



2011 Employer Survey of UWI Graduates

Office of Planning and Institutional Research

University of the West Indies, Mona

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Contents

INTRODUCTION	05
OBJECTIVES OF THE SURVEY	05
SURVEY ADMINISTRATION	05
SURVEY INSTRUMENT	05
DATA ANALYSIS	06
SURVEY FINDINGS:	
SECTION A: COMPANY INFORMATION	06
SECTION B: KNOWLEDGE AND UNDERSTANDING	13
SECTION C: GENERAL QUALITIES	14
SECTION D: GENERAL SKILLS	15
SECTION E: ATTRIBUTES OF UWI GRADUATES	16
SECTION F: EMPLOYER OPINION	17
SECTION G: EMPLOYER COMMENTS	19
SUMMARY AND CONCLUSION	21
APPENDIX 1: HUMAN RESOURCE OFFICER SURVEY QUESTIONNAIRE	24
APPENDIX 2: SUPERVISOR SURVEY QUESTIONNAIRE	26

List of Tables

Table 1. Employers by Type of Industry	06
Table 2. Number of UWI Graduates	08
Table 3. Percentage of Staff that are University Graduates	09
Table 4. Percentage of Staff that are UWI Graduates	10
Table 5. UWI Graduates Who Supervise Staff	10
Table 6. Frequency of Supervision of UWI Graduates	11
Table 7. Dependability of UWI Graduates by Gender	12
Table 8. Effectiveness of UWI Graduates by Gender	12
Table 9. Importance and Satisfaction Ratings on Knowledge and Understanding of the UWI Graduate	13
Table 10. Importance and Satisfaction Ratings on General Qualities of the UWI Graduate	14
Table 11. Importance and Satisfaction Ratings on the General Skills of the UWI Graduate	15
Table 12. Mean Rank of Attributes of UWI Graduates	16
Table 13. Best Attributes of UWI Graduates	17
Table 14. Worst Attributes of UWI Graduates	18
Table 15. Most Surprising Attributes of UWI Graduates	19
Table 16. Comments and Suggestions from Employers for Improving UWI Graduates	20

List of Figures

Figure 1. Employers by Number of Staff	07
Figure 2. Distribution of Employers by Parish	07
Figure 3. Main Position of UWI Graduates	08
Figure 4. Employer's Use of Cutting Edge Technology	09
Figure 5. Time in Position of UWI Graduates	11

INTRODUCTION

In November 2010, the Office of Planning and Institutional Research (Mona) was approached by the University Office of Planning and Development to conduct an employer survey of UWI graduates in the first quarter of 2011.

OBJECTIVES OF THE SURVEY

The objectives of the survey were to acquire employer feedback on:

1. The graduate skills and attributes that the employers deemed the most important.
2. The extent to which the UWI graduates demonstrated these important skills and attributes; and
3. Areas for improvement for UWI graduates.

The survey was also intended to build a closer relationship and continued goodwill between the UWI and key employers.

SURVEY ADMINISTRATION

The survey was conducted between March and June of 2011. Questionnaires were mailed to prospective respondents followed by telephone calls to encourage participation. Employers had the opportunity to respond by return mail, online, or by telephone interview. Only a minority of employers agreed to face-to-face interviews.

SURVEY INSTRUMENT

The survey instrument comprised two questionnaires: one for Human Resource Officers and one for Supervisors of UWI graduates. The Human Resource Survey was a short survey (10 questions) designed to capture company information while the Supervisor Survey was designed to capture demographic information on the graduates in addition to a performance evaluation of the graduates.

The survey questions comprised an importance-satisfaction model where employers were asked to rate the importance of a given attribute to the performance of the job and rate their satisfaction with the graduate's display of this attribute on the job. Employers had the opportunity to rate the graduates on a five-point scale.

As at May 20, a total of 49 employers participated in the survey. Of this number, 48 employers completed the Human Resource Survey, while 40 companies completed 63 Supervisor Surveys of UWI graduates. Of the 465 establishments contacted for the survey, approximately 10.5% participated in the study.

DATA ANALYSIS

For the purposes of this report, only companies that completed both surveys are included in the analyses. This represents a total of 39 employers.

