



**Southern Coast ATTC
Substance Abuse Treatment Workforce Survey:
*Alabama Agency Director 2006***

Prepared for:
Southern Coast Addiction Technology Transfer Center
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Tallahassee, FL 32301

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May 2007

Currently, few quantitative data relating to the substance abuse treatment workforce are available. This report, based on a study conducted during 2006 under the auspices of the Southern Coast Addiction Technology Transfer Center (SCATTC), offers a comprehensive look at the behaviors, attitudes, and opinions of substance abuse treatment Agency Directors in Alabama. It includes information concerning the demographics, skills, needs, and concerns of those in substance abuse Agency Directors positions in Alabama. Alabama is one of the 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 for the Northwest Frontier Addiction Technology Center. The SCATTC measure consisted of a self-administered online questionnaire, and included 51 multi-format questions (please see Appendix for SCATTC survey).

A total of 72 Alabama agency directors responded to the online survey. The surveys were completed from September 2006 to February 2007, with the majority of surveys completed in November 2006. Alabama substance abuse agencies were contacted by the SCATTC and invited to participate in the agency director workforce survey; there were no tangible incentives for participation. The resulting sample (n = 72) may have been biased in their responding to the extent that they were self-selected (i.e., only those who thought the questionnaire was important completed it). 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 Alabama. A summary of results from the study is presented below.

Summary of SCATTC Alabama Agency Director Workforce Survey Results

- ❖ Most respondents
 - were women (57.7%)
 - were middle aged
 - were non-Hispanic White (66.7%) or African-American (29.2%)
 - had at least 7 years of administrative experience
 - earned between \$30,000-\$59,999 annually
 - held Master's Degrees
 - had current or pending addiction certification
 - had an average of 11 clinical staff

- ❖ Barriers to entering the field included...
 - low salary/poor benefits
 - competition from other fields
 - demanding hours
 - large caseloads

- ❖ Sources of job satisfaction included...
 - personal growth/opportunities
 - one-to-one client interaction
 - commitment to treatment
 - agency/coworkers
 - role as a change agent

- ❖ Respondents with more education reported higher salaries than those with less education.

- ❖ Commonly used treatment models included...
 - Cognitive-Behavioral Skills Development
 - Behavior Modification
 - Family Therapy
 - Harm Reduction

- ❖ Respondents reported high competence in ...
 - communication skills
 - application of ethics
 - self-awareness, development, and learning
 - leadership/influencing skills

- ❖ Respondents reported low competence in ...
 - marketing
 - financial management knowledge and skills
 - entrepreneurship
 - business management

It is important to note that most respondents did not perceive themselves as lacking proficiency in *any* competency area.

- ❖ Substance abuse counselors were perceived to have lower status than the other helping professions, due to...
 - the stigma of working with substance abusers
 - being more likely to work in public agencies
 - personal histories of substance abuse

- ❖ Attitudes about using research-based techniques were positive.

- ❖ Preferred training methods were ...
 - face-to-face interaction
 - supervision
 - agency in-service trainings

- ❖ Most requested training topics were ...
 - leadership/influencing skills
 - problem solving
 - motivating/developing employees
 - outcome accountability
 - managing conflict

- supervisory skills
- ❖ Attitudes about technology were positive.
- ❖ Most 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, Bachelor’s degree, both with and without certification—\$20,000 - \$23,999
 - Entry level counselors, Master’s degree, no certification—\$24,000 - \$26,999
 - Entry level counselors, Master’s degree, CAP or licensed—\$27,000 - \$29,999
- ❖ 35% of respondents reported difficulties in filling open positions for direct service SA treatment staff.

Specific Data

Agency Director Demographics (n = 72)

- ❖ 57.7% female, 66.67% non-Hispanic White, 29.17% African-American, 4.17% other
- ❖ Mean age was 49.65 years, with 23.9% under age 40 and 56.3% age 50 and over.

