0%	11.0%
There are opportunities for me to cross-train and learn new skills.	#	49	30	21
	%	49.0%	30.0%	21.0%
I am encouraged to take initiative in determining my own career path and professional development.	#	62	25	11
	%	63.3%	25.5%	11.2%
I have opportunities for professional development.	#	56	26	18
	%	56.0%	26.0%	18.0%
GSDM places a high importance on job training/professional development.	#	41	32	27
	%	41.0%	32.0%	27.0%
I am satisfied with my career path at GSDM.	#	60	31	9
	%	60.0%	31.0%	9.0%

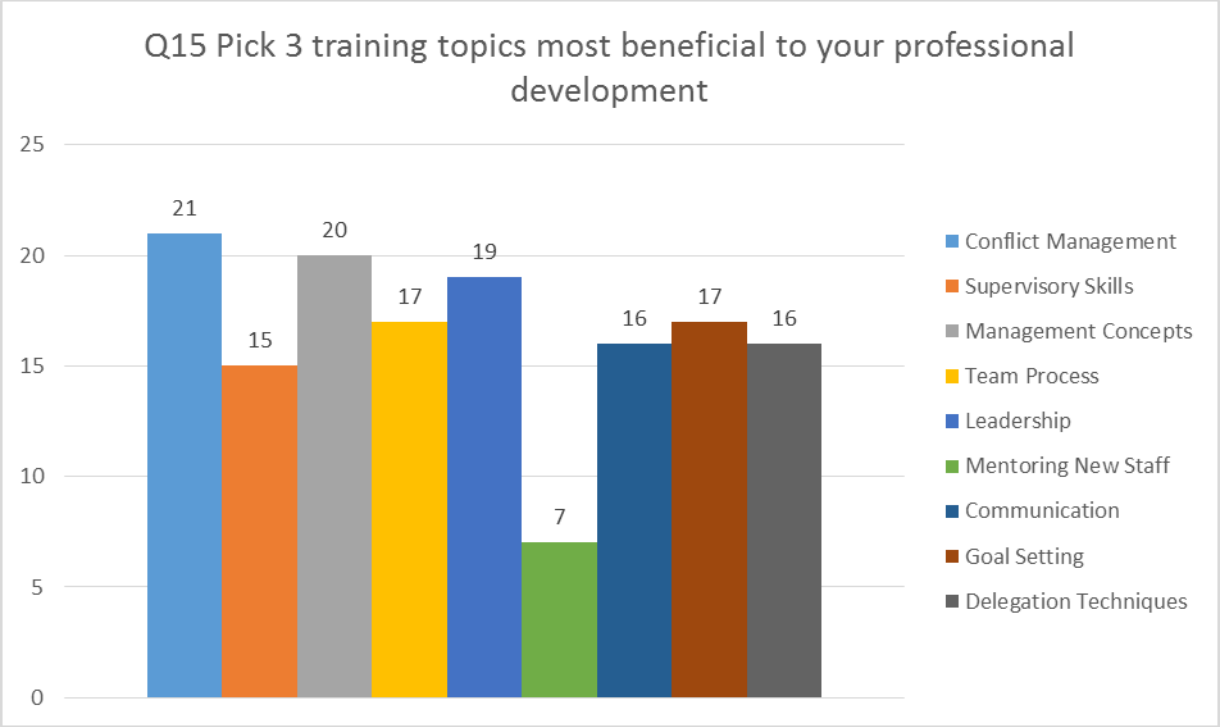
Q10. Please rate your ability with the following computer/technology programs.					
		Proficient, no training needed	Familiar, but would like additional training	Not familiar, need basic training	No training needed/Not applicable to my position
Word	#	67	21	2	10
	%	67.0%	21.0%	2.0%	10.0%
Excel	#	41	45	4	10
	%	41.0%	45.0%	4.0%	10.0%
PowerPoint	#	49	32	10	9
	%	49.0%	32.0%	10.0%	9.0%
Access	#	14	36	23	24
	%	14.4%	37.1%	23.7%	24.7%
Outlook (Email)	#	72	23	1	3
	%	72.7%	23.2%	1.0%	3.0%
Business tools (SAP, time entry, purchasing, etc.)	#	32	37	14	18
	%	31.7%	36.6%	13.9%	17.8%
Blackboard	#	19	34	20	26
	%	19.2%	34.3%	20.2%	26.3%
Salud	#	24	24	14	38
	%	24.0%	24.0%	14.0%	38.0%
Statistical Software (SAS, SPSS, etc.)	#	8	23	29	40
	%	8.0%	23.0%	29.0%	40.0%
Using outside technology to enhance student/patient experience.	#	13	28	21	38
	%	13.0%	28.0%	21.0%	38.0%