FINDINGS

SECTION A – COMPANY INFORMATION

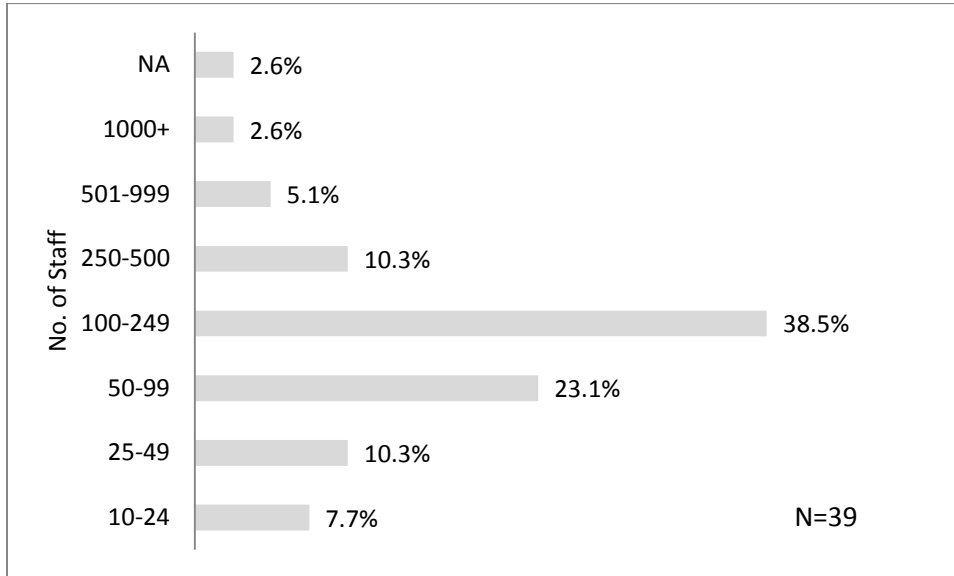
Despite the small number of employers who participated in the study, these employers represented a wide range of sectors as seen in Table 1. Those sectors that were highly-represented include Financial Intermediation (17.9%), Education (15.4%), Manufacturing (12.8%) and Public Administration (12.8%). Those sectors that were under-represented include Electricity, Gas and Water (5.1%), Wholesale and Retail Trade (5.1%), Community and Social Services (5.1%), Mining and Quarrying (2.6%), Hotels and Restaurants (2.6%), and Health and Social Work (2.6%).

Table 1. Employers by Type of Industry

Industry (Jamaica Industrial Classification 2005)	N	Percent
Financial Intermediation	7	17.9
Education	6	15.4
Manufacturing	5	12.8
Public Admin. & Defence; Comp. Social Security	5	12.8
Transport, Storage & Communications	4	10.3
Real Estate, Renting & Business Activities	3	7.7
Electricity, Gas & Water	2	5.1
Wholesale & Retail Trade; Repair Motor Vehicles	2	5.1
Other Community, Social & Personal Service Activities	2	5.1
Mining & Quarrying	1	2.6
Hotels & Restaurants	1	2.6
Health & Social Work	1	2.6
Total	39	100.0

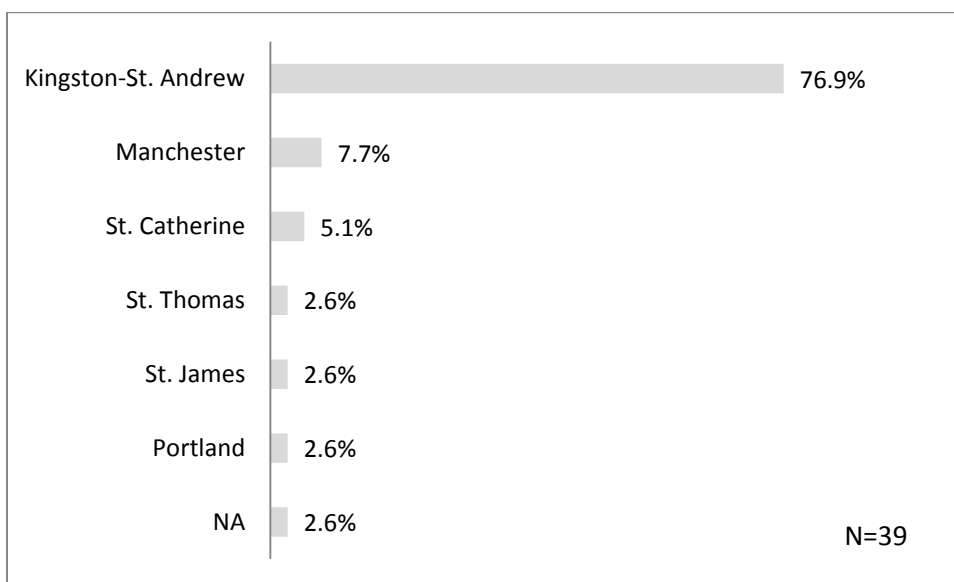
Companies both small and large were represented in the study, although nearly 40% of establishments employed between 100 and 250 staff.

Figure 1. Employers by Number of Staff



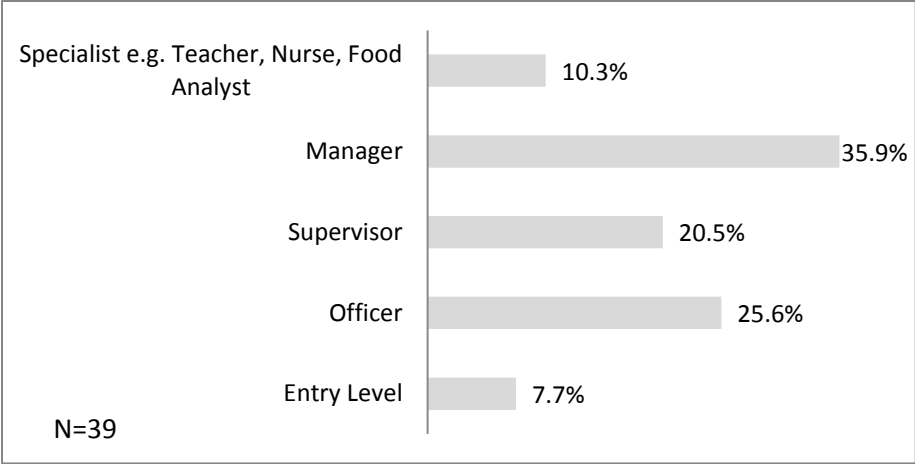
Most employers who agreed to participate were concentrated in the urban parishes of Kingston and St. Andrew. No employers participated in the more rural parishes of St. Mary, St. Ann, Trelawny, Hanover, Westmoreland, St. Elizabeth, and Clarendon.