Academic and Professional Background

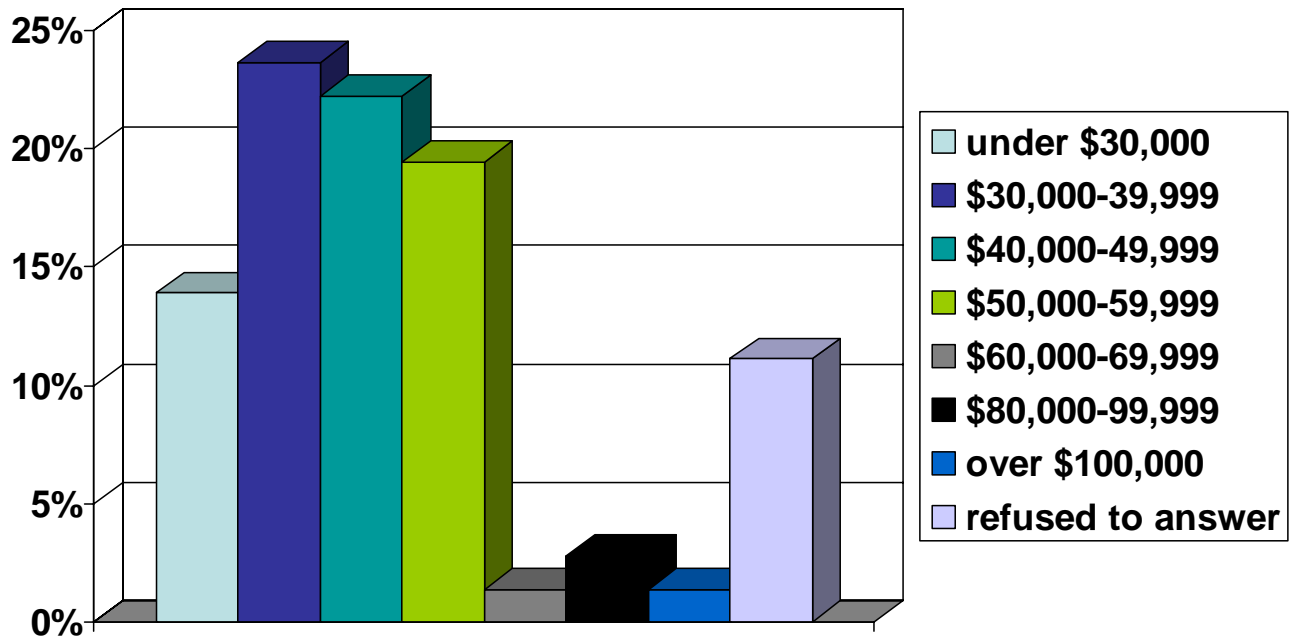
- ❖ Education: The majority held a college degree [Associate and higher (86.12%)]; 8.33% no high school degree or equivalent; 4.17% some college; 2.78% Associate degree; 18.06% Bachelor’s degree; 59.72% Master’s degree; 5.56% Doctoral degree; and 1.39% other.
- ❖ Certification Status: The majority are currently certified (48.61%); 5.56% pending; 4.17% previous; and 41.67% never certified.
- ❖ Specialized Addiction Coursework: 54.16% have participated substance abuse treatment courses, with 20.83% reporting 1-3 courses, 8.33% 4-10 courses, 20.83% receiving a minor or certificate and 4.17% with degree. 33.33% completed their coursework in graduate school, 15.28% at a 4 year college or university, and 5.56% at a 2 year college.
- ❖ Management/Administration Coursework: 27.78% have participated in management/administration courses, with 4.17% reporting 1-3 courses, 8.33% 4-10 courses, 6.94% receiving a minor or certificate, and 8.33% with degree.
- ❖ Related Field Coursework: 40.27% have participated in courses in a related field, with 6.94% reporting 1-3 courses, 4.17% 4-10 courses, 2.78% receiving a minor or certificate, and 26.39% with degree.
- ❖ Workshops: 81.94% have completed substance abuse workshops in the last year and 84.72% have in the last 2 years.
- ❖ The average amount of specialized addiction training in the past 2 Years was 31.18 hours.

