



# ***MANAGEMENT TRAINING AND DEVELOPMENT NEEDS SURVEY***

**INSTRUCTIONS:** This questionnaire is intended to help identify the core managerial competencies that are essential for success and the training needs of managers in your organization. Your contribution is valued. Please complete the questionnaire carefully and thoughtfully. Inside you will find listed, several areas of knowledge skills and ability. You are asked to make two evaluations for each item. First, in the left-hand column, you are asked to assess the "*Importance*" of the item to success..

Then, in the right hand column, you are asked to assess the need for training and development among people who do this work in your organization. Record your assessment of each situation by circling (O) or placing an (X) on the appropriate response on the five-point scale. The meanings for each response on the two scales are indicated at the top of each column. *Ensure that you understand both scales before you proceed.*

## **BASIC INFORMATION**

Your Organization \_\_\_\_\_

Your role: Executive/Manager \_\_\_ Supervisor \_\_\_ HR Specialist \_\_\_ Frontline Staff \_\_\_\_\_



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# SEQUUS MANAGEMENT TRAINING NEEDS SURVEY

## INSTRUCTIONS

This questionnaire is intended to permit you to assist in the assessment of the need for Managerial Training and Development for yourself in your organization. Your contribution is valued. Please complete the questionnaire carefully and thoughtfully. The listed items related to Supervisory and Managerial work. You are asked to make two evaluations for each item: one deals with the importance of the item in your work, the other deals with your need for training and/or development. It is

best that you cover the right hand "Need for Development" column and answer the left hand "Importance" column for every item first. Return to the beginning. Cover the left hand column and complete the right hand column. Complete your assessment of each situation by circling (O) or placing an (X) on the appropriate response on the five-point scale. The meanings for each response on the two scales are indicated below. *Ensure that you understand both scales before you proceed.*

IMPORTANCE	ITEM DESCRIPTION	NEED FOR DEVELOPMENT
1 = not at all important 2 = some importance 3 = desirable 4 = very important 5 = top priority	<b>EACH ITEM BELOW DESCRIBES AN AREA OF KNOWLEDGE, SKILL, ABILITY OR ATTITUDE RELEVANT TO SUPERVISORY OR MANAGERIAL WORK.</b>	1 = no need 2 = little need 3 = some need 4 = substantial need 5 = urgent need
1 2 3 4 5	1. Know the overall mission or continuing aim and purpose of the organization in which you manage.	1 2 3 4 5
1 2 3 4 5	2. Know the specific goals and objectives of your part of the organization and how they fit into the overall mission.	1 2 3 4 5
1 2 3 4 5	3. Know the current objectives, goals and strategies of the person to whom you report.	1 2 3 4 5
1 2 3 4 5	4. Know the formal and informal structure of the organization.	1 2 3 4 5
1 2 3 4 5	5. Know the key result areas for which you are personally responsible and the specific outputs expected in each area.	1 2 3 4 5
1 2 3 4 5	6. Know the performance standards and measures which apply to your job.	1 2 3 4 5
1 2 3 4 5	7. Know where to get help or resources to deal with problems that you cannot resolve on your own.	1 2 3 4 5
1 2 3 4 5	8. Know standard organization policies and procedures related to your area of responsibility.	1 2 3 4 5
1 2 3 4 5	9. Know the organization's priorities and how they apply to your job.	1 2 3 4 5
1 2 3 4 5	10. Know the organization's Human Resource policies, practices and procedures.	1 2 3 4 5
1 2 3 4 5	11. Know the financial reporting, forecasting, budgeting and cost control system of the organization.	1 2 3 4 5
1 2 3 4 5	12. Know the contents of any collective agreements or other contracts pertaining to your area of work.	1 2 3 4 5
1 2 3 4 5	13. Know the extent of your authority to take actions and make decisions on behalf of the organization.	1 2 3 4 5
1 2 3 4 5	14. Know what parts of your job are most important and what are least.	1 2 3 4 5
1 2 3 4 5	15. Be able to structure a job that contains a proper balance of responsibility, authority and accountability.	1 2 3 4 5
1 2 3 4 5	16. Be able to listen, understand and appreciate the feelings and contributions of others, particularly your staff.	1 2 3 4 5
1 2 3 4 5	17. Be able to coach and counsel others in the performance of their work and in the pursuit of their careers.	1 2 3 4 5
1 2 3 4 5	18. Be able to delegate work to others and give them the freedom necessary to perform the work.	1 2 3 4 5
1 2 3 4 5	19. Be able to set high, but achievable objectives and standards for others to inspire and guide their performance.	1 2 3 4 5
1 2 3 4 5	20. Be able to give directions to others on what to do, when to do it. and how to do it and ensure that they are adhered to.	1 2 3 4 5

