Breakdown of Survey Respondents by Employee Class:

Primary Position

- Staff (Non-exempt): 44%
- Administrator (Non-supervisor; Exempt): 29%
- Administrator (Supervisor; Exempt): 27%

Breakdown of Survey Respondents by Division:

Division

- Development and Alumni Relations: 34%
- Marketing and Communications: 16%
- Information Technology: 12%
- Student Affairs: 11%
- Academic Affairs: 4%
- Finance and Operations: 3%
- President's Division: 20%
Training Areas that Supervisors Identified as Potentially Valuable for their own Professional Development:

![Supervisors - Valuable](image)

Training Areas that Supervisors Identified as Potentially Valuable for the Professional Development of their Direct Reports:

![Supervisors See as Valuable for Direct Reports](image)
Training Areas that Non-Supervisors Identified as Potentially Valuable for their own Professional Development:

- 56%: Time Management and Multi-Tasking
- 10%: Event Planning
- 8%: Organization Skills
- 8%: Crisis/Emergency Management
- 6%: Confidentiality & Privacy at WPI
- 6%: Coping with Change (job personal institutional)
- 6%: Other

Training Areas that Supervisors Identified as Potentially Valuable for their own Professional Development (Communications):

- 31%: Being an Effective Listener
- 22%: Improving Your Customer Service Skills (on the phone via email face-to-face)
- 21%: Presentation Skills
- 15%: Creating Documentation Job Aids and Manuals
- 11%: Other
- 2%: Other
Training Areas that Supervisors Identified as Potentially Valuable for the Professional Development of their Direct Reports (Communications):

Training Areas that Non-Supervisors Identified as Potentially Valuable for their own Professional Development (Communications):
Training Areas that Supervisors Identified as Potentially Valuable for their own Professional Development (Leadership Development)