- ❖ Current Discipline/Profession: Addictions Counseling 48.61%; Administrator 37.5%; Other (e.g., Criminal Justice, Education, Prevention Specialists) 20.83%; Mental Health Administrator 13.89; Social Work/Human Services 13.89%; Public Administrator 4.17%; Attorney 2.78%; and Medicine 1.39%.
- ❖ Other Professional License: 37.5% report holding professional licenses, with 11.11% reporting Licensed Professional Counselor, 11.11% Other (e.g., Juris Doctor, Registered Nurse), 6.94% Mental Health Counselor, 4.17% Clinical Social Work, and 4.17% Other Healthcare.
- ❖ For 1/3 (33.33%), substance abuse treatment was a second career.
- ❖ Years in Substance Abuse Field: range = 1-31 years; mean = 12.0; median = 10.0; mode = 1; SD = 8.91
- ❖ Years of Experience in Administration: range = 1-44years; mean = 11.24; median = 8.5; mode = 2.0 (multiple modes existed, smallest value given); SD = 9.88
- ❖ Years in current position: range = 1-31 years; mean = 6.22; median = 4.0; mode = 6.0; SD = 6.26
- ❖ Reasons for Entering Substance Abuse Field The top 4 (from a list of 9): Personal Interest 37.5%; Previous experience with addiction or recovery 33.33%; Academic/degree in like field 26.39%; and Career Progression 22.22%.

Compensation

- ❖ Most (23.61%) report earning between \$30,000-39,999
 - 13.89% earning under \$30,000
 - 22.22% earning between \$40,000-49,999
 - 19.44% earning between \$50,000-59,999
 - 1.39% earning between \$60,000-69,999
 - 2.78% earning between \$70,000-79,999
 - 4.17% earning between \$80,000-99,999
 - 1.39% over \$100,000
 - 11.11 % refused to answer

Director Compensation



- ❖ Certification and Salary: Certification status was not a statistically significant predictor of salary. Nonetheless, the lowest average salaries were reported by those directors reporting they were “never certified.”
- ❖ Education and Salary: Education was somewhat related to salary, with those with more education tending to have higher salaries. No director with less than a 4-year college degree reported making over \$50,000 per year; 23.1% of those with Bachelor’s Degrees, 35.6% of those with Master’s Degrees, and 75% of those with Doctoral Degrees reported making over \$50,000 per year.
- ❖ Years in Field and Salary: Years in the field was directly and positively related to salary ($r = .27$; $p < .05$); those who reported more years in the field also reported higher salaries.

Job Detail

- ❖ Time Spent on Job Tasks: 30.35% report spending between 21-60% of their time directing the work of the agency; 26.39% spend between 21-60% of their time on paperwork; 22.22% spend between 21-60% of their time overseeing personnel issues; 51.39% spend 1-20% of their time planning; and 45.83% spend 1-20% of their time writing and overseeing reporting functions.

Agency

- ❖ 37.5% report their agency receives funds from the State Alcohol and Drug Authority.
- ❖ 61.11% receive public monies (i.e., Medicaid, state general funds, federal block grants, state agency grants).
- ❖ Agency Type: 50% Private, non-profit; 25.01% Government; 22.22% Private, for profit; and 2.78% Other
- ❖ The majority report working in small cities (47.22%); 23.61% report working in large towns; 16.67% in large cities; and 12.5% in small communities.

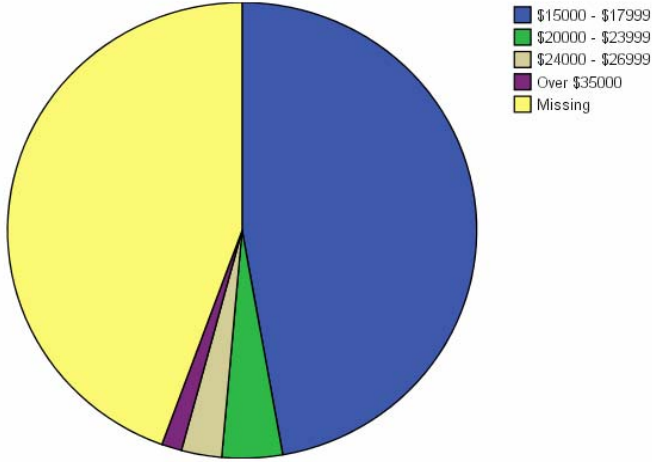
Agency Staffing: Turnover

- ❖ 11.01 was the mean number of staff per agency providing direct substance abuse treatment services (e.g., counselors, case managers, residential support staff, nurses providing non-medical clinical services, etc.).
- ❖ In the past 12 months for direct SA treatment staff (mean in number of persons): 2.86 had been hired; 1.46 had been promoted; 2.04 had quit; 1.43 had been terminated; and 1.03 had been laid off. These results equate to 41% annual staff loss unadjusted and 15% annual staff loss adjusted for hires.