Q12. Please rate your ability with the following skills.					
		Proficient, no training needed	Familiar, but would like additional training	Not familiar, need basic training	No training needed/Not applicable to my position
Stress management	#	47	44	5	4
	%	47.0%	44.0%	5.0%	4.0%
Time management	#	60	32	3	5
	%	60.0%	32.0%	3.0%	5.0%
Assertiveness training	#	40	47	2	8
	%	41.2%	48.5%	2.1%	8.2%
Cross-training (being familiar with the other tasks performed within our department)	#	35	48	11	5
	%	35.4%	48.5%	11.1%	5.1%
Interpersonal skills (listening, building strong work relationships)	#	60	36	3	0
	%	60.6%	36.4%	3.0%	0.0%
Customer service (telephone skills, answering student/patient questions, etc.)	#	68	21	1	9
	%	68.7%	21.2%	1.0%	9.1%
Problem solving	#	54	43	1	1
	%	54.5%	43.4%	1.0%	1.0%


Q13 Pick Top 3 Topics Beneficial to your Professional Development (skills)
30
25
20
15
10
5
0
18
24
24
13
10
23
23
Time Management
Stress Management
Problem Solving
Interpersonal Skills
Customer Service
Cross-Training
Assertiveness Training

Q14. Please rate your ability with the following management skills.					
		Proficient, no training needed	Familiar, but would like additional training	Not familiar, need basic training	No training needed/Not applicable to my position
Conflict management	#	29	51	10	9
	%	29.3%	51.5%	10.1%	9.1%
Supervisory skills	#	21	48	10	20
	%	21.2%	48.5%	10.1%	20.2%
Management concepts	#	19	50	13	16
	%	19.4%	51.0%	13.3%	16.3%
Team process	#	38	44	9	7
	%	38.8%	44.9%	9.2%	7.1%
Leadership	#	31	48	7	13
	%	31.3%	48.5%	7.1%	13.1%
Mentoring new staff	#	33	44	7	15
	%	33.3%	44.4%	7.1%	15.2%
Communication	#	44	49	3	3
	%	44.4%	49.5%	3.0%	3.0%
Goal setting	#	37	53	4	5
	%	37.4%	53.5%	4.0%	5.1%
Delegation techniques	#	25	50	9	14
	%	25.5%	51.0%	9.2%	14.3%



Q16. Mentoring and Coaching: Indicate the strength of your agreement or disagreement with each of the statements below.				
		Strongly Agree or Agree	Neutral	Strongly Disagree or Disagree
My immediate supervisor helps me improve my job performance by identifying my strengths and weaknesses.	#	64	23	13
	%	64.0%	23.0%	13.0%
My immediate supervisor helps me improve my job performance by supporting me to improve upon my weaknesses.	#	67	21	12
	%	67.0%	21.0%	12.0%
My immediate supervisor helps me to improve my job performance with positive feedback when appropriate.	#	70	19	11
	%	70.0%	19.0%	11.0%
My immediate supervisor helps me improve my job performance through mentoring/guidance.	#	68	20	11
	%	68.7%	20.2%	11.1%
The work I do is appreciated by my immediate supervisor.	#	76	13	10
	%	76.8%	13.1%	10.1%

