Employer-Led Training

HR Professional Survey Results

In order to measure and encourage employer-led training investments, SHRM conducted a survey to inform the AWPAB Employer-Led Training working group on training related topics.

Survey Participants

1,033 HR Professionals (61% were managers) participated on behalf of their employers.

Company Size Breakdown

- **42%** Small (1-249 employees)
- **18%** Medium (250-2,499 employees)
- **39%** Large (2,500-10,000+ employees)
Three Types of Training Were Examined in the Survey

Skills Training & Development

Compliance Training

Onboarding Training
Executive Summary

How are employers training and developing their workforce?

- Employers categorized skills-related trainings as either job maintenance or up-skilling, suggesting that there lacks a cohesive framework for categorizing training types.
- Over 50% of employers track direct financial cost & indirect cost for all types of skills training or development programs.
- Most (89%) of employers, regardless of company size, track employee participation in skills training programs.
- Small-sized companies are less likely to measure the impact of skills training on the employees (73%) and on the business (71%).

- 55% of employers do not offer apprenticeship programs to their employees, especially small and large-sized companies.
- As expected, most employers offer skills-related & onboarding trainings multiple times a year, and offer compliance trainings once a year.
- A majority (33%-53%) of employers offer skills training or development programs multiple times a year.
Skills Training & Development Programs
Four Different Types of Skills Training or Development Categories Were Presented to Participants

- Initial Skills Training
- Job Maintenance Training
- Up-Skilling Training
- Employee Development
How does your employer categorize various skills training or development activities? How frequently does your employer offer them?

<table>
<thead>
<tr>
<th>Initial Skills Training, Job Maintenance, &amp; Up-Skilling</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Related Skills</td>
</tr>
<tr>
<td>New Product/Services</td>
</tr>
<tr>
<td>New Technology/Equipment</td>
</tr>
<tr>
<td>Cross-Functional Training</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Employee Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational Assistance</td>
</tr>
<tr>
<td>Formal Coaching/Mentoring</td>
</tr>
<tr>
<td>Leadership Development</td>
</tr>
<tr>
<td>Professional Skills Training</td>
</tr>
</tbody>
</table>
Does your employer track direct financial cost or indirect cost associated with skills training or development programs?

**Majority of employers track financial cost, especially medium and large companies**

- Small Size: 29% track, 71% do not track
- Medium Size: 12% track, 88% do not track
- Large Size: 14% track, 86% do not track

**Medium-sized companies are more likely to track indirect cost (e.g., employees’ lost time)**

- Small Size: 44% track, 56% do not track
- Medium Size: 24% track, 76% do not track
- Large Size: 35% track, 65% do not track

*Numbers presented are percentages

*Size indicates company size

© 2019 SHRM. All Rights Reserved
Does your employer track employees’ training participation and their demographic information?

Majority of employers track individual employee’s participation in training programs; smaller companies are less likely to track participation

- Yes, tracks for some or all
- No, does not track

<table>
<thead>
<tr>
<th>Type</th>
<th>Yes, tracks for some or all</th>
<th>No, does not track</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small</td>
<td>18</td>
<td>82</td>
</tr>
<tr>
<td>Medium</td>
<td>6</td>
<td>94</td>
</tr>
<tr>
<td>Large</td>
<td>7</td>
<td>93</td>
</tr>
</tbody>
</table>

OF EMPLOYERS WHO TRACK EMPLOYEE PARTICIPATION IN TRAINING PROGRAMS

A majority track educational level, and slightly over half track age of participants

Tracks Educational Level

- 18
- 82

Tracks Age

- 42
- 58

*Numbers presented are percentages*
Does your employer measure/evaluate how skills training or development programs impact the employees or the business?

Yes, measures for some or all
No, does not measure
*Numbers presented are percentages

**Impact on employees**

- Small: 73%
- Medium: 86%
- Large: 86%

**Impact on business**

- Small: 29%
- Medium: 18%
- Large: 18%
Does your employer offer apprenticeship programs or educational assistance programs?

Overall, **55%** of employers **do not offer** apprenticeship programs

Medium-sized companies (250 – 2,500 employees) offer more apprenticeship programs compared to small or large-sized companies

67% of employers offer educational assistance to some or all employees

Out of the employers who offer educational assistance, **36%** of employees take advantage of it
Compliance & Onboarding Training
How frequently does your employer offer the following compliance and orientation programs?