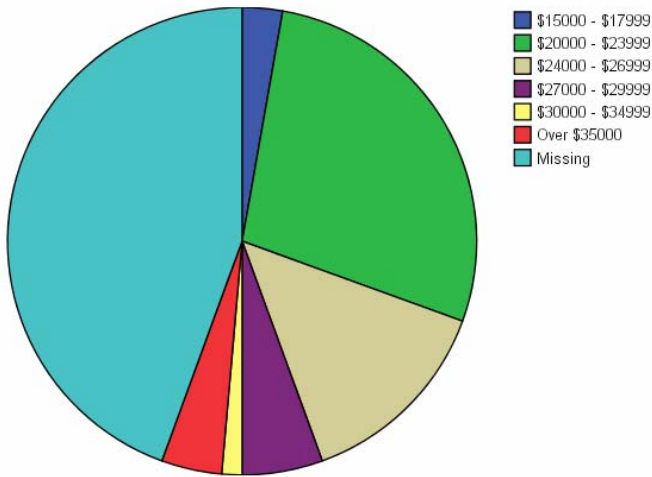
Agency Staffing: Retention and Recruitment

- ❖ 35.3% report difficulties filling open positions for direct service substance abuse treatment staff.
- ❖ Reasons for Difficulty Filling Open Positions The top 4 (from a list of 12): Lack of interest in position (salary) 29.17%; Insufficient number of applicants meeting minimum qualifications 20.83%; Insufficient funding for open positions 12.5%; and Small applicant pool in agency area 12.5%.
- ❖ Reasons for Applicants Not Meeting Minimum Qualifications: Little or no experience 18.06%; Don't know 15.28%; Insufficient or inadequate education/training 11.11%; Lack of practical/applied skills 8.33%; Lack of social or interpersonal skills 6.94%; Lack of certification 4.17%
- ❖ 9.72% reported that generally, applicants are qualified.
- ❖ Perceived Barriers The top 7 (from a list of 18) barriers for entering the field were: Low salary 69.44%; Compensation competition from other fields 63.89 %; Evening/weekend hours 58.33%; Large caseloads 51.39%; Stigma/lack of respect for field 51.39%; Paperwork 48.61%; and Lack of encouragement (e.g., educators, family, etc.) 45.83%.
- ❖ 26.39% stated there were no barriers.
- ❖ Commonly used resources announcing open SA treatment positions include: Newspaper advertisement 45.83%, Personal/informal contacts 34.72%, Agency human resource department 31.94%, Web site 20.83%, and e-mail networking 16.67%.
- ❖ 30.56% estimate 0-20% of job applicants are seeking their first paid SA treatment position, while 18.05% report that 21-60% are seeking their first paid SA treatment position.

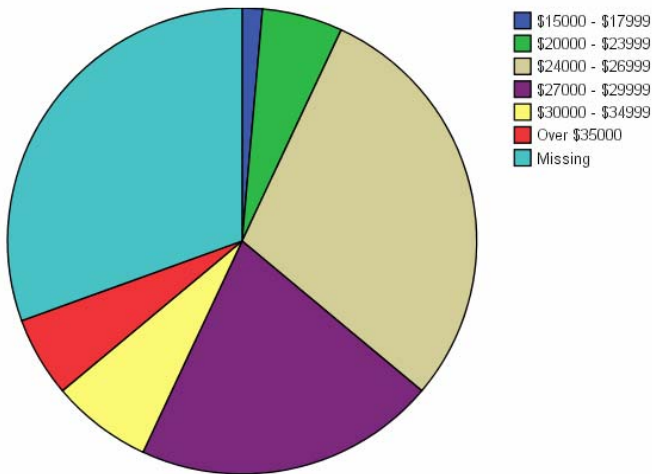
Entry level technicians, no college, no certification



Entry level counselors, Bachelor degree, no certification



Entry level counselors, Master degree, no certification or license



Agency Staffing: Retention and Recruitment (cont'd)

