

2023 Supervisor Development Needs Survey Findings



Human Resources – Organizational Development Division 05/31/2023

Introduction

Supervisors and managers within the City of Madison have some of the largest impacts on our organization's health and effectiveness. Among the many things they can effect is employee performance, productivity, efficiency, turnover, and overall health of the organization. So – the wellbeing and development of our supervisors is crucial. Our goal is to provide learning and development opportunities to Supervisors and staff to help develop a healthy, high-performing, self-renewing organization that leads and manages change. This document provides a summary of the Supervisor Development Needs Survey that was open for responses from February 12, 2023 through April 7, 2023.

Survey Participant Background

- This survey went out to a total of 423 supervisors (list pulled from MUNIS January 6, 2023).
- There was a total of 91 respondents (22% response rate).
- Respondents represented a total of 21 agencies (missing input from 12 agencies).
- 45% of respondents had more than 10 years of experience with the City of Madison.
 - *We need to focus on ALL supervisors, not just NEW supervisors.*
- 13% of respondents reported having a primary workplace other than an office.
 - *We are missing the voices of supervisors who are not office workers.*
- There was a strong mix of primary work locations of the employees these supervisors are managing.
 - **Future Action Item:** *Provide learning opportunities for supervisors around managing remote, in-office, hybrid, and field staff on the same team.*

Learning and Development Findings

- The top three ways Supervisors prefer to hear about Supervisor L+D Opportunities reinforces the work we've been doing to market OD Courses:
 1. Monthly Emails to Supervisors with Supervisor-Specific Courses
 2. Weekly e-Blast to all City of Madison Employees
 3. Leadership and Supervisor Development Webpages
- A question was asked regarding how many Mandatory Supervisor Courses the respondent has completed. While we use the term "Mandatory" for a handful of Supervisor Courses, we do not currently have the systems in place to track the completion of these courses, therefore making us unable to enforce this. This reinforces the need for a system that would track completion or need-for-completion of courses by Supervisors.
 - **Upcoming Action Item:** *Human Resources is in the process of procuring an HR Management System that will be the first step towards a system that will allow us to track course completion progress.*
- 70% of respondents reported they participate in self-directed learning. This reinforces our shift towards recording course offerings to allow for on-demand and/or just-in-time learning opportunities.
 - **Current Action Item:** *As of May 26, 2023, we've added a total of eight (8) recorded courses to our [Online Courses](#) webpage, along with three (3) learning resources to our [Additional Learning Resources](#) webpage.*

Management Skills Findings

Please note, there was an average of ~14% response rate for the Management Skills section of the survey. Folks were asked to rate their interest from 1-4 in developing knowledge and skill in these areas. There were a total of 21 options

separated out into four groupings: Communication, People, Operational, and Strategic Management Skills. (1 = “No Development Desired” – 4 = “A Great Deal of Development Desired”, and an option for N/A if not applicable to their jobs). The top items of interest in each section are as follows, along with notable items of what is currently being done and/or is planned to address these needs.

Communication Skills:

- **Two-Way Communication (2.76)**
 - **Future Action Item:** Provide self-directed learning opportunities and market it effectively so folks know where to go to find this.
- Running Effective Meetings (2.61)
 - **Current Action Item:** In 2022, there were three offerings of this course with facilitator, Sylvia Larrass. There are two scheduled sessions coming up in 2023.
- Community Engagement/Public Participation (2.53)
 - **Current Action Item:** In 2023, DCR had one offering of Public Participation: A Guide and the 5 R’s to Getting Authentic, and plans on scheduling another session in the fall.

People Skills:

