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Sample Training Needs Assessment  
Survey Results  
2022

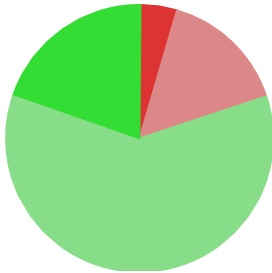
Overall Report

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Results Generated by HR-Survey.com  
January 2022

## Effectiveness

How effective is the training offered by the company.



Effective?	Count	Percent	Color
Not Effective	4	4%	Red
Minimally Effective	14	15%	Light Red
Effective	55	60%	Light Green
Very Effective	18	20%	Green

Rating	Comment
Not Effective	<ul style="list-style-type: none"> <li>This is not working and drastically needs overhauled.</li> <li>I understand why this training is offered. However, it is very dry and boring. Please try updating the courses.</li> </ul>
Rating	Comment
Minimally Effective	<ul style="list-style-type: none"> <li>The teacher-led courses are OK. The on-line courses are terrible and a waste of time and effort. For the tests at the end of on-line training, participants just click through each question several times until they get it right. How useful is that?</li> <li>Most of my employees prefer in-person training. Many of the hourly employees do not have the ability to sit at a computer for a 2 hour training seminar.</li> <li>This could be OK if it were more relevant. The current offering do not seem to meet the current needs. The schedule of course offerings does not blend in well with my work schedule.</li> <li>The initial harassment training offered online is OK, but this needs to be offered more frequently and also needs to have in-person options.</li> <li>I think there is too much training.</li> <li>You should change the offerings once in a while. I've seen the same content for years now.</li> <li>Policies and regulations require that many courses have to be retaken and retested at specific intervals (e.g., CPR training/certification). But if the course offered is exactly the same, participants become disinterested. Try to incorporate some new material into common training courses.</li> <li>I like the current training offered and I think it is effective. However the courses offered by the facilities department are definately lacking.</li> <li>Some of the courses are offered at a very fast pace. I would have to take the same course several times to try to catch it all. Try spacing the courses out more. Instead of cramming everything into 2 hours, spread it out over several different sessions.</li> <li>The course material is not egnaging for the participants. Employees are not implementing the training in their daily work activities.</li> <li>Some departments take this seriously and others do not.</li> <li>I think the training courses are over extended. They are too long and take too much out of the day.</li> </ul>

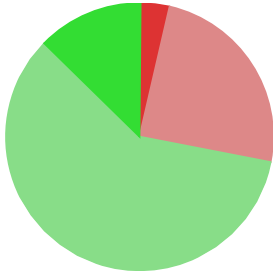
Rating	Comment
Effective	<ul style="list-style-type: none"> <li>The option for online training is critical because some employees work evening and night shifts which make in-person training difficult to attend.</li> <li>If the training is mandatory, on-line courses make it easier to schedule.</li> <li>If I take the on-line training while at work, I notice that job requirements can be distracting. Phone calls interrupt the training. This doesn't happen in a classroom setting.</li> </ul>

### Would you take an on-line course if offered?



Take an on-line course?	Count	Percent	Color
Yes	41	61%	Green
No	26	39%	Red

## How effective is the new-hire orientation program?



Effective?	Count	Percent	Color
Not Effective	3	3%	Red
Minimally Effective	21	24%	Pink
Effective	51	59%	Light Green
Very Effective	11	13%	Green