Q17. Performance Evaluation: Indicate the strength of your agreement or disagreement with each of the statements below.				
		Strongly Agree or Agree	Neutral	Strongly Disagree or Disagree
The current GSDM performance evaluation process is helpful for identifying strengths and weaknesses in my job performance.	#	47	28	22
	%	48.5%	28.9%	22.7%
The current GSDM performance evaluation process is helpful in identifying my accomplishments.	#	53	29	15
	%	54.6%	29.9%	15.5%
The current GSDM performance evaluation process is helpful in setting goals for professional development.	#	46	32	19
	%	47.4%	33.0%	19.6%

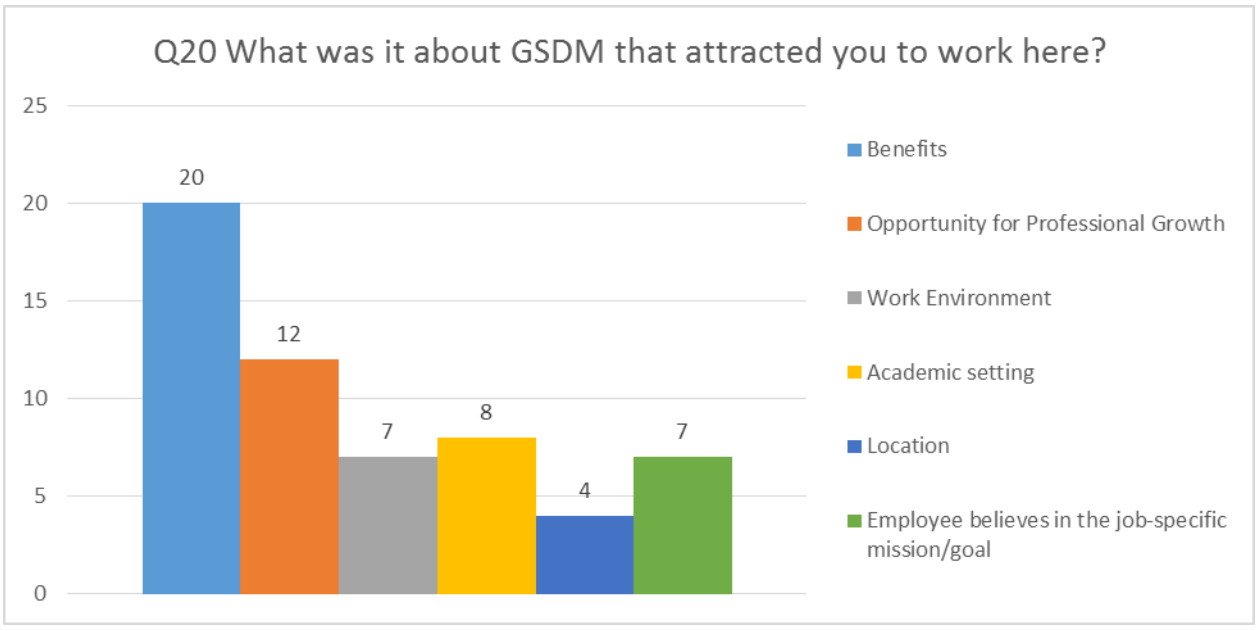
Q18. What suggestions, if any, do you have to improve the performance evaluation process?	
MISSING	82
A task force was formed to review the performance evaluation. It made suggestions that apparently just died in the water. What's the point in convening a group of people to meet and discuss something if it's not going to be listened to at all? My suggestion to improve the performance evaluation would be to take the suggestions of the task force seriously. It is incredibly discouraging to be asked to help in something and then to be ignored. And if you don't care about our point of view or don't really want staff feedback, then stop asking for it! More harm is being done by asking for opinions and ignoring them than would be done if you just did what you wanted and didn't ask... which is what is going to happen anyway.	1
All employees should take the time to really consider the opportunity they have during the review process to point out their accomplishments and opportunities. Unfortunately my experience on both sides of the process has left me with the impression that regardless of how much training and direction we give on the annual assessment process if the employee or supervisor is not motivated or ambitious the evaluation process is not utilized to its fullest or effective. The Office of the Dean has done a tremendous job mentoring and developing managers on the use of the performance evaluation process to develop and motivate staff.	1
Clinical skills should be evaluated.	1
Do away with filling out evaluation yourself and having your supervisor do it then go over it with them.	1
I feel that Management should perform evaluations, and the employee should not rate themselves.	1

