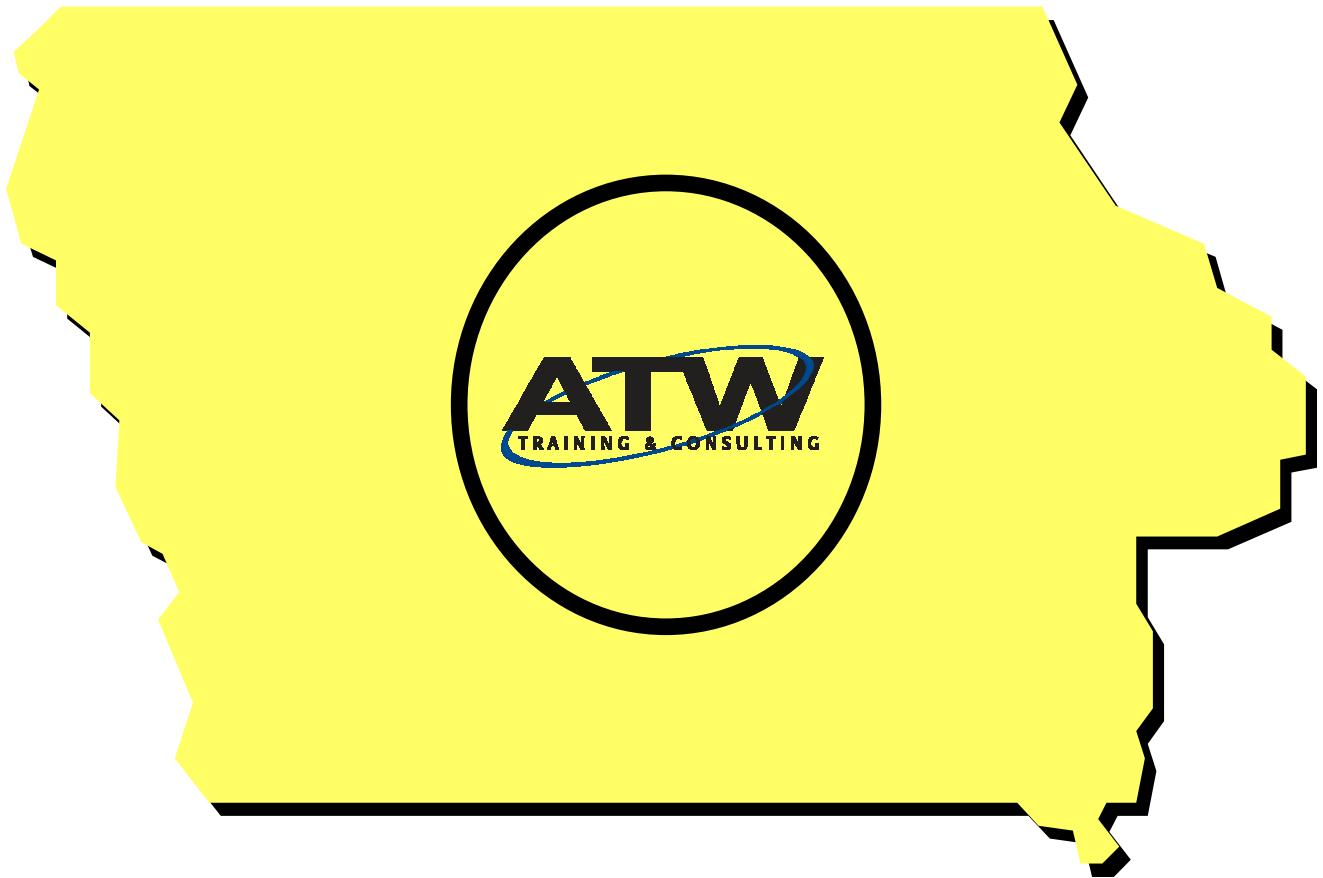


CENTRAL IOWA TRAINING NEEDS



2007 SURVEY RESULTS

Executive Summary

ATW Training and Consulting, Inc., based in Des Moines Iowa, conducted a survey of businesses and non-profit organizations in Central Iowa in an attempt to determine what issues are facing organizations, and how they plan to allocate their training resources in the future.

The survey was sent electronically to 150 individuals on August 21, 2007. Respondents were able to click on a link that brought them to a website with the survey questions. Of the 150 that were invited to take the survey, 103 completed at least part of the survey, resulting in a 69% response rate over the course of approximately 3 weeks.

