

IOWA TRENDS IN TALENT DEVELOPMENT

2023-2024 Survey Results



A Note from ATW:

ATW Training Solutions has conducted the Iowa Trends in Talent Development Survey annually since 2007. This year the survey was conducted August 1-18, 2023 with 117 respondents from across the state. We offer the results of this year's survey to our talent development and business colleagues to develop the profession and improve its impact on our businesses and organizations. We are grateful to our survey partners, the Association for Talent Development (ATD) Central Iowa Chapter and the Iowa Society for Human Resources Management (SHRM) State Council, for helping distribute the survey.

Results in this year's survey appear to reflect ongoing recovery from the COVID-19 pandemic, which significantly impacted training and development efforts in recent years. Organizations have adopted new hybrid and virtual work practices, with a significant number of employees continuing to work remotely. In light of these changes, the field of talent development continues to face challenges in providing learning and development to leaders, managers, and employees in innovative ways. As you review the survey results, consider what opportunities you might leverage to develop talent in unique ways now and to set the stage for future success.

We invite you to share this information with others. Our goal is to unleash human potential in organizations, and we hope this information is useful to you. For specific comments on the survey or observations for the purpose of print or online news articles, contact:

ATW Training Solutions
515-727-0731
www.atwtraining.com



Key Findings

ATW's annual *Iowa Trends in Talent Development Survey* highlights important issues and perspectives on talent development strategies and efforts in Iowa-based organizations. Here are some of the key findings from this year's survey results:

- **Talent development budgets will remain strong.** Nearly 48% of respondents expect budgets to stay the same next year. An additional 47% expect budgets to increase, with nearly a third of all respondents anticipating an increase of 1-10%. Only 5.5% expect budgets to decrease in the coming year and fewer than 2% expect budget decreases of more than 10%.
- **Remote work is here to stay.** More than half of respondents indicate that between 1-10% of employees work remotely on a consistent basis. Nearly 21% reported that more than half of employees work remotely. Talent development is provided to these employees in various ways, with the most frequent method identified as in-person classroom sessions. Other methods include live virtual sessions, e-learning courses, and connecting virtually to classroom sessions.
- **Classroom instruction is predicted as the top delivery method again.** In the coming year, organizations expect *Classroom instruction* to be the primary delivery method (82.11%), virtually unchanged from last year), reflecting a recovery from the impact of shifting to more virtual delivery during the COVID-19 pandemic. In descending order, other delivery methods identified include *Online course* at over 69% (a slight increase from the previous year), *On-the-job training* at 59%, and *External conferences, workshops, seminars* at just over 45%. *Virtual classroom* at 34% saw a decrease of nearly 10% over the previous year.
- **Talent development priorities remain consistent overall.** As with last year's survey, the top priority for the coming year is once again *Leadership training* at 81% (up from 75% reported last year). *Job specific skills training* is the second priority at 63% (up from 57%), followed by *Onboarding of new hires* at 58% (up slightly from 57%). *Diversity, equity, and inclusion* dropped to 25% (down from 39% last year). Demonstrating value of training efforts appears at 33%, an increased emphasis from previous surveys.
- **The top target audiences for talent development resources allocation are identified as those in manager and leader roles.** In this year's survey, *Managers* (nearly 74%), *Emerging Leaders* (just over 69%), and *New Managers* (68%) were the most frequent responses given, followed closely by *Supervisors/Leads* (63%) and *Frontline Employees* (62%).

Key Findings – continued

- **Training delivery and coaching are services most likely to be outsourced.** Frequently, internal talent development professionals and subject matter experts are used for skills training unique to the company. In such cases, it makes sense to consider outsourcing other talent development offerings. This year’s survey responses show that significantly more than half of respondents plan to outsource *Facilitation/delivery of courses* (58%) along with *Coaching for executives or managers* (over 51%). Other outsourcing targets with fewer responses include *Custom content development for classroom instruction* (nearly 26%), *Conducting surveys* (22%), and *Custom content development for E-learning programs* (17%).
- **The COVID-19 pandemic has caused a permanent shift to learning approaches.** The lengthy COVID-19 pandemic, now into the fourth year, has changed both the way employees work and also how companies conduct talent development. While in some cases learning activities were deferred for a time, in many cases there has been a significant shift to the greater use of technology for hybrid and/or remote learning. Classroom delivery remains the preferred delivery method, but companies have incorporated other virtual delivery options as an ongoing part of talent development and learning activities.
- **Iowa employees receive less talent development compared to the national average.** Iowa companies report that they invest less in talent development, both in terms of hours and dollars, than do companies whose results are reported in the Association for Talent Development (ATD) “2022 State of the Industry” report. Nearly 61% of respondents (not including “*Uncertain*” responses) indicate that employees receive 20 or fewer hours of talent development annually. Slightly more than 36% of responses indicate that employees receive 10 or fewer hours of talent development. Similarly, 52% of survey respondents indicate that their organizations spend \$1,000 or less per employee annually on talent development. By way of comparison, the ATD national averages from the most recent state of the industry survey are 32.9 hours of employee talent development annually at an expense of \$1,280. Hopefully these disparities indicate that Iowa companies are “doing more with less” rather than shortchanging learning and employee skill development.
- **Uncertainty continues regarding investment in talent development.** As in previous surveys, a significant number of respondents are “*Uncertain*” how much money is expended annually on talent development (29%) and how many hours annually employees participate in talent development activities (almost 19%). Many HR systems and analytics may not capture and track this data. To be viewed as true strategic business partners, talent development professionals must acquire and demonstrate the ability to quantify both investment in and ROI for talent development activities. This remains a significant need – and opportunity – to improve the ability to use data to build the business case for talent development initiatives.