Rating	Comment
Not Effective	<ul style="list-style-type: none"> <li>Sorry. But this training is not very exciting. Try to make it more relevant and current.</li> </ul>
Rating	Comment
Minimally Effective	<ul style="list-style-type: none"> <li>Most of the training is crammed with material. It should be spread out over a longer time.</li> <li>This training is boring. Try to include more information about working at the company. I want to better understand the culture here.</li> <li>Don't provide so much individual job information. Try to give more information about working at the company. What is it like to work for XYZCorp?.</li> <li>Could we include a tour of the facilities?</li> <li>Once we are hired, someone should explain how to set up system access right away. New employees should be given access immediately.</li> <li>New hires need training on Microsoft Teams and One Note.</li> <li>Teach new employees about skills that can cross over .</li> <li>Unfortunately, new hires need more experience with each system to become productive.</li> <li>The current systems training is not as organized as it needs to be.</li> <li>What formal new hire orientation program? Everything is done on-the-fly. There is a lack of consistent messaging.</li> <li>We need better training on the systems used. Too much material on items that are not needed for the job.</li> <li>The current new hire orientation is too broad in focus. It doesn't provide new-hires the right information needed to get started.</li> </ul>
Rating	Comment
Effective	<ul style="list-style-type: none"> <li>I am a member of the new hire orientation team (for several years). I think we are doing a decent job of orienting new employees.</li> </ul>
Rating	Comment
Very Effective	<ul style="list-style-type: none"> <li>I think the new hire training offered is just great. It helps the people in my department get up-to-speed.</li> </ul>



- At our facility, the new-hire orientation is essential to effective performance for the department.

## Deciding To Attend Training

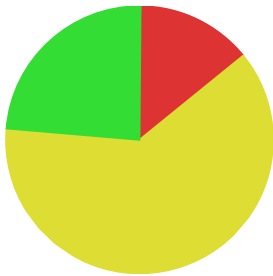
### What factors would influence your decision to attend a training program?

120 employees responded to this item. The number that selected each option is shown below.

Factor	Overall
Length of Program	<b>85%</b> (102 out of 120)
Certifications Offered	<b>75%</b> (90 out of 120)
Classroom vs On-line	<b>58%</b> (69 out of 120)
Location (HQ vs Branch)	<b>52%</b> (62 out of 120)
Instructor	<b>50%</b> (60 out of 120)
Course Outline/Agenda	<b>41%</b> (49 out of 120)
Cost	<b>21%</b> (25 out of 120)

## How effective are various methods of training

### Video



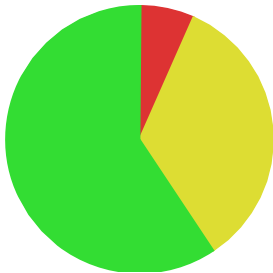
Video	Count	Percent	Color
Not Very Effective	23	14%	Red
Somewhat Effective	102	62%	Yellow
Very Effective	39	24%	Green

### Online Training/e-Learning



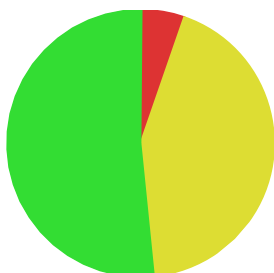
Online Training/e-Learning	Count	Percent	Color
Not Very Effective	16	10%	Red
Somewhat Effective	96	59%	Yellow
Very Effective	50	31%	Green

### Workshops



Workshops	Count	Percent	Color
Not Very Effective	12	6%	Red
Somewhat Effective	63	34%	Yellow
Very Effective	110	59%	Green

## Facilitator Led



Facilitator Led	Count	Percent	Color
Not Very Effective	9	5%	Red
Somewhat Effective	75	43%	Yellow
Very Effective	90	52%	Green

## Interactive Web Conferencing



Interactive Web Conferencing	Count	Percent	Color
Not Very Effective	22	12%	Red
Somewhat Effective	134	74%	Yellow
Very Effective	24	13%	Green



## What type of training would you benefit most?

165 employees responded to this item. The number that selected each option is shown below.

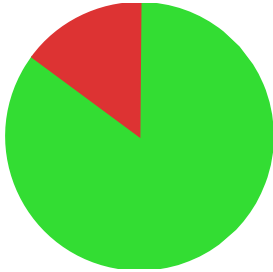
Method	Overall
Mobile/tablet-based training materials/quizzes	<b>73%</b> (120 out of 165)
Conferences offered by professional associations	<b>68%</b> (112 out of 165)
On-line Video Seminars via Zoom/Skype/MeetNow	<b>61%</b> (101 out of 165)
On-line training via Youtube/Vimeo	<b>60%</b> (99 out of 165)
Classroom instruction offered by College/University	<b>24%</b> (40 out of 165)
Professional Certification	<b>22%</b> (37 out of 165)
Classroom instruction by internal trainers	<b>10%</b> (16 out of 165)