The survey consisted of 8 questions. The first questions attempted to determine the demographics of the organizations that responded. Pages 2 and 3 in this document show these demographics.

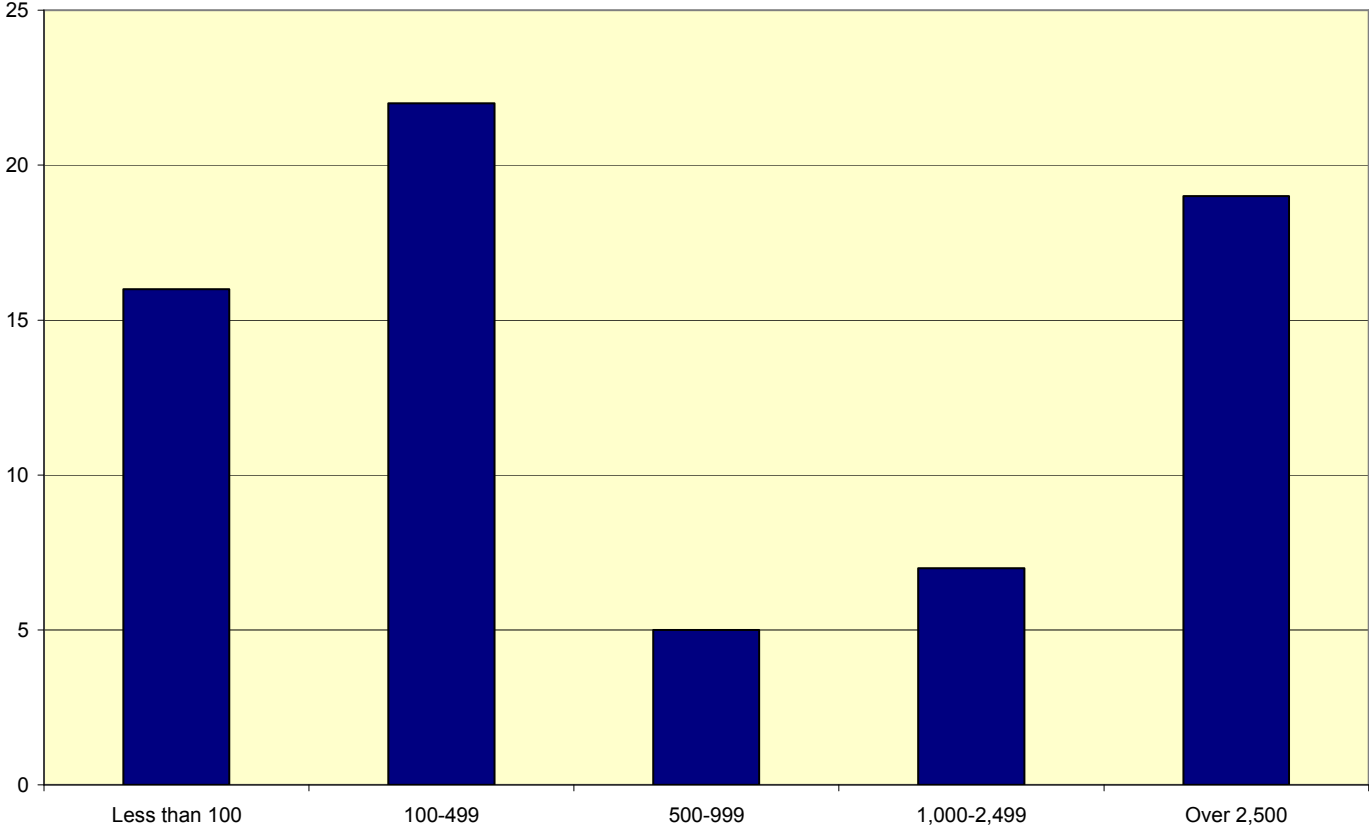
The remainder of the questions were both open-ended and closed questions asking for specifics about training priorities. The results follow on pages 3 – 12.