Figure 2. Distribution of Employers by Parish



Based on information provided by supervisors of UWI graduates, nearly 36% of graduates were employed as Managers, 21% as Supervisors and 26% as Officers. Another 10% were employed as Specialists and 8% in entry level positions.

Figure 3. Main Position of UWI Graduates



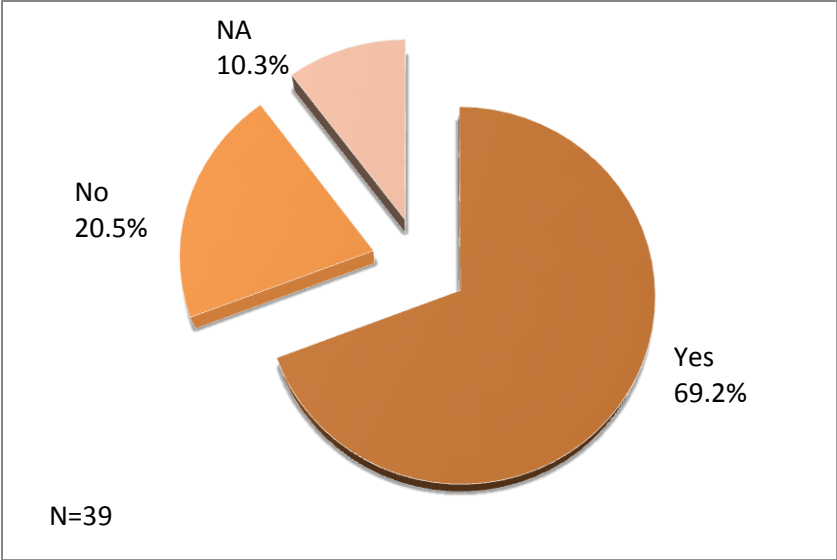
Where employers were able to state the number of UWI graduates employed in their organization, 28% reported less than 6, 15% said 6 to 10, 5% stated 11 to 15 and 33% reported more than 15. Eighteen percent (18%) of companies did not provide this information.

Table 2. Number of UWI Graduates

	N	Percent
Less than 6	11	28
6 to 10	6	15
11 to 15	2	5
15+	13	33
NA	7	18
Total	39	100

Human Resource Officers were asked to state whether the company used cutting edge technology. Nearly 70% said yes and 21% said no. Approximately 10% of HR Officers did not answer this question.

Figure 4. Employer’s Use of Cutting Edge Technology



Human Resource Officers were also asked to state the percentage of their staff that were University graduates and the percentage of their staff that were UWI graduates. As seen below, University graduates were equally distributed among the groupings of less than 25%, 25% to 49%, 50% to 74%, and 75% or more.

Table 3. Percentage of Staff that are University Graduates

	N	Percent
Less than 25%	9	23.1
25%-49%	8	20.5
50%-74%	10	25.6
75% or More	8	20.5
NA	4	10.3
Total	39	100.0

Nearly half (49%) of UWI graduates comprised less than 25% of staff and another 28% made up 25% to 49% of staff. Fifteen percent (15%) of HR Officers did not answer this question.

Table 4. Percentage of Staff that are UWI Graduates

	N	Percent
Less than 25%	19	48.7
25%-49%	11	28.2
50%-74%	3	7.7
NA	6	15.4
Total	39	100.0

HR Officers were asked to specify whether UWI graduates were responsible for the supervision of staff. As Table 5 shows, 90% of UWI graduates were reported to supervise staff while 3% were reported to not supervise staff. Approximately 8% of HR Officers did not provide an answer.

Table 5. UWI Graduates Who Supervise Staff

	N	Percent
Yes	35	89.7
No	1	2.6
NA	3	7.7
Total	39	100.0

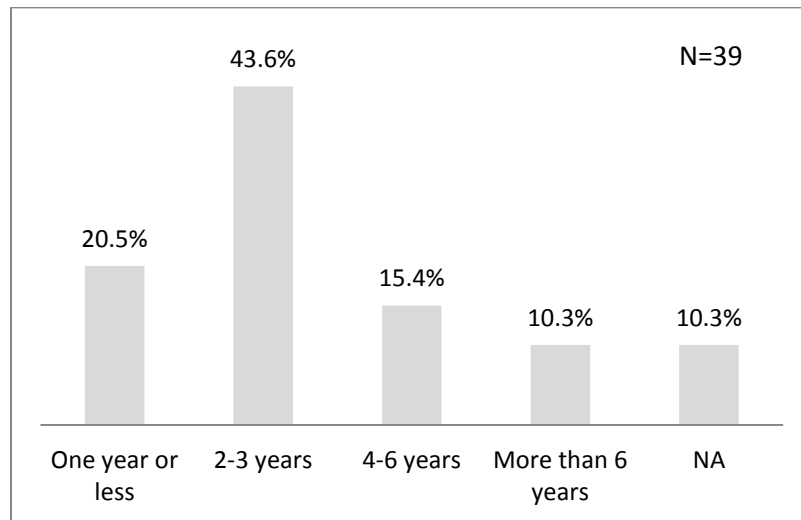
Supervisors were asked to indicate the frequency in which they observed the performance of UWI graduates. Sixty-four percent (64%) of supervisors did this daily, while 12% observed the graduates weekly and 10%, monthly.

