

# Program Manager/Supervisor Training Needs Assessment

## **SURVEY A TO BE COMPLETED BY ALL AGENCY PROGRAM MANAGERS & SUPERVISORS**

CODE

PHOTOCOPY OR FAX TO BRANCH OFFICES AS NEEDED.

The purpose of this assessment is to assist us in identifying your program manager/supervisory training needs to build a comprehensive statewide supervisory training system accessible to Federation members. The program will focus on building organizational and leadership capacity to meet goals and minimize staff turnover.

1. **Your position** (check one):            \_\_\_ Program Manager    \_\_\_ Supervisor
2. **Your gender** (check one):            \_\_\_ Female                    \_\_\_ Male
3. **Your age in years:**                    \_\_\_\_\_ years
4. **Years in present position:**            \_\_\_\_\_ years
5. **Additional years in like position:**    \_\_\_\_\_ years
6. **PROGRAM MANAGERS ONLY: Years in supervisory role prior to a manager position:** \_\_\_\_\_ years
7. **Total years in human services field:**            \_\_\_\_\_ years
8. **Number of staff you presently supervise/manage:** \_\_\_\_\_

**Please consider all of the following areas of interest or topics and answer these two questions:**

1. *How important is this to your job?*            4=Very Important    3=Important    2=Somewhat important    1=Not important
2. *How would you rate your competency?*        4=Excellent            3=Good            2=Adequate            1= Needs work

<b>Professionalism</b>	<b>Importance to Job</b>				<b>Current Competency</b>			
1. Understanding the role of supervisor	4	3	2	1	4	3	2	1
2. Supervising former peers	4	3	2	1	4	3	2	1
3. Judgment and decision-making	4	3	2	1	4	3	2	1
4. Client relations	4	3	2	1	4	3	2	1
5. Contractor/customer relations	4	3	2	1	4	3	2	1
6. Public speaking	4	3	2	1	4	3	2	1
7. Ethics	4	3	2	1	4	3	2	1
8. Other _____	4	3	2	1	4	3	2	1

### **Personnel Administration**

1. Recruitment and university partnerships	4	3	2	1	4	3	2	1
2. Entrance interviews	4	3	2	1	4	3	2	1
3. Orientation of new staff	4	3	2	1	4	3	2	1
4. Employee evaluation	4	3	2	1	4	3	2	1
5. Performance planning	4	3	2	1	4	3	2	1
6. Coaching skills	4	3	2	1	4	3	2	1
7. The supervision session	4	3	2	1	4	3	2	1
8. Corrective action/firing	4	3	2	1	4	3	2	1
9. Handling grievances	4	3	2	1	4	3	2	1
10. Exit interviews	4	3	2	1	4	3	2	1
11. Other _____	4	3	2	1	4	3	2	1

### **Relationship and Communication**

1. Establishing rapport and credibility	4	3	2	1	4	3	2	1
2. Recognition and support of staff	4	3	2	1	4	3	2	1
3. Motivational techniques	4	3	2	1	4	3	2	1
4. Conflict resolution/confrontation	4	3	2	1	4	3	2	1
5. Dealing with difficult personalities	4	3	2	1	4	3	2	1
6. Relationships w/ other supervisors/managers	4	3	2	1	4	3	2	1
7. Collaborative skills	4	3	2	1	4	3	2	1
8. Team development and decision-making tools	4	3	2	1	4	3	2	1
9. Other _____	4	3	2	1	4	3	2	1

continued...

**Program Manager/Supervisor Training Needs Assessment • SURVEY A: Program Managers & Supervisors — Page 2 of 2**

**Please consider all of the following areas of interest or topics and answer these two questions:**

1. How important is this to your job?      4=Very Important    3=Important    2=Somewhat important    1=Not important  
 2. How would you rate your competency?    4=Excellent        3=Good    2=Adequate        1= Needs work

Accountability	Importance to Job				Current Competency			
	4	3	2	1	4	3	2	1
1. Understanding/managing to budget	4	3	2	1	4	3	2	1
2. Understanding/managing to outcomes	4	3	2	1	4	3	2	1
3. Understanding/managing to program requirements	4	3	2	1	4	3	2	1
4. Understanding and using data	4	3	2	1	4	3	2	1
5. Program-related risk management	4	3	2	1	4	3	2	1
6. Reporting	4	3	2	1	4	3	2	1
7. Understanding government contractor responsibilities	4	3	2	1	4	3	2	1
8. Other _____	4	3	2	1	4	3	2	1

