Organization-wide training and development needs report

Executive summary

FY 2010 - 2011

Report prepared by the Organizational Effectiveness Department
Assessment: Development & Administration

Impetus
The university is planning developmental initiatives to build workforce capacity to meet current and future environmental changes.

Tool Development
In 2010, a Training and Development Needs assessment was developed based on interpersonal, leadership, and technical performance expectations listed in SLU’s standard performance management tool.

Distribution
The web-based survey was administered to full-time staff across the organization to gather information regarding which activities are perceived as important for high performance and staff’s perceived ability to meet said expectations.

Between December 1 – 23, 980 out of approximately 2,500 full-time staff responded to the survey.

Key Findings

In-house Development Opportunities for Current Managers
Almost half of managers in the current sample have not recently invested in any formal training or development in the last year, leaving room for SLU to grow leaders in-house. Additionally, current managers report a high training need for leadership development.

Mission and Identity Need Reinforcement
Regardless of management status, tenure, or current role, staff rate it as important to their job, but also report that their skill level in this area can be improved.

Customer Service is Highly Valued
Customer Service is also rated as very important, but respondents indicate high levels of skill in this dimension (low training need).

Staff Want to Be More Tech Savvy
Though technical skills vary greatly across staff at SLU, analysis of open-ended responses reveals this is the most requested training need. Staff are particularly interested in deepening their understanding of Microsoft Excel and to a lesser extent everything from general computer skills to software that can improve their ability to manage databases.

Demographics
Of those who provided this information:
- Respondents represent the following divisions: 43% Health Sciences, 39% Operations, 26% Academic
- A majority (61%) fall into professional, clerical, and specialized roles
- 33% identified themselves as managers of full-time staff
- Over half (53%) have worked at the university for 5 years or less

CORE Training Needs Across SLU
- Understanding SLU Policies
- Jesuit heritage
- Fostering teamwork
- Improving presentation style/skills
- Continuous quality improvement
- Fostering diversity and inclusion

Needs Specific to Managers
1. Managing budget and finances
2. Analyzing key trends
3. Delegating tasks
4. Giving constructive feedback
5. Conflict Resolution / Management
6. Creating work environment of personal initiative

Needs Specific to Non-managers
1. Handling customer service issues
2. Adapting communication style
3. Listening Skills
4. Task efficiency
Career Development
Both managers and non-managers suggest that current supervisors need further development to be effective. In addition, non-managers express interest in receiving opportunities to participate in leadership development. Staff also desire fair and clear advancement policies.

Direct Line to Leadership
A number of respondents expressed gratitude in being able to voice their opinions. Some staff remarked that their feedback often goes unheard. This indicates that staff may need additional opportunities to provide critical and constructive information to leadership.

Investment in Resources
Several staff voice concerns that their performance is often hindered by the lack of resources (i.e., additional staff, adequate time to meet deadlines, equipment, and budget).

SLU’s Values and Fairness
Several respondents note that there is room for improvement in the area of diversity and inclusion. Others comment on the need for the mission to be embedded in daily activities at the University.

Looking to the future
In order to address the developmental needs of staff and cultural needs at the University, Human Resources will begin implementing several initiatives:

1. Leadership Development Program
   Preparing today’s leaders to meet tomorrow’s demands
   Planning underway
   Target: Summer 2012

2. Leadership Competency Model
   To establish a universal standard for SLU’s leaders
   Model to be approved by executive team
   Target: TBD

3. Coaching and Mentoring
   Component of leadership development program
   Tailored support to meet individual needs
   Target: TBD

4. Succession Planning
   Building capacity to identify, support, and advance internal talent
   Planning underway

5. Process Improvement Campaign
   Equipping individuals with tools to effect positive change
   Phase 1 Underway: Team working to improve University onboarding/offboarding process

6. Expand E-learning Offerings
   Provide widespread opportunity for development and support
   Currently seeking vendors

7. MOVE Committee
   Build University spirit and sense of community
   Committee recently formed
For additional information regarding the contents of this report, contact:

Steve Winton  
Organizational Effectiveness Manager  
Human Resources  
314-977-7184  
wintonsl@slu.edu

Heather Thornton  
Organizational Effectiveness  
Human Resources  
314-977-7159  
hthornt@slu.edu