

# 2008 Training and Development Survey Results

The Training and Development Needs Survey 2008 was conducted between April 24 and May 5, 2008. There were 244 completed responses submitted. Employees as a whole were most interested in training related automating tasks and processes and using technology for information management. They were least interested in training related to customer service, basic skills, creativity and innovation, and problem solving.

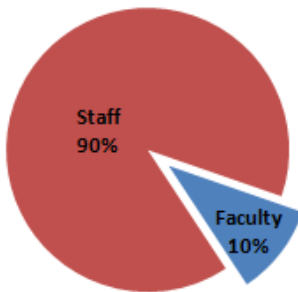
The survey results are first summarized by demographics. Next, an analysis of basic needs, greatest needs, and some needs was completed for all participant responses and for all participants in a supervisory role.

## Demographics

Below is the demographic information pertaining to those who participated in the 2008 Training and Development survey. Specifically, this data identified faculty or staff status, length of employment at the University, educational attainment, and supervisory responsibility.

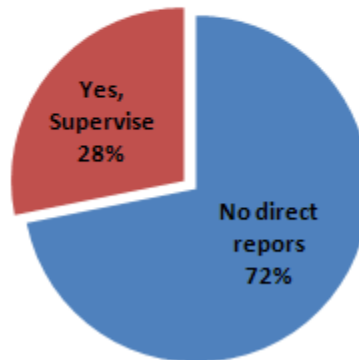
### Primary job responsibilities are:

Total responses = 240



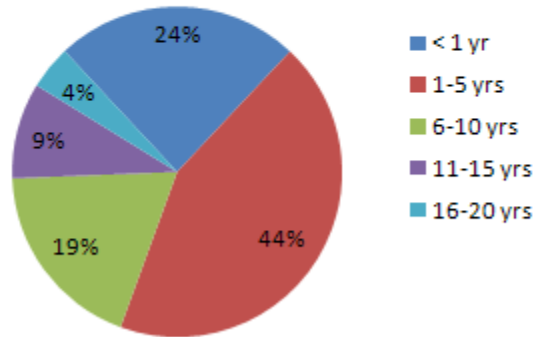
### Do you conduct performance appraisals for any employee?

Total responses = 238



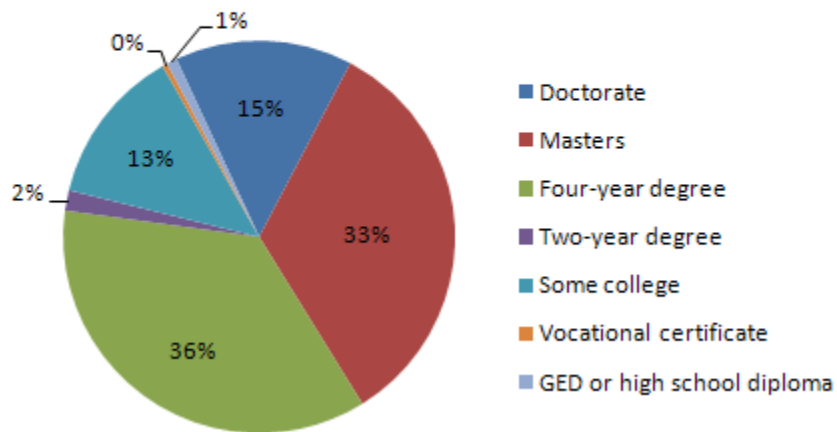
### How long have you been employed at the University of Denver?

