



**SOUTHERN COAST**  
**attc**

The Addiction Technology Transfer Center Network  
Funded by Substance Abuse and Mental Health Services Administration

**Results from the  
Southern Coast ATTC  
Substance Abuse Treatment  
Agency Director Workforce Survey 2004**



A Partnership of the Florida Certification Board &  
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At the time of publication, Charles G. Curie, MA, ACSW, served as the SAMHSA Administrator. H. Westley Clark, MD, JD, MPH, served as CSAT Director and Karl D. White, EdD, served as the CSAT Project Officers."

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# **Southern Coast ATTC Substance Abuse Treatment Agency Director Workforce Survey Results 2004**

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We listen to you!

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## TABLE OF CONTENTS

Executive Summary.....	1
Demographics.....	4
Academic and Professional Background.....	4
Compensation.....	6
Job Detail.....	7
Job Satisfaction.....	7
Job Status.....	8
Proficiency.....	8
Professional Development.....	9
Use of Addiction Counseling Competencies.....	9
Agency Characteristics.....	9
Agency Staffing: Turnover.....	10
Agency Staffing: Retention and Recruitment .....	10
Agency Staffing: Compensation.....	12
Treatment Models.....	17
Technology: Staff and Personnel .....	17
Research-Based Techniques and Training Needs.....	18
Implications for Workforce Development .....	19
Agency Director Survey Instrument.....	20

Currently, few quantitative data relating to the substance abuse treatment workforce are available. This report, based on a study conducted during 2004 under the auspices of the Southern Coast Addiction Technology Transfer Center (SCATTC), offers a comprehensive look at substance abuse treatment Agency Directors in Florida. It includes information concerning demographics, skills, needs, and concerns of Agency Directors working in the substance abuse treatment field in Florida, which is one of the two states served by the SCATTC. In addition, the report identifies lessons learned, challenges encountered, and opportunities found in conducting the study.

**BACKGROUND INFORMATION:** The workforce survey distributed in the Southern Coast region was adapted from a similar survey developed by RMC Research Corporation (<http://www.rmccorp.com/>) for the Northwest Frontier Addiction Technology Transfer Center. Survey questions were customized for use in Florida, and questions were both added and deleted based on issues unique to treatment of substance abuse in the Southern Coast region. The resulting questionnaire included 51 multi-format questions (please see Appendix for full text version of the SCATTC survey) and was self-administered, either online or by paper-and-pencil.

A total of 67 Florida agency directors responded to the survey—63% online and 38% by paper-and-pencil. The majority of surveys were completed in February and March of 2004. It should be noted that 400 substance abuse treatment agencies currently are in operation in Florida. All of these agencies were contacted by mail and invited to participate in the agency director workforce survey; however, there were no tangible incentives for participation. The resulting sample (n = 67) represents 17% of the universe of substance abuse treatment agency directors in Florida. Given this rather small sample, and the fact that respondents were self-selected (i.e., only those who thought the questionnaire was important completed it), there is a strong likelihood that survey results are biased and do not accurately represent the universe of agency directors. That said, a review of the survey results reveals several themes and concerns that were nearly universal across respondents. This uniformity of opinion provides some confidence that the survey results might reflect key issues of concern among Agency Directors working in the substance abuse treatment field in Florida.

Key findings from the results from the study are presented below:

- ❖ Most respondents...
  - were addiction counselors
  - were middle-aged
  - had 15 years experience in the field
  - earned between \$30,000-\$59,999 annually
  - held Master's Degrees
  - had current or pending addiction certification
  - entered the field because of addiction/recovery experiences and/or personal interest
  - worked at private non-profit agencies in large cities
  - had an average of 19 clinical staff
  
- ❖ Barriers to entering the field included...
  - competition from other fields
  - low salary/poor benefits
  - too much paperwork
  - demanding hours

- ❖ Sources of job satisfaction included...
  - commitment to treatment
  - personal growth/opportunities
  - role as a change agent
  - leadership
  
- ❖ Respondents with more education reported higher salaries than those with less education.
  
- ❖ Commonly used treatment models included...
  - Relapse Prevention
  - Twelve Step
  - Cognitive-Behavioral Skills Development
  
- ❖ Respondents reported high competence in ...
  - professional ethics
  - problem solving/decision making
  - communication skills
  - leadership/influencing skills
  
- ❖ Respondents reported low competence in ...
  - marketing
  - financial management knowledge and skills
  - technology management knowledge and skills
  
- ❖ Substance abuse counselors were perceived to have lower status than other helping professions, due to...
  - having less formal education or training
  - being more likely to work in public agencies
  - personal histories of substance abuse
  - the stigma of working with substance abusers
  
- ❖ Attitudes about using research-based techniques were positive.
  
- ❖ Computers are used daily, and used mostly proficiently for...
  - e-mail
  - internet
  - word processing
  
- ❖ Computers are used least proficiently for...
  - databases
  - MIS report generators
  - presentation software programs
  
- ❖ Preferred training methods were ...
  - face-to-face interaction
  - agency in-service trainings
  - clinical supervision

- ❖ Most requested training topics were ...
  - leadership/influencing skills
  - building relationships/partnerships
  - application of research-based service practices
  - motivating/developing employees
  - business management knowledge/skills
  
- ❖ Attitudes about technology were positive.
  
- ❖ Most respondents used newspaper advertisements, personal and informal contacts, and agency human resource departments to announce open substance abuse treatment positions.
  
- ❖ Staff salaries were reported to fall in the following ranges:
  - Entry level technicians, no college, no certification—\$15,000 - \$17,999
  - Entry level counselors, some college, no certification—\$18,000 - \$19,999
  - Entry level counselors, Bachelor’s degree, certification—\$24,000 - \$26,999
  - Entry level counselors, Master’s degree, CAP or licensed—\$30,000 and over
  
- ❖ 40% of respondents reported difficulties in filling open positions for direct service substance abuse treatment staff.

Some specific implications for workforce development for agency directors can be derived from this study, even with its limited sample. Workforce planning targeted to preparing candidates to serve in these positions should incorporate:

- Recognition that the majority of agency directors come from the ranks of addiction Counselors
- Development of training in the use of technology for database management and professional presentations
- Emphasis on specialized certification in addition to graduate education as a factor in increasing compensation
- Increased opportunities to enhance skills in marketing, financial management and technology management.

The next section of this report presents specific data from the survey in detail.

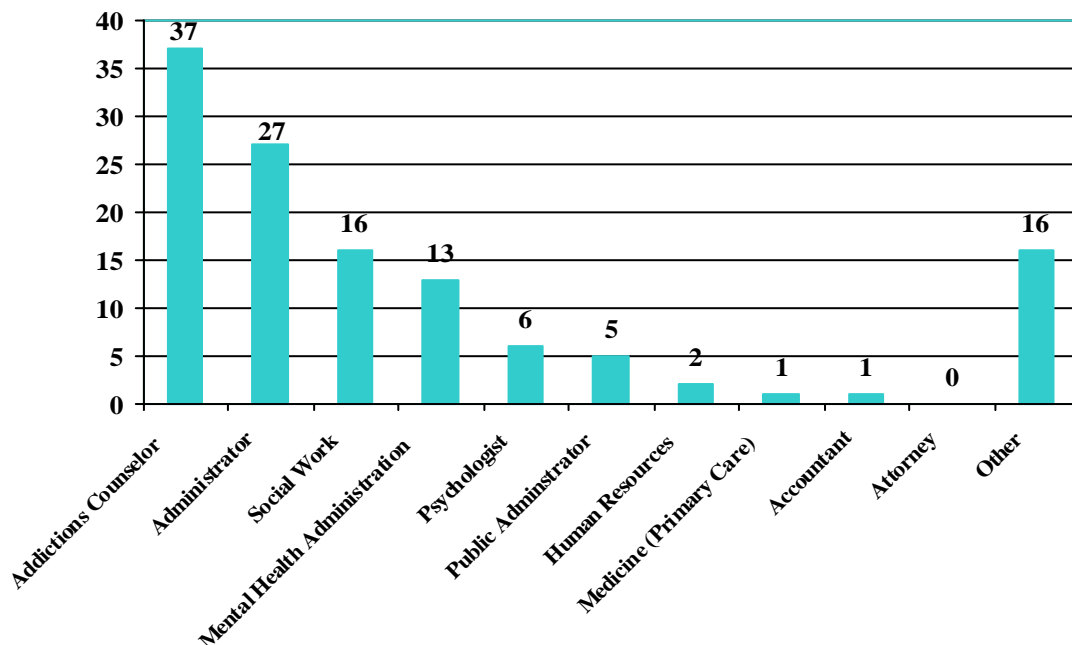
A total of 67 respondents completed the Agency Director Workforce Survey. Respondents were self-selected and completed the survey either online or in a paper-and-pencil format. The sample of respondents is not necessarily representative of the entire workforce of agency executive directors in Florida’s addiction treatment agencies. However, the consistency of responses to many of the questions lends credence to the assumption that these results may be generalized to the overall population of agency directors.