Table 6. Frequency of Supervision of UWI Graduates

	N	Percent
Annually	2	5.1
Quarterly	1	2.6
Monthly	4	10.3
Weekly	5	12.8
Daily	25	64.1
Never	1	2.6
NA	1	2.6
Total	39	100.0

The survey also asked supervisors to indicate the length of time that the UWI graduate was employed in the current position. Most graduates (44%) were employed for 2-3 years while 21% were employed for one year or less. Fifteen percent (15%) of UWI graduates were employed for 4-6 years and 10% for more than six years. Ten percent (10%) of supervisors did not answer this question.

Figure 5. Time in Position of UWI Graduates



The survey intended for HR Officers asked two questions about the performance of UWI graduates based on their gender. The first question asked which UWI graduate was more dependable in the performance of their job. Nearly 40% of HR Officers said females were more dependable while 3% of HR Officers reported males as more dependable. Forty-four percent (43.6%) of HR Officers said neither sex was more dependable. Of those who reported “neither,” 35% felt this characteristic was not gender based, 18% explained that only males or

females were employed, and 12% explained that both males and females were equally dependable. Approximately 15% of HR Officers did not answer this question.

Table 7. Dependability of UWI Graduates by Gender

	N	Percent
Male	1	2.6
Female	15	38.5
Neither	17	43.6
NA	6	15.4
Total	39	100.0

The second question asked HR Officers which graduate was more effective in the performance of their job. Thirty-one percent (30.8%) of HR Officers said female, while 5% said male. Thirty-nine percent (38.5%) of HR Officers said neither sex was more effective. Among those who replied “neither,” 27% felt that both were equally effective, 20% stated this characteristic was not gender based, and 7% reported that only males or females were employed. Twenty-six percent (25.6%) of HR Officers did not answer this question.

Table 8. Effectiveness of UWI Graduates by Gender

	N	Percent
Male	2	5.1
Female	12	30.8
Neither	15	38.5
NA	10	25.6
Total	39	100.0

SECTION B – KNOWLEDGE AND UNDERSTANDING

This section of the survey asked ten questions about the knowledge and understanding of the UWI graduate. Supervisors were asked to rate on a five-point scale the importance of these attributes to the performance of the job and their personal satisfaction with the knowledge and understanding of the UWI graduate.

As seen in Table 9 below, Supervisors gave higher ratings of these attributes in terms of their importance to the job rather than their satisfaction with the knowledge and understanding of the UWI graduate. The difference between the two ratings reflects gaps of .09 (*systems and organization*) to 0.51 (*understanding of job related information*). One area in which UWI graduates received a higher satisfaction than importance rating was *knowledge of specific computer applications* reflecting the technical competence of the UWI graduate. In general, employers attached “very” to “extreme” importance to these attributes for the performance of the job and were “somewhat” to “very” satisfied with the knowledge and understanding of the UWI graduate. The overall importance rating was 4.23 and the satisfaction rating, 3.95.

Table 9. Importance and Satisfaction Ratings on Knowledge and Understanding of the UWI Graduate

Rate Importance for Successful Performance of the Job	SECTION B	Rate Your Satisfaction with this Employee's Knowledge	
Mean (N=39)	Knowledge and Understanding	Mean (N=39)	Diff.
4.27	1. Is the graduate knowledgeable in their field of study.	4.08	0.19
4.38	2. Does the candidate have a good understanding of job related information .	3.87	0.51
4.31	3. Does the candidate have a good understanding of job related functions .	3.91	0.40
4.24	4. Does the candidate possess the specific technical knowledge for the job.	3.97	0.27
4.19	5. Does the candidate possess knowledge of specific computer applications .	4.24	-0.05
4.19	6. Does the candidate possess an understanding of industry standards .	3.76	0.43
4.09	7. Does the candidate possess an understanding of the competitive business environment .	3.73	0.36
4.06	8. Does the candidate possess an understanding of systems & organization .	3.97	0.09
4.08	9. Does the candidate possess knowledge of people and other cultures .	3.79	0.29
4.56	10. Does the candidate display proper teamwork organization .	4.16	0.40

(Importance-Satisfaction Scale: 5= Extremely, 4=Very, 3=Somewhat, 2= Not Very, 1=Not at All)

SECTION C – GENERAL QUALITIES

Section C of the survey asked supervisors to rate 11 qualities of the UWI graduate, qualities which were intended to complement knowledge and skills and would be important to the job. Table 10 demonstrates once again the higher ratings accorded to importance than satisfaction. Employers tended to rate these qualities as “very” important to the job but were “somewhat” to “very” satisfied with the UWI graduate. The difference between the two ratings shows the biggest gaps with *reliability* (0.72) and *critical thinking skills* (0.69) of the UWI graduate and the smallest gaps with *life-long learning* (0.25) and *integrity* (0.27) of the UWI graduate. The overall importance score was 4.47 and the satisfaction score, 4.04.