- ❖ Starting Staff Salaries: Starting staff salaries were positively related to educational level; those without college degrees start at significantly lower salaries than those with college degrees, and those with Bachelor's degrees start at significantly lower salaries than those with Master's degrees ($p < .05$).
- ❖ Methods to Develop Employee Skills: Pay cost of continuing education 61.11%; Provide in-service training 58.33%; Provide supervision 56.94%; and Offer in-house mentoring program 15.28%
- ❖ Ways to Promote Retention of Quality Staff (from a list of 17): For unknown reasons, 81.94% of participants did not complete this questionnaire item. Among those who did complete the item, the following responses were observed: Don't know 46.22%; Better health coverage & other benefits 15.4%; More frequent salary increases 15.4%; Promote career growth 7.7%; More individual recognition 7.7%; and More frequent promotions 7.7%
- ❖ Worker Mobility: 56.94% report spending 1-20% of their agency's total FTE time on recruitment and retention activities.
- ❖ 56.95% report success (Very 16.67%; Somewhat 40.28%) in current commitment of recruitment resources.
- ❖ 55.55% report success (Very 22.22%; Somewhat 33.33%) in current commitment of retention resources.

Job Satisfaction

- ❖ In general, Agency Directors indicated more factors that contribute to job satisfaction than factors that contribute to job dissatisfaction.
- ❖ The most frequently cited sources of job satisfaction were:

Personal growth/opportunities	75.0%
One-to-one client interaction	63.89%
Commitment to treatment	56.94%
Agency/co-workers	44.44%
Role as a change agent	44.44%
Able to influence agency decisions	37.5%
Leadership	37.5%
Salary/Benefits	36.11%
Policy development/implementation	27.78%
Career growth/opportunities	25.0%
- ❖ 20.83% stated that nothing in their job left them dissatisfied.
- ❖ The most frequently cited sources of job dissatisfaction were:

Salary/Benefits	40.28%
Too many external regulations	27.78%
Limited role as a change agent	11.11%
Inability to influence agency decisions	9.72%
Lack of commitment to treatment	9.72%
Lack of career growth/opportunities	8.33%
Lack of one-to-one client interaction	8.33%
Agency/co-workers	6.94%
Lack of personal growth/opportunities	6.94%

Job Status

- ❖ Perceived Status: 56.94% indicated Substance Abuse Counselors had lower status than other helping professionals, 31.94% endorsed the same status, and 11.11% indicated higher status.
- ❖ Reasons SA counselors are perceived as having lower status:
 - 40.28% Are stigmatized by association with substance abusers
 - 30.56% More likely to work in a public agency
 - 27.78% More often have personal history of substance abuse
 - 23.61% Have less formal education/training
 - 9.72% Have lower quality education/training

Treatment Models

- ❖ Commonly Used Treatment Models (from a list of 30): Cognitive-Behavioral Skills Development 81.94%; Behavior Modification 76.39%; Family Therapy 73.61%; Harm Reduction 73.61%; Twelve Step 68.06%; Integrated Mental Health & SA 65.28%; Community Reinforcement 59.72%; Relapse Prevention 59.72%; Gender Specific 58.33%; Social Skill Training 55.56%; Psycho-educational 54.17%; Reality Therapy 54.17%; Culture Specific 52.78%; and Intensive Case Management 51.39%.

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 3.82; Satisfied with level of outside training 3.39; Adequate resources allotted for training 3.12.; and Satisfied with level of on-site training 2.97.
- ❖ 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 4.16; Supervision 3.65; Agency in-service 3.43; Internet resources 3.20; College coursework 3.05; Peer mentoring 3.03; Professional journals 2.82; Videos 2.55; Distance education via the Internet 2.13; and Homestudy products 2.07.

Proficiency

- ❖ Competency Areas: On a scale of 1 = Have no proficiency; 2 = Mostly lacking proficiency; 3 = Somewhat lacking proficiency; 4 = Unsure how to rate proficiency; 5 = Somewhat proficient; 6 = Mostly proficient; 7 = Completely proficient, the most frequently endorsed proficiencies expressed in mean values (from a list of 24) were: Communication skills 6.03; Application of ethical principles 5.81; Self awareness, development/learning 5.81; Leadership/influencing skills 5.73; Flexibility/adaptability 5.73; Supervisory skills 5.68; Problem solving/decision making skills 5.64; Building relationships and partnerships 5.63 and Motivating/developing employees 5.54.
- ❖ Lacking Proficiency: The competency areas most frequently reported as “lacking in proficiency” (from a list of 24) were: Marketing (31.3%); Financial management (20.9%); Entrepreneurship (19.7%); Business management (18.2%); and Outcome accountability (17.2%). However, it is important to note that most respondents did not perceive themselves as lacking proficiency in *any* competency area.