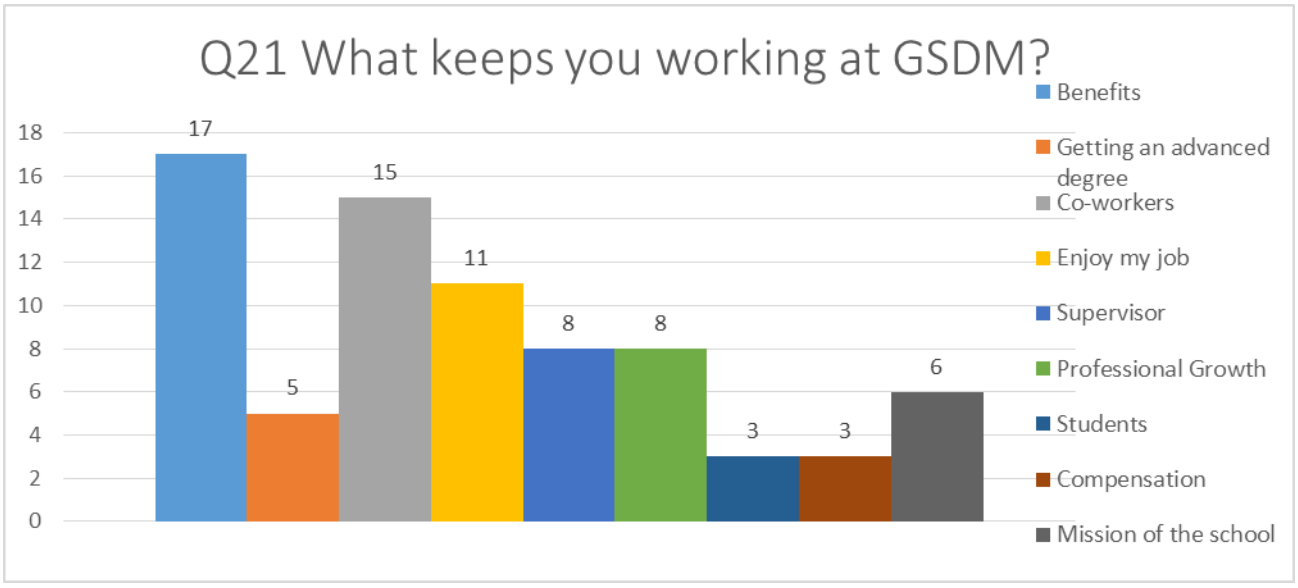
I personally do not have any issues with the current performance evaluation process. However, I think the evaluation form applies more to administrative staff. There should be a separate evaluation form for clinical staff.	1
I think it should be bi-annually, a lot happens in a year period. A bi-annual review would help focus goals and it would be easier to measure progress towards stated goals.	1
I'm not agree that performance evaluation helps. It's so formal most of the time. If is different form or questions this year, it will be more helpful.	1
Immediate supervisor and employee have periodic meeting and keep track of progress.	1
It happens just once a year, providing zero helpful feedback because of memory bias. If problems come up throughout the year, it is best to address them then, not months later in a performance eval. It also seems to have zero impact on actual salary increases.	1
N/A	3
No.	2
None.	1
Not Applicable	1
re do the whole evaluation format. The existing one hasn't changed in 10 years and one form is not meant for all	1
Revamp it	1

