

SRM®

American Workforce Policy Advisory Board (AWPAB) Employer-Led Training Working Group

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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



Development

Compliance Training

Onboarding Training





How are employers training and developing their workforce?

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 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%)**









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?

A majority of employers offered these training activities *multiple times a year* Initial Skills Training, Job Maintenance, & Up-Skilling

Employee Development

Job Related Skills New Product/Services New Technology/Equipment Cross-Functional Training Educational Assistance Formal Coaching/Mentoring Leadership Development Professional Skills Training 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

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



⁹ *Numbers presented are percentages

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*Size indicates company size

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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



OF EMPLOYERS WHO TRACK EMPLOYEE PARTICIPATION IN TRAINING PROGRAMS

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



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Does your employer measure/evaluate how skills training or
 development programs impact the employees or the business?



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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







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 freqeuently.

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.





No, does not track





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



¹⁵ *Numbers presented are percentages

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Additional Employer Training



What resources do employers have to up-skill their employees?

Educational Partners

Skill-Based Grants

Training Budget



42% of employers work with educational partners to upskill its employees

Only **29%** of employers work with local or federal government to obtain skillbased training grants

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% MEAN AGE CAUCASIAN 42

61% Privately 40% owned Multinational for-profit organizations







Weighting Information

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

Company Size	Company Industry	
1-49 employees 50-99 employees 100-249 employees 250-499 employees 500-999 employees 1,000-2,499 employees 2,500-4,999 employees 5,000-9,999 employees 10,000 + employees	Agriculture, Forestry, Fishing, and Hunting Construction Education& Health Services Financial Activities Information Leisure & Hospitality	Manufacturing Mining, Quarrying, and Oil & Gas Extraction Professional and Business Services Public Administration Transportation & Utilities Wholesale & Retail



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

Initial Skill Training Job Maintenance Training Employee Development Other Up-Skilling Training



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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

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How frequently do employers offer skills trainingor development activities?

Frequency of Skills Training or Development Activities



■ Monthly ■ Multiple times a year ■ Once a year ■ Never

²³ *Numbers presented are percentages

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How frequently do employers offer skills training or development activities?

Frequency of Skills Training or Development Activities



■ Multiple times a vear ■ Once a vear Monthly Never

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Does your employer provide apprenticeship programs?

Overall



By Company Size

Provide registered apprenticeship
 Provide non-registered apprenticeship/earn and learn
 Don't provide apprenticeship



²⁵ *Numbers presented are percentages

How frequently does your employer offer the following compliance programs?

Frequency of Compliance Training Program Offerings



²⁶ *Numbers presented are percentages

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How frequently does your employer offer the following onboarding programs?

Frequency of Onboarding Training Program Offerings



²⁷ *Numbers presented are percentages

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Questions?

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