## **Please offer suggestions on how training can be changed to better meet your needs. (for example: locations; dates; frequency; duration; methods; topics)**

- We need more frequent training to stay current
- Corporate headquarters is the best place for the training. There should be accommodations made for parking. No more than 3 hours. The middle of the week is good.
- I would like to see training brought to the branch offices.
- The training offered so far has seemed a little ad-hoc and unprofessional. Try using experts in the area.
- On-line and video-based course offerings are useful for field workers and drivers that have set schedules.
- I suggest offering courses in the morning or evening schedules so all employees could access them.
- We only need the training once or twice a month.
- Try to offer the same training at different times during a training day so that all employees (those on the evening and night shifts) can attend.
- Remove expired or outdated information.
- Make sure the people doing the training know what they are talking about. They should be experts in this area.
- Offered systems training as continued education.
- The current systems training is not as organized as it needs to be.
- Classroom training and one-one-one training.
- The current locations for training work for me. I think the branch offices could use more training. I would suggest using travelling trainers to cover the branch offices.
- I work irregular shifts, so different times of day or weekend offerings would be better for me to attend.
- Have a course for each key system
- Offer multiple sessions at multiple branches with a variety of times. Find out from the participants what schedules would work best for that location without disrupting the workflow.
- Offering training courses outside of the corporate office would be helpful for those staff located at branch offices.
- Quarterly training would work good. Please note that some employees that need the training work the evening and night shifts. Offer the training on alternating days to cover different work schedules.
- Once a year is all that is needed for management training. Offer courses from the local college as well.
- More training with after-hours options
- Try to schedule supervisory courses on a quarterly basis for each shift.
- Offer brief training sessions of specific software applications.
- Permit attendance of annual conferences and seminars. Permit employees to attend workshops and certification classes. Online training should be allowed as well.
- Some training needs to be offered more frequently on a rotating basis. Once a year is not frequent enough. Try to be consistent in when the training is offered so that we can plan ahead for different courses.
- Training for the "off" shifts

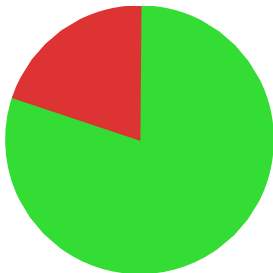
- More off-hours training opportunities.
- Nights and weekends for evening shifts and part-time employees.
- For branch offices, courses should be offered at the locations. Don't make everyone come to corporate. Ask the managers which courses and how frequently they are needed.
- Offer training about remote connections and how to work more effectively remotely.
- Monthly. If a class gets cancelled, make sure you re-schedule it soon.
- I think corporate headquarters works well for my training. It allows me to get out of the branch office once in a while.
- Offer more training in process and procedures. The HR department should offer some training on the hiring and interviewing process.
- Rotate the standard course offerings at each site on a monthly basis.

## Should new hires be required to take orientation?



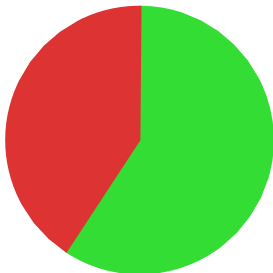
Response	Count	Percent	Color
Yes	102	85%	Green
No	18	15%	Red

## Should managers be required to attend managerial training?



Response	Count	Percent	Color
Yes	96	80%	Green
No	24	20%	Red

## Is systems skills training important?



Response	Count	Percent	Color
Yes	68	59%	Green
No	47	41%	Red

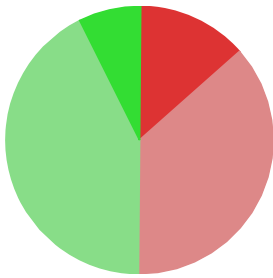
## What job specific training would you like offered?