Table 10. Importance and Satisfaction Ratings on General Qualities of the UWI Graduate

Rate Importance for Successful Performance of the Job	SECTION C	Rate Your Satisfaction with this Employee's Qualities	
Mean (N=39)	General Qualities	Mean (N=39)	Diff.
4.22	1. Does the graduate respond positively to organizational change? (flexible)	3.87	0.35
4.43	2. Is the graduate capable of executing good judgement to problem solving? (critical thinker)	3.74	0.69
4.62	3. Can the graduate be depended on to complete assignments within approved deadlines? (reliability)	3.90	0.72
4.53	4. Does the graduate understand ethical principles to decision making? (integrity)	4.26	0.27
4.57	5. Does the graduate apply ethical principles to decision making? (integrity)	4.18	0.39
4.43	6. Does the graduate exhibit control of personal behaviour? (self-discipline)	4.08	0.35
4.59	7. Does the graduate have a positive attitude to work? (attitude)	4.31	0.28
4.46	8. Does the graduate show a willingness to learn new information? (life-long learning)	4.21	0.25
4.49	9. Does the graduate show a willingness to keep abreast of new information? (life-long learning)	4.05	0.44
4.32	10. Does the graduate seek advice on work assignments from experienced subordinates? (consultations)	3.95	0.37
4.51	11. Does the graduate accept responsibility for consequences of their actions? (leadership)	3.92	0.59

(Importance-Satisfaction Scale: 5= Extremely, 4=Very, 3=Somewhat, 2= Not Very, 1=Not at All)

SECTION D – GENERAL SKILLS

The survey asked supervisors to rate graduates on additional skills, skills which would be of value to the employer. The mean ratings on these 14 attributes are presented below. Employers attached high importance to these skills with an overall mean score of 4.32. Employers were “somewhat” satisfied with the UWI graduate with a mean score of 3.94. The difference between these two ratings showed a higher satisfaction than importance score on the *comparability of UWI graduates with other graduates* (-0.18). The smallest gaps between the importance and satisfaction scores appeared on the graduate’s *use of up-to-date technology* (0.14) and the *ability to work independently* (0.17).

Table 11. Importance and Satisfaction Ratings on the General Skills of the UWI Graduate

Rate Importance for Successful Performance of the Job	SECTION D	Rate Your Satisfaction with this Employee's Skills	
Mean (N=39)	General Skills	Mean (N=39)	Diff.
4.42	1. Does the graduate demonstrate good written communication skills?	3.92	0.50
4.56	2. Does the graduate demonstrate good oral communication skills?	4.11	0.45
4.44	3. Can the graduate think creatively, objectively and offer insight into solving problems? (critical thinking)	3.95	0.49
4.33	4. Is the graduate proficient in the use of up-to-date technology related to the job?	4.19	0.14
4.31	5. Is the graduate a problem solver?	3.78	0.53
4.50	6. Does the graduate work well with others? (interpersonal skills)	4.08	0.42
4.61	7. How well does the graduate follow organizational rules and regulations?	4.08	0.53
4.42	8. Can the graduate translate theory into practice?	3.81	0.61
3.79	9. How well does the graduate compare with other graduates from outside of the UWI?	3.97	-0.18
4.25	10. How capable is the graduate of setting effective goals?	3.84	0.41
4.28	11. How well does the graduate allocate time to achieve these goals?	3.70	0.58
4.14	12. How well does the graduate handle differences of opinion?	3.78	0.36
4.11	13. How well does the graduate handle conflict?	3.72	0.39
4.36	14. Can the graduate work independently with minimum supervision?	4.19	0.17

SECTION E – ATTRIBUTES OF UWI GRADUATES

Section E of the survey asked supervisors to rate UWI graduates in terms of the degree to which they displayed twelve attributes indicative of their personality. Each attribute (i.e., confident) could be ranked on a five-point scale from “extremely (confident)” to “not at all (confident).”

The mean rank of attributes reflects the degree to which UWI graduates displayed these on the job. UWI graduates were described as very much taking ownership (4.32), being regular (4.38) and punctual (4.11), and being proficient (4.03) and committed to the job (4.27). On the other hand, graduates were not very submissive (2.30) or arrogant (1.89).

Table 12. Mean Rank of Attributes of UWI Graduates

SECTION E	
Please rank the following attributes of the UWI Graduate:	Mean (N=39)
1. Is the graduate Confident in promoting their point of view?	3.97
2. Is the graduate a Submissive employee?	2.30
3. Is the graduate an Assertive employee?	3.76
4. Does the graduate show Initiative on the job?	3.92
5. Is the graduate Arrogant at times?	1.89
6. Is the graduate Proficient on the job?	4.03
7. Is the graduate Sociable with others on the job?	3.97
8. Is the graduate a good Motivator on the job?	3.65
9. Does the graduate Attend Work regularly ?	4.38
10. Is the graduate normally Punctual for the job?	4.11
11. Does the graduate take Ownership for his/her job?	4.32
12. Does the graduate show Commitment to the job?	4.27

(Rank: 5= Extremely, 4=Very, 3=Somewhat, 2= Not Very, 1=Not at All)

SECTION F – EMPLOYER OPINION

Section F of the survey provided employers with the opportunity to identify the best attribute of the UWI graduate. Thirty-seven employers responded with some identifying more than one attribute. Among the top attributes were initiative, commitment, confidence, interpersonal skills, proficiency, and team player.

