

**I like working for my supervisor because ...**

- I am given a lot of autonomy
- The importance of the result of my work is understood.
- My supervisor respects my opinions and viewpoints
- My supervisor is appreciative of my efforts, is a good listener, is fair-minded and receptive to new approaches to old problems.
- I have opportunities to expand my skills and the job offers interesting and challenging avenues.
- My supervisor is organized.
- My supervisor shows concern for the staff and creates a good working environment.
- My ideas are solicited and respected.
- My supervisor is always respectful and says thank you!
- My supervisor is very accessible and easy to talk to.
- My supervisor does a very good job of explaining projects and expectations.
- My supervisor is very open to suggestions and respects my opinion.
- My supervisor is open to my suggestions and actively seeks out my opinions. We have mutual respect for each other and work very well as a team.
- My supervisor is very organized, very self-sufficient, and very appreciative of everything I do.
- My supervisor appreciates my work.
- My supervisor is very understanding when if I need to be flexible with my work hours.
- My supervisor respects & admires my abilities thereby allowing a great deal of daily freedom.
- My supervisor inspires me to work well past my abilities and to have the confidence to handle any task given to me.
- My supervisor allows me the freedom to do my own work
- My supervisor is very caring and supportive, both professionally and personally.
- My supervisor respects me as a person, appreciates the job I do, and does not micro-manage how I do my job.
- My supervisor explains the big picture in relation to specific tasks and shows confidence that I can handle more tasks and responsibility.
- I have the freedom to work independently, setting my own priorities, procedures and schedules. My supervisor gives me work that allows me to learn new things within College/University administration and enthusiastically supports my continued education.

- My supervisor always takes the time to explain to me what is expected from the work I am given.
- My supervisor has patience when I'm learning new things.

**I dislike working for my supervisor because ...**

- My supervisor is not very knowledgeable about my job.
- My supervisor does not discuss department matters that I should be aware of. We do not have meetings to go over important details. I find out about deadlines and requests from other sources.
- We need to be able to sit down in a quiet atmosphere, without any interruptions, and complete departmental matters.
- My supervisor is very disorganized.
- My supervisor often works weekends and weekdays after hours, and seems to think others should do the same.
- My supervisor is unorganized and waits until last minute.
- My supervisor is away from the office too much.
- Because I work many times without supervision, my supervisor may not have enough information to adequately complete my PMP.
- My supervisor does not seem to be aware of the lack of support from the state for SPA employees concerning pay increases and benefit cuts.
- Sometimes I'm not given enough information to fulfill tasks. When this happens I feel like I'm to blame for the inevitable mistakes.

**What could be done to improve the quality of staff supervision in the College?**

- More mentoring for new staff members.
- Train all supervisors and require periodic brush-up courses with certification.
- I am a 9 month employee, and there are many summers when another month of work would be beneficial to do my job properly and effectively. I have no further complaints.
- More attention needs to be spent on monitoring employees more closely to make sure they are completing their job tasks in a timely fashion and keeping up with all computer updates. Some of our SPA employees are unaware of how important it is to keep equipment updated and attending workshops. By having updated equipment and attending workshops, we are able to complete our daily tasks in an efficient manner.
- Supervisors need to be attuned to the multitude of challenges that staff deal with on a daily basis. Take staff seriously and respectfully, without any double standards (versus those standards to which faculty are held.)
- It would be helpful if supervisors understood the complexity of the work that the staff do, for the amount they get paid. It would be helpful if there was more peer support for those

of us working in a department with no other staff members, just faculty. We need more supervision and help with budget matters, which are very difficult to deal with at the end of the fiscal year. The Dean's office should have regular meetings to talk about budget matters with the staff to be sure that everyone has the information they need to keep track of their complex budgets.

- Increase morale, increase incentives
- Supervisors should be forced to attend some sort of workshops to explain the university and college policies about dealing with staff and to give them some appreciation for the complexity of staff positions.
- Strongly encourage all supervisors to attend SPA training sessions offered by HRS. Consider staff supervision as part of end of year review for all supervisors (SPA & EPA).
- Make sure that projects are not given to staff to complete at the last minute. I think consistency, mutual respect and trust, open communication, and a positive attitude are very important to keep any working relationship functioning at its best and the overall flow of the office running smoothly.
- I say this with the full understanding that the College is an academic institution, but I believe that (in many cases) staff are more qualified & trained as supervisors than faculty. For instance, I may see my supervisor only a few times a month & not at all during the summer.
- Supervisors should spend time in the work environment with their staff to better understand the work they do.
- Maybe give training workshops for supervisors on management skills.
- Develop a training program that includes Department specific information/tasks as well as College and University information. Set short term and long term goals. The goals should be from the perspective of the supervisor as well as the employee. Goals should be measurable and challenging. Compensation needs to be a part of the evaluation process. Employees who meet or surpass their goals are a value to the University and the employee increases in value each year they stay with the University. Compensation to such employees will ensure that the University will retain their best employees.
- I believe that the College Staff Council is doing a great job at looking into this issue and that there is nothing that I could add...or needs to be added at this point.
- Encourage cross-training of staff so everyone in the office knows what we all do.