Technology: Staff & Personal

- ❖ **Technology:** The majority of respondents had positive feelings about using technology. For example, 87.5% believe using technology makes them more effective; 81.95% find using it to be motivating; 81.94% would like to use more; 80.56% are comfortable learning and using it; 72.22% feel their organization encourages technology use; and 68.06% take personal time to learn skills.
- ❖ **Internet:** 83.33% take personal time using the internet for work research and 83.33% 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 was 4.72; email 4.42; voice mail 4.0; Computer based MIS systems 2.96; PDA 1.36; Video/LCD Projector 1.77; Audio Teleconferencing 1.49; and Video Teleconferencing 1.22. Mean Computer use at work was 4.64 and at home 3.83, with 1 = Rarely; 2 = Once a month; 3 = Once a week; 4 = Once a day; and 5 = Several times a day.

Addiction Counseling Competencies

- ❖ 54.17% are familiar with the Addiction Counseling Competencies. 23.61% frequently reference them in their daily work, and 16.67% fully integrate them into their daily work.
- ❖ **Purpose:** The Addiction Counseling Competencies are used to: Improve counselor performance 40.28%; Improve treatment outcomes 30.56%; Guide professional development 29.17%; Assess job performance 18.06%; and Self assessment 18.06%.

Research-based Techniques and Training Needs

- ❖ The majority of respondents have positive perceptions about using research-based direct service techniques. 61.11% believe (29.17% Strongly agree; 31.94% Agree) that using research-based techniques will improve client outcomes. 58.33% (9.72% Strongly agree; 48.61% Agree) believe the staff has the skills to use them. 48.61% agrees (15.28% Strongly agree; 33.33% Agree) that their agency provides flexibility for staff to use new direct service techniques based on research. 43.05% believes (6.94% Strongly agree; 36.11% Agree) that their agency provides training for staff to use new direct service techniques based on research.
- ❖ **Maximum Training Interest:** The top 6 (from a list of 24) endorsed competency areas for future training (based on having moderate to maximum interest) were: Leadership/influencing skills (87.5%); Problem solving (86.11%); Motivating employees (84.72%); Outcome accountability (84.72%); Managing conflict (84.71%); and Supervisory skills (84.66%);
- ❖ **Minimum Training Interest:** The bottom 6 (from a list of 24) endorsed competency areas for future training was: Awareness/involvement external environment (66.67%); Marketing (68.06%); Entrepreneurship (69.45%); Application of ethical principles (73.61%); Financial management (75.0%); and Business management (76.38%). Percentages are based on having moderate to maximum interest.
- ❖ Interestingly, competency areas most frequently reported as “lacking in proficiency” (e.g., Marketing, Entrepreneurship, Financial management, and Business management) were not frequently identified for training interests. Conversely, skills

often reported as “having proficiency” (e.g., Leadership, Problem solving, and Motivating/developing employees) were more frequently endorsed as topics for future training. The one exception to this rule was Outcome accountability.

APPENDIX
SCATTC Workforce Survey
ALABAMA AGENCY DIRECTOR



SOUTHERN COAST
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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: AGENCY DIRECTOR

Maintaining a professional workforce is essential to the success of Alabama's substance abuse treatment efforts. For workforce development efforts to focus accurately on local needs, information from treatment providers is essential. Survey results will provide the foundation for continuous improvements to Alabama's workforce development process. But these efforts cannot be successful without your assistance.

The Alabama Department of Mental Health and Mental Retardation, Substance Abuse Services Division in conjunction with the Southern Coast ATTC is surveying directors of addiction treatment agencies to assess current workforce issues. 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. ***But the project cannot be successful without your assistance; therefore, your response is very important.*** Participation is voluntary and completely anonymous.

THANK YOU IN ADVANCE FOR YOUR TIME AND INTEREST

**Kathy R. Seifried
Office of Training and Workforce Development
Alabama Department of Mental Health and Mental Retardation
Substance Abuse Services Division**

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 _____

4. Are you Hispanic or Latino/a? Yes No
5. What is your ethnicity?
- Black or African American Alaska Native
- Asian American Indian
- White Native Hawaiian or Other Pacific Islander
- Multi-ethnic Other (specify): _____

Your Work & Professional Background

6. What is your background discipline/profession? (Please fill in all that apply.)
- Public Administrator Administrator
- Attorney Human Resources Administrator
- Psychologist Mental Health Administration
- Medicine (Primary Care) Accountant
- Addictions Counselor Social Work
- 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

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%.