- More computer skills-training
- Teach more than just the basics.
- Systems training is especially needed for new hires.
- Offer training on how to set up group chats and video conferencing.
- Offer actual systems training. The simulators aren't close enough to reality.
- Courses on how to give effective coaching and feedback
- Management training
- Training in better communication
- Supervisor development training.
- Sorry. But I have never been given instructions on how to use these programs. Often times the training that is learned isn't shared with others.
- Give new employees additional training on these systems.
- More practical training on the systems.
- Provide more systems training
- I requested additional training on the Regional Asset system.
- More initial training on gMail and additional other on-line tools.
- I'm not familiar with XBA System.
- We need training on Microsoft Teams and One Note.
- The overall training was a great overview of the system
- Once we are hired, someone should explain how to set up system access right away. New employees should be given access immediately.
- Communication and Teamwork
- Supervisory Skills training.
- How to effectively use on-line communication platforms and tools.
- Customer service

## What do you see as your Division/Departments most important training need this year?

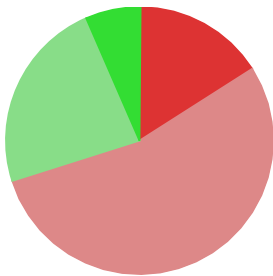
- Leadership
- Effective social-media communications.
- Contract negotiations and handling grievances
- Supervisory skills training and learning how to resolve workplace conflicts.
- Take a time management course. Managing your day is very important. Do important tasks early in the day.
- Accountability, Developing Others and Interpersonal Skills.
- Organizing work and setting priorities. Asking the "right" questions.
- More experiential learning and use of resources. Try shadowing an expert for some time to learn new skills.
- Safety training.
- Supervisory training
- Teamwork, Managing Performance and Project Management.
- Introductory supervisor development courses. How to give constructive feedback.
- Supervisory skills training.
- Improve public speaking skills. It is important to learn how to speak effectively.
- Advanced systems training
- Networking and integration
- Supervisory, Management and Leadership
- Time management training
- Supervisor training and performance management training
- Equity and EEOC Issues training.
- Management and supervisory skills
- Building productive customer relationships and prospects.
- Technology classes and systems orientation for new employees
- Better coaching and management
- Understanding changing markets
- More relevant Sales Skills classes. Training to increase the quality of the services you offer.
- Establishing Focus and Direction
- Regulatory processes
- Training on the hiring/interviewing process.
- Change management and Empowering Others
- Entry level management leadership issues.
- Performance assessment and giving good feedback
- Leadership/Supervisor Skills

### Rate the effectiveness of our current systems training?



Effective?	Count	Percent	Color
Not Effective	16	13%	Dark Red
Minimally Effective	44	37%	Light Red
Effective	51	43%	Light Green
Very Effective	9	8%	Green

### Rate the effectiveness of our current systems to meeting your departmental needs?



Effective?	Count	Percent	Color
Not Effective	19	16%	Dark Red
Minimally Effective	65	54%	Light Red
Effective	28	23%	Light Green
Very Effective	8	7%	Green

## Which of the following outcomes do you feel our current Performance Management system is able to accomplish?

120 employees responded to this item. The number that selected each option is shown below.

Needs	Overall
Providing feedback and coaching	<b>85%</b> (102 out of 120)
Systems integration	<b>81%</b> (97 out of 120)
Measuring and documenting employee performance	<b>71%</b> (85 out of 120)
Combining 360 Feedback with Performance Management	<b>61%</b> (73 out of 120)
Setting goals and objectives	<b>53%</b> (63 out of 120)
Individual Development Plans	<b>42%</b> (50 out of 120)



## What are the top Project Management skills senior leaders need to develop?

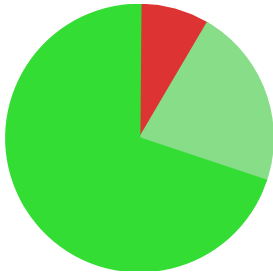
120 employees responded to this item. The number that selected each option is shown below.