ATW Training & Consulting, Inc.
6200 Aurora Avenue, STE 207E
Des Moines, IA 50322

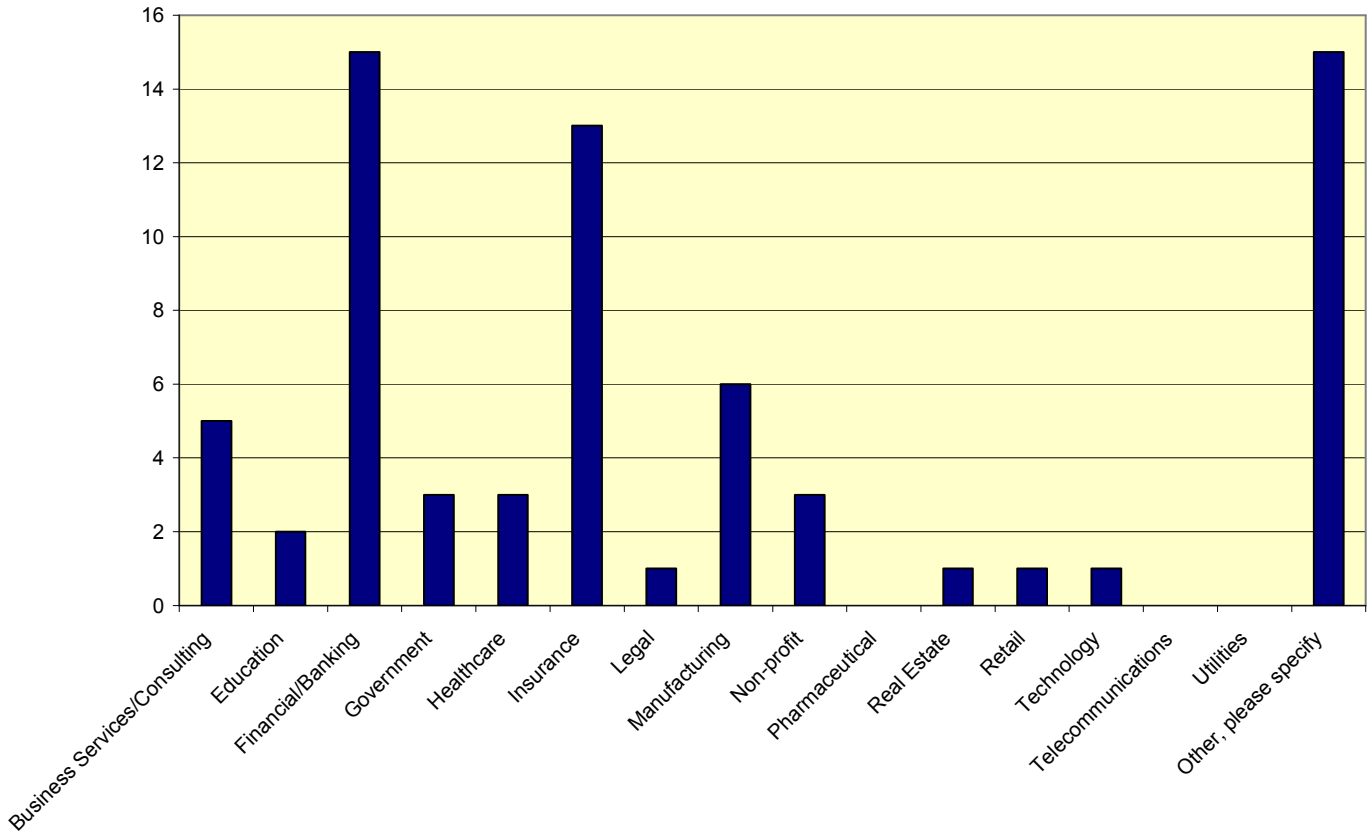
(515)727-0731

<http://www.atwtraining.com>

Number of Employees in the Organization



Industry Classifications



Other Industry Classifications:

- ELECTRICAL MATERIALS/LIGHTING SHOWROOM
- Agriculture (5)
- Retail Automotive service and sales.
- Entertainment
- Trade Association for Rural Electric Cooperatives
- Hospitality
- Integrated Marketing
- remodeling contractor
- Wholesale
- transportation
- Publishing
- temporary and permanent placement
- Publishing and Retail
- Dept of Defense - National Guard Bureau
- Student Loan Secondary Market

What do you see as the most important issues facing you as a training professional at this time?