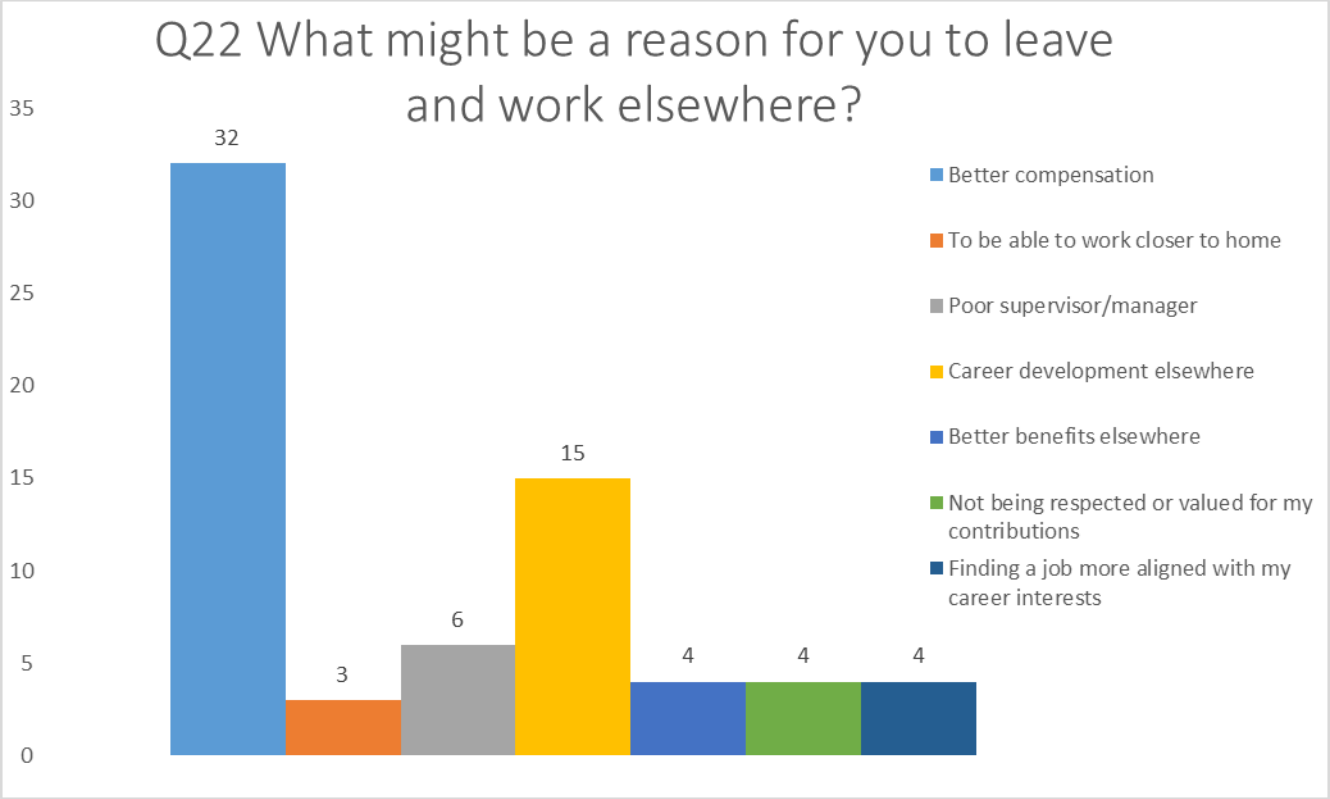
Q18. What suggestions, if any, do you have to improve the performance evaluation process?	
The current system from my point of view is not as efficient as it could be, most of the time supervisors wait until the performance review to point out the things that an employee should work on instead of throughout the year follow ups and input	1
The performance evaluation definitely could be improved by using metric based process to measure performance statements. There should be separate performance evaluations for exempt and non-exempt resources and also should break down even further to direct patient care and non-patient care.	1
The supervisor should stay closer to our work.	1

Q19. GSDM focuses on long-term retention of quality employees with:

		Strongly Agree or Agree	Neutral	Strongly Disagree or Disagree
Competitive compensation.	#	31	29	38
	%	31.6%	29.6%	38.8%
Career advancement opportunities.	#	37	30	31
	%	37.8%	30.6%	31.6%
Peer recognition.	#	46	27	25
	%	46.9%	27.6%	25.5%
Positive recognition by immediate supervisor.	#	63	24	11
	%	64.3%	24.5%	11.2%
A consistent and equitable system of rewards.	#	28	39	31
	%	28.6%	39.8%	31.6%


Q20 What was it about GSDM that attracted you to work here?
25
20
15
10
5
0
20
12
7
8
4
7
Benefits
Opportunity for Professional Growth
Work Environment
Academic setting
Location
Employee believes in the job-specific mission/goal


Q21 What keeps you working at GSDM?
18
16
14
12
10
8
6
4
2
0
17
5
15
11
8
8
3
3
6
Benefits
Getting an advanced degree
Co-workers
Enjoy my job
Supervisor
Professional Growth
Students
Compensation
Mission of the school



Q23. What are some challenges you face in your work that prevent you from completing the duties of your job?	
MISSING	43
Some employees that need more supervising that others.	1
Lack of interdepartmental communications and teamwork, staff shortages	1
everyone seems to be passing the buck, all new people who know so little about the school or department	1
As someone at the front desk, interruptions.	1
Back planning.	1
Being too busy to do everything.	1
Challenge of having to work with so many different personalities, work habits, and population of people who have very different view of purpose of the School (teaching students, treating patients, conducting research.)	1
Communication	1
Constant interruption via students	1
experimental issues	1
following policies that really don't make sense	1
Generally speaking, the most recent challenges that I have been faced with have been the new Cad/Cam technologies. Although there has been a learning curve, which had slowed me down, I have found that once I had mastered each of the new technologies, it actually made me more productive.	1

Having as supervisor who hardly shows up for work and seems to have an endless supply of vacation and sick time.	1
Having to update incomplete charts left by other accountability across the board from students, staff, faculty, supervisors.	1
heavy workload at times	1
I am frustrated by lack of accountability and lack of documented policy and procedure at the Departmental Level. SDM needs to continue to develop policy and procedure that supports mid-level management.	1
I am not able to do my duties because I am often called away to do things that should rightfully fall under other departments.	1
I complete my duties.	1
I currently can't think of anything.	1
I do fine.	1
I typically do not have this issue.	1

Q23. What are some challenges you face in your work that prevent you from completing the duties of your job?	
I work on various projects, and sometimes I stress myself out thinking that I may overlook something I put on the back burner, and will let something fall to the wayside. This position is certainly giving me ample opportunities to work on my time management skills.	1
Inadequate management/information from other departments, volume of work at peak times.	1
It can be difficult at times working with other departments because often people don't want to take responsibility for anything, which leaves me doing a lot that is not part of my job description but necessary for me to get done/do myself in order for my department to do well. At the end of the day though I always complete my duties. However, I credit that to all of the relationships I've built over the past 3 years at the school. I feel like I have good working relationships with all of the people necessary for me to do my job, but only because I put in the effort to make those relationships what they are today, not because GSDM assisted me in any way to create those relationships.	1
Lack of autonomy with the management of my department website and social media; faculty and staff who don't really understand the work that my department does and the direct impact it has on the student educational experience and overall student success.	1
Lack of clear definition of duties and responsibilities.	1
Lack of leadership/oversight/mentoring/guidance. Department heads are often not around or available to answer questions, provide support, etc. Also do not back up and support the people at the bottom, but rather feel they should be grateful to the people at the top.	1
Language	1

Language problem.	1
Limited office space. Other challenges include lack of communication between departments.	1
My supervisor's attendance. He/she is never here. And when he/she is here, he/she isn't approachable to ask questions of.	1
My work space is incredibly too small and I am faced with constant interruptions throughout the day.	1
N/A	1
N/N	1
No challenges currently	1
None	3
None, my work gets done by prioritizing the most important tasks.	1
None.	3
Not enough coverage.	1