Table 13. Best Attributes of UWI Graduates

	N	Percent
Initiative	6	12.8
Commitment	4	8.5
Confidence	3	6.4
Interpersonal skills	3	6.4
Proficiency	3	6.4
Team Player	3	6.4
Dedicated	2	4.3
Dependability	2	4.3
Eager to Learn	2	4.3
Ownership of job	2	4.3
Sociable	2	4.3
Technical skills	2	4.3
Ability	1	2.1
Assertive	1	2.1
Attendance	1	2.1
Forward thinking	1	2.1
Good Motivator	1	2.1
Proficiency	1	2.1
Loyal	1	2.1
Positive Attitude	1	2.1
Precision	1	2.1
Problem solving	1	2.1
Soft skills	1	2.1
Step outside of comfort zone	1	2.1
Strong willed	1	2.1
Total	47	100.0

N=37

Supervisors were also asked to identify the worst attribute of UWI graduates. Twenty-seven employers responded with two providing additional attributes. Among the worst attributes were lack of assertiveness, arrogance, attention to detail, not punctual, and poor people skills.

Table 14. Worst Attributes of UWI Graduates

	N	Percent
Lack of assertiveness	5	17.2
Arrogance	3	10.3
Attention to detail	2	6.9
Not punctual	2	6.9
People skills	2	6.9
Functional competence	1	3.4
Immature	1	3.4
Lack of initiative	1	3.4
Lack of motivation	1	3.4
Lack of ownership	1	3.4
Lack of organization	1	3.4
Lack of punctuality	1	3.4
Lack of time management	1	3.4
Moody	1	3.4
Opinionated	1	3.4
Passive	1	3.4
People management skills	1	3.4
Regimented	1	3.4
Reserved	1	3.4
Slightly impatient	1	3.4
Total	29	100.0

N=27

The survey also asked about the most surprising attribute of UWI graduates. Twenty-three employers responded with one providing additional attributes. Most employers were not surprised by anything (21%) and there was wide variation in the attributes described. Most of the remaining attributes were positive 50% while 29% were negative.

Table 15. Most Surprising Attributes of UWI Graduates

	N	Percent
Nothing surprising	5	20.8
Responsiveness (positive)	2	8.3
Ability to multitask	1	4.2
Ability to take on new challenges	1	4.2
Effective communicator	1	4.2
Fast learner	1	4.2
Insight (positive)	1	4.2
Laid back attitude	1	4.2
Handling of classroom behaviour issues (negative)	1	4.2
Keeps smiling	1	4.2
Lack of knowledge	1	4.2
Lack of ownership	1	4.2
Level of humbleness	1	4.2
Level of initiative	1	4.2
Mastery of Job	1	4.2
Not a team player	1	4.2
Soft skills (positive)	1	4.2
Theoretical knowledge (positive)	1	4.2
Unrealistic	1	4.2
Total	24	100.0

N=23

SECTION G – EMPLOYER COMMENTS

The last question of the survey asked supervisors to indicate up to seven comments or suggestions for improving the quality of UWI graduates. Twenty-nine employers responded providing rich detail. The table below summarizes their responses thematically. While some employers reported positive attributes (10%) or “nothing to report” (5%), most responses focussed on the apparent lack of work readiness of UWI graduates. The top four suggestions of employers asked for more work experience, more practical than theoretical knowledge and applications, proper workplace etiquette and decorum, and better interpersonal skills.

Table 16. Comments and Suggestions from Employers for Improving UWI Graduates

Thematic Content	N	%
More work experience	11	26
More practical than theoretical knowledge & applications	5	12
Proper workplace etiquette and decorum	4	10
Better interpersonal skills	4	10
Reported positive attributes	4	10
Better oral and written communication skills	2	5
Better problem solving skills	2	5
More relevant course content	2	5
Nothing to report	2	5
Better work ethic	1	2
Broader knowledge of other fields	1	2
Less of a superior attitude of graduates	1	2
More cutting edge graduates	1	2
More leadership skills	1	2
Better time management skills	1	2
Total	42	100

N=29

SUMMARY AND CONCLUSION

In summary, the 2011 Employer Survey has been a valuable research exercise. Despite the small number of participating employers, all of the survey objectives were realized in this important assessment activity.

One of the objectives of the survey was to acquire feedback on the graduate skills and attributes that employers deemed important. While employers rated attributes as “very” to “extremely” important, some attributes received above average importance. These included under “knowledge and understanding” teamwork organization (4.56), good understanding of job related information (4.38), good understanding of job related functions (4.31), knowledgeable in their field (4.27), and specific technical knowledge (4.24).

Those items receiving above average importance under “general qualities” were reliability (4.62), positive attitude (4.59), integrity (4.57 and 4.53), leadership (4.51) and lifelong learning (4.49).

The general skills that were of high importance to employers included the ability to follow rules and regulations (4.61), good oral communication skills (4.56), good interpersonal skills (4.50), good critical thinking skills (4.44), good written communication skills (4.42), ability to translate theory into practice (4.42), ability to work independently (4.36), and proficiency in the use of up-to-date technology (4.33).

The second objective of the survey was to learn the extent to which UWI graduates demonstrated these important skills and attributes on the job. The satisfaction ratings of employers ranged from “somewhat” to “very” satisfied for most attributes. Under “knowledge and understanding,” graduates received a higher satisfaction than importance rating for “knowledge of specific computer applications.” UWI graduates also received “very” satisfied ratings for good teamwork organization (4.16) and knowledgeable in their field (4.08).