Participation

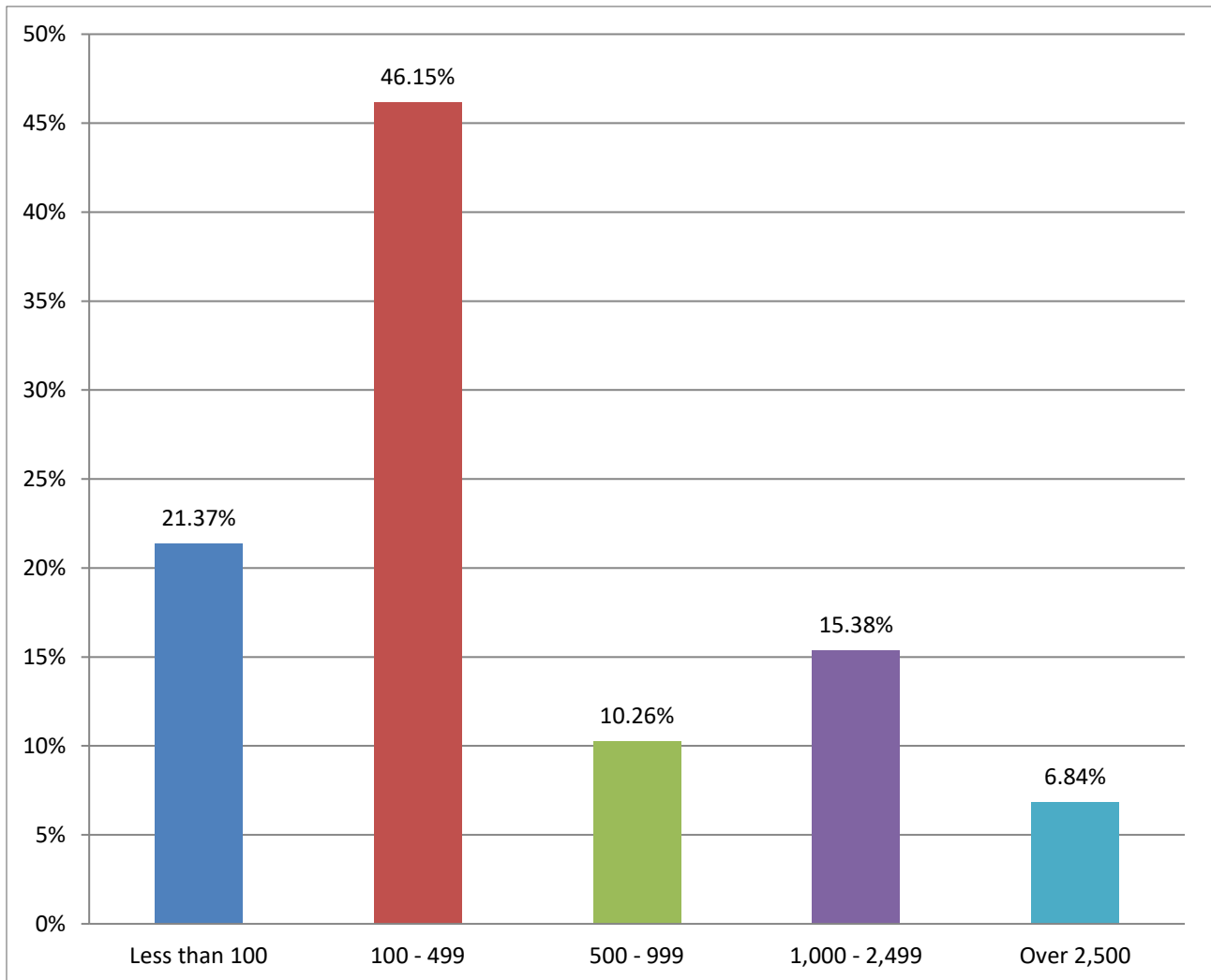
In 2023, ATW partnered with the Iowa Society for Human Resource Management (SHRM) State Council and the Central Iowa Chapter of the Association for Talent Development (ATD) to ensure that the Iowa talent development and business communities were well represented in the survey.

117 respondents from 24 industries completed this year's survey.

Number of Employees

The chart below shows the size of the organizations participating in the current survey with the largest representation this year coming from companies with 100-499 employees (46.15%).