1. resources - enough staff to support training that mgmt wants
2. Changing attitudes by the consumer about the value of life celebrations and funerals in conjunction with cremation.
3. Justifying impact/technology coming into learning world.
4. limited fiscal resources and time to train
5. No issues come to mind currently.
6. Help employees perform their role with the most impact on the business' bottom line while focusing on their strengths to do so instead of "fixing" their weaknesses
7. Identification and implementation of a robust Knowledge Management System.
8. Recruiting people with sound business skills that be used as a base for providing industry-specific skills.
9. Effectively consulting with business partners to understand the importance of associating training interventions with business metrics.
10. Managing staff resources.
11. Computer efficiency
2) Emotional Intellegence
12. Having my staff and volunteers well informed of everything we have to offer in the Iowa Hall of Pride
13. Just in time education that is current and convenient
14. Lack of resources
15. Financial Resources for training and Time for employees to attend trainings.
16. Building metrics
17. Affordable, quality speakers.
18. Continuity/Quality/Implementation
19. On the job application and follow-up along w/ meaningful metrics that demonstrate business impact.
20. Being able to move away from always having to develop and deliver last minute training initiatives. Rapidly changing environment.
21. How to measure whether participants have learned what was intended
22. Completing projects in a timely manner with limited resources.
23. Consistent agency wide training for relevant job skills and consistent company practices
24. building a team
25. Aligning educational initiatives to development needs of our staff & corporate goals
26. Training salesmen
27. technical issues with e-learning capabilities; dispersed workforce lends itself best to e-learning vs. instructor led, so we are trying to resolve e-learning issues.
28. In our organization it is important for us to build "Credit skills" with our employees. We also need to focus on Leadership Development.
29. finding education opportunities that fit with our employees schedules and do not cause major workflow issues for the rest of the workplace.
30. Leadership Development
31. Our challenge is Leadership not recognizing enough value in development to allow employees the opportunity (time) and encouragement to attend training.

Educating all employees on the ongoing value of development and the effect on productivity.
Plus developing the culture to encourage and reward professional development.
32. Budget
33. We are going from local training to global training. This includes interfacing with people speaking more than one language.
34. Making time for it!
35. Getting employees the training that they want on a schedule that works for everyone.

Most Important Issues (continued)

36. Our difficulty is finding the right training for our employees and getting variety.
37. Proving importance of training & development initiatives through appropriate ROIs
38. Planning time.
39. Consistent training experience for employees in multiple locations. Transfer of training to the job. Linking performance measures to developmental opportunities - moving from an expense to an investment mentality. Actively engaging senior staff in the change process.
40. short timeframe to learn critical software functions
41. Keeping up with technological trends
42. linking training to business results/ROI, preparing for changes anticipated with Baby Boomers leaving the workforce (knowledge transfer, grooming new management)
43. Proving worth during difficult times.
44. Making sure that the training gets used back at the plant after courses are completed.
45. Communication
Team Building
46. Providing a wide variety of learning experiences for our employees.
47. Identifying the leadership assessment tools and training programs we want to implement in the coming months.
48. Lack of time / expertise (Our recruiter/trainer recently resigned and I'm filling in for the recruiting portion of her job. The training piece is on hold until the position is filled.
49. Implementing an approach to on-the-job learning.
Supporting learning internationally.
Demonstrating the value to the business of investing time and budget in learning.
50. 1.cost- we have no training budget!
2.employee time in training - employee cannot get away or chooses not to
3. Lack of support/encouragement for attendance at training.
51. Measuring training outcomes; ability to tie training to performance.
52. Budget dollars available for training.
53. Coaching staff on individualized topics.
54. Providing training to associates outside our major business centers
55. Doing more with fewer associates.
Supervisors with more direct reports.
Emphasis on expense reduction causing us to seek new ways of developing associates.
56. Changing issues in the EEO field and changing budget restraints because of deployment of our soldiers
57. Learning styles are changing, and meeting the needs of our bankers while being compressed by budget constraints
58. Time constraints and keeping training fresh
59. getting enough bodies in the classroom. The real estate market has slowed down quite a bit, and because of this, there are not a lot of individuals signing up for classes for either pre or post licensing courses.
60. Leadership Topics for upper management and supervisors
61. Keeping staff motivated to ensure we are operating as efficiently and as cost efficient as we can without skimping on good service.
62. Wide variety of needs.
63. Time - to develop what needs to be developed (customized for our organization); to get managers and employees to devote to their own development with so many competing priorities.
64. Performance Improvement and that training is not always the only solution. Education of management that there are other solutions.
65. getting the most out of the money we spend on training initiatives
66. Budget constraints in the face of leadership development needs and retention issues.
67. Accurate Needs Assessments to target training solutions vs training for entertainment. Also, measuring the training impact