**Demographics**

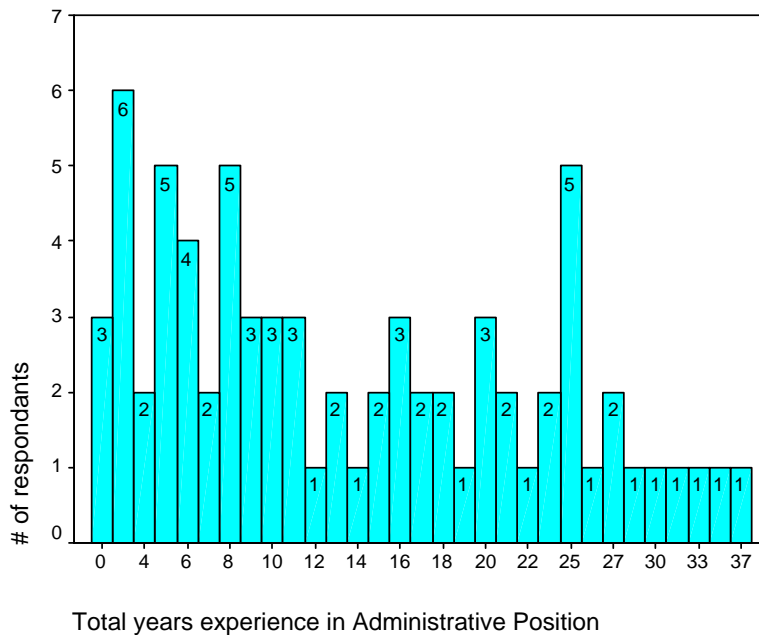
- ❖ A total of 50.8% of respondents were male. Of the 67 respondents, 81.8% were white, 12.1% black, 10.8% Hispanic, and 6% were of other races or ethnicities.
- ❖ Mean age of respondents was 50.45 years, with 13.3% under age 40 and 40.0% under age 50.

**Academic and Professional Background**

- ❖ Education: The vast majority of survey respondents (95.8%) held a college degree. Only 2.8% of respondents reported a High school diploma as their highest level of education completed; 1.4% completed some college; 4.2% attained an Associate’s Degree; 8.3% completed a Bachelor’s Degree; 55.6% held a Master’s Degree; and 25.0% held a Doctoral Degree. A total of 2.8% of respondents reported other post-graduate education..
- ❖ Certification Status: The majority of survey respondents are currently certified (53%); 10.6% have certification pending; 2.6% are interns; 1.9% report being certified previously; and 31.9% were never certified.
- ❖ Current Discipline/Profession: Of the 67 respondents, the number indicating a specific current discipline or profession are illustrated in the chart below:



- ❖ Other Professional License: In addition to graduate degrees and professional certification, some respondents report other professional licensure. A total of 30.6% report holding the Licensed Mental Health Counselor (LMHC) credential and 16.7% are Licensed Clinical Social Workers (LCSW).
- ❖ Second Career: For more than 1/3 (38%), substance abuse treatment was a second career.
- ❖ Years in Substance Abuse Field: Responses ranged from zero (0) to 36 years; with a mean of 15.8 years; a median of 15.0; and a mode of 15 years. Multiple modes existed, with the smallest value being 15 years. Standard deviation was 9.1.
- ❖ Years of Experience in Administration: Years of experience in an administrative position ranged from zero to 37 years with a mean of 14.3 years, a median of 13 years, a mode of three (3) years and a Standard Deviation of 9.67. The graph below shows the number of respondents having a particular number of years of experience.

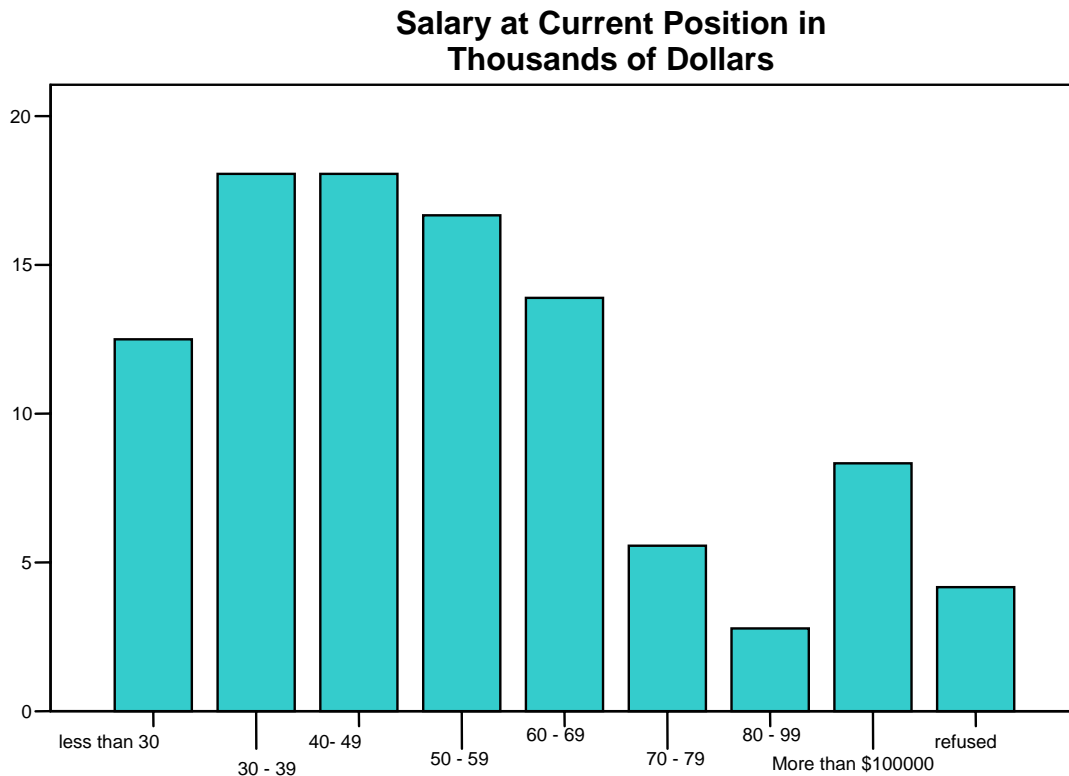


- ❖ Years in current position: Respondents reported being in their current positions in a range from zero (0) to 25 years. The mean response was 8.3 years; median equaled 6.0 years; mode was three (3) years. Multiple modes existed, with the smallest being three (3) years. Standard deviation was 6.12
- ❖ Reasons for Entering Substance Abuse Field: When asked their reasons for entering the substance abuse field, the top four (4) responses from a list of nine (9) were: Personal Interest - 36.1%; Previous experience with addiction or recovery - 36.1%; Career Progression 27.8%; and Academic/degree in a like field - 25.0%.

- ❖ Specialized Addiction Coursework: A total of 87.9% of respondents have in participated substance abuse treatment courses in the past year (90.8% in past 2 years), with 25.0% reporting one (1) to three (3) courses; 21.2% completing four (4) to 10 courses, 23.1% receiving an academic minor or certificate in substance abuse treatment and 9.6% completing an academic degree in the substance abuse field in the past year.
- ❖ Specialized Training: The average amount of specialized addiction training in the past two years was 47.93 hours.
- ❖ Management/Administration Coursework: In addition to specialized addiction coursework, 79.2% of respondents have participated in management or administration courses in the past year, with 16.7% reporting one (1) to three (3) courses; 29.2% completing four (4) to 10 courses; 12.5% receiving an academic minor or certificate in administration and 20.8% receiving a degree in management or administration.

### Compensation

Annual Salary: Among the 67 respondents ,17.9% report earning between \$40,000 and \$49,999; 13.4% earn under \$30,000; 16.4% earn \$30,000-39,999; 16.4% earn \$50,000-59,999; 14.9% earn \$60,000-69,999; 6.0% earn \$70,000-79,999; 3.0% earn \$80,000-99,999; 9.0% report earning over \$100,000, and 3.0 % refused to answer this question The chart below provides a graphic representation of these responses.



- ❖ Certification Status: Certification status is a significant predictor of salary ( $p < .05$ ), with those reporting “pending certification status” having the lowest annual salaries. None of the respondents reporting pending certification status had salaries above \$60,000. In contrast, 20% of those with “current certification,” 52% of those “without certification,” and 63% of those “with previous certification” has salaries above \$60,000.
- ❖ Education and Salary: The majority (55.5%) of those with a Master’s Degree or Doctorate degree earn \$50,000 or more per year. Only 27.3% of those with a Bachelor’ degree or less earned over \$50,000. Only one individual without a college degree earned over \$50,000.
- ❖ Years in Field and Salary: The number years in the field was directly and positively related to salary ( $r = .26$ ;  $p < .05$ ). Those who reported more years in the field also reported higher salaries.