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1 2 3 4 5	21. Be able to administer firm but appropriate discipline when required.	1 2 3 4 5
1 2 3 4 5	22. Be able to reward and reinforce the positive performance and development of others.	1 2 3 4 5
1 2 3 4 5	23. Be able to design work in such a way that people will find it rewarding and motivating.	1 2 3 4 5
1 2 3 4 5	24. Be able to support and encourage others to develop their own solutions to problems and to carry them out.	1 2 3 4 5
1 2 3 4 5	25. Be able to ensure total product or service quality in your area of work.	1 2 3 4 5
1 2 3 4 5	26. Be able to lead meetings of subordinates, peers and other groups.	1 2 3 4 5
1 2 3 4 5	27. Be able to assess and review individual performance and identify potential for advancement.	1 2 3 4 5
1 2 3 4 5	28. Be able to develop and implement a strategic plan for your area of work.	1 2 3 4 5
1 2 3 4 5	29. Be able to determine training needs of people in your work area and conduct training activities.	1 2 3 4 5
1 2 3 4 5	30. Be able to build and maintain an organizational culture supportive of its mission, goals and objectives.	1 2 3 4 5
1 2 3 4 5	31. Be able to make effective personnel selection decisions.	1 2 3 4 5
1 2 3 4 5	32. Be able to manage time-bound projects with specific goals, objectives and finite resources.	1 2 3 4 5
1 2 3 4 5	33. Be able to cope with considerable personal stress emanating from your work situation.	1 2 3 4 5
1 2 3 4 5	34. Be able to understand, accept and appreciate personality differences.	1 2 3 4 5
1 2 3 4 5	35. Be able to deal with frequent disagreement and conflict between individuals and groups.	1 2 3 4 5
1 2 3 4 5	36. Be able to manage in an environment in which participation of workers in decision making is encouraged.	1 2 3 4 5
1 2 3 4 5	37. Be able to deal with frequently ambiguous, unclear situations.	1 2 3 4 5
1 2 3 4 5	38. Be able to build a cohesive and integrated work team.	1 2 3 4 5
1 2 3 4 5	39. Be able to manage your own time effectively.	1 2 3 4 5
1 2 3 4 5	40. Be able to generate new ideas to solve problems or exploit opportunities.	1 2 3 4 5
1 2 3 4 5	41. Be able to prepare budgets, cost estimates and other financial forecasts and projections.	1 2 3 4 5
1 2 3 4 5	42. Be able to ensure that work is completed on schedule and to the required specifications of quality and quantity.	1 2 3 4 5
1 2 3 4 5	43. Be able to manage persons where the work itself is repetitive, routine and potentially boring.	1 2 3 4 5
1 2 3 4 5	44. Be able to manage people whose objectives are often in conflict with or at least not supportive of the organization.	1 2 3 4 5
1 2 3 4 5	45. Be able to manage self-motivated, independent and creative persons and ensure that they have the freedom and support they need for self-fulfillment and personal growth.	1 2 3 4 5
1 2 3 4 5	46. Be able to carry out major and complex organizational change.	1 2 3 4 5
1 2 3 4 5	47. Be able to communicate effectively in writing.	1 2 3 4 5

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1 2 3 4 5	48. Be able to manage effectively in a unionized environment, ensuring that the letter and spirit of any agreement between the employer and the union is adhered to.	1 2 3 4 5
1 2 3 4 5	49. Be able to analyze work situations and identify problems.	1 2 3 4 5
1 2 3 4 5	50. Be able to forecast what is likely to happen in the area of work based on past and current events.	1 2 3 4 5
1 2 3 4 5	51. Be able to ensure that those who do not want to work or accept responsibility are not allowed a free ride at the organization's expense.	1 2 3 4 5
1 2 3 4 5	52. Be able to set specific, measurable goals and objectives and help others do the same.	1 2 3 4 5
1 2 3 4 5	53. Be able to make a decision from competing alternatives about which course of action to follow to resolve a problem or exploit an opportunity.	1 2 3 4 5
1 2 3 4 5	54. Be able to plan a course of action showing who will do what, when, with whom, with what resources and with what level of authority.	1 2 3 4 5
1 2 3 4 5	55. Be able to challenge the system from time to time and bring about positive improvement .	1 2 3 4 5
1 2 3 4 5	56. Be able to ensure the highest level of client/customer satisfaction with your work area's products or services.	1 2 3 4 5
1 2 3 4 5	57. Be able to make oral and written reports on complex topics.	1 2 3 4 5
1 2 3 4 5	58. Be able to speak effectively in front of groups.	1 2 3 4 5
1 2 3 4 5	59. Be able to articulate clearly your personal vision for the future of the part of the organization which you manage.	1 2 3 4 5
1 2 3 4 5	60. Be able to adapt and adjust your leadership style to the demands of the situation.	1 2 3 4 5
1 2 3 4 5	61. Be able to ensure workplace health and safety.	1 2 3 4 5
1 2 3 4 5	62. Know how your performance compares to the expected standards of your organization.	1 2 3 4 5
1 2 3 4 5	63. Be able to assess needs for change among the members of a target population.	1 2 3 4 5
1 2 3 4 5	64. Be able to conduct program and project evaluations.	1 2 3 4 5
1 2 3 4 5	65. Be able to understand basic statistical concepts and use them in the workplace.	1 2 3 4 5
1 2 3 4 5	66. Be able to deal effectively with employee concerns, complaints and formal grievances.	1 2 3 4 5
1 2 3 4 5	67. Be able to read and understand basic financial statements such as a balance sheet and income statement.	1 2 3 4 5
1 2 3 4 5	68. Be able to deal effectively with situations involving workplace differences related to gender, race, ethnic origin, language, age, sexual orientation, physical disability, etc.	1 2 3 4 5
1 2 3 4 5	69. Be able to articulate the beliefs, values and norms of behaviour that you want to support and reinforce in the part of the organization that you manage.	1 2 3 4 5
1 2 3 4 5	70. Know how your performance compares to that of others doing work similar to you.	1 2 3 4 5