Most Important Issues (continued)

- 68. Time to pull people from production; very lean. Also, technical / job specific training development.
- 69. Fresh new topics/information that hasn't been repeated a number of times.
- 70. Time and money constraints
- 71. Time to set up program, and the follow up after training is complete.
- 72. Lack of budget and time.
- 73. Finding employees who are ready to commit to a company and give 100%.
- 74. Time required to train. Time is money.
- 75. 1. Getting the department managers buy in on training programs. 2. Employee retention
- 76. relevant training topics for a wide variety of professionals
- 77. Technology
resources
keeping learners engaged
- 78. Retention
Leadership Development
Employee Engagement

What are the top priorities for your training department at this time?

1. Customer Service, projects
2. ensuring materials are kept up to date for new team members in an ever changing environment, providing quality training in a short turnaround time
3. New hire training, ongoing training at home office and in the field for AE's and agents.
4. Providing learning tools we can train others to train. Technology in training
5. Skill improvement in a variety of technical and administrative work areas
6. Don't have a training department
7. Using quality assessments to allow for quality programs to be built from the assessments to close the identified gaps in performance
8. Establishing ourselves as the center of excellence for learning and performance across our organization.
9. Continuing to identify cost-effective training alternatives.
10. Budget
Quality
Measurable Results
11. general motivation and leadership.
12. New Hire
13. Having my staff be well informed, friendly, caring, courteous, accommodating, knowledgeable, and passionate.
14. Professional Development: Current, available when needed, research based.
Leadership and Individual Development: Meeting needs of individuals at all levels of development.
15. Training our mid and senior level team "leadership" skills
16. Making sure employees have the tools to perform their responsibilities.
17. Condensing the new hire curriculum. How do we condense effectively without losing impact.
18. Retiring work force
19. Quality Programs
Continuity in 10 properties
20. eliminating cancellation, having working managers value their time for their own development while juggling their work priorities
21. Project involvement and designing the training to deliver as an output to the project. Mostly systems related.
22. Continue to provide top quality programs that meet customer needs
23. Upgrading our LMS, leadership development, providing core skills to geographically dispersed audiences, and developing top talent in the organization.
24. We don't have a training department. But overall top priorities for my department would include strategic planning, research, client service and industry specifics such as media training. For the overall company, key training includes agency specific skill sets such as trafficking projects internally and overall project management, client service, etc. Also, we need agency specific training for supervisors.
25. sales training
26. program planning in areas of: team development, project management, train the trainer, diversity, business writing, success planning, employee retention
developing leadership website with ongoing learning opportunities
27. Getting salesmen tech knowledge
28. Providing basic supervisory training
29. Credit skills, leadership development
30. General leadership training. Specific insurance sales training.
31. Sales Training
Jr Leader Training
Jr Executive Training
32. Continue to offer quarterly training options.