### *Job Detail*

- ❖ Time Spent on Job Tasks: Respondent report spending 14.2% of their time directing the work of the agency. Another 14.1% of respondents’ time is spent providing direct clinical services. Paperwork occupies 10.6% of the respondents’ time. Planning time is 9.7% ; 9.3% of time is spent in other administrative activities; 9.2% in reporting functions ; and 9.0% in overseeing personnel issues

### *Job Satisfaction*

- ❖ Satisfaction versus Dissatisfaction: In general, Agency Directors indicated more factors that contribute to job satisfaction than factors that contribute to job dissatisfaction.

- ❖ Satisfaction Factors: The most frequently cited sources of job satisfaction were:

Commitment to treatment	69.4%
Personal growth/opportunities	66.7%
Role as a change agent	61.1%
Leadership	61.0 %
One-to-one client interaction	58.3%
Able to influence agency decisions	54.2%
Policy development/implementation	50.0%
Agency/co-workers	41.7%
Salary/Benefits	38.9%
Career growth/opportunities	33.3%.

- ❖ Dissatisfaction Factors: A total of 22.2% of respondents stated that nothing in their job left them dissatisfied. The most frequently cited sources of job dissatisfaction were:

Too many external regulations	51.4%
Salary/Benefits	31.9%
Limited role as a change agent	12.5%
Other*	9.7%

\*Bureaucracy; Paperwork; Time/work ratio; Board of Directors

## Job Status

- ❖ Perceived Status: A total of 47.9% of respondents indicated that substance abuse counselors had lower status than other helping professionals, 39.4% perceived substance abuse counselors to have the same status and 12.7% indicated higher status for substance abuse counselors than for other helping professionals.
- ❖ Reasons for lower status: Respondents indicated the following reasons that substance abuse counselors have lower status than other helping professionals.
  - 30.6% Have less formal education/training than other professionals
  - 30.6% More likely to work in a public agency
  - 30.6% Often have a personal history of substance abuse
  - 20.8% Are stigmatized by association with substance abusers
  - 12.5% Have lower quality education/training than other professionals

## Proficiency

- ❖ Computer Application Proficiency: Respondents were asked to rate their proficiency in using computers on the following scale: 1 = Never used; 2 = Need more training for basics; 3 = Need to improve skills; 4 = Need little help/training; and 5 = Good enough to teach. The mean levels of proficiency were indicated for each of the following types of computer applications:

Email	4.29
Internet proficiency	4.13
Word processing	3.98
Spreadsheets	3.17
Presentation software	2.87
Report generators	2.49
Database programs	2.49
- ❖ Competency Areas: On a scale of 1-7 , with 1 = Have no proficiency and 7 = Completely proficient, the most frequently cited proficiencies expressed in mean values (from a list of 24) were:

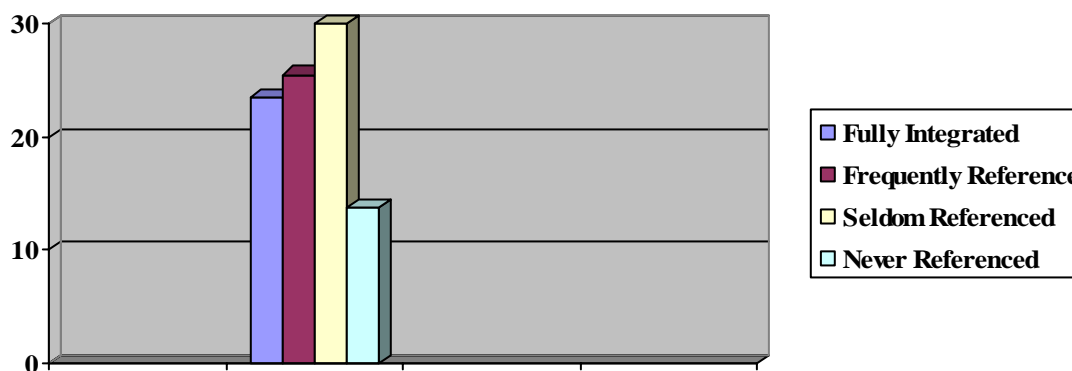
Application of ethical principles professional and ethical responsibilities	6.34
Problem solving/decision making skills	6.28
Communication skills	6.23
Leadership/influencing skills	6.13
Supervisory skills	6.09
Self awareness, development/learning	6.07
Managing change	6.06
Managing conflict	6.04
Flexibility/adaptability	6.01
- ❖ Lacking Proficiency: The competency areas most frequently reported as “lacking in proficiency” (from a list of 24) were: Marketing (14.1%); Financial management (11.0%); and Technology management (8.1%). However, it is important to note that most respondents did not perceive themselves as lacking proficiency in *any* competency area.

## Professional Development

- ❖ **Staff Training:** On a scale of Strongly Agree = 5; Agree = 4; Neutral = 3; Disagree = 2; Strongly Disagree = 1, the mean for Staff training/education are priorities was 4.18; Satisfied with on-site training 3.74; Satisfied with outside training 3.69; and Adequate resources allotted for training 3.62.
- ❖ **Individual Training:** On a scale of 1 = Have not received training in this method; 2 = No impact; 3 = Some level of impact; 4 = Moderate level; 5 = Significant level of impact, the mean for Face-to-face workshops was 4.18; Agency in-service 3.58; Professional journals 3.48; College coursework 3.35; Supervision 3.23; Internet resources 3.11; Peer mentoring 2.83; Videos 2.76; Homestudy products 2.52; and Distance education via the Internet 1.97.

## Addiction Counseling Competencies

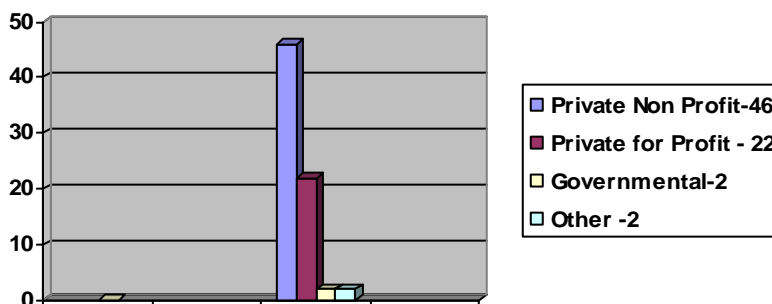
- ❖ **Familiarity:** Survey respondents were asked if they were familiar with the *Addiction Counseling Competencies* as outlined by the Center for Substance Abuse Treatment. A total of 71.4% responded that they were familiar with the competencies, with 28.6% responding that they were not familiar with the document. The chart below indicates the level to which respondents use the *Addiction Counseling Competencies* in their daily work by percentage of respondents.



## Agency Characteristics

- ❖ **State Funding:** A total of 43.1% of respondents report that their agency receives funds from the State Alcohol and Drug Authority.
- ❖ **Other Public Funding:** A total of 63.9% of respondents' agencies receive public monies such as, Medicaid, state general funds, federal block grants, and other state agency grants.

- ❖ Agency Type: Agency type by number of respondents is shown in the chart below.



- ❖ Geographic Location: The majority of respondents report working in large (32%) or small cities (25%), with 9% in large towns, and 6% in small communities.

#### *Agency Staffing: Turnover*

- ❖ Number of Staff: Respondents reported supervising a mean number of 19.3 staff members providing direct substance abuse treatment services (e.g., counselors, case managers, residential support staff, nurses providing non-medical clinical services, etc.).
- ❖ Turnover in the Past Year: Respondents were asked to indicate (in number of persons), the amount of staff that had been hired, promoted, quit, terminated or laid off. On average, 4.96 (19.8%) had been hired; 1.59 (7.2%) had been promoted; and 3.69 (13.2%) had quit; 2.11 (8.4%) had been terminated; 0.62 (3.6%) had been laid off. These results equate to 25% annual staff loss unadjusted and 5.4% annual staff loss adjusted for hires.

#### *Agency Staffing: Retention and Recruitment*

- ❖ Difficulty in Filling Positions: Only 9.7% of respondents report difficulties filling open positions for direct service substance abuse treatment staff.
- ❖ Reasons for Difficulty Filling Open Positions: Survey respondents were asked to list reasons for difficulty in filling open positions. The top four (4) responses from a list of 12) were:

Applicants not meeting minimum qualifications 40.3%; Lack of interest in position (salary) 29.2%; Insufficient funding for open positions 23.6%; Small applicant pool in agency area 18.1%.