Q23. What are some challenges you face in your work that prevent you from completing the duties of your job?	
NOT ENOUGH HOURS IN THE DAY	1
Not have processes or protocols in place prior to needing them Doing many jobs other than the one I was hired for and not receiving training to do them. Lack of employee compliance on protocols.	1
Not knowing how to do my duties, not knowing who to contact to learn about how to do these things.	1
Not too many challenges	1
patient's complains, difficult patients	1
Short-staffed.	1
Shortage of support staff.	1
Staff not being where there supposed to be.	1
Supervisor is very busy and has little time for me	1
Technology for patient registration is not user friendly and quite a challenge. To many levels for approvals to get a quick decision - can take up a long time and that delays the need to establish processes or communication in a timely manner.	1
The demands to satisfy patients, residents and staff by working in clinic and office	1
The volume of task that are managed by my department	1
time	1
Time to do it all!	1
Understaffing	1
Waiting for responses for other individuals	1

Weak coworkers.	1
Workload has increased substantially while resources have stayed the same.	1

Q24. What support(s) do you need in order to improve your job performance?	
More management training.	1
a quiet work space	1
A supervisor who cares, is here, and is supportive rather than destructive to office morale.	1
A supervisor who really wants to work here and treats staff appropriately.	1
A supervisor with better skills and attitude.	1
Accountability	1
Acknowledgement of volume and challenge of the work; implementation of flexible systems to support processes; establishment of additional position.	1
Another person to help.	1
Another team member on the Research project I was hired for would have been helpful in the beginning for task support, and boosting morale.	1
Better organized rest time.	1
Can't think of anything.	1
Classes for free or discount.	1
competitive wages and advancement opportunities	1
Consistent support and communications between departments. Communication occasionally tend to occur at the point of potential chaos of convenience.	1
Different projects that are more challenging and enable me to improve my skills.	1
Employees who are engaged and consequences for those who just bodies taking the place of someone who wants to work	1
for other departments within GSDM to take the time to learn what my department does and to help us in our mission to improve the student experience	1
Further training in specialties I'm less familiar with	1
Help!	1
I feel like my department (supervisor and manager) support me in my needs and offer assistance when I ask for my responsibilities or training.	1
I get excellent support	1
I have many resources to tap into for questions and need guidance. I need to learn more of the technology for patient registration which is not user friendly.	1

I need my supervisor's support and mentoring on personnel issues. I have been to a management training series recently but I would like to see a continuous offering of seminars that change periodically. I feel that training, mentoring and professional development are very important to me and should be offered throughout my career at BU.	1

Q24. What support(s) do you need in order to improve your job performance?	
I need supervisors who are available on a daily basis to assist with questions and train; I need training in FileMaker to be able to create and revise reporting.	1
I need to be able to try new things and grow my skills as an employee.	1
I receive the support I need.	1
I would like to have ceu courses at the dental school for the dental assistants. Especially as it is a requirement for State certification renewal.	1
Increased accountability and better documented policy and procedure.	1
Just overall team morale needs to be better.	1
More advanced technology.	1
more seminars and expert level training on Microsoft office products	1
More staff	1
More staff or different patient scheduling.	1
More time, less work	1
More training sessions and opportunities in professional development would be great.	1
My Dept. is introducing new equipment, materials, as well as training into our dental lab. At this time I have all the support from my Department.	1
My job performance is good, improve around me.	1
My supervisor and coworkers' help	1
N/A	2
None.	3
NOTHING	1
PI's encouragement and support.	2
Private work space to meet with staff to discuss confidential issues	1
So far everything is going well.	1
Someone who would train me in my job duties.	1
Supportive supervisor and staff/co-workers, time management stills.	1
Timely information to meet the changing demands and scheduling needs.	1
We have a great support system.	1
MISSING	52

Q25. I would like to take the opportunity to obtain a degree/advanced degree while employed at BU.				
		Strongly Agree or Agree	Neutral	Strongly Disagree or Disagree
I would like to take the opportunity to obtain a degree/advanced degree while employed at BU.	#	61	25	10
	%	63.5%	26.0%	10.4%