- **Coaching and Developing Others (3.21)**
 - **Future Action Item:** HR-OD has included this in our 2023 Management Skills Webinar Call for Proposals. A call for proposals is an open invitation from the OD team asking for course facilitators that are interested and relevant for the needs of our workforce.
- **Building and Developing Teams (3.1)**
 - **Current Action Item:** HR-OD is supporting and sponsoring Executive Team Development for three agencies to address challenges specific to their leadership teams/departments.
 - **Future Action Item:** HR-OD has included this in our 2023 Management Skills Webinar Call for Proposals.
- Conflict Resolution (2.95)
 - **Current Action Item:** HR-OD offers three Conflict Resolution courses with facilitators from EAP, the Police Department, and access to past trainings on this topic found on our [Online Courses](#) webpage.
- Onboarding New Employees (2.9)
 - **Current Action Item:** HR is working on improvements to the current day-one orientation which is anticipated to launch in July of 2023.
 - **Future Action Item:** HR is working on procurement of an HR Management System to improve the onboarding experience for new staff and increase HR operations efficiency.
- **Fostering Inclusion and Belonging (2.85)**
 - **Recent + Future Action Item:** In 2023, HR-OD & EAP hosted a series with facilitator, Tim Mousseau. This three-part series focused on the importance of Psychological Safety to foster Inclusion and Belonging. Feedback was overwhelmingly positive. Discussions are currently underway for potential future offerings of these same or similar courses.
 - **Recent + Future Action Item:** Also in 2023, DCR brought back to life the highly requested Subtle Acts of Exclusion (SAE) training for All City Employees. Their first offering was in April and received positive feedback. DCR plans to fine-tune and gather more facilitators, and hopes to schedule more offerings in the fall of 2023.

Operational Skills:

- Work Planning (2.7)
 - **Recent + Future Action Item:** In 2022, HR-OD hosted three sessions of Maximize Your Work Planning with Boldly & Co. that was available for All City Employees to register for/attend. There was also one full-day session for Agency Heads in December of 2022. In 2023, HR-OD hosted an additional three offerings. Discussions are currently underway for potential future offerings of this course.
- Project Management (2.68)

- **Recent Item:** In 2022, HR-OD hosted a Project Management Skills course with facilitator, Sagar Awate. This launch was not very successful.

Strategic Management Skills:

- Process Improvement (2.93)
 - **Future Action Item:** There is a need for infusing process improvement into our day-to-day work. Currently many staff think of process improvement as a separate part of our daily work. Our aim is for staff to learn how to consider and use continuous improvement as part of their daily tasks.
- Strategic Thinking and Planning (2.73)
- Racial Equity Analysis Tools and Methods (2.66)
 - **Future Action Item:** Discuss with DCR the potential for offering trainings on this tool.
- Data Literacy (2.53)
 - **Future Action Item:** Discussions occurring with Finance and IT to offer Data Literacy Training.

HR-OD has sent out a Call for Proposals which closes in early June for the following four topics. Foundational Two-Way Communication Skills, Coaching and Developing Others, General Team Development, and Fostering an Inclusive and Safe Work Environment. These proposals will fill our need for more Management Skills Webinars for the remainder of 2023 and into 2024 and allow us to directly meet some of the main topics of interest shared in the Supervisor Development Needs Survey.

Learning Preferences Findings

- 83% of respondents preferred Instructor-Led 60-90 minute courses.
- 75% of respondents chose Virtual as their preferred location for training, with In-Person – Downtown in second place.
- The top choice of format for On-Demand learning opportunities was Videos with Written Materials (Articles, Tip Sheets, and Blog Posts) second.
 - **Current Action Item:** We are recording trainings for our Online Courses webpage and creating Learning Resources for our Additional Learning Resources as mentioned above in the Learning and Development Findings section.
- 50% of respondents shared they're interested in the idea of Flipped Learning – with pre-work and discussion during the session. Based on observations, with current flipped-learning opportunities, a great number of folks do not complete the "assigned" pre-work ahead of time.
 - **Future Action Item:** Increase the use of flipped-learning in OD course offerings.
- Peer Learning from Other Supervisors is by far the top area of interest for Other Development Opportunities. (1.06 points above the second item of 360 Surveys – Receiving Feedback from Staff, Peers, and Manager at 4.11).
 - **Future Action Item:** Expand Supervisor Development to include Peer Learning Opportunities.
 - **Current + Future Action Item:** HR is working on implementing a 360 Feedback process into the City of Madison workforce. Currently, Comp Group 21 is piloting the 360 surveys, and if successful, will be adding supervisors/managers/individual contributors down the road.

Other General Findings

- Large amount of variation in responses/requests for time of day and time of year for trainings.
 - **Future Action Item:** With the large range of feedback, this reinforces the idea that we should increase sessions spread throughout the year so as many folks as possible can access learning opportunities.
- Many requests to avoid Mondays & Fridays, keep trainings virtual, and increase the amount of on-demand learning opportunities.