- ❖ Reasons for Applicants Not Meeting Minimum Qualifications: Reasons for applicants failing to meet minimum requirements are:

<u>Response</u>	<u>Frequency</u>	<u>Percent</u>
Little or no experience in substance abuse treatment	23	31.9
Insufficient or inadequate education and training	18	25.0
Not applicable, generally applicants are qualified	14	19.4
Lack of practical/applied skills	12	16.7
Lack of appropriate certification	12	16.7
Lack of social or interpersonal skills	9	12.5
Other	3	4.2
Don't know	2	2.8

- ❖ Overall Qualifications: A total of 19.4% of respondents reported that generally, applicants are qualified.
- ❖ First-Time Job Applicants: Survey respondents were also asked to indicate the percentage of job applicants at their agencies were first-time job seekers. A total of 9% estimated that 0-20% of job applicants are seeking their first paid SA treatment position, while 40.7% report that 21-60% of applicants at their agencies were seeking their first paid SA treatment position.
- ❖ Perceived Barriers: Respondents were asked to identify possible barriers to entering the substance abuse treatment field. The top six (6) responses from a list of 18 were: Compensation competition from other fields 58%; Low salary 57%; Paperwork 54%; Evening/weekend hours 53%; Amount of education/training 51%; and Large caseloads 50%. However, 23% of respondents stated that there were no barriers.
- ❖ Recruiting Methods: Commonly used resources announcing open treatment positions include: Newspaper advertisement 59.7%, Personal/informal contacts 58.3%, Agency human resource department 37.5%, E-mail networking 26.4% and Web site 25%.
- ❖ Recruitment Success: A total of 88.1% of respondents report being very successful (37.3%) or somewhat successful (50.8%) in current commitment of recruitment resources.
- ❖ Retention: 89.8% report success (Very 47.5%; Somewhat 42.4%) in current commitment of retention resources.
- ❖ Methods to Develop Employee Skills: Survey respondents report using a variety of methods to develop employee skills. The most frequently cited were: Supervision (76.4%); in-service training (73.6%); paying cost of continuing education (58.3%); and in-house mentoring (31.9%).
- ❖ Ways to Promote Retention of Quality Staff: The following methods were suggested by respondents as ways to promote retention of staff:

<u>Response</u>	<u>Frequency</u>	<u>Percent</u>
More frequent salary increases	41	56.9
Lessen/provide assistance with paperwork	33	45.8
Promote career growth	29	40.3
More individual recognition/appreciation	28	38.9
More/improved on-going training	27	37.5

Better health coverage & other benefits	22	30.6
Smaller caseloads	22	30.6
Increased opportunities for input	20	27.8
More frequent promotions	14	19.4
Shorter hours/flex time/job sharing	14	19.4
More supportive agency culture	12	16.7
More varied work opportunities	8	11.1
Improved physical work environment	8	11.1
Better management/supervision	7	9.7
Don't know	5	6.9
Other	4	5.6
Less management/supervision	0	0

**\*Other options:** 1 one person office; 1 we pay \$100 finders fee for staff referred for jobs; and 1 N/A

### *Agency Staffing: Compensation*

- ❖ Respondents were asked to provide detailed compensation information for both new employees and current employees at their agencies. The following charts detail this salary information. for specific levels of education and experience

#### **FOR NEW EMPLOYEES**

##### **Entry level technicians, no college, no certification**

<b>Salary</b>	<i>Frequency</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
\$15000-\$17999	<b>21</b>	<b>61.8</b>	<b>61.8</b>
\$18000-\$19999	<b>9</b>	<b>26.5</b>	<b>88.2</b>
\$20000-\$23999	<b>3</b>	<b>8.8</b>	<b>97.1</b>
\$27000-\$29999	<b>1</b>	<b>2.9</b>	<b>100.0</b>
<i>Total</i>	<b>34</b>	<b>100.0</b>	

##### **Entry level counselors, some college, no certification**

<b>Salary</b>	<i>Frequency</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
<i>Valid</i> \$15000-\$17999	<b>7</b>	<b>20.6</b>	<b>20.6</b>
\$18000-\$19999	<b>14</b>	<b>41.2</b>	<b>61.8</b>
\$20000-\$23999	<b>7</b>	<b>20.6</b>	<b>82.4</b>
\$24000-\$26999	<b>6</b>	<b>17.6</b>	<b>100.0</b>
<i>Total</i>	<b>34</b>	<b>100.0</b>	

**Entry level counselors, some college, certification at lower levels**

<b>Salary</b>		<i>Frequency</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
	\$15000-\$17999	<b>2</b>	<b>6.7</b>	<b>6.7</b>
	\$18000-\$19999	<b>10</b>	<b>33.3</b>	<b>40.0</b>
	\$20000-\$23999	<b>14</b>	<b>46.7</b>	<b>86.7</b>
	\$24000-\$26999	<b>3</b>	<b>10.0</b>	<b>96.7</b>
	\$27000-\$29999	<b>1</b>	<b>3.3</b>	<b>100.0</b>
	<i>Total</i>	<b>30</b>	<b>100.0</b>	

**Entry level counselors, Bachelor's degree, no certification**

<b>Salary</b>		<i>Frequency</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
	\$15000-\$17999	<b>3</b>	<b>7.5</b>	<b>7.5</b>
	\$18000-\$19999	<b>4</b>	<b>10.0</b>	<b>17.5</b>
	\$20000-\$23999	<b>20</b>	<b>50.0</b>	<b>67.5</b>
	\$24000-\$26999	<b>12</b>	<b>30.0</b>	<b>97.5</b>
	\$27000-\$29999	<b>1</b>	<b>2.5</b>	<b>100.0</b>
	<i>Total</i>	<b>40</b>	<b>100.0</b>	

**Entry level counselors, Bachelor's degree, certification**

<b>Salary</b>		<i>Frequency</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
<i>Valid</i>	\$20000-\$23999	<b>9</b>	<b>25.7</b>	<b>25.7</b>
	\$24000-\$26999	<b>17</b>	<b>48.6</b>	<b>74.3</b>
	\$27000-\$29999	<b>9</b>	<b>25.7</b>	<b>100.0</b>
	<i>Total</i>	<b>35</b>	<b>100.0</b>	

**Entry level counselors, Master's degree, no certification or license**

<b>Salary</b>		<i>Frequency</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
<i>Valid</i>	\$18000-\$19999	<b>1</b>	<b>2.6</b>	<b>2.6</b>
	\$20000-\$23999	<b>1</b>	<b>2.6</b>	<b>5.3</b>
	\$24000-\$26999	<b>15</b>	<b>39.5</b>	<b>44.7</b>
	\$27000-\$29999	<b>9</b>	<b>23.7</b>	<b>68.4</b>
	\$30000-\$34999	<b>11</b>	<b>28.9</b>	<b>97.4</b>
	<i>Over \$35000</i>	<b>1</b>	<b>2.6</b>	<b>100.0</b>
	<i>Total</i>	<b>38</b>	<b>100.0</b>	

**Entry level counselors, Master 's degree, CAP or licensed**

<b>Salary</b>		<i>Frequency</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
<i>Valid</i>	\$18000-\$19999	<b>1</b>	<b>2.3</b>	<b>2.3</b>
	\$20000-\$23999	<b>2</b>	<b>4.7</b>	<b>7.0</b>
	\$24000-\$26999	<b>7</b>	<b>16.3</b>	<b>23.3</b>
	\$27000-\$29999	<b>9</b>	<b>20.9</b>	<b>44.2</b>
	\$30000-\$34999	<b>12</b>	<b>27.9</b>	<b>72.1</b>
	<i>Over \$35000</i>	<b>12</b>	<b>27.9</b>	<b>100.0</b>
	<i>Total</i>	<b>43</b>	<b>100.0</b>	

**FOR CURRENT EMPLOYEES**  
**Technicians, no college, no certification**

<b>Salary</b>		<i>Frequency</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
<i>Valid</i>	\$15000- \$17999	<b>18</b>	<b>51.4</b>	<b>51.4</b>
	\$18000- \$19999	<b>12</b>	<b>34.3</b>	<b>85.7</b>
	\$20000- \$23999	<b>4</b>	<b>11.4</b>	<b>97.1</b>
	\$30000- \$34999	<b>1</b>	<b>2.9</b>	<b>100.0</b>
	<i>Total</i>	<b>35</b>	<b>100.0</b>	

**Treatment counselors, some college, no certification**

<b>Salary</b>		<i>Frequency</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
<i>Valid</i>	\$15000- \$17999	<b>7</b>	<b>21.2</b>	<b>21.2</b>
	\$18000- \$19999	<b>14</b>	<b>42.4</b>	<b>63.6</b>
	\$20000- \$23999	<b>8</b>	<b>24.2</b>	<b>87.9</b>
	\$24000- \$26999	<b>4</b>	<b>12.1</b>	<b>100.0</b>
	<i>Total</i>	<b>33</b>	<b>100.0</b>	

**Treatment counselors, some college, certification at lower levels**

<b>Salary</b>		<i>Frequency</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
<i>Valid</i>	\$15000- \$17999	<b>2</b>	<b>6.5</b>	<b>6.5</b>
	\$18000- \$19999	<b>8</b>	<b>25.8</b>	<b>32.3</b>
	\$20000- \$23999	<b>14</b>	<b>45.2</b>	<b>77.4</b>
	\$24000- \$26999	<b>7</b>	<b>22.6</b>	<b>100.0</b>
	<i>Total</i>	<b>31</b>	<b>100.0</b>	