- **Mostly Organizational**: Employers focus on offering training around organizational structure, policies, and benefits enrollment on an annual cycle.
- **Operational Training**: Employers focus on operational elements training like products, tools, and services development on a semi-annual basis with corporate overviews happening more frequently.
- **Largely Compliance**: Employers offer harassment, discrimination prevention, occupational safety & health, diversity & inclusion, ethics, data protection on a monthly cycle.
- **None Reported**: Highly uncommon unless tied to an onboarding weekly cycle during talent acquisition.
- **None Reported**: Highly uncommon for daily training to be offered other than making e-Learning available.
Does your employer measure how compliance or onboarding programs impact the employees?

<table>
<thead>
<tr>
<th></th>
<th>Impact of Compliance Programs</th>
<th>Impact of Onboarding Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes, tracks for some or all</td>
<td>27</td>
<td>29</td>
</tr>
<tr>
<td>No, does not track</td>
<td>73</td>
<td>71</td>
</tr>
</tbody>
</table>

A majority of employers do track the impact of compliance or onboarding programs after the training (e.g., job performance, retention)

*Numbers presented are percentages*
Additional Employer Training
What resources do employers have to up-skill their employees?

Educational Partners

42% of employers work with educational partners to up-skill its employees.

Skill-Based Grants

Only 29% of employers work with local or federal government to obtain skill-based training grants.

Training Budget

55% of HR Professionals had a training budget last year. 35% of those budgets have increased since last year.
Appendix
Demographic Information of Participants and Organizational Characteristics

72% CAUCASIAN

MEAN AGE 42

61% Privately owned for-profit

40% Multinational organizations
### Weighting Information

The dataset was weighted by company size & company industry to be representative of US companies.

<table>
<thead>
<tr>
<th>Company Size</th>
<th>Company Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-49 employees</td>
<td>Agriculture, Forestry, Fishing, and Hunting</td>
</tr>
<tr>
<td>50-99 employees</td>
<td>Construction</td>
</tr>
<tr>
<td>100-249 employees</td>
<td>Education &amp; Health Services</td>
</tr>
<tr>
<td>250-499 employees</td>
<td>Financial Activities</td>
</tr>
<tr>
<td>500-999 employees</td>
<td>Information</td>
</tr>
<tr>
<td>1,000-2,499 employees</td>
<td>Leisure &amp; Hospitality</td>
</tr>
<tr>
<td>2,500-4,999 employees</td>
<td>Manufacturing</td>
</tr>
<tr>
<td>5,000-9,999 employees</td>
<td>Mining, Quarrying, and Oil &amp; Gas</td>
</tr>
<tr>
<td>10,000 + employees</td>
<td>Extraction</td>
</tr>
<tr>
<td></td>
<td>Professional and Business Services</td>
</tr>
<tr>
<td></td>
<td>Public Administration</td>
</tr>
<tr>
<td></td>
<td>Transportation &amp; Utilities</td>
</tr>
<tr>
<td></td>
<td>Wholesale &amp; Retail</td>
</tr>
</tbody>
</table>
How does your employer categorize the following activities or programs into the 4 categories? Please choose the main category.

**Predominant Categorization of Skills Training or Development Activities**

- **Job-related skills**
  - Initial Skill Training: 55%
  - Job Maintenance Training: 23%
  - Up-Skilling Training: 6%
  - Employee Development: 13%
  - Other: 3%

- **New product/services**
  - Initial Skill Training: 17%
  - Job Maintenance Training: 38%
  - Up-Skilling Training: 30%
  - Employee Development: 11%
  - Other: 4%

- **New tech/equipment**
  - Initial Skill Training: 13%
  - Job Maintenance Training: 32%
  - Up-Skilling Training: 38%
  - Employee Development: 13%
  - Other: 4%

- **Cross-functional**
  - Initial Skill Training: 9%
  - Job Maintenance Training: 23%
  - Up-Skilling Training: 33%
  - Employee Development: 31%
  - Other: 4%

*Numbers presented are percentages
How does your employer categorize the following activities or programs into the 4 categories? Please choose the main category.