Skills	Overall
Project Management	<b>61%</b> (73 out of 120)
Establishing Focus/Direction	<b>38%</b> (46 out of 120)
Managing Performance	<b>37%</b> (44 out of 120)
Leadership Skills	<b>29%</b> (35 out of 120)
Persuasion and Influence	<b>19%</b> (23 out of 120)
Analysis Skills	<b>16%</b> (19 out of 120)
Action and Performance	<b>15%</b> (18 out of 120)
Supervisory Skills	<b>14%</b> (17 out of 120)
Management Skills	<b>13%</b> (16 out of 120)
Budgeting/Financial Skills	<b>12%</b> (14 out of 120)
Delegation and Employee Empowerment	<b>8%</b> (9 out of 120)
Other	<b>6%</b> (7 out of 120)

### Other...

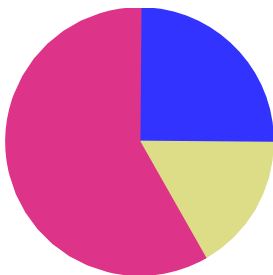
- Team building
- Accommodations required for employees with disabilities
- New systems integrations

### How would you rate the readiness of new hires after attending the new hire orientation program?



Readiness	Count	Percent	Color
Not Ready	10	8%	Red
Minimally Ready	26	22%	Light Green
Ready	84	70%	Bright Green

### What method of training should be used for the new-hire orientation program?



Method	Count	Percent	Color
In-person Only	30	25%	Blue
On-line Only	20	17%	Olive Green
Both In-person and On-line	70	58%	Pink

## Level of Agreement

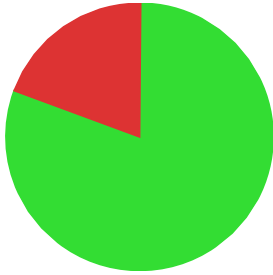
The table below shows the responses in a more graphic form where the percentage of each kind of response is shown using a color from red (Not Very Effective) to green (Very Effective). The purpose of this graph is to easily compare the different items on this dimension to identify those with higher or lower levels of agreement. This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Very Effective" (3) to "Very Effective" (3). The amount of agreement as a percentage of all responses is shown below.

Item	n	Level of		No	Yes
		Avg	Agreement		
6. Scientific/Technical	123	1.80	0.0%	30%	70%
7. General Technology	119	1.60	0.0%	42%	58%
8. Systems Integration	117	1.67	0.0%	39%	61%
9. Team Building	119	1.54	0.0%	47%	53%
10. Project Management	122	1.87	0.0%	25%	75%
11. Change Management	122	1.83	0.0%	26%	74%
12. Bio-informatics	119	1.84	0.0%	25%	75%
13. Negotiation	121	1.87	0.0%	26%	74%
14. Conflict Resolution	122	1.77	0.0%	32%	68%
15. Management Skills	118	1.55	0.0%	47%	53%
16. Decision Making Skills	120	1.81	0.0%	29%	71%
17. Logic and Ethics	121	1.83	0.0%	28%	72%
18. Presentation Skills	120	1.68	0.0%	38%	62%
19. Industrial Automation	120	1.79	0.0%	31%	69%
20. Robotics and Artificial Intelligence	120	1.60	0.0%	43%	57%
21. Strategic Planning	118	1.55	0.0%	47%	53%
22. Time Management Skills	117	1.64	0.0%	41%	59%
23. HR Issues and Regulations	116	1.71	0.0%	34%	66%
24. Inter-departmental Communications	116	1.52	0.0%	47%	53%
25. Hiring and Promotions	118	1.65	0.0%	40%	60%
26. Other	6	1.33	0.0%	17%	83%

## Other...

- Hardware and Software Systems
- Process control methods
- How to positively influence the team.

### Is the HR Department responsive to your training needs?



Response	Count	Percent	Color
Yes	66	80%	Green
No	16	20%	Red

## Which of the following courses should the HR department offer training?

120 employees responded to this item. The number that selected each option is shown below.