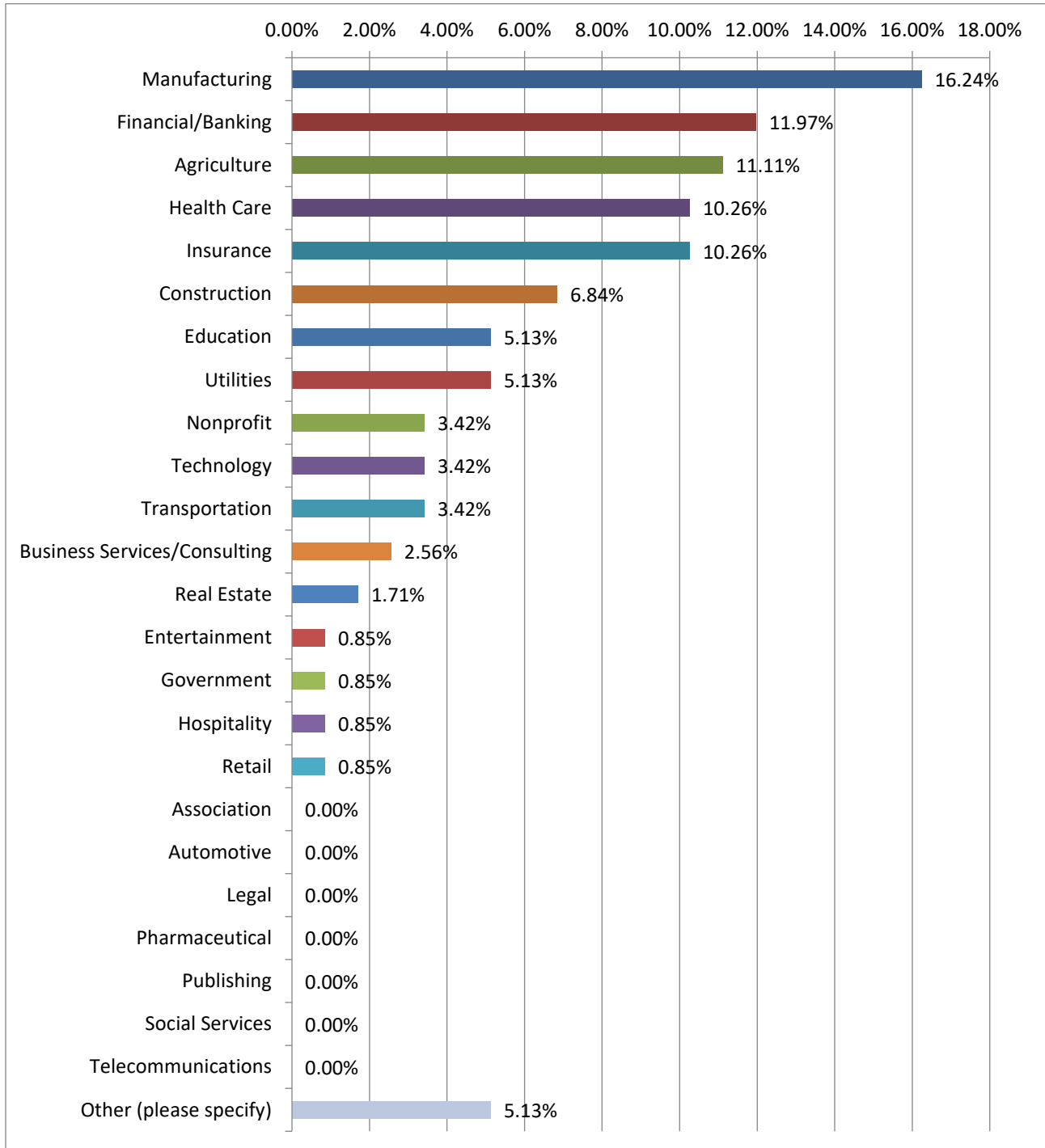
What is the total number of full-time and part-time employees in your organization?



Industry Classification

This year's survey responses represent 24 industry classifications. *Manufacturing* claims the top spot with 16.24%. *Financial/Banking* is next at 11.97% followed by *Agriculture* at 11.11%.