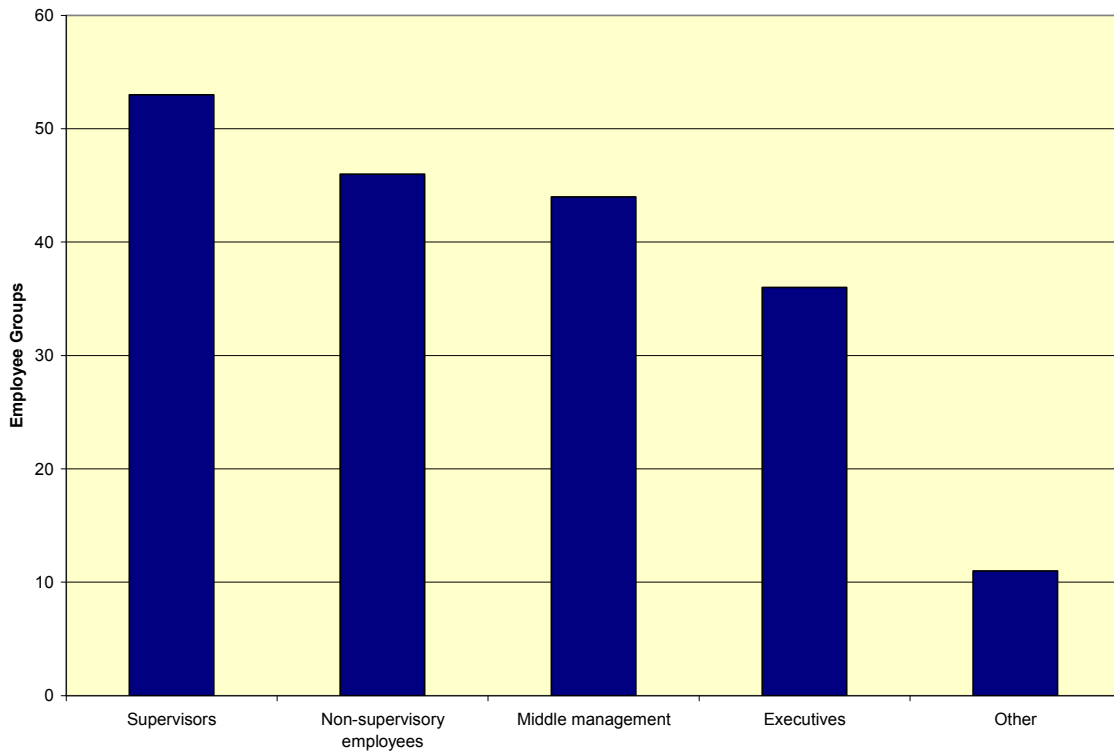
Top Training Department Priorities (continued)

33. measurement and evaluation
34. Our top priorities are to educate employees to our new vision and reorganization. We are currently plugging a lot of gaps.
35. Required trainings and leader development.
36. Finding quality programs
2. Finding companies to "partner with"
37. Creating basic management & leadership training opportunities for our corporate and store associates.
38. Leadership, customer service, community involvement, communication, business issues
39. Leadership development, Negotiations training, facilitating change initiatives, designing and developing technical documentation and training materials.
40. transition/upgrade of software; quick, short training bits
41. Individual classes to address skill deficiencies.
42. developing a management training curriculum; proving the value of training
43. Measurement
44. executive training
45. Communication
46. Providing a wide variety of learning experiences for our employees.
47. Creating our leadership/employee development program.
48. Filling the position. In the next 2 years, we will be assessing and developing two programs: Leadership Development (for senior leaders) and Management Development (for frontline supervisors and middle managers).
49. Supporting business imperatives with appropriate learning activities and resources. Leadership development curriculum.
50. Providing opportunities for low/no cost
Acting on feedback through staff satisfaction surveys saying more training is needed.
51. Supervisory Skills
 Leadership
 Technical and Safety
52. Assign staff to gain Credit Union product and service knowledge.
 Assist in the cultural shift of a sales and service environment.
 Guide all aged staff to be a professional partner and take an active role in being an owner of our company.
53. Offering web options for all classes we offer
54. Alternative cost-savings ways to provide training.
55. Sexual Harassment Prevention Training - either online course or generic video to distributed to 54 states and territories
56. Effective systems training, alternative training strategies
57. Keeping yearly mandatory compliance training fresh
58. To grow and market our courses.
59. Providing leadership training to upper management.
60. Cross training/retraining on procedures; keeping procedures updated; team work; thinking creatively on how to reduce costs
61. leadership
62. Ensuring alignment with our vision
 Leadership Development
 Performance Management
63. Customer Service
 Documentation
 Leadership Development
64. Finding quality training that will benefit our employees.
65. Leadership development at all levels.