**Treatment counselors, Bachelor's degree, no certification**

<b>Salary</b>		<i>Frequency</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
<i>Valid</i>	\$15000-\$17999	<b>1</b>	<b>2.8</b>	<b>2.8</b>
	\$18000-\$19999	<b>5</b>	<b>13.9</b>	<b>16.7</b>
	\$20000-\$23999	<b>15</b>	<b>41.7</b>	<b>58.3</b>
	\$24000-\$26999	<b>11</b>	<b>30.6</b>	<b>88.9</b>
	\$27000-\$29999	<b>4</b>	<b>11.1</b>	<b>100.0</b>
	<i>Total</i>	<b>36</b>	<b>100.0</b>	

**Treatment counselors, Bachelor's degree, certification**

<b>Salary</b>		<i>Frequency</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
<i>Valid</i>	\$18000-\$19999	<b>1</b>	<b>2.9</b>	<b>2.9</b>
	\$20000-\$23999	<b>10</b>	<b>29.4</b>	<b>32.4</b>
	\$24000-\$26999	<b>9</b>	<b>26.5</b>	<b>58.8</b>
	\$27000-\$29999	<b>11</b>	<b>32.4</b>	<b>91.2</b>
	\$30000-\$34999	<b>3</b>	<b>8.8</b>	<b>100.0</b>
	<i>Total</i>	<b>34</b>	<b>100.0</b>	

**Treatment counselors, Master's degree, no certification or license**

<b>Salary</b>		<i>Frequency</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
<i>Valid</i>	\$18000-\$19999	<b>2</b>	<b>5.4</b>	<b>5.4</b>
	\$20000-\$23999	<b>1</b>	<b>2.7</b>	<b>8.1</b>
	\$24000-\$26999	<b>12</b>	<b>32.4</b>	<b>40.5</b>
	\$27000-\$29999	<b>5</b>	<b>13.5</b>	<b>54.1</b>
	\$30000-\$34999	<b>15</b>	<b>40.5</b>	<b>94.6</b>
	<i>Over \$35000</i>	<b>2</b>	<b>5.4</b>	<b>100.0</b>
	<i>Total</i>	<b>37</b>	<b>100.0</b>	

**Treatment counselors, Master 's degree, CAP or licensed**

<b>Salary</b>		<i>Frequency</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
<i>Valid</i>	\$20000-\$23999	<b>3</b>	<b>7.0</b>	<b>7.0</b>
	\$24000-\$26999	<b>6</b>	<b>14.0</b>	<b>20.9</b>
	\$27000-\$29999	<b>10</b>	<b>23.3</b>	<b>44.2</b>
	\$30000-\$34999	<b>8</b>	<b>18.6</b>	<b>62.8</b>
	<i>Over \$35000</i>	<b>16</b>	<b>37.2</b>	<b>100.0</b>
	<i>Total</i>	<b>43</b>	<b>100.0</b>	

***Treatment Models***

- ❖ Most Commonly Used Treatment Models: Respondents were provided with a list of commonly used treatment models and asked to cite the frequency with which these models were used at their agencies. The most commonly used treatment models were:

Relapse Prevention	75.8%
Twelve Step	74.2%
Cognitive-Behavioral Skills Development	69.2%
Psycho-educational	63.2%
Integrated Mental Health & SA	58.6%
Solution Focused	54.5%
Strength-Based Counseling	51.9%
Family Therapy	48.2%
Traditional Psychotherapy	48.0%
Reality Therapy	46.0%
Intensive Case Management	42.2%.

***Technology: Staff & Personal***

- ❖ Technology: The majority of respondents had positive feelings about using technology. For example, 93.9% believe using technology makes them more effective; 84.6% are comfortable learning and using it; 82.9% would like to use more; 86.2% find using it to be motivating; and 79.7% feel their organization encourages technology use; and 68.8% take personal time to learn skills.
- ❖ Internet: A total of 84.6% of respondents take personal time using the internet for work research and 82.8% would like to learn how to access more internet resources for work.

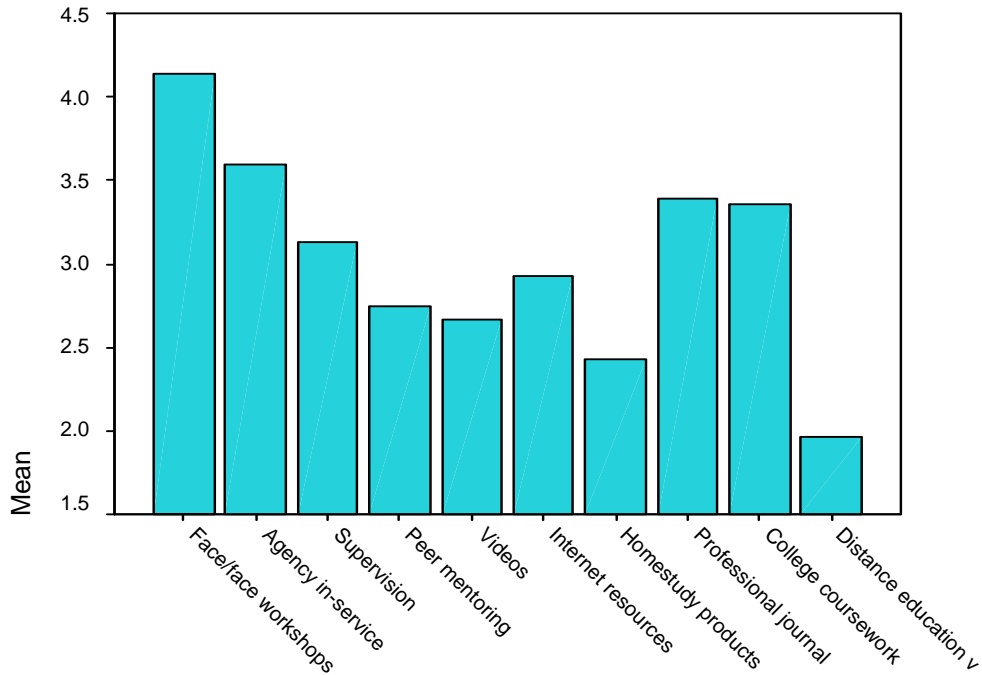
- ❖ Technology Use: On a scale of 1 = rarely; 2 = monthly, 3 = weekly; 4 = once per day; and 5 = several times a day, the mean computer use reported by respondents was 4.73; email 4.36; voice mail 4.20; Computer based MIS systems 3.30; PDA 2.03; Video/LCD Projector 1.94; Audio Teleconferencing 1.85; and Video Teleconferencing 1.26. Computer use at work was 4.70 and at home 3.75.

### *Research-based Techniques and Training Needs*

- ❖ Perceptions of Research-Based Techniques: The vast majority of respondents have positive perceptions about using research-based direct service techniques. A total of 85.3% believe they have the skills to use them; 88.5% feel their agency provides the flexibility to use them; 78.7% believe using them will improve client outcome; and 65.6% feel their agency provides the training staff need to use them. 81.7% felt using research-based techniques would not take too much time.
- ❖ Maximum Training Interest: The top six (6) responses from a list of 24 possible competency areas for future training for agency directors (based on having moderate to maximum interest) were: Leadership/influencing skills (87.5%); Building relationships and partnerships (82.8%); Application of research-based practices (82.5%); Motivating/developing employees (81.2%); Business management (81.2%); and Strategic thinking/planning (81.0%)..
- ❖ Minimum Training Interest: The bottom five (5) responses from a list of 24 competency areas for future training were: Entrepreneurship (64.1%); Time management (65.6%); Application of ethical principles (68.7%); Awareness/involvement external environment (73.0%); and Flexibility/adaptability (73.4%). Percentages are based on having moderate to maximum interest.
- ❖ Correlation of Training Interest and Proficiency: Interestingly, competency areas most frequently reported by respondents as areas where they were “lacking in proficiency” (e.g., Marketing, Financial management and Technology management) were not frequently identified for training interests. Conversely, skills often reported as “having proficiency” (e.g., Communication, Leadership, Managing change) were more frequently prioritized for future training.
- ❖ Satisfaction with Training: Respondents were asked to rate their level of agreement with specific statements about staff training on a 1-5 scale, with 1= Strongly Disagree and 5 = Strongly Disagree. Mean rankings were:

Staff Training and Continuing Education are priorities	4.18
Satisfied with level of training offered by agency	3.74
Satisfied with outside training received	3.69
Agency devotes adequate resources to training	3.62

- ❖ Impact of Specific Training Methods: Respondents ranked training methods one a 1-5 scale, with 1 = little impact and 5 = maximum impact. Comparative rankings are presented below:



### *Implications for Workforce Development*

- ❖ Impact of Education Certification: Persons aspiring to serve as agency directors should be mindful of the fact that holding an advanced degree and/or professional certification in addition is correlated with higher levels of compensation.
- ❖ Career Pathways: Most agency directors have previously worked as addiction counselors. This path to entry into agency director positions should be identified for those seeking to serve as agency directors.
- ❖ Special Competencies: Current agency directors cite low levels of competency in marketing and technology management. Workforce development activities for these professionals should focus on these competencies.

**APPENDIX:**

**SCATTC Workforce Survey  
AGENCY DIRECTOR**



SOUTHERN COAST  
**attc**

The Addiction Technology Transfer Center Network

Funded by Substance Abuse and Mental Health Services Administration

Unifying science, education and services to transform lives.