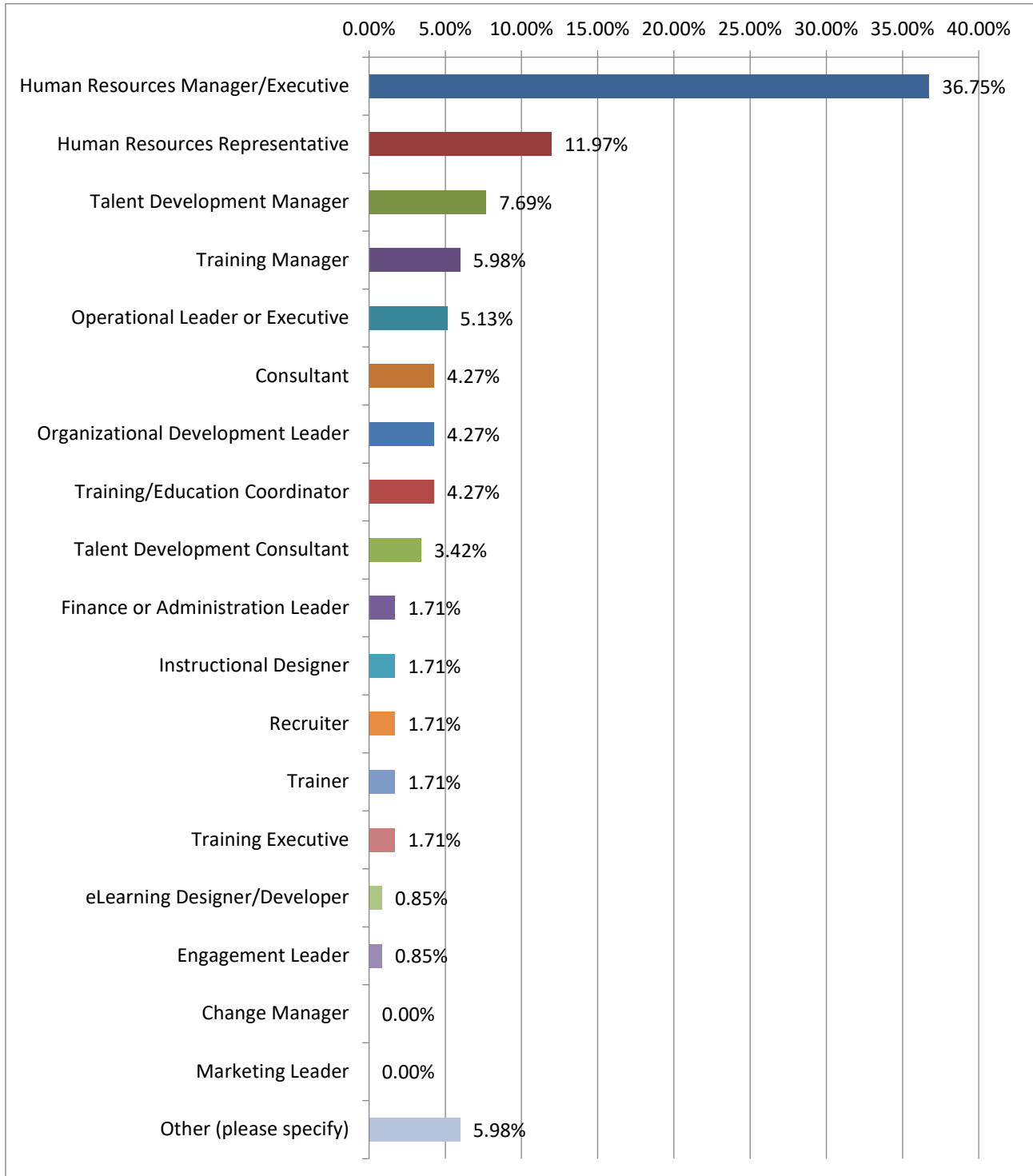
Select your industry classification:



Organizational Role of the Respondents

Human Resources Manager/Executive accounts for 36.75% of all responses followed by *Human Resources Representative* at 11.97%.

What is your primary role in your organization?



Estimated Annual Average Direct Talent Development Expenditure

The formula for calculating the estimated annual average direct learning expenditure per employee as defined by the Association for Talent Development (ATD)* is: total direct learning expenditures divided by number of employees.

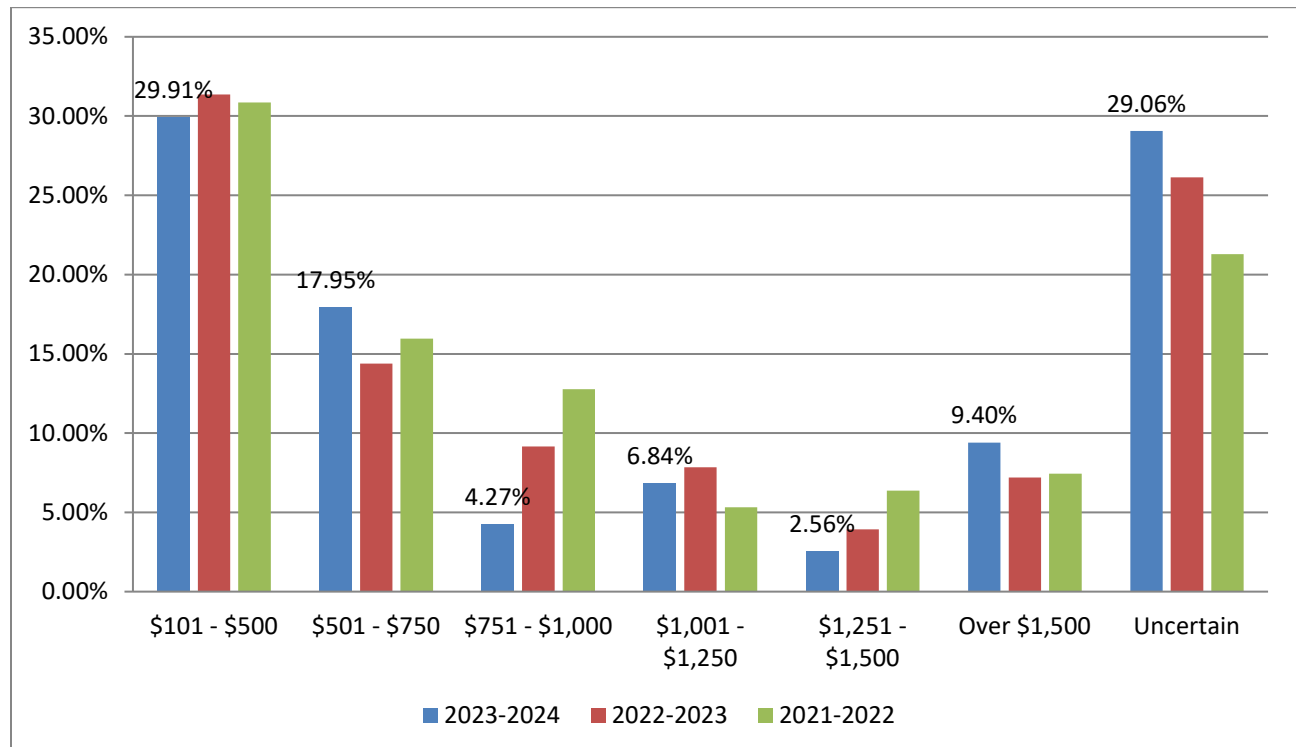
ATD includes the following items as examples of total direct learning expenditures: talent development staff salaries (including taxes and benefits) and travel costs, administrative costs, nonsalary development costs, delivery costs (such as classroom facilities and online learning technology infrastructure), learning supplier expenses, and tuition reimbursement. It does not include the cost of the learner’s travel or lost work time while engaged in learning activities.