Total Responses = 239



### What is the highest level of education you have achieved?

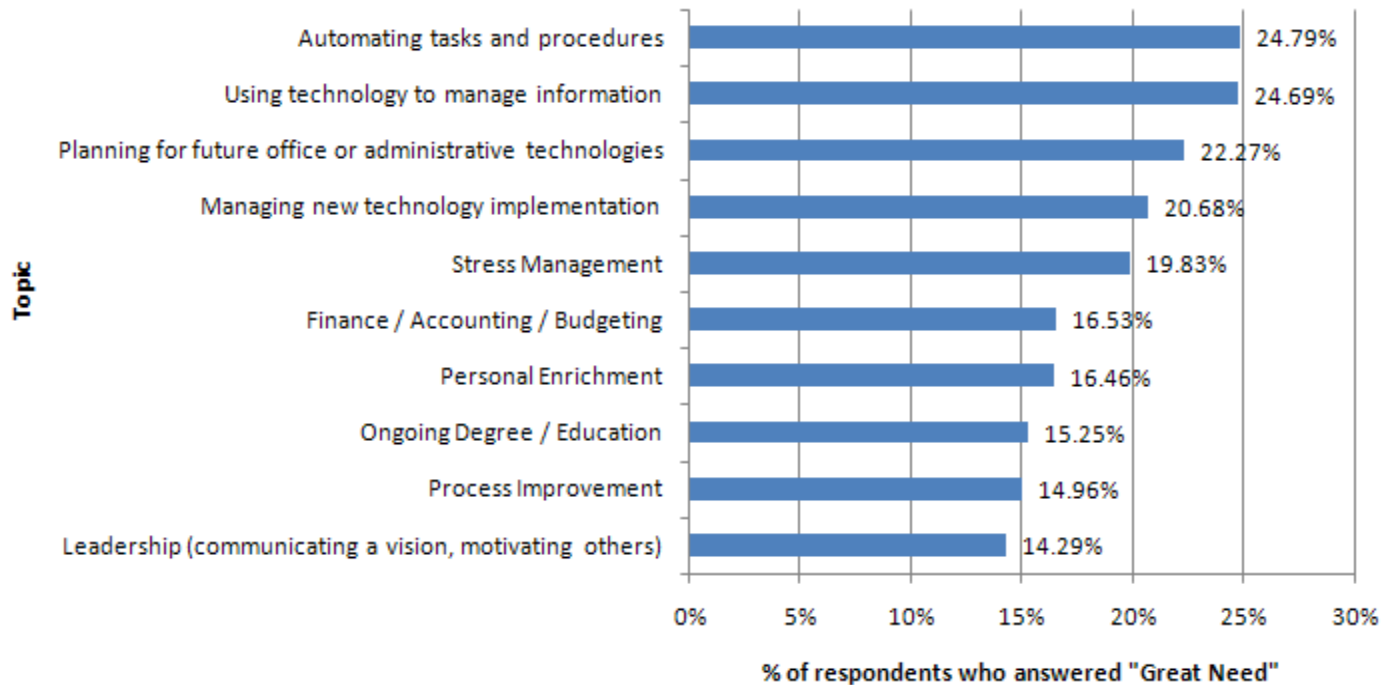
Total Responses = 239



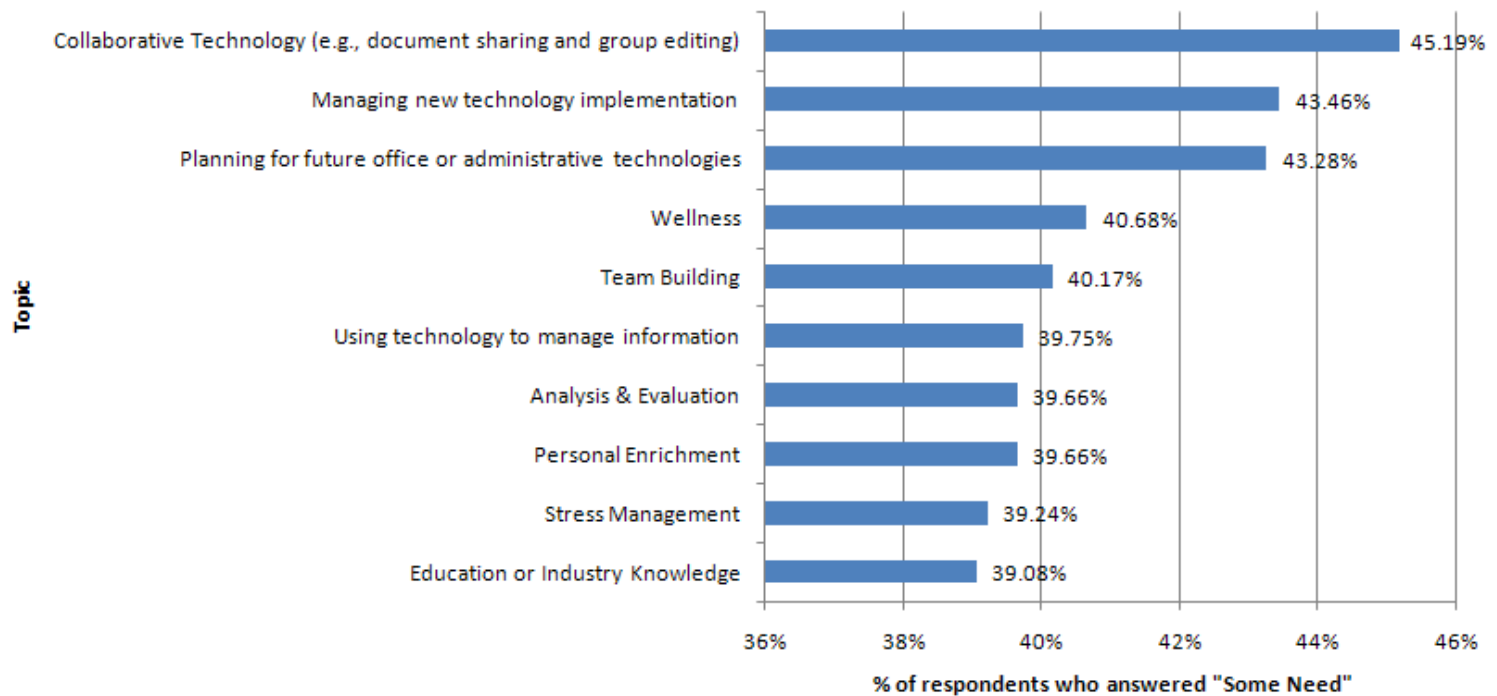
#### Overall Training Needs

The graphs below illustrate the top ten training categories that received the highest percentage of “Great Need” and “Some Need” responses when the participants were asked to assess their need for training and development in specific training categories. The third graph represents an aggregate percentage of those who responded either “Great Need” or “Some Need” for a particular category.