Method	Overall
More Systems Training	<b>78%</b> (93 out of 120)
Improved Performance Management	<b>74%</b> (89 out of 120)
Coaching Others	<b>66%</b> (79 out of 120)
Supervising Employees	<b>55%</b> (66 out of 120)
More Training and Development	<b>52%</b> (62 out of 120)
Better Worklife Balance	<b>48%</b> (57 out of 120)
Understanding Promotions and Succession planning	<b>43%</b> (52 out of 120)
Safe Work Practices	<b>39%</b> (47 out of 120)
Licensing and Certifications	<b>38%</b> (45 out of 120)
Using Social Media	<b>38%</b> (45 out of 120)
Addressing harassment in the workplace	<b>37%</b> (44 out of 120)
Improved Onboarding Experience	<b>33%</b> (40 out of 120)
Team Building	<b>24%</b> (29 out of 120)
Better Selling Skills	<b>21%</b> (25 out of 120)
Improved Diversity and Inclusion	<b>16%</b> (19 out of 120)

Other (please specify: )	<b>5%</b> (6 out of 120)
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## Other...

- Managing budgets

## Are the following characteristics of training important for you?

### Level of Agreement

The table below shows the responses in a more graphic form where the percentage of each kind of response is shown using a color from red (Not Very Effective) to green (Very Effective). The purpose of this graph is to easily compare the different items on this dimension to identify those with higher or lower levels of agreement. This table also includes the level of agreement with each item on this section of the survey. Agreement in this section is defined as a response from "Very Effective" (3) to "Very Effective" (3). The amount of agreement as a percentage of all responses is shown below.

<i>Item</i>	<i>n</i>	<i>Avg</i>	<i>Level of Agreement</i>	<i>No</i>	<i>Yes</i>
27. Engaging Instructor	125	1.96	0.0%		64%
28. Relevant Topic	125	1.96	0.0%		64%
29. Convenient Times	123	1.95	0.0%		63%
30. Attendance with Co-workers	123	1.85	0.0%		57%
31. Offered Multiple Times a Year	120	1.74	0.0%		49%
32. Easy to Understand	123	1.95	0.0%		63%
33. Supported by Management	120	1.85	0.0%		57%
34. Cross-Functional	122	1.86	0.0%		57%

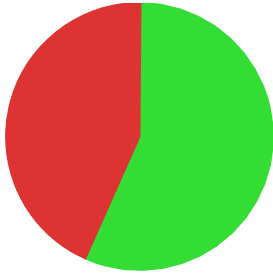


### Does your manager support your efforts to seek additional training?



Response	Count	Percent	Color
Yes	74	69%	Green
No	34	31%	Red

## Do the employees in your department seek additional training?



Response	Count	Percent	Color
Yes	65	57%	Green
No	50	43%	Red

### If not, why not?

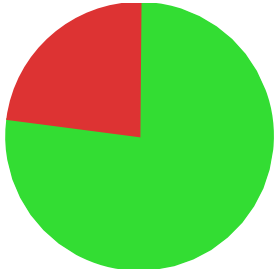
- There is no reason to persue additional training.
- Some employees participate in the training offered.
- I think this is getting better and HR is able to provide additional training options. Employees will take the training when it is convenient for them as long as it does not interrupt their work load.
- The classes are only offered seldomly. Employees do not take them when offered.
- There isn't enough time take training during the workday and there isn't enough of an incentive to take it after hours.
- I'm too bogged down with my current job to spend time taking classes for anything other than my immediate situation
- Additional training is not offered at our branch location.
- HR should try to explain better the benefits of obtaining training.
- For some reason, the training seems to only be available to a select group of employees.
- Some do--some don't. Usually the people who need the training are the ones seeking it. Those with the skills don't waste their time in training they do not need.
- Not in our branch. However, there are a few employees that are seeking advancement to a management level position.
- Employees finding it difficult to afford the time to attend.
- No one in our branch attempts to take the training courses offered. Try offering something more relevant.
- Much of the training meets our departmental needs.
- While the employees in our department do not regularly attend training, I appreciate the efforts of HR in promoting the concept.
- The amount of free time determines who can take advantage of the training opportunities. Some people have more free time than others in our department.
- I wish there were more supervisor/manager training opportunities. If there were, I would be more willing to participate.
- Employees at the company are not very willing to participate in this training.
- There really is only a limited amount of time in the day to participate in training. We are overworked.
- May be more people would participate in training if the courses offered were more relevant.
- I think a small group of employees participate in the training. The rest are just too lazy.
- Some employees are ambitious. Many are satisfied just to keep doing what they were doing. There is no incentive to advance their skills.