More than 29% of respondents indicate they are “Uncertain” of their organizations’ average direct talent development expenditures per employee (up from 26% last year).

Of the other responses, 29.91% estimate their expenditures to be \$101-\$500 per employee with 17.95% estimating \$501-\$750, 4.27% estimating \$751-\$1,000, and 6.84% estimating \$1,001-\$1,250 per employee. In total, some 59% spend less than \$1,250 per employee annually. These estimates remain below ATD’s finding of \$1,280 per employee on average. Only 12% of organizations respond that they spend more than \$1,250 per employee annually.

**Note: This definition and the expense figure are from ATD’s “2022 State of the Industry” report (the most recent report available).*

What do you estimate to be your team or organization’s annual average direct talent development expenditure per employee?

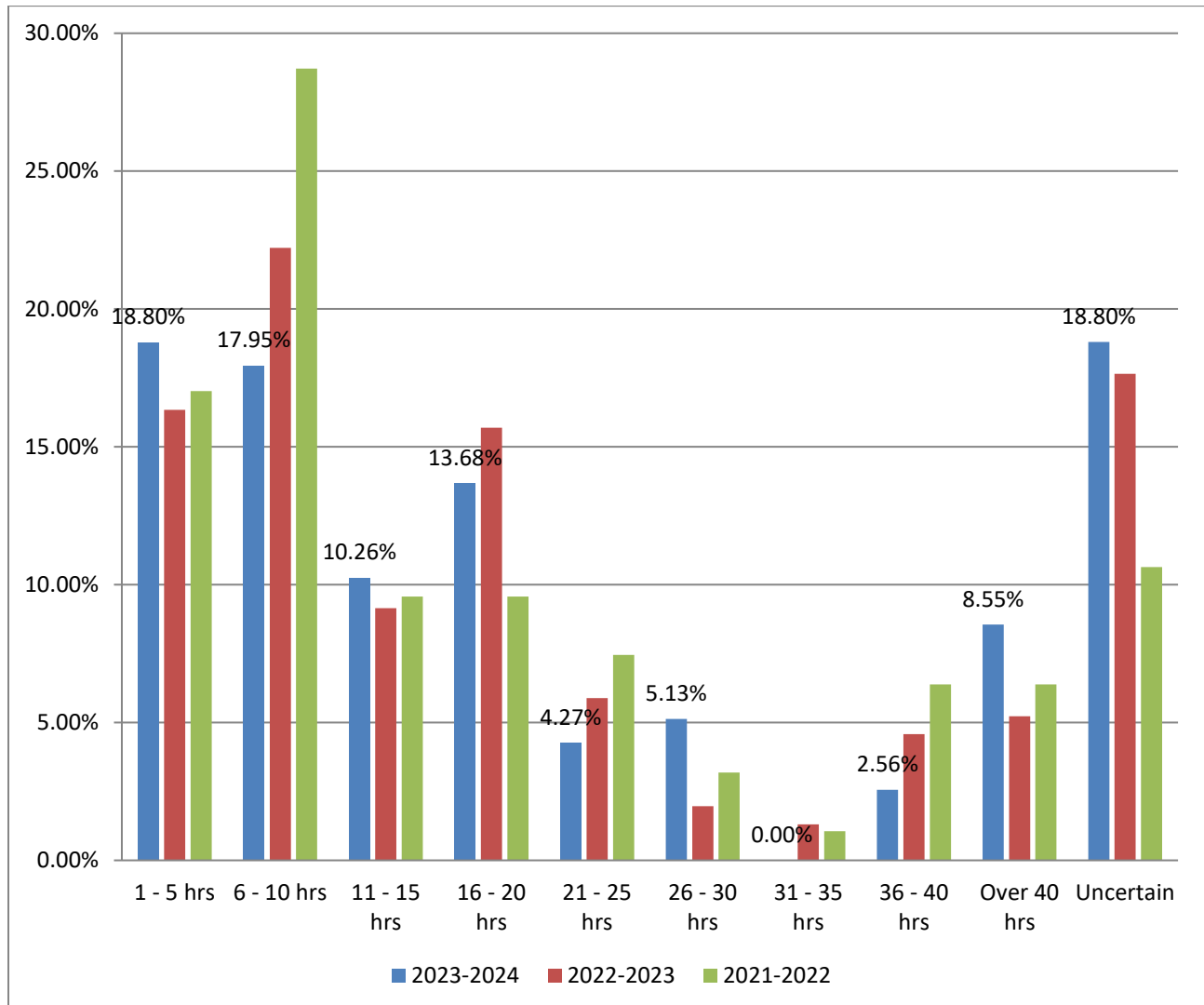


Estimated Annual Average Talent Development Hours

Another important factor indicating the overall health of an organization’s talent development effort is the number of hours per employee annually. In their “2022 State of the Industry” report, ATD reported an average of 32.9 learning hours per employee annually (down from 35.0 hours the previous year).