<table>
<thead>
<tr>
<th>Predominant Categorization of Skills Training or Development Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational assistance</td>
</tr>
<tr>
<td>-------------------------</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Formal coaching/mentoring</td>
</tr>
<tr>
<td>Leadership development</td>
</tr>
<tr>
<td>Professional/soft skill</td>
</tr>
</tbody>
</table>

*Numbers presented are percentages*
How frequently do employers offer skills training or development activities?

Frequency of Skills Training or Development Activities

- **Job-related skills**
  - Monthly: 28%
  - Multiple times a year: 48%
  - Once a year: 19%
  - Never: 5%

- **New product/services**
  - Monthly: 16%
  - Multiple times a year: 57%
  - Once a year: 22%
  - Never: 5%

- **New tech/equipment**
  - Monthly: 13%
  - Multiple times a year: 53%
  - Once a year: 27%
  - Never: 7%

- **Cross-functional**
  - Monthly: 17%
  - Multiple times a year: 45%
  - Once a year: 25%
  - Never: 13%

*Numbers presented are percentages*
How frequently do employers offer skills training or development activities?

Frequency of Skills Training or Development Activities

- **Formal coaching/mentoring**
  - Monthly: 24%
  - Multiple times a year: 33%
  - Once a year: 27%
  - Never: 16%

- **Leadership development**
  - Monthly: 16%
  - Multiple times a year: 37%
  - Once a year: 33%
  - Never: 14%

- **Professional/soft skill**
  - Monthly: 20%
  - Multiple times a year: 44%
  - Once a year: 26%
  - Never: 10%

*Numbers presented are percentages*
Does your employer provide apprenticeship programs?

Overall

- 55% don't provide any type of apprenticeship programs
- 21% provide non-registered apprenticeship programs
- 24% provide registered apprenticeship programs
- 8% provide registered apprenticeship/earn and learn
- 1% don't provide apprenticeship

By Company Size

- Small: 22% provide registered, 19% provide non-registered, 59% do not provide apprenticeship
- Medium: 40% provide registered, 23% provide non-registered, 37% do not provide apprenticeship
- Large: 18% provide registered, 23% provide non-registered, 59% do not provide apprenticeship

*Numbers presented are percentages*
How frequently does your employer offer the following compliance programs?

<table>
<thead>
<tr>
<th>Compliance Program</th>
<th>Monthly</th>
<th>Multiple times a year</th>
<th>Once a year</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harassment/discrimination prevention</td>
<td>15</td>
<td>27</td>
<td>44</td>
<td>14</td>
</tr>
<tr>
<td>Sexual harassment prevention</td>
<td>8</td>
<td>31</td>
<td>46</td>
<td>15</td>
</tr>
<tr>
<td>Diversity/inclusion</td>
<td>10</td>
<td>30</td>
<td>44</td>
<td>16</td>
</tr>
<tr>
<td>Occupational safety/health</td>
<td>18</td>
<td>33</td>
<td>38</td>
<td>11</td>
</tr>
<tr>
<td>Ethics</td>
<td>11</td>
<td>26</td>
<td>45</td>
<td>18</td>
</tr>
<tr>
<td>Global Data Protection Regulation</td>
<td>8</td>
<td>25</td>
<td>33</td>
<td>34</td>
</tr>
<tr>
<td>Sarbanes-Oxley Act</td>
<td>12</td>
<td>20</td>
<td>28</td>
<td>40</td>
</tr>
</tbody>
</table>

*Numbers presented are percentages*
How frequently does your employer offer the following onboarding programs?

Frequency of Onboarding Training Program Offerings

<table>
<thead>
<tr>
<th>Orientation</th>
<th>Monthly</th>
<th>Multiple times a year</th>
<th>Once a year</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>30</td>
<td>34</td>
<td>29</td>
<td>7</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Organizational product, tools or services</th>
<th>Monthly</th>
<th>Multiple times a year</th>
<th>Once a year</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>19</td>
<td>49</td>
<td>21</td>
<td>11</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Company/Business/Leadership overview</th>
<th>Monthly</th>
<th>Multiple times a year</th>
<th>Once a year</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>18</td>
<td>31</td>
<td>33</td>
<td>18</td>
</tr>
</tbody>
</table>

*Numbers presented are percentages*
Questions?

Please contact:
Susan Zhu, Ph.D.
Department of Research & Insights
SHRM
susan.zhu@shrm.org