Among the general qualities, UWI graduates received a “very” satisfied rating for positive attitude (4.31), integrity (4.26 and 4.18), lifelong learning (4.21 and 4.05), and self-discipline (4.08).

When it came to general skills, UWI graduates received a “very” satisfied rating on ability to work independently (4.19), proficiency in the use of up-to-date technology (4.19), good oral communication skills (4.11), good interpersonal skills (4.08), and ability to follow rules and regulations (4.08).

The third objective of the survey was to obtain feedback on areas for improvement for UWI graduates. The top four suggestions of employers asked for more work experience; more

practical than theoretical knowledge and applications; proper workplace etiquette and decorum; and better interpersonal skills.

In conclusion, the 2011 Employer Survey has provided the University with specific attributes of value to employers and the degree to which the University has fulfilled employer needs. The findings reflect that the UWI is fulfilling its mission of providing a well-rounded education to its students. Students are academically prepared for the world of work and have the technical expertise for the job. The main area for improvement, however, is to equip students with practical, hands-on experience in the world of work and to sensitize them to proper workplace etiquette and decorum. This can be achieved through curricular and extra-curricular intervention.

APPENDICES

APPENDIX 1: HUMAN RESOURCE OFFICER SURVEY QUESTIONNAIRE

The 2011 Employer Survey of UWI Graduates



**THE UNIVERSITY OF THE WEST INDIES
MONA CAMPUS
OFFICE OF PLANNING & INSTITUTIONAL
RESEARCH**

Dear Employer,

The UWI is interested in assessing the satisfaction of employers with the performance of UWI graduates employed in your company. You are part of a sample of employers identified by the Office of Planning and Institutional Research to participate in this important survey of employer’s satisfaction. Your responses will provide the University with information about the effectiveness of their educational programs. To preserve confidentiality, we are not asking for names. Summary reports will be generated by GDP Sectors.

NOTE: One Questionnaire per establishment.

Name of Organisation	
Type of Industry	
No. of permanent Employees in organisation	
Location of organisation	
Company E-mail address	
How many Divisions are there in your organisation?	
How many Departments are there in your organisation?	
Please list them	
A. COMPANY INFORMATION	
1	In what capacities are UWI graduates in your organisation employed? Please tick all that apply
	CEO <input type="checkbox"/>
	Managing Director <input type="checkbox"/>
	Manager <input type="checkbox"/>
	Supervisor <input type="checkbox"/>
	Other (please specify) _____
2	How many UWI graduates do you have working in your organisation?

3	Would you consider your organisation as utilizing cutting-edge technology?	Yes <input type="checkbox"/> No <input type="checkbox"/> (please tick)
4	What percentage of your staff are University Graduates?	
5	What percentage of your staff are UWI graduates?	
6	Are the UWI graduates responsible for the supervision of staff?	Yes <input type="checkbox"/> No <input type="checkbox"/> (please tick)
7	<p>How often do you have the opportunity to observe the on the job performance of the UWI graduates?</p> <p>Daily <input type="checkbox"/> Weekly <input type="checkbox"/> Monthly <input type="checkbox"/> Quarterly <input type="checkbox"/> Annually <input type="checkbox"/> Never <input type="checkbox"/></p> <p>Please explain your response above _____</p> <p>_____</p> <p>_____</p> <p>_____</p>	
8	On average how long have the UWI graduates worked in their current positions?	
9	<p>In your opinion, which UWI graduate is more dependable in the performance of their jobs?</p> <p>Male <input type="checkbox"/> Female <input type="checkbox"/> Neither <input type="checkbox"/> (please tick)</p> <p>Why do you think this is so? _____</p> <p>_____</p>	
10	<p>In your opinion which UWI graduate is more effective in the performance of their jobs?</p> <p>Male <input type="checkbox"/> Female <input type="checkbox"/> Neither <input type="checkbox"/> (please tick)</p> <p>Why do you think this is so? _____</p> <p>_____</p> <p>_____</p> <p>_____</p>	

APPENDIX 2: SUPERVISOR SURVEY QUESTIONNAIRE

The 2011 Employer Survey of UWI Graduates



**THE UNIVERSITY OF THE WEST INDIES
MONA CAMPUS
OFFICE OF PLANNING & INSTITUTIONAL
RESEARCH**

Dear Employer,

The UWI is interested in assessing the satisfaction of employers with the performance of UWI graduates employed in your company. You are part of a sample of employers identified by the Office of Planning and Institutional Research to participate in this important survey of employer’s satisfaction. Your responses will provide the University with information about the effectiveness of their educational programs. To preserve confidentiality, we are not asking for names. Summary reports will be generated by GDP Sectors.

Note: One questionnaire per UWI graduate being evaluated.