Survey respondents indicate 18.80% (up from 17.65% in last year’s survey) are “*Uncertain*” of the talent development hours per employee. 18.80% report *1-5 hours* (up from 16.34%) and 17.95% report *6-10 hours* (down from 22.22%). Only 11.11% (no change from the previous year) of respondents estimate 31 or more talent development hours per employee, which means the majority of our respondents see their organizations providing significantly less than ATD’s national average of 32.9 learning hours per employee. The number of respondents estimating over 40 hours of talent development per employee rose to 8.55% (from 5.23% last year).

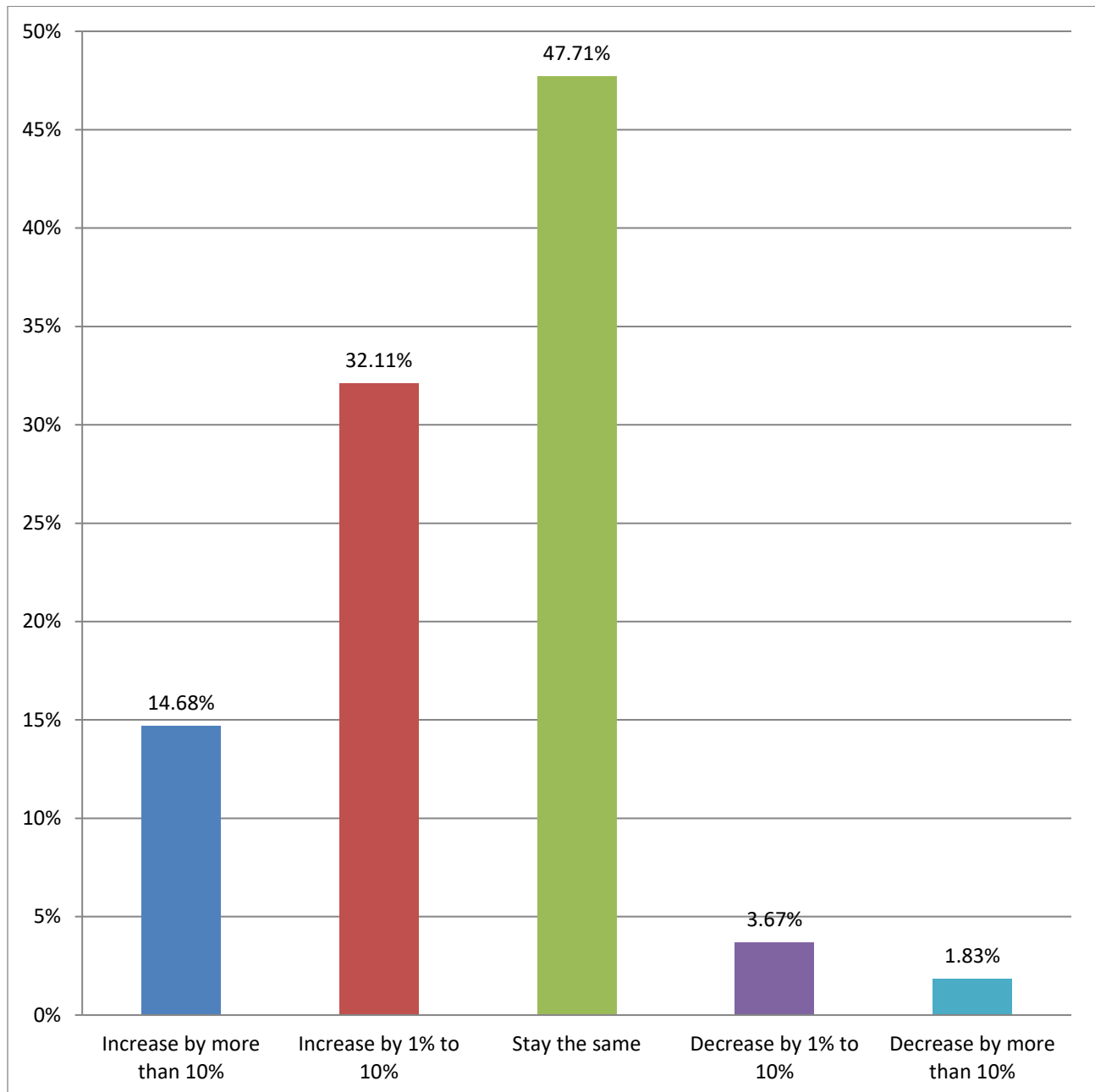
How many hours per year do employees in your organization participate in formal talent development programs?