TASK	PERCENTAGE						
	0%	1-20	21-40	41-60	61-80	81-99	100%
Planning.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Budgeting.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Directing the work of the agency.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overseeing personnel issues.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Writing/overseeing reporting functions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Community/State level partnering or advocacy.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing clinical supervision.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
General paperwork.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other administrative activities.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing direct clinical services.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other activities (<i>please specify</i>):.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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?

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

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

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

Years
Experience

Years in Current
Position

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 Public Health Administrator
- Certified Association Executive
- Certified Healthcare Executive
- Other (please specify): _____
- Certified Behavioral Healthcare Executive
- Certified Social Work Manager
- Certified Public Accountant

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

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

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
- High school diploma or equivalent
- Some college, no degree
- Associate Degree
- Bachelor's Degree
- Master's Degree
- Doctoral 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.

___ ___ **Total workshop or training hours in last two years**

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

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?

Terminated in the past 12 months?

Quit in the past 12 months?

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?

Been promoted in the past 12 months?

Agency Staffing: Retention and Recruitment

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.

√ Barrier	Major	Moderate	Minor
<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 (please specify):	<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): _____

27. 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

28. What is the typical starting salary 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)
Entry level technicians, no college, no certification	
Entry level counselors, some college, no certification	
Entry level counselors, some college, certification at lower levels	
Entry level counselors, Bachelor degree, no certification	
Entry level counselors, Bachelor degree, certification	
Entry level counselors, Master degree, no certification or license	
Entry level counselors, Master degree, CAPP or licensed	

29. 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	
Treatment counselors, some college, no certification	
Treatment counselors, some college, certification at lower levels	
Treatment counselors, Bachelor degree, no certification	
Treatment counselors, Bachelor degree, certification	
Treatment counselors, Master degree, no certification or license	
Treatment counselors, Master degree, CAPP or licensed	

30. 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): _____

31. 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.)

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

32. 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:

Retention Strategy:

Impact of Worker Mobility

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.

33. 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%

34. 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

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

- Yes No

36. 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

37. 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

38. 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

39. 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

40. 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)			
	Agree (3)			
	Neutral (2)			
	Disagree (1)			
	Strongly disagree (0)			

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
- I believe this agency provides the flexibility for staff to use new direct service techniques that are based on research.....
- I believe using new techniques will take too much time.....
- I believe this agency provides the training staff need to use direct service techniques that are based on research
- I believe using research-based techniques will improve outcomes for our clients/service recipients.....

41. Describe other factors that may affect your agency's use of direct service techniques that are based on research.

Positive Factors:

Negative Factors:

42. 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"/> 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 (<i>please specify</i>):	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

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

44. 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					
Agency in-service					
Supervision					
Peer mentoring					
Videos					
Internet resources					
Homestudy products					
Professional journals and other professional publications					
College coursework					
Distance education via the Internet					

45. 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.....							
Leadership/influencing skills.....							
Strategic thinking/planning skills.....							
Financial management knowledge & skills.....							

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.

	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)
Outcome accountability.....	
Managing conflict.....	
Technology management knowledge & skills.....	
Managing change.....	
Knowledge of legal and regulatory requirements for agency...	
Problem solving/decision making skills.....	
Human resources management skills.....	
Motivating/developing employees.....	
Leveraging diversity of employees.....	
Marketing.....	
Communication skills.....	
Building relationships and partnerships.....	
Entrepreneurship.....	
Flexibility and adaptability.....	
Awareness and involvement in external environment.....	
Application of ethical principles.....	
Time management skills.....	
Application of research-based service practices.....	
Supervisory skills.....	
Self awareness, development and learning.....	

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

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

Use of Technology

47. 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					
Computer-based Management Information System.....					
Voice Mail					
Email					
Audio Teleconferencing					
Video Teleconferencing					
Personal Electronic Organizer					
Video/LCD Projector					

48. 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)
Word Processing					
Email					
Spreadsheet (Excel)					
Database Programs (Access)					
Report generators with computer-based Management Information Systems.....					
Presentation Software (PowerPoint)					
Internet					

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

	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)
Work	
Home	
Other	

50. How do you feel about the following statements?

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

Thank you very much for your time.