## Substance Abuse Treatment Workforce Survey 2004

SOUTHERN COAST ADDICTION TECHNOLOGY TRANSFER CENTER

AGENCY DIRECTOR

Maintaining a professional workforce is essential to any effective alcohol and drug abuse treatment system. For workforce development efforts to focus accurately on local needs, information from treatment providers is necessary.

The Southern Coast ATTC has recently conducted a survey of substance abuse treatment practitioners to assess current workforce development issues. **This second stage of surveys is for directors of agencies that provide substance abuse treatment services.** The Agency Director is defined as the individual who has the primary responsibility for the day-to-day operations of the agency. *Only one Agency Director survey is to be completed per agency.*

Survey results will provide the foundation for continuous improvements to workforce and agency development plans in each state. ***But the project cannot be successful without your assistance; therefore, your response is very important.***

The survey takes 20-30 minutes to complete, and ***participation is completely anonymous.*** Please return the survey in the prepaid return envelope provided for your agency.

Thank you in advance for your time and interest in this important project!

---

**Pamela Waters**

**Southern Coast ATTC Director**

ID \_\_\_\_\_ STATE \_\_\_\_\_ for internal use only

Please fill in bubbles completely, like this: ● All erasures must be complete.  
Where appropriate, please PRINT responses.

## Demographic

---

1. What is your gender?       Male  Female
2. What state do you live in?     Alabama     Florida     Other (*specify*): \_\_\_\_\_
3. What is your date of birth? For question 3, please fill in bubbles for both columns. For example, if your answer is "5" -- fill in bubbles for both  & .

Month: \_\_\_\_\_      Day: \_\_\_\_\_      Year: 19 \_\_\_\_\_

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Are you Hispanic or Latino/a?       Yes       No
5. What is your ethnicity?
 

<input type="radio"/> Black or African American	<input type="radio"/> Alaska Native
<input type="radio"/> Asian	<input type="radio"/> American Indian
<input type="radio"/> White	<input type="radio"/> Native Hawaiian or Other Pacific Islander
<input type="radio"/> Multi-ethnic	<input type="radio"/> Other ( <i>specify</i> ): _____

## Your Work & Professional Background

---

6. What is your background discipline/profession? (*Please fill in all that apply.*)
 

<input type="radio"/> Public Administrator	<input type="radio"/> Administrator
<input type="radio"/> Attorney	<input type="radio"/> Human Resources Administrator
<input type="radio"/> Psychologist	<input type="radio"/> Mental Health Administration
<input type="radio"/> Medicine (Primary Care)	<input type="radio"/> Accountant
<input type="radio"/> Addictions Counselor	<input type="radio"/> Social Work

O Other (please specify): \_\_\_\_\_

**6a. Total years of experience in an administrative position (at this and other agencies).** For question 6a, please fill in bubbles for both columns. For example, if your answer is “5” -- fill in bubbles for both  & .

**Years Experience**

<input type="checkbox"/>	<input type="checkbox"/>
<b>1</b>	<b>1</b>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>

**7. During a typical week, what percentage of your time do you spend on the following tasks?** Please make sure your total percentages add up to 100%.

<b><u>TASK</u></b>	<b>PERCENTAGE</b>						
	<b><u>0%</u></b>	<b><u>1-20</u></b>	<b><u>21-40</u></b>	<b><u>41-60</u></b>	<b><u>61-80</u></b>	<b><u>81-99</u></b>	<b><u>100%</u></b>
Planning.....	O	O	O	O	O	O	O
Budgeting.....	O	O	O	O	O	O	O
Directing the work of the agency.....	O	O	O	O	O	O	O
Overseeing personnel issues.....	O	O	O	O	O	O	O
Writing/overseeing reporting functions	O	O	O	O	O	O	O
Community/State level partnering or advocacy.....	O	O	O	O	O	O	O
Providing clinical supervision.....	O	O	O	O	O	O	O
General paperwork.....	O	O	O	O	O	O	O
Other administrative activities.....	O	O	O	O	O	O	O
Providing direct clinical services.....	O	O	O	O	O	O	O
Other activities (please specify):.....	O	O	O	O	O	O	O

**Total Percentages:** \_\_\_\_\_ **100%**

Do your percentages add to 100%? If not, please go back through them. Thanks!

**8. What is your annual salary (at current position)?**

- <\$30,000
- \$30,000–\$39,999
- \$40,000–\$49,999
- \$50,000–\$59,999
- \$60,000–\$69,999
- \$70,000–\$80,000
- \$80,000–\$89,999
- \$90,000–\$99,999
- >\$100,000
- Not applicable/refused

**9. How many years have you worked in the substance abuse treatment field?**

For questions 9 & 10, please fill in bubbles for both columns.

**Years  
Experience**

<input type="checkbox"/>	<input type="checkbox"/>
1	1
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>

**10. How many years have you worked in your current position?**

For example, if your answer is “5” -- fill in bubbles for both  & .

**Years in Current  
Position**

<input type="checkbox"/>	<input type="checkbox"/>
1	1
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>

**11. Why did you decide to enter the field of substance abuse treatment? (Fill in all that apply.)**

- Previous experience with addiction or recovery (personal or family)
- Personal interest
- Experience in a like field
- Academic work/degree in a like field
- Desire to lead
- Career progression
- Compensation
- Unplanned decision
- Other (please specify): \_\_\_\_\_

**12. Is substance abuse treatment a second career?**     Yes     No

**If yes, what was your previous career?** \_\_\_\_\_

**13. What is your certification status in the substance abuse treatment field? (Fill in only one.)**

- Currently certified
- Previously certified, but not currently
- Certification pending
- Never certified

**13a. Do you hold any personal administrative certifications? (Please fill in all that apply.)**

- None
- Certified Behavioral Healthcare Executive
- Certified Public Health Administrator
- Certified Social Work Manager
- Certified Association Executive
- Certified Public Accountant
- Certified Healthcare Executive
- Other (please specify): \_\_\_\_\_

**13b. Do you hold any personal professional licenses? (Please fill in all that apply.)**

- None
- Clinical Social Worker
- Physician
- Psychologist
- Mental Health Counselor
- Other healthcare (AARNP, Physician's Assistant, Nursing, etc.)
- Marriage and Family Therapist
- Other (please specify): \_\_\_\_\_

**13c. Please indicate type(s) of pending personal professional certification or licensure. (Please spell out all acronyms.)**

\_\_\_\_\_

**14. What is your highest academic degree status?**

- No high school diploma or equivalent
- Bachelor's Degree
- High school diploma or equivalent
- Master's Degree
- Some college, no degree
- Doctoral Degree
- Associate Degree
- Other \_\_\_\_\_

**15. Have you ever completed specialized educational coursework in:**

	Yes	No	<u>If yes, how many courses or certificate/degree?</u>			
Substance abuse treatment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/> 1-3	<input type="radio"/> 4-10	<input type="radio"/> minor/certificate	<input type="radio"/> degree
Management/Administration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/> 1-3	<input type="radio"/> 4-10	<input type="radio"/> minor/certificate	<input type="radio"/> degree
Related field	<input type="radio"/>	<input type="radio"/>	<input type="radio"/> 1-3	<input type="radio"/> 4-10	<input type="radio"/> minor/certificate	<input type="radio"/> degree
Unrelated field	<input type="radio"/>	<input type="radio"/>	<input type="radio"/> 1-3	<input type="radio"/> 4-10	<input type="radio"/> minor/certificate	<input type="radio"/> degree

**15a. If you completed coursework in substance abuse treatment, where? (Please fill in all that apply.)**

- 2 year college
- 4 year college/university
- Graduate school

**16. Have you completed other workshops or training in substance abuse treatment in the last year?**

- Yes
- No

**16 a. In the last two years?**

- Yes
- No

**16b. If you have completed workshops or other training in substance abuse treatment in the last two years, please indicate approximately how many hours you have completed.** Please fill in bubbles for both columns. For example, if your answer is “5” -- fill in bubbles for both 5 & □.

—	—	<b>Total workshop or training hours in last two years</b>
<input type="checkbox"/>	<input type="checkbox"/>	
<b>1</b>	<b>1</b>	
<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/>	<input type="checkbox"/>	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	

## ***Your Agency***

---

**17. Does your agency receive funds from the State Alcohol and Drug Authority?**

- Yes
- No

**18. To the best of your knowledge, what percentage of your agency's funding comes from public monies (i.e., Medicaid, state general funds, federal block grants, state agency grants)?**

- Don't know
- 0%
- 1–20%
- 21–40%
- 41–60%
- 61–80%
- 80–100%

**19. Which of the following best describes the primary or predominant setting of your agency? (Please fill in only one.)**

- Private, for profit setting
- Private, non-profit setting
- Governmental setting (Federal)
- Other (please specify): \_\_\_\_\_
- Governmental setting (State)
- Governmental setting (County/Community)
- Governmental setting (Tribal)

**20. What is the primary geographic area of your agency? (Please fill in only one.)**

- Small communities or towns (population less than 5,000)
- Large towns and surrounding community (population between 5,100 and 50,000)
- Small city (population between 51,000 and 500,000)
- Large city (population greater than 500,000)

## Agency Staffing: Turnover

---

**21. How many staff currently working in your agency provide direct substance abuse treatment services? (Including counselors, case managers, residential support staff, nurses providing non-medical clinical services, etc.).** For questions 21 & 22, please fill in bubbles for both columns. For example, if your answer is “5” -- fill in bubbles for both  & .