- Without opportunities for advancement and promotion, what is the point of all the training that is offered?
- Unfortunately, we are usually short by a few employees in our department. There is no luxury of extra time for training. This is more of a staffing issue than a training issue.
- I think the senior management needs the training more than the staff. But I rarely see senior management attend training. Are they too busy to attend?

## What are the reasons for not attending additional training?

- Not enough specific job skills training.
- Lack of time to attend training and too few options to attend.
- No opportunities for promotion or advancement.
- The courses offered do not meet my needs and besides there is no time to attend training
- Extreme workload
- Not enough time to attend
- Work schedule, job location, and relevancy
- 4 hour block trainings that inevitably conflict. I prefer a shorter 90-120 minute training and think hitting the Tuesday/Wednesday overlap days are ideal.
- Not enough time
- Our department is not staffed enough to allow for training. Hire more people.
- Time and lack of interest
- Lack of time and availability due to the heavy workload.
- The types of courses offered
- No money for attending conferences and external workshops.
- Time and a lack of staff to cover absences while attending training
- No time for it.
- HR needs to communicate more frequently about the training being offered.
- The courses are too infrequent.
- Employees in my department are too busy.
- Location. Location. Location. Nothing offered here at this branch.
- Some of the courses take out too much of the work day. Try to abbreviate the training.
- Lack of support from my manager.
- My manager doesn't allow me the free-time to attend.
- Just doesn't work with my schedule.
- The courses take too long to complete and this makes it difficult to work with the schedule.
- Takes too much time away from my current job.
- Types of classes offered aren't relevant for my situation.
- Just not enough time
- Interruptions from work; the length of the training sessions; the times offered.
- Time; Workload; Relevancy
- The courses are not relevant
- Lack of opportunities
- The time and location of training. Offer more training to the branch offices.

### Was the most recent training you attended beneficial to you?



Response	Count	Percent	Color
Yes	90	77%	Green
No	27	23%	Red

## Which of the following management training courses would be important for your manager to attend?

125 employees responded to this item. The number that selected each option is shown below.

Method	Overall
Identifying ways to simplify work processes and reduce cycle times	<b>71%</b> (89 out of 125)
Determining where actual results differ from desired results and making necessary corrections	<b>59%</b> (74 out of 125)
Allowing individuals to be responsible for their decisions	<b>54%</b> (67 out of 125)
Adapting effectively to new procedures	<b>51%</b> (64 out of 125)
Staying focused even when under pressure and stress	<b>50%</b> (62 out of 125)
Measuring performance against goals and objectives Process improvement	<b>49%</b> (61 out of 125)
Establishing relationships of trust, honesty, fairness, and integrity	<b>44%</b> (55 out of 125)
Creating a work environment that fosters positive feedback to employees	<b>34%</b> (43 out of 125)

## What topics should the HR department offer Training Programs?

120 employees responded to this item. The number that selected each option is shown below.

Method	Overall
Continual Learning Opportunities	<b>33%</b> (40 out of 120)
Innovation	<b>33%</b> (39 out of 120)
Decision Making	<b>30%</b> (36 out of 120)
Establishing Focus/Direction	<b>30%</b> (36 out of 120)
Fiscal Management	<b>29%</b> (35 out of 120)
Supervisory Skills	<b>25%</b> (30 out of 120)
Juggling Multiple Responsibilities	<b>23%</b> (28 out of 120)
Interpersonal Skills	<b>23%</b> (27 out of 120)
Goal Setting	<b>20%</b> (24 out of 120)
Managing Risk	<b>19%</b> (23 out of 120)
Flexibility	<b>17%</b> (20 out of 120)
Strategic Focus	<b>16%</b> (19 out of 120)
Co-worker Development	<b>16%</b> (19 out of 120)
Other (please specify: )	<b>15%</b> (18 out of 120)
Teamwork	<b>12%</b> (14 out of 120)
Delegating Work	<b>4%</b> (5 out of 120)

## Other...

- Focus on meeting the needs of Customer/Client
- Safety training
- Employee recognition and rewards
- Inter-departmental communications and coordination
- Observing regulations and compliances
- Professional Certifications available

## Rank the importance of various types of Skills training

The table below shows the ranked responses in a graphic form where the percentage of each kind of response is shown using a color from light blue (Ranked as Low Priority) to dark blue (Ranked High Priority). This table also includes the level of rank with each item on this section of the survey.