Budget

This year's survey shows that 47.71% (down from 54.05%) of respondents expect budgets to stay the same next year. An additional 46.79% (up from 39.86%) of respondents reported that budgets are expected to increase next year, with nearly a third of all respondents anticipating an increase of 1-10%. Only 5.50% (down from 6.09%) expect budgets to decrease in the coming year and fewer than 2% expect budget decreases of more than 10%. Some organizations that deferred learning activities during the COVID-19 pandemic may now be making greater investments in talent development.

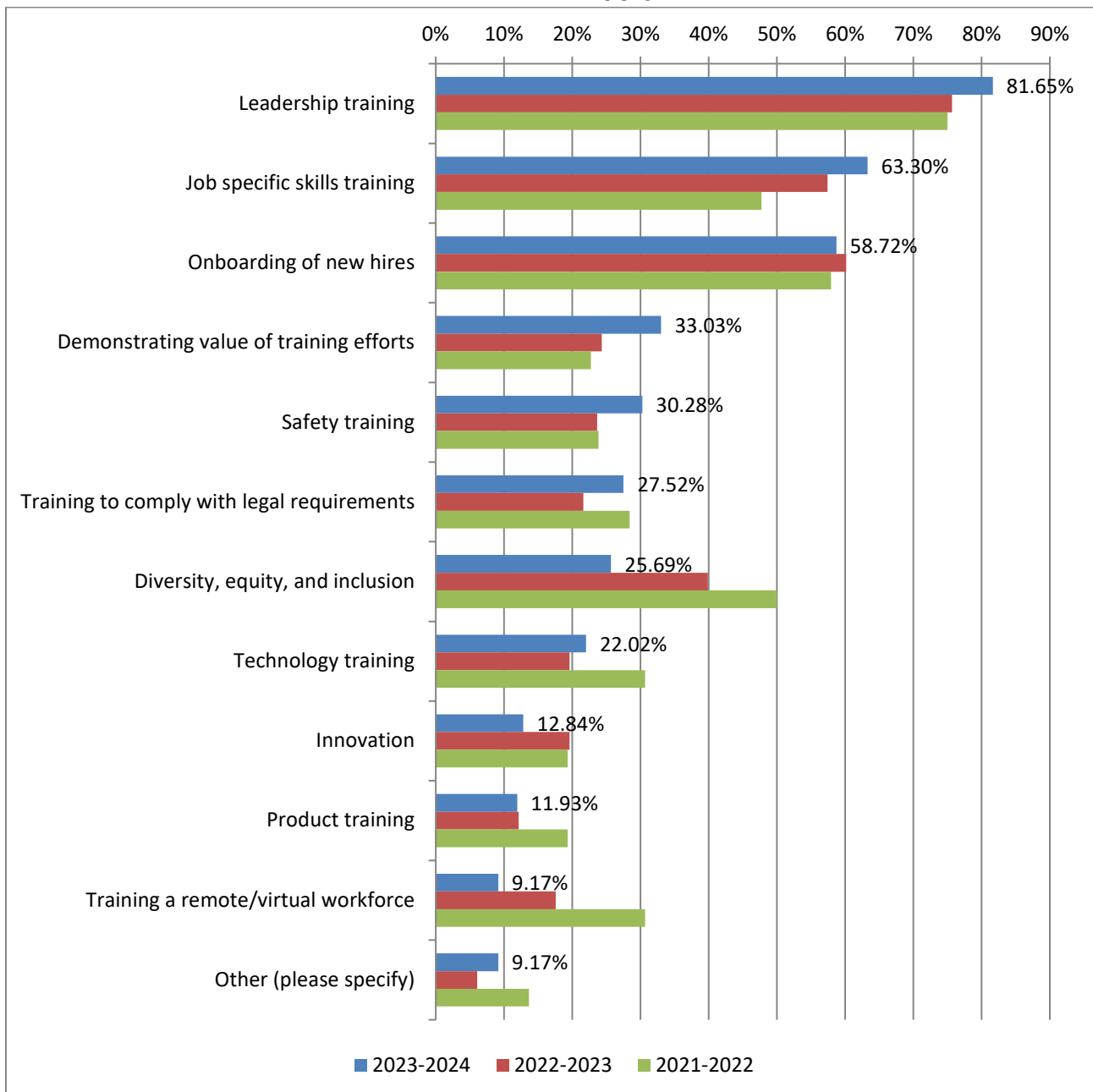
Do you expect your organization's talent development budget in 2024 to:



Talent Development Priorities

The top priority for the coming year is once again *Leadership training* at 81.65% (up from 75.68% reported last year). *Job specific skills training* is the second priority at 63.30% (up from 57.43%), followed by *Onboarding of new hires* at 58.72% (up slightly from 57.43%). *Diversity, Equity, and Inclusion* dropped to 25.69% (down from 39.86% last year). *Demonstrating value of training efforts* appears at 33.03%, an increased emphasis from previous surveys.