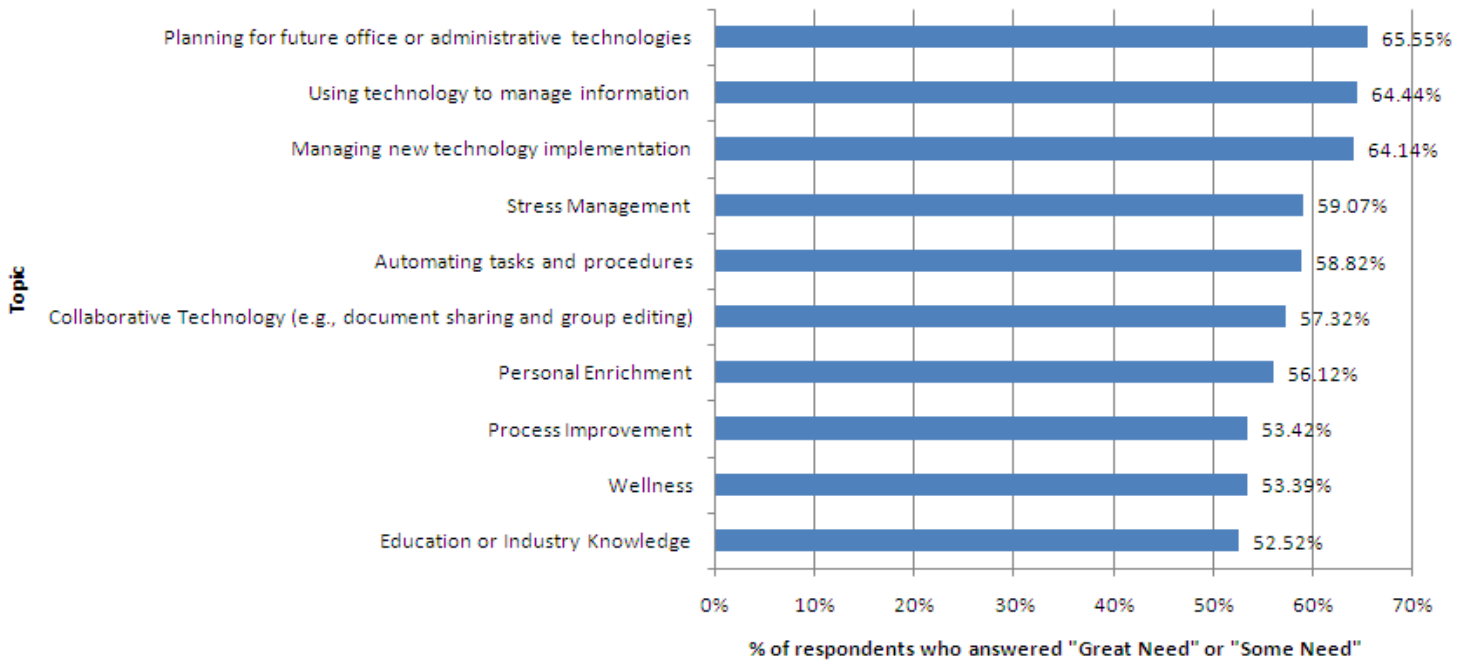
## 2008 Training and Development Survey Results Top Ten Training "Great Needs"



## 2008 Training and Development Survey Results Top Ten Training "Some Needs"



## 2008 Training and Development Survey Results Top Ten Training "Great Need" or "Some Need"



An additional analysis of the overall basic need for a specific type of training was also compiled. Using the scale of Great Need, Some Need, Little Need, and No Need, participants assessed their need for training/development in specified areas. Each survey response possibility was assigned a numerical value: "No Need" (0), "Little Need" (1), "Some Need" (2), "Great Need" (3). The mean score for each training category was calculated to indicate the basic need for that category. Using this scale, a mean score of "3" would indicate that all participants responded that there is a great need while a score of 0 would indicate that all participants believe there is no need for the training. The scores ranged from 1.798 to 0.647 to and are compared to the 2007 survey results below.

### Basic Needs Summary

Category	2008 Basic Need	2007 Basic Need	% Change
Basic Skills (grammar, writing, reading, math)	0.647	0.532	21.53%
Personal Enrichment	1.556	1.286	21.00%
Marketing	1.356	1.151	17.83%
Volunteer / Community Service	1.242	1.064	16.77%
General Wellness	1.485	1.283	15.73%
Stress Management	1.668	1.482	12.56%
Planning for future office or administrative technologies	1.798	1.638	9.79%
Knowledge About the University of Denver	1.493	1.364	9.49%
Fundraising	1.124	1.043	7.81%
On-the-Job Training	0.978	0.914	7.04%
Public Speaking	1.286	1.213	5.99%