	# of staff providing direct substance abuse treatment services
<input type="checkbox"/>	<input type="checkbox"/>
<b>1</b>	<b>1</b>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>

**22. In the past 12 months, how many direct service substance abuse treatment staff in your agency have:**

**Been laid off in the past 12 months?**

<input type="checkbox"/>	<input type="checkbox"/>
<b>1</b>	<b>1</b>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>

Don't know

**Terminated in the past 12 months?**

<input type="checkbox"/>	<input type="checkbox"/>
<b>1</b>	<b>1</b>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>

Don't know

**Quit in the past 12 months?**

<input type="checkbox"/>	<input type="checkbox"/>
<b>1</b>	<b>1</b>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>

Don't know

**Question 22 continues on next page.**

**Question 22 continued. In the past 12 months, how many direct service substance abuse treatment staff in your agency have:**

**Been newly hired in the past 12 months?**

<input type="checkbox"/>	<input type="checkbox"/>
1	1
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>

Don't know

**Been promoted in the past 12 months?**

<input type="checkbox"/>	<input type="checkbox"/>
1	1
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>

Don't know

### ***Agency Staffing: Retention and Recruitment***

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**23. Does your agency have any difficulties filling open positions for direct service substance abuse treatment staff?**

- Yes       No (*skip to #26*)       Don't know

**24. Why do you think your agency has difficulties filling open positions for direct service substance abuse treatment staff? (Please fill in all that apply.)**

- Insufficient number of applicants who meet minimum qualifications
- Insufficient number of applicants with fluency in a needed language (other than English)
- Insufficient funding for open positions
- Small applicant pool due to surrounding geographic area of agency
- Insufficient facilities
- Reputation of agency
- Lack of interest in position (nature of work, stigma)
- Lack of interest in position (salary)
- Lack of interest in rural location of agency
- Lack of opportunity for advancement
- Don't know

Other (*please specify*): \_\_\_\_\_

**25. If applicants for positions in your agency do not meet minimum qualifications, why do you think this is so? (*Please fill in all that apply.*)**

- Not applicable, generally applicants are qualified
- Little or no experience in substance abuse treatment
- Insufficient or inadequate education and training
- Lack of social or interpersonal skills
- Lack of practical/applied skills
- Lack of appropriate certification
- Don't know
- Other (*please specify*): \_\_\_\_\_

**26. In your opinion, what are the barriers to people entering the substance abuse treatment field? Please fill in bubbles for all barriers that apply, and then rate whether each barrier you have chosen as a “major,” “moderate,” or “minor” barrier.**

√ <b>Barrier</b>	<b>Major</b>	<b>Moderate</b>	<b>Minor</b>
<input type="radio"/> There are no barriers to entering the field.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Treatment models are not tailored to needs of racial/ethnic groups.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Lack of encouragement (e.g., from educators, family or friends).....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Competition from other fields (in terms of compensation).....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Paperwork.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Large caseloads.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Evening and weekend work hours.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Discrimination (e.g., age, disability, ethnicity, gender)....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Stigma/lack of respect for the field.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Geographic constraints.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Low salary/poor benefits.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Cost of education/training.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Amount of education/training.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Negative preconceptions regarding the nature of addicted clients and chemically dependent populations (e.g., difficult to work with, don't want to change).....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Quality of work environment in terms of professionalism.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Substance abuse treatment is not a 'real' profession.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Don't know.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Other ( <i>please specify</i> ):	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**27. From the perspective of most helping professionals, which of the following best describes the current status of addiction counselors? (Please fill in only one.)**

- Addiction counselors are thought to have higher status than other helping professionals.
- Addiction counselors are thought to have about the same status than other helping professionals.
- Addiction counselors are thought to have lower status than other helping professionals.

**27a. If you responded that addiction counselors have lower status, we are interested in your ideas about why you think this might be the case. Compared to other people in the helping professions, addiction counselors as a group: (Please fill in all that apply.)**

- Have less formal education or training
- Have lower quality formal education or training
- Are more likely to work for public agencies rather than in private practice
- Are stigmatized by their association with substance abusers
- More often have had a history of substance abuse problems themselves
- Other (please specify): \_\_\_\_\_

**28. Which resources are commonly used by your agency to announce open substance abuse treatment positions? (Please fill in all that apply.)**

- Agency human resource department
- Professional journals
- Newspaper advertisement
- E-mail networking
- Agency newsletter(s)
- Other (please specify): \_\_\_\_\_
- Personal/informal contacts
- Web site
- Agency mailing list
- State human resources department
- Don't know

**29. What is the typical starting salary for the following levels of treatment staff?**

							<b>Over \$35,000 (6)</b>
							<b>\$30,000 - \$34,999 (5)</b>
							<b>\$27,000 - \$29,999 (4)</b>
							<b>\$24,000 - \$26,999 (3)</b>
							<b>\$20,000 - \$23,999 (2)</b>
							<b>\$18,000 - \$19,999 (1)</b>
							<b>\$15,000 - \$17,999 (0)</b>
Entry level technicians, no college, no certification .....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Entry level counselors, some college, no certification .....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Entry level counselors, some college, certification at lower levels	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Entry level counselors, Bachelor degree, no certification .....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Entry level counselors, Bachelor degree, certification .....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Entry level counselors, Master degree, no certification or license	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Entry level counselors, Master degree, CAPP or licensed .....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**30. What is the average salary range overall for the following levels of treatment staff?**

		Over \$35,000 (6)					
		\$30,000 - \$34,999 (5)					
		\$27,000 - \$29,999 (4)					
		\$24,000 - \$26,999 (3)					
		\$20,000 - \$23,999 (2)					
		\$18,000 - \$19,999 (1)					
		\$15,000 - \$17,999 (0)					
Technicians, no college, no certification .....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Treatment counselors, some college, no certification .....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Treatment counselors, some college, certification at lower levels	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Treatment counselors, Bachelor degree, no certification .....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Treatment counselors, Bachelor degree, certification .....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Treatment counselors, Master degree, no certification or license	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Treatment counselors, Master degree, CAPP or licensed .....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**31. How does your agency effectively develop skills and enhance abilities of direct service substance abuse treatment staff? (Please fill in all that apply.)**

- Has no method/program to develop skills of staff
- Provides direct clinical or administrative supervision
- Offers in-house mentoring program
- Pays cost of continuing education
- Provides in-service training
- Don't know
- Other (please specify): \_\_\_\_\_

**32. What do you think your agency could do to promote the retention of good direct service substance abuse treatment staff? (Please fill in all that apply.)**

- More frequent salary increases
- Less management/supervision
- More individual recognition/appreciation
- Increased opportunities for input
- More varied work opportunities
- Better health coverage & other benefits
- Lessen/provide assistance with paperwork
- Promote career growth
- Other (please specify): \_\_\_\_\_
- More frequent promotions
- More/improved on-going training
- Better management/supervision
- More supportive agency culture
- Improved physical work environment
- Smaller caseloads
- Shorter hours/flex time/job sharing
- Don't know

**33. Substance abuse professionals themselves may have the best ideas on how to recruit and retain co-workers. If you have a creative strategy that you would like to share, please do so in the space provided below.**

**Recruitment Strategy:**

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**Retention Strategy:**

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### ***Impact of Worker Mobility***

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Treatment agencies may engage in multiple activities trying to recruit new staff (i.e., placing advertisements, networking, interviewing) or retain current staff (i.e., training, facility improvement, salary increases). The following questions pertain to the resources committed to recruitment and retention activities at your agency.