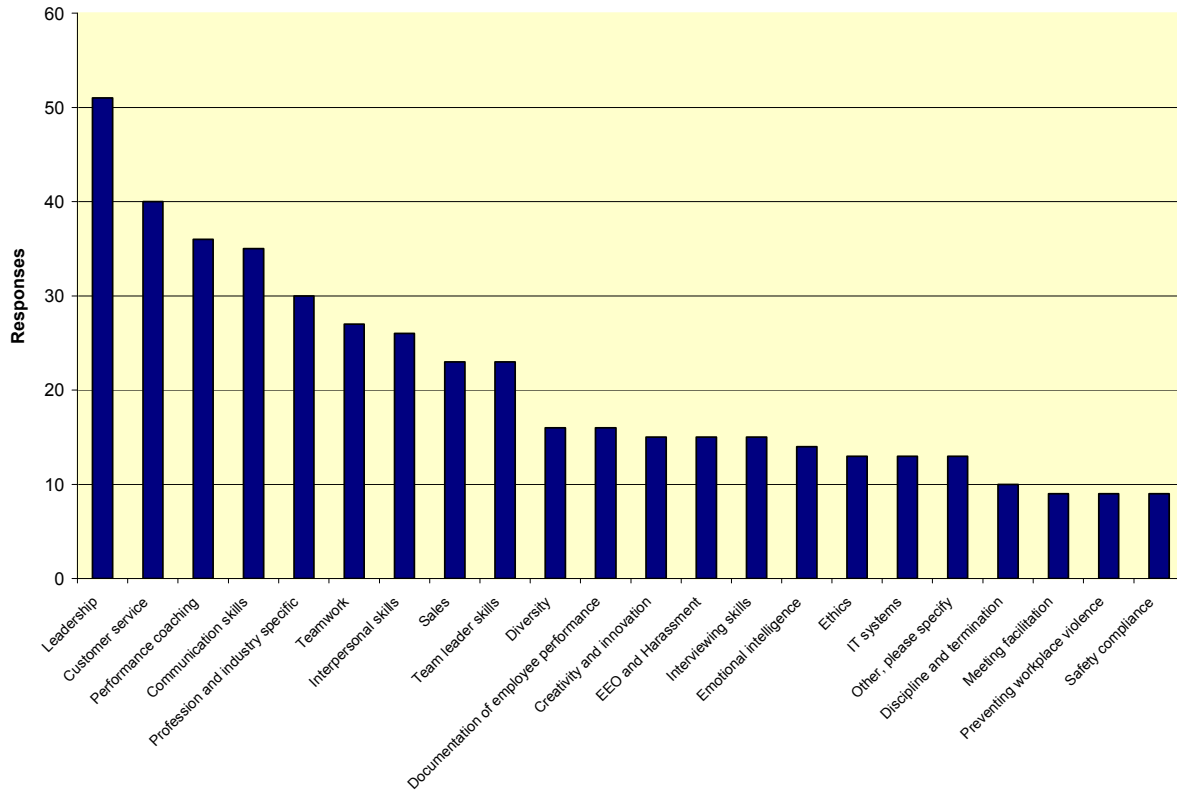
Top Training Department Priorities (continued)

- 66. Measuring training impact, delivering cost effective training
- 67. We're a college - not a training department
- 68. We are decentralized for training, a priority would be to get the company to realize there is value in centralization.
- 69. On-going training for experience employees addressing their areas of strength and weakness.
- 70. Supervisor training.

Who are you planning to allocate your training resources to in the next 12-18 months?



What subjects will you be allocating training resources for in the next 12-18 months?



Other Training Subjects

- None
- Business and Finance Acumen
- Fulfillment, Collections and Compliance
- Legal and regulatory requirements
- Accountability
- Board of Director Training
- presentation skills
- insurance classes
- Written Communications
- 7 Habits of Highly Successful People

What percent of your current training programs are delivered as: (1 = up to 25%, 2 = 26-50%, 3 = 51-75%, 4 = 76-100%)				
Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.				
	1	2	3	4
Self-Study	54 78%	10 14%	4 6%	1 1%
Traditional (classroom instruction)	17 25%	14 20%	21 30%	17 25%
Blended learning (classroom instruction + technology)	37 54%	20 29%	11 16%	1 1%
Technology-based (Web-based, computerize self-study, teleconferencing)	40 58%	22 32%	6 9%	1 1%
Pod casting	67 97%	2 3%	0 0%	0 0%

Which of the following functions do you plan to outsource over the next 12 months?		
Instruction/delivery	34	49%
Custom content development for classroom instruction	16	23%
Custom content development for computer courseware or online programs	13	19%
Off-the-shelf materials (books, DVDs, training programs)	34	49%
Other, please specify	19	28%

- Am not aware of any
- I do most of the training
- off the shelf content for desktop skills
- All done in-house
- Prof'l orgs' Webinars, Marketing-specific Webinars
- No budget to outsource
- Strengths based survey, elearning provider/content
- Unknown until vacancy filled and needs assessed.
- In the development stages
- utilize other trainers specific to our industry
- None at this time
- On occasion, we outsource content and online dev.
- online learning lab design