<i>Item</i>	<i>n</i>	<i>Avg</i>	<i>Level of Avg Rank</i>	<i>Scale Used:</i>				
				<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
People Skills	59	3.88	98.3%	73%			17%	
Organizational Skills	83	1.75	91.6%	54%		27%	11%	
Job Skills	83	2.48	77.1%	22%	41%	14%	13%	
Leadership Skills	80	3.33	51.3%	15%	33%	34%	15%	
Personal Skills	83	3.59	44.6%	17%	25%	30%	25%	



## What are the top three improvements to supervisor skills you would like to recommend?

- Problem Solving; Goal Setting; Planning
- Achieving Results; Vision for the Future; Strategic Planning
- Time management - supervision - departmental communications
- 1. Planning 2. Getting results 3. Motivating others
- 1-Teamwork 2-Better Marketing 3-Rewards and recognition
- Strategic Planning, Innovation, and Leadership.
- Better communication. Resolving grievances. Marketing impact.
- Decision making; performance management; communications
- 1. Organizational re-design; 2. Professional development; 3. Promotional opportunities
- Coaching and mentoring; decision making; and planning
- Supervisory skills, managing performance, setting goals
- Clarity in communications - setting objectives - client focus
- 1. Communication skills, 2. Managing risk, 3. Delegation of work
- 1. Strategic planning 2. Performance management 3. Better communication
- Action, Communication, Rewards
- 1. Customer Service 2. Managing performance 3. Leading employees
- 1-Project management, 2-Goal achievement, 3-self-mangement
- 1) Achieving more 2) complying with regulations and 3) developing human talent
- Better functioning of departments with each other; More promotional opportunities; Better marketing
- Dealing with changes; Getting employees focused on a goal; Managing risk in a changing environment.
- Focusing on the customers; Resolving grievances; Adapting to change
- More focus on the customer
- Customer focus and better management.
- Strategic Thinking and customer focus
- Delegating work; Risk management; Financial management
- Creating opportunities for promotion; Communicating with clarity; Working more remotely

## How can we improve training opportunities in our organization.

- All new hires should be required to participate in the new hire orientation program. The HR department should make sure this is available to the branch locations as well.
- If the training was required may be more employees would make an effort to attend.
- How about offering an incentive to attend the training. Currently if I attend, I end up missing my quotas.
- There should be a more effective and easier to use "Performance Management" system. That way I can target employees that need additional training and they could have that as a goal to accomplish.
- Currently I have to travel too far to attend the little training that is offered. Try offering more training at remote locations.
- Make more of the training sessions part of the required training schedule.
- Increase the time allocated for new hire orientation. Some of the new employees are still not ready for the job.
- Offer incentives for attending training. Senior leadership needs to emphasize the importance of attending training.
- Training should be more job focused and less about training the latest fad in the 24-news channel.
- HR should try offering training at the branch offices.
- Part-time employees are not allowed to attend. This results in fewer employees being eligible for promotions.
- Try using on-line training methods as well as in-person methods. Sometimes it may be more convenient if the training was accessible on-line.
- Offer training at different times of the day. Some of us are not at work until the evenings. Any training not on our shift ends up requiring comp-time.
- Try to standardize the training. Two of my employees attended the same training on different days and learned how to do things differently.
- Ask the branch locations what their training needs are.
- Allow for training off-shift. But compensate extra for it as an incentive.
- Match the training to the jobs being performed. Some of the recent training is completely unrelated to working at the company.
- Encourage supervisors to be supportive of their employees seeking training.
- Part-time employees should be allowed to attend training if needed.
- Focus on practical courses and less on non-job related issues.
- Add new topics to the training repertoire.
- Find out from employees what they want to receive training on.
- Departments should be responsible for making sure their employees attend the training on a regular basis.
- I think the current training offered meets my needs.
- Training needs to be offered more frequently since our schedules are so varied.