**34. How much of your agency's total FTE time is spent on activities relating to recruitment of staff?**

- 0%    1-20%    21-40%    41-60%    61-80%    81-99%    100%

**34a. How much of your agency's total FTE time is spent on activities relating to recruitment retention of staff?**

- 0%    1-20%    21-40%    41-60%    61-80%    81-99%    100%

**35. How successful has your current commitment of recruitment and retention resources been?**

**On recruitment:**

- Very successful    Somewhat successful    Somewhat unsuccessful    Very unsuccessful

**On retention:**

- Very successful    Somewhat successful    Somewhat unsuccessful    Very unsuccessful

**36. Have you been at your current commitment of these resources in these two areas for a long time?**

- Yes    No

**37. Considering all of your job applicants, what percentage do you estimate are seeking their first paid position in the field of substance abuse treatment?**

- 0%    1-20%    21-40%    41-60%    61-80%    81-99%    100%

### ***Status of Your Work***

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**38. What in your work gives you job satisfaction? (Please fill in all that apply.)**

- Nothing, I am not satisfied                       One-to-one interaction with clients  
 Salary/benefits     Opportunities for personal learning/growth

**Question 38 continues on next page.**

**Question 38 Continued. What in your work gives you job satisfaction? (Please fill in all that apply.)**

- Career growth opportunities
- Role as a change agent
- Commitment to treatment
- Leadership
- Other (please specify): \_\_\_\_\_
- Agency/co-workers
- Ability to influence agency decisions
- Policy development and implementation

**39. What in your work leaves you dissatisfied? (Please fill in all that apply.)**

- Nothing, I am satisfied
- Salary/benefits
- Agency/co-workers
- Lack of commitment to treatment
- Lack of opportunities for personal learning/growth
- Too many external regulations on agency
- Other (please specify): \_\_\_\_\_
- Limited role as a change agent
- Lack of career growth opportunities
- Inability to influence agency decisions
- Lack of one-to-one interaction with clients

**40. Are you familiar with the Addiction Counseling Competencies?**

These are also known as Technical Assistance Publications (TAP) 21; published by the US Department of Health and Human Services, Center for Substance Abuse Treatment.

- Yes
- No (skip to #41)

**40a. Which of the following best describes your use of the Addiction Counseling Competencies?**

- Fully integrated into my daily work
- Frequently referenced in my daily work
- Seldom referenced in my daily work
- Never referenced in my daily work

**40b. For what purpose do you use the Addiction Counseling Competencies? (Please fill in all that apply.)**

- Guide professional development
- Self assessment
- Improve treatment outcomes
- Other (please specify): \_\_\_\_\_
- Guide supervisory decisions
- Improve counselor performance
- Assess job performance

**41. For each statement, please indicate your level of agreement or disagreement about your staff's use of direct service techniques that are based on research.**

Strongly agree (4)

				<b>Agree (3)</b>
				<b>Neutral (2)</b>
				<b>Disagree (1)</b>
				<b>Strongly disagree (0)</b>

**In general, what are your current perceptions about using direct service techniques that are based on research:**

I believe the staff have the skills to use them ..... 1           

I believe this agency provides the flexibility for staff to use new direct service techniques that are based on research..... 1           

I believe using new techniques will take too much time..... 1           

I believe this agency provides the training staff need to use direct service techniques that are based on research ..... 1           

I believe using research-based techniques will improve outcomes for our clients/service recipients..... 1           

**42. Describe other factors that may affect your agency’s use of direct service techniques that are based on research.**

**Positive Factors:**

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**Negative Factors:**

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**43. Which treatment models does your agency currently use on a regular basis? Please fill in bubbles for all models that apply, and indicate whether each model you have chosen plays a “major,” “intermediate,” or “minor” role in your agency’s approach.**

<b>Treatment Model</b>	<b>Role of Treatment Model in Agency Approach</b>		
	<b>Major</b>	<b>Intermediate</b>	<b>Minor</b>
<input type="radio"/> Behavior modification/token reinforcement.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Cognitive-behavioral skill development.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Community reinforcement.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Culture specific.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Developmental model.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Dialectical behavior therapy.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Family.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Gender specific.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Harm reduction.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Question 43 continues on next page.**

**Question 43 continued. Which treatment models does your agency currently use on a regular basis?**  
 Please fill in bubbles for all models that apply, and indicate whether each model you have chosen plays a “major,” “intermediate,” or “minor” role in your agency’s approach.

Treatment Model	Role of Treatment Model in Agency Approach		
	Major	Intermediate	Minor
<input type="radio"/> Integrated substance abuse & mental health..	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Intensive case management.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Minnesota model.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Moral recognition therapy.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Motivational enhancement therapy.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Opiate substitution.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Pharmacotherapy.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Psycho-educational.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Psychotherapy.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Rational emotive therapy.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Rational recovery.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Reality therapy.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Relapse prevention.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Self-regulating "therapeutic" community.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Social model.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Social skills training.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Solution focused.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Strengths based.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Twelve step.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Don't know	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Other (please specify):	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**44. Please indicate your agreement or disagreement with the following statements about the professional development of staff at your agency:**

	Strongly disagree (0)	Disagree (1)	Neutral (2)	Agree (3)	Strongly agree (4)
Staff training and continuing education are priorities at this agency...	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
I am satisfied with the level of training this agency offered on-site to the staff last year.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
I am satisfied with outside training provided to our staff last year.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
I believe an adequate amount of agency resources are allotted for training.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

**45. Please rate the following methods of training/education you (personally) have received and its impact on your current position.**

		Significant level of impact (4)		
		Moderate level of impact (3)		
		Some level of impact (2)		
		No impact (1)		
		Have not received training in this venue (0)		
Face-to-face workshops .....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Agency in-service .....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supervision .....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Peer mentoring .....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Videos .....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internet resources .....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Homestudy products .....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professional journals and other professional publications .....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
College coursework .....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Distance education via the Internet .....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**46. For the requirements of your current position, please rate your proficiency in each of the following competency areas.**

		Completely proficient (6)				
		Mostly proficient (5)				
		Somewhat proficient (4)				
		Unsure how to rate my proficiency (3)				
		Somewhat lacking proficiency (2)				
		Mostly lacking proficiency (1)				
		Have no proficiency (0)				
Business management knowledge & skills.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership/influencing skills.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategic thinking/planning skills.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial management knowledge & skills.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Question 46 continues on next page.**

**Question 46 continued. For the requirements of your current position, please rate your proficiency in each of the following competency areas.**

		<b>Completely proficient (6)</b>				
		<b>Mostly proficient (5)</b>				
		<b>Somewhat proficient (4)</b>				
		<b>Unsure how to rate my proficiency (3)</b>				
		<b>Somewhat lacking proficiency (2)</b>				
		<b>Mostly lacking proficiency (1)</b>				
		<b>Have no proficiency (0)</b>				
Outcome accountability.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Managing conflict.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technology management knowledge & skills.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Managing change.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledge of legal and regulatory requirements for agency...	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Problem solving/decision making skills.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human resources management skills.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Motivating/developing employees.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leveraging diversity of employees.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication skills.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Building relationships and partnerships.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Entrepreneurship.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flexibility and adaptability.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Awareness and involvement in external environment.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Application of ethical principles.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Time management skills.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Application of research-based service practices.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supervisory skills.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self awareness, development and learning.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**47. Please indicate your interest in participating in a training activity in each of the following competency areas.**

		<b>Maximum interest (4)</b>		
		<b>Considerable interest (3)</b>		
		<b>Moderate interest (2)</b>		
		<b>Very little interest (1)</b>		
		<b>No interest (0)</b>		
Business management knowledge & skills.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership/influencing skills.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategic thinking/planning skills.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial management knowledge & skills.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outcome accountability.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Managing conflict.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technology management knowledge & skills.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Managing change.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledge of legal and regulatory requirements for agency.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Problem solving/decision making skills.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human resources management skills.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Motivating/developing employees.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leveraging diversity of employees.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication skills.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Building relationships and partnerships.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Entrepreneurship.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flexibility and adaptability.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Awareness and involvement in external environment.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Application of ethical principles.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Time management skills.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Application of research-based service practices.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supervisory skills.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self awareness, development and learning.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## *Use of Technology*

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### 48. How often do you use the following equipment/communication technologies?

		Several times a day (4)		
		At least once a day (3)		
		At least once a week (2)		
		At least once a month (1)		
		Very rarely or never (0)		
Computer .....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Computer-based Management Information System.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Voice Mail .....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Email .....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Audio Teleconferencing .....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Video Teleconferencing .....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personal Electronic Organizer .....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Video/LCD Projector .....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 49. How proficient are you in using the following technologies?

		I am good enough to teach this to others (4)		
		I need little additional help or training (3)		
		I need to improve my skills or learn more features (2)		
		I need more training just to learn the basics (1)		
		I've never used this (0) efore		
Word Processing .....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Email .....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Spreadsheet (Excel) .....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Database Programs (Access) .....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Report generators with computer-based Management Information Systems.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Presentation Software (PowerPoint) .....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internet .....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**50. How frequently do you use a personal computer in each of these locations?**

		<b>Several times a day (4)</b>		
			<b>At least once a day (3)</b>	
				<b>At least once a week (2)</b>
				<b>At least once a month (1)</b>
				<b>Very rarely or never (0)</b>
Work .....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Home .....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other .....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**51. How do you feel about the following statements?**

		<b>Strongly agree (4)</b>		
			<b>Agree (3)</b>	
				<b>Disagree (2)</b>
				<b>Strongly disagree (1)</b>
				<b>Not applicable (0)</b>
Using technology helps me be more effective in my job.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I find the use of technology to be motivating.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am comfortable learning about and using technology.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I would like to integrate more technology into my work.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My organization encourages the use of technology.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I take personal time to learn and practice technology skills.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I take time to research on the Internet material for my work.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I would like to learn how to access more resources on the Internet that would benefit my work.....	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Thank you very much for your time.**