Name of organisation	
Type of Industry	
No. of permanent Employees in organisation	
Location of organisation	
Company E-mail address	
How many Divisions are there in your organisation?	
How many Departments are there in your organisation?	
Please list them	

A. DEMOGRAPHIC INFORMATION OF UWI GRADUATE

1	In what capacity is the UWI graduate you supervise employed? CEO <input type="checkbox"/> Managing Director <input type="checkbox"/> Manager <input type="checkbox"/> Supervisor <input type="checkbox"/> Other (please specify) _____
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2	What area of study did this UWI graduate pursue? _____
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3	What is the highest qualification this graduate obtained from the UWI ? PhD <input type="checkbox"/> Masters <input type="checkbox"/> LLB <input type="checkbox"/> Associate Degree <input type="checkbox"/> First Degree <input type="checkbox"/> Diploma <input type="checkbox"/> Certificate <input type="checkbox"/>
4	In what year did the graduate obtain the highest qualification from UWI ? _____
5	What is the gender of the graduate that you supervise? Male <input type="checkbox"/> Female <input type="checkbox"/>
6	Of what ethnicity is this graduate? i. African ii. Chinese iii. European iv. Japanese v. Indian vi. Mixed vii Other (please specify) _____
7	What is the year of birth or age of the UWI graduate?
8	How often do you have the opportunity to observe the on the job performance of this graduate? Daily <input type="checkbox"/> Weekly <input type="checkbox"/> Monthly <input type="checkbox"/> Quarterly <input type="checkbox"/> Annually <input type="checkbox"/> Never <input type="checkbox"/> Please explain your response above _____ _____ _____ _____
9	On average how long has this person worked in this position?

Rate Importance for successful performance of the job (please tick)					B.		Rate your Satisfaction with this employee's knowledge (please tick)				
Extremely	Very	Somewhat	Not Very	Not at all	Knowledge and Understanding		Extremely	Very	Somewhat	Not Very	Not at all
					1	Is the graduate knowledgeable in their field of study					
					2	Does the candidate have a good understanding of job-related information ?					
					3	Does the candidate have a good understanding of job-related functions ?					
					4	Does the candidate possess the specific technical knowledge required for the job?					
					5	Does the candidate possess knowledge of specific computer applications for the job					
					6	Does the candidate possess an understanding of industry standards					
					7	Does the candidate possess an understanding of the competitive business environment					
					8	Does the candidate possess an understanding of systems and organisation					
					9	Does the candidate possess knowledge of people and other cultures					
					10	Does the candidate display proper teamwork organisation					

Rate Importance for successful performance of the job (please tick)					C.		Rate your Satisfaction with this employee's qualities (please tick)				
Extremely	Very	Somewhat	Not Very	Not at all	General Qualities		Extremely	Very	Somewhat	Not Very	Not at all
					1	Does the graduate respond positively to organisational change? (flexible)					
					2	Is the graduate capable of executing good judgment to problem solving? (critical thinker)					
					3	Can the graduate be depended on to complete assignments within approved deadlines? (reliability)					
					4	Does the graduate understand ethical principles to decision-making? (integrity)					
					5	Does the graduate apply ethical principles to decision-making? (integrity)					
					6	Does the graduate exhibit control of personal behavior? (self-discipline)					
					7	Does the graduate have a positive attitude to work? (attitude)					
					8	Does the graduate show a willingness to learn new information? (life-long learning)					
					9	Does the graduate show a willingness to keep abreast of new information? (life-long learning)					
					10	Does the graduate seek advice on work assignments from experienced subordinates? (consultations)					
					11	Does the graduate accept responsibility for consequences of their actions? (leadership)					

Please explain your response to question #11 above

Rate Importance for successful performance of the job (please tick)					D.		Rate your Satisfaction with this employee's skills (please tick)				
Extremely	Very	Somewhat	Not Very	Not at all	General Skills		Extremely	Very	Somewhat	Not Very	Not at all
					1	Does the graduate demonstrate good written communication skills?					
					2	Does the graduate demonstrate good oral communication skills?					
					3	Can the graduate think creatively, objectively and offer insight into solving problems? (critical thinking)					
					4	Is the graduate proficient in the use of up-to-date technology related to the job?					
					5	Is the graduate a problem solver?					
					6	Does the graduate work well with others? (interpersonal skills)					
					7	How well does the graduate follow organisational rules and regulations?					
					8	Can the graduate translate theory into practice?					
					9	How well does the graduate compare with other graduates from outside of the UWI?					
					10	How capable is the graduate of setting effective goals?					
					11	How well does the graduate allocate time to achieve these goals?					
					12	How well does the graduate handle differences of opinion?					
					13	How well does the graduate handle conflict?					
					14	Can the graduate work independently with minimum supervision?					

E. Please rank the following attributes of the graduate.		Ranking (please tick) i.e., extremely confident				
		Extremely	Very	Somewhat	Not Very	Not at all
1	Is the graduate Confident in promoting their point of view?					
2	Is the graduate a Submissive employee?					
3	Is the graduate an Assertive employee?					
4	Does the graduate show Initiative on the job?					
5	Is the graduate Arrogant at times?					
6	Is the graduate Proficient on the job?					
7	Is the graduate Sociable with others on the job?					
8	Is the graduate a good Motivator on the job?					
9	Does the graduate attend work regularly?					
10	Is the graduate normally Punctual for the job?					
11	Does the graduate take Ownership of his/her job functions?					
12	Does the graduate show Commitment to the job?					

F1. In your opinion what is **the best attribute** of this UWI graduate? (*you may select an option from E above or use any other that you think best describes your graduate.*)

Please explain your response

F2. In your opinion what is **the worst attribute** of this UWI graduate? (*you may select an option from E above or use any other that you think best describes your graduate.*)

F3. In your opinion what surprised you the most about the performance of this UWI graduate?

G. In order of priority please provide any comments or suggestions you may have for improving the quality of our UWI graduates. (All information collected is strictly confidential)	
1	
2	
3	
4	
5	
6	
7	