Q26. I feel I am supported if I wish to obtain a degree/advanced degree.				
		Strongly Agree or Agree	Neutral	Strongly Disagree or Disagree
I feel I am supported if I wish to obtain a degree/advanced degree.	#	63	25	9
	%	64.9%	25.8%	9.3%

Q27. Please provide any additional comments regarding your response to the previous question (I feel I am supported if I wish to obtain a degree/advanced degree).	
MISSING	83
Although I am not interested in obtaining an advanced degree, I am confident that I would receive the necessary support.	1
BU certainly is a prestigious University that certainly promotes career advancement opportunities thru by offering education as the venue to excel the needed knowledge and in a time when education is expense to have this benefit is very much appreciated.	1
I already have an advanced degree, so I'm not looking for another one. Although I have an advanced degree, I feel like I have more skills to offer that are wasted.	1
I am very much supported from day one here	1
I believe that BU and GSDM offers everyone the opportunity and it is completely up to the drive and commitment of the employee to take advantage of the opportunities that are available to everyone.	1
I first began working while I was a part time Master's student, I feel like if I wanted to continue taking classes that would be ok so long as they don't interfere with me doing my job well.	1
I have never considered the option so I don't have an opinion on it	1
I wish there was an option to pursue part time PhD program, while working.	1
It has been not been mentioned to me by any one that I report to.	1
IT MIGHT OPEN UP NEW DOORS FOR ME	1

My department is very supportive of people who obtain advanced degrees with flexibility in time (work extra to make up time in class). I have already obtained an advanced degree at BU when I was with a former employer (also BU).	1
My immediate supervisor is actually encouraging me to obtain my advanced degree. It is very common among employees in my department to go back to school while working.	1
My supervisor would support my quest for an advanced degree; however BU doesn't offer what I'd want. It would be fantastic if some sort of compensation or remission would be offered for advanced degrees outside of BU.	1
N/A	2
Supervisors encourage my taking classes.	1
The courses that are supported by tuition reimbursement are only in-class. Working 40 hours/week does not make me want to head straight to a classroom, I would rather take an online course. Online courses are not reimbursable :(	1
Time required for additional education is unavailable due to its investment in managing workload.	1
tuition remission is the only saving grace of working here	1
Would like to have tuition reimbursement benefits for online courses offered by BU.	1

Q27. Please provide any additional comments regarding your response to the previous question (I feel I am supported if I wish to obtain a degree/advanced degree).		
Getting an advanced degree is always supported to all who choose to do so. I have an advanced degree and decided nine years ago to not seek an additional advanced degree.		1

Q28. Please provide any additional comments you may have regarding professional development at GSDM that was not addressed in this survey.	
MISSING	
I don't feel like there are good professional development opportunities at the school (and I can't specifically think of any that have been offered) and that there is infrequently room to grow or be promoted. The growth that I have accomplished I credit specifically to my supervisor and boss and their inclusion of me in responsibilities outside of my duties so that I can learn and grow.	
If faculty and staff are truly BOTH important, why was Judith Jones appointed as Assistant Dean of FACULTY Development and no such charge was given to address staff development? Staff feel like they are replaceable and their growth and development aren't of any importance to anyone. It sends a bad message to staff when Faculty Development seminars are happening fairly regularly and NOTHING is ever done to address staff development.	
Less emphasis on production and more emphasis on turning out an experienced, educated student. More engaging faculty to ease that process.	
N/A	

No	
No comments.	
No.	
None.	
NOTHING ELSE TO SAY	
Professional growth development should be considered not just for exempt staff, but also non-exempt, at all levels of the organization and should also include senior management, and Faculty as well.	
Survey was a bit confusing in terms of how the questions where supposed to address my own personal experience of orientation that happened 14 years ago or if the questions were geared to how GSDM is performing orientation now.	
The onboarding process was disorganized and unhelpful for the practical parts of my job.	
There have been no opportunities for my advancement and no one seems willing to advance me, despite praise for my job performance.	