Diversity	Importance to Job				Current Competency			
	4	3	2	1	4	3	2	1
1. Cultural competence	4	3	2	1	4	3	2	1
2. Valuing and using differences	4	3	2	1	4	3	2	1
3. Gender and leadership	4	3	2	1	4	3	2	1
4. Other _____	4	3	2	1	4	3	2	1

Mission and Change	Importance to Job				Current Competency			
	4	3	2	1	4	3	2	1
1. Connecting to a unifying mission and values	4	3	2	1	4	3	2	1
2. Setting/maintaining priorities	4	3	2	1	4	3	2	1
3. Managing multiple projects	4	3	2	1	4	3	2	1
4. Dealing with barriers to change	4	3	2	1	4	3	2	1
5. Understanding change dynamics	4	3	2	1	4	3	2	1
6. Assisting staff to grieve losses	4	3	2	1	4	3	2	1
7. Other _____	4	3	2	1	4	3	2	1

Self-Care	Importance to Job				Current Competency			
	4	3	2	1	4	3	2	1
1. Peer and other support networks	4	3	2	1	4	3	2	1
2. Time management	4	3	2	1	4	3	2	1
3. Professional development	4	3	2	1	4	3	2	1
4. Setting boundaries	4	3	2	1	4	3	2	1
5. Balancing work and family	4	3	2	1	4	3	2	1
6. Stress management	4	3	2	1	4	3	2	1
7. Other _____	4	3	2	1	4	3	2	1

**Training Structure Preferences**

1. **Best day(s) for training:**    \_\_\_ Monday    \_\_\_ Tuesday    \_\_\_ Wednesday    \_\_\_ Thursday    \_\_\_ Friday
2. **Best format for training NEW SUPERVISORS and NEW PROGRAM MANAGERS:**  
 Within one year:    \_\_\_ 2-4 days    \_\_\_ 4-6 days    \_\_\_ 8-10 days  
 Time frame:        \_\_\_ 1 time, 2-3 days    \_\_\_ Over 4 wks (1x/wk)    \_\_\_ Over 8 wks (every other wk)    \_\_\_ Over 12 weeks  
 Style of training: \_\_\_ All web-based    \_\_\_ All in-person    \_\_\_ Combination in-person/web-based    \_\_\_ Plus peer exchange
3. **Best format for ADVANCED TRAINING for SUPERVISORS and PROGRAM MANAGERS:**  
 Annually:        \_\_\_ 1 day    \_\_\_ 2-3 days    \_\_\_ 4-6 days  
 Time frame:        \_\_\_ Monthly    \_\_\_ Quarterly    \_\_\_ Yearly    \_\_\_ Plus peer exchange

**Please use back of page or additional sheet for other comments about training needs or structure.**

Signature (optional): \_\_\_\_\_

**DEADLINE: September 30, 2003  
 FAX COMPLETED FORM TO: (517) 485-6680 OR  
 MAIL TO: Michigan Federation for Children and Families**

**Peer exchange** might include periodic regional meetings over lunch to share experiences and ask for advice or

**Program Manager/Supervisor Training Needs Assessment**  
**SURVEY B TO BE COMPLETED BY CEO or SENIOR ADMIN & STAFF TRAINING or HR DIRECTOR**

CODE
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PHOTOCOPY AS NEEDED.

The purpose of this assessment is to assist us in identifying your supervisory and program manager training needs to build a comprehensive statewide supervisory training system accessible to Federation members and focused on building organizational and leadership capacity to meet goals and minimize staff turnover.

1. **Your position** (check one):    \_\_\_ CEO    \_\_\_ Senior Administrator    \_\_\_ Staff Training Director    \_\_\_ HR Director
2. **Your gender** (check one):    \_\_\_ Female    \_\_\_ Male
3. **Your age in years:**            \_\_\_\_\_ years
4. **Years in present position:**    \_\_\_\_\_ years
5. **CEO and SR. ADMINISTRATORS ONLY: Years in supervisory role prior to administrative position:** \_\_\_\_\_ years
6. **Total years in human services field:**            \_\_\_\_\_ years
7. **Number employed at your agency/branch:**    \_\_\_\_\_ Program managers            \_\_\_\_\_ Supervisors

**Please consider all of the following areas of interest or topics and answer these two questions as they relate to your agency's Program Managers and Supervisors (from perspective of agency as a whole):**

1. *How important is this to their job?*            4=Very Important    3=Important    2=Somewhat important    1=Not important
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