General Communication	1.143	1.079	5.92%
Networking (establishing relationships)	1.356	1.293	4.89%
Leadership (communicating a vision, motivating others)	1.487	1.418	4.85%
Collaborative Technology (e.g., document sharing, group editing)	1.598	1.529	4.53%
Decision Making	1.220	1.177	3.68%
Goal Setting and Achieving	1.325	1.284	3.18%
Process Improvement	1.554	1.514	2.62%
Project Management	1.429	1.404	1.79%
Automating tasks and procedures	1.731	1.707	1.41%
Interpersonal Skills	1.078	1.065	1.18%
Managing new technology implementation	1.776	1.757	1.10%
Education or Industry Knowledge	1.502	1.486	1.09%
Ongoing Degree / Education	1.378	1.364	1.05%
Customer Service	0.996	0.986	0.98%
Conflict Management	1.470	1.457	0.88%
Organization and Time Management	1.275	1.273	0.13%
Problem Solving	1.208	1.206	0.13%
Finance / Accounting / Budgeting	1.453	1.453	0.03%
Project Collaboration	1.371	1.376	-0.39%
Career Self-Management	1.464	1.479	-1.05%
Recognition, Reward, Motivation	1.385	1.4	-1.10%
Presentation Skills	1.296	1.314	-1.36%
Using technology to manage information	1.791	1.821	-1.66%
Analysis and Evaluation	1.449	1.479	-2.02%
Supervisory Skills (e.g., recruiting, delegating, coaching)	1.394	1.428	-2.38%
Creativity and Innovation	1.219	1.25	-2.49%
Team Building	1.406	1.453	-3.24%
Strategic Planning	1.462	1.551	-5.77%
Department Knowledge	1.113	1.191	-6.55%
Performance Management	1.368	1.486	-7.97%
Policies and Procedures	1.377	1.514	-9.04%
Conferences	1.252	1.436	-12.80%

It is important to note that Basic Skills, Personal Enrichment, and Marketing had the largest positive percent change with increases by 21.53%, 21.00%, and 17.83 %, respectively. On the other side, Conferences, Policies and Procedures, and Performance Management had the largest negative change by decreasing -12.80%, -9.04%, and -7.97%, respectively.

### Managerial analysis

As described in the demographic section, 28% or 67 survey participants responded that they are responsible for employee appraisals. The following analysis recognizes that individuals who supervise employees may have different training needs and priorities.

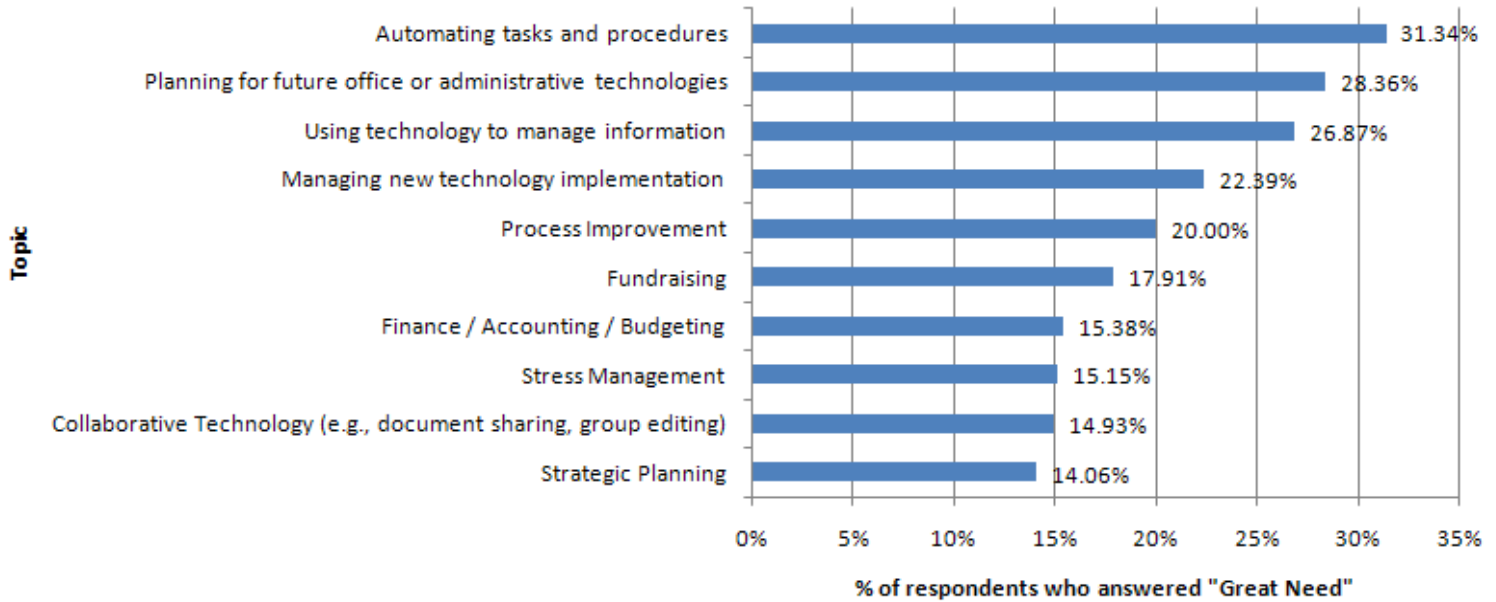
Similar analysis was completed for responses from supervisors and the graphs below illustrate the top ten training needs identified by supervisors. The graphs display the top ten training categories that received the

highest percent response for “Great Need,” Some Need,” and an aggregate for training categories that received a response of “Great Need” or “Some Need.”

### 2008 Training & Development Survey Results

#### Top Ten Supervisor Training Needs

Responses of "Great Need"



### 2008 Training & Development Survey Results

#### Top Ten Supervisor Training Needs

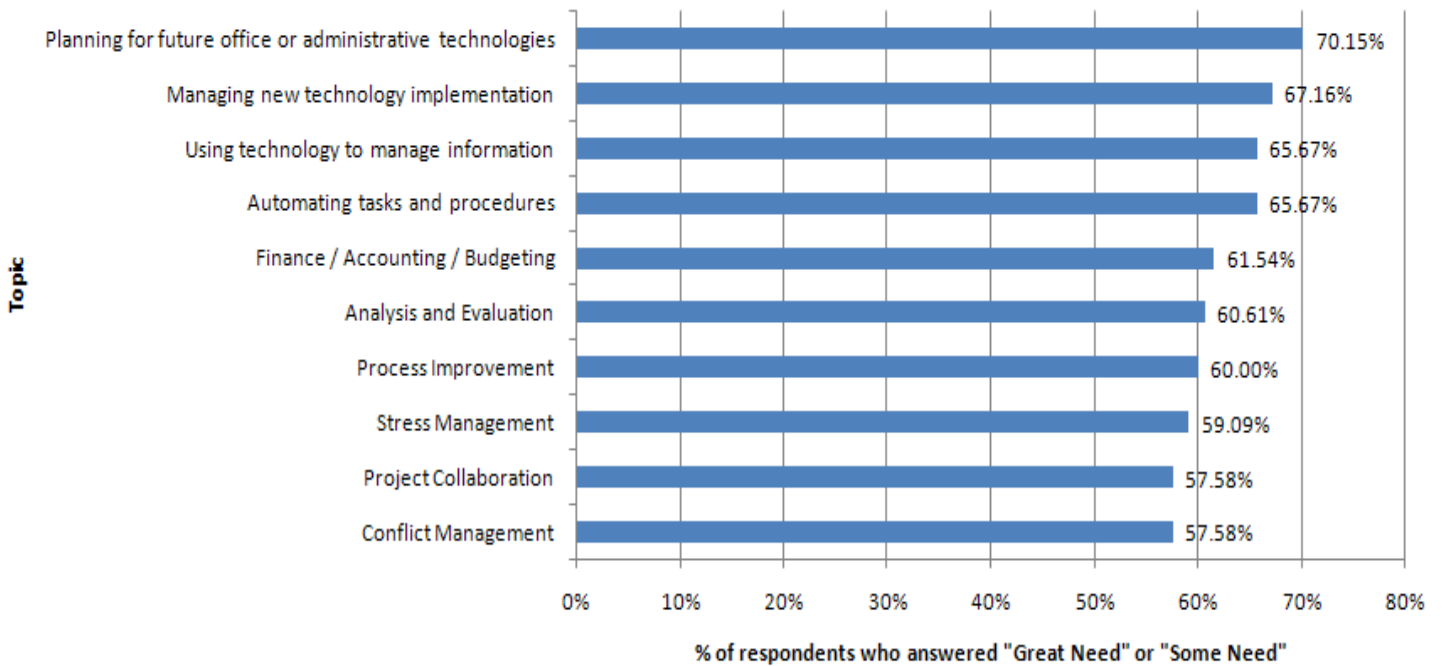
Responses of "Some Need"



## 2008 Training & Development Survey Results

### Top Ten Supervisor Training Needs

Responses of "Great Need" or "Some Need"



Once again, the basic needs are assessed on a scale from one to three and are then compared with the basic need for the total responses. The specific training categories with a positive % Difference suggests that supervisors feel there is a greater training need in this area than total survey population indicated.

### Supervisor Basic Needs Summary

Category	2008 Supervisor Basic Need	2008 Basic Need (all)	% Change
Finance / Accounting / Budgeting	1.631	1.453	12.20%
Automating tasks and procedures	1.925	1.731	11.22%
Analysis and Evaluation	1.606	1.449	10.83%
Performance Management	1.516	1.368	10.83%
Process Improvement	1.692	1.554	8.92%
Planning for future office or administrative technologies	1.940	1.798	7.90%
Strategic Planning	1.563	1.462	6.91%
Policies and Procedures	1.462	1.377	6.13%

Supervisory Skills (e.g., recruiting, delegating, coaching)	1.477	1.394	5.94%
Using technology to manage information	1.881	1.791	5.01%
Managing new technology implementation	1.851	1.776	4.19%
Project Management	1.485	1.429	3.89%
Collaborative Technology (e.g., document sharing, group editing)	1.657	1.598	3.65%
Leadership (communicating a vision, motivating others)	1.538	1.487	3.48%
Education or Industry Knowledge	1.538	1.502	2.41%
Recognition, Reward, Motivation	1.415	1.385	2.22%
Conflict Management	1.500	1.470	2.05%
Public Speaking	1.303	1.286	1.35%
Team Building	1.415	1.406	0.67%
Goal Setting and Achieving	1.333	1.325	0.65%
Marketing	1.358	1.356	0.15%
Organization and Time Management	1.269	1.275	-0.47%
Creativity and Innovation	1.209	1.219	-0.81%
Presentation Skills	1.273	1.296	-1.81%
Customer Service	0.970	0.996	-2.57%
Fundraising	1.090	1.124	-3.10%
General Communication	1.106	1.143	-3.22%
Knowledge About the University of Denver	1.415	1.493	-5.22%
Problem Solving	1.136	1.208	-5.90%
Project Collaboration	1.288	1.371	-6.04%
Interpersonal Skills	1.000	1.078	-7.20%
Conferences	1.154	1.252	-7.86%
Decision Making	1.121	1.220	-8.12%
Stress Management	1.515	1.668	-9.17%
Networking (establishing relationships)	1.224	1.356	-9.76%
General Wellness	1.308	1.485	-11.93%
Basic Skills (grammar, writing, reading, math)	0.567	0.647	-12.28%
Career Self-Management	1.242	1.464	-15.11%
Personal Enrichment	1.318	1.556	-15.29%
On-the-Job Training	0.821	0.978	-16.09%
Department Knowledge	0.877	1.113	-21.21%
Volunteer / Community Service	0.892	1.242	-28.18%
Ongoing Degree / Education	0.954	1.378	-30.79%

As the table shows, supervisors value Finance/Accounting/Budgeting, automating tasks and procedures, and performance, management more so than total participant population. On the other hand, supervisors are less interested in training/development in ongoing degree/education, volunteer/community service, and department knowledge when compared to the survey population.