What are the top priorities for your talent development department at this time? (Check all that apply)



Talent Development Topics

The talent development topics organizations plan to address in 2024 are:

- First, *Leadership for Emerging Leaders* at 55.24% (also first last year at 47.55%)
- Second, *Coaching* at 46.67% (fourth last year at 41.96%)
- Third, *Career Development* at 42.86% (also third last year at 42.66%)
- Fourth, *Supervisor Skills for New Supervisors* at 41.90% (not in the top five last year)
- Fifth, a tie for *Employee Engagement* and *New Employee Orientation*, both at 39.05% (the latter topic was second last year at 43.36%)

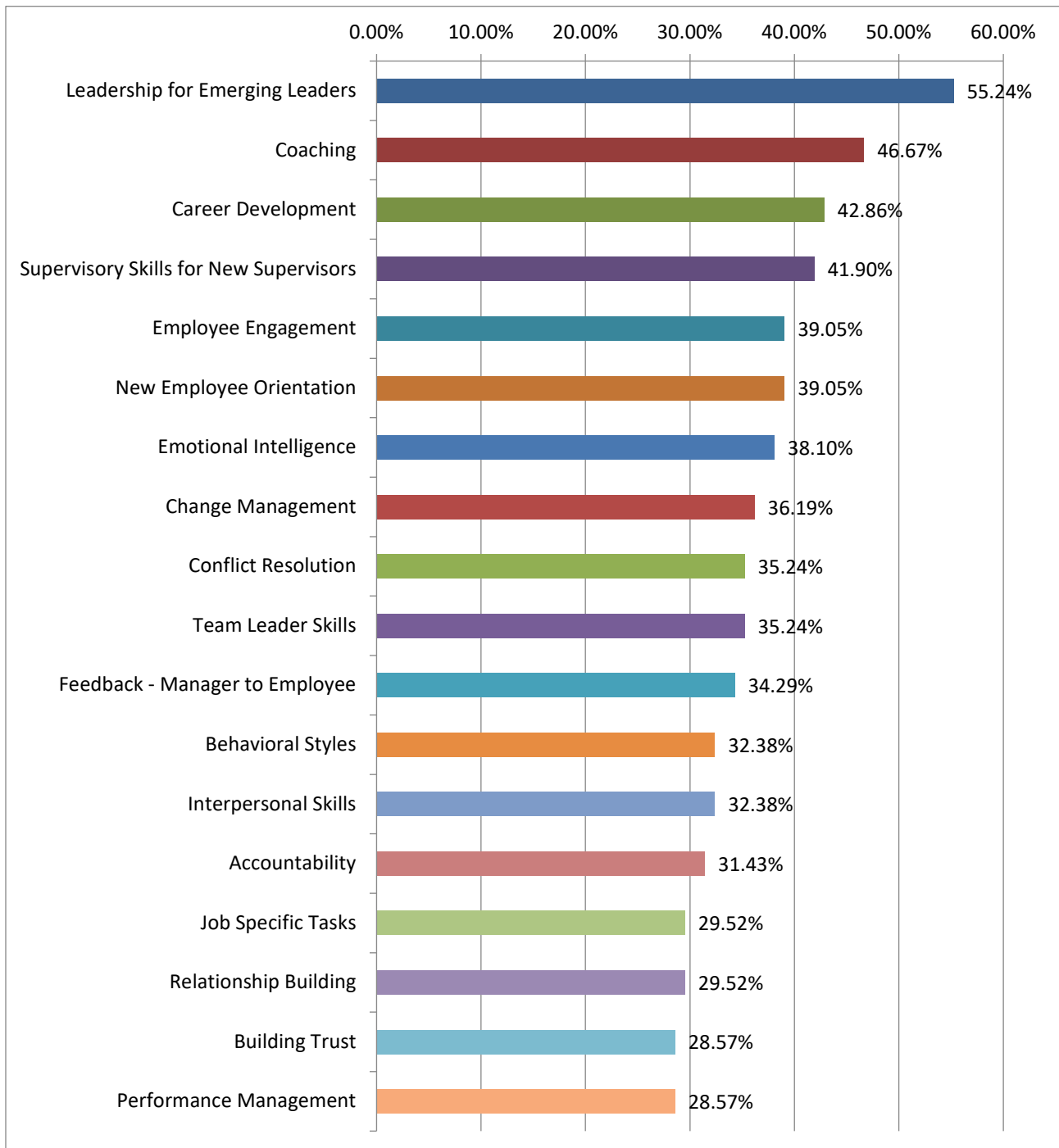
Dropping off the list of top five priorities is *Diversity, Equity, and Inclusion* (last year at 41.26%).

	2020	2021	2022	2023	2024
1	Coaching	Coaching	New Employee Orientation	Leadership for Emerging Leaders	Leadership for Emerging Leaders
2	Leadership for Emerging Leaders	Diversity	Leadership for Emerging Leaders	New Employee Orientation	Coaching
3	Conflict Resolution	Leadership for Emerging Leaders	Coaching	Career Development	Career Development
4	Behavioral Styles Career Development (tied for the fourth spot)	Career Development	Diversity, Equity, and Inclusion	Coaching	Supervisor Skills for New Supervisors
5	New Employee Orientation	New Employee Orientation	Feedback – Manager to Employee	Diversity, Equity, and Inclusion	Employee Engagement and New Employee Orientation

Talent Development Topics - *continued*

Here are the 18 talent development topics receiving the highest response rate in this year's survey, from *Leadership for Emerging Leaders* at 55.24% to two topics, *Building Trust* and *Performance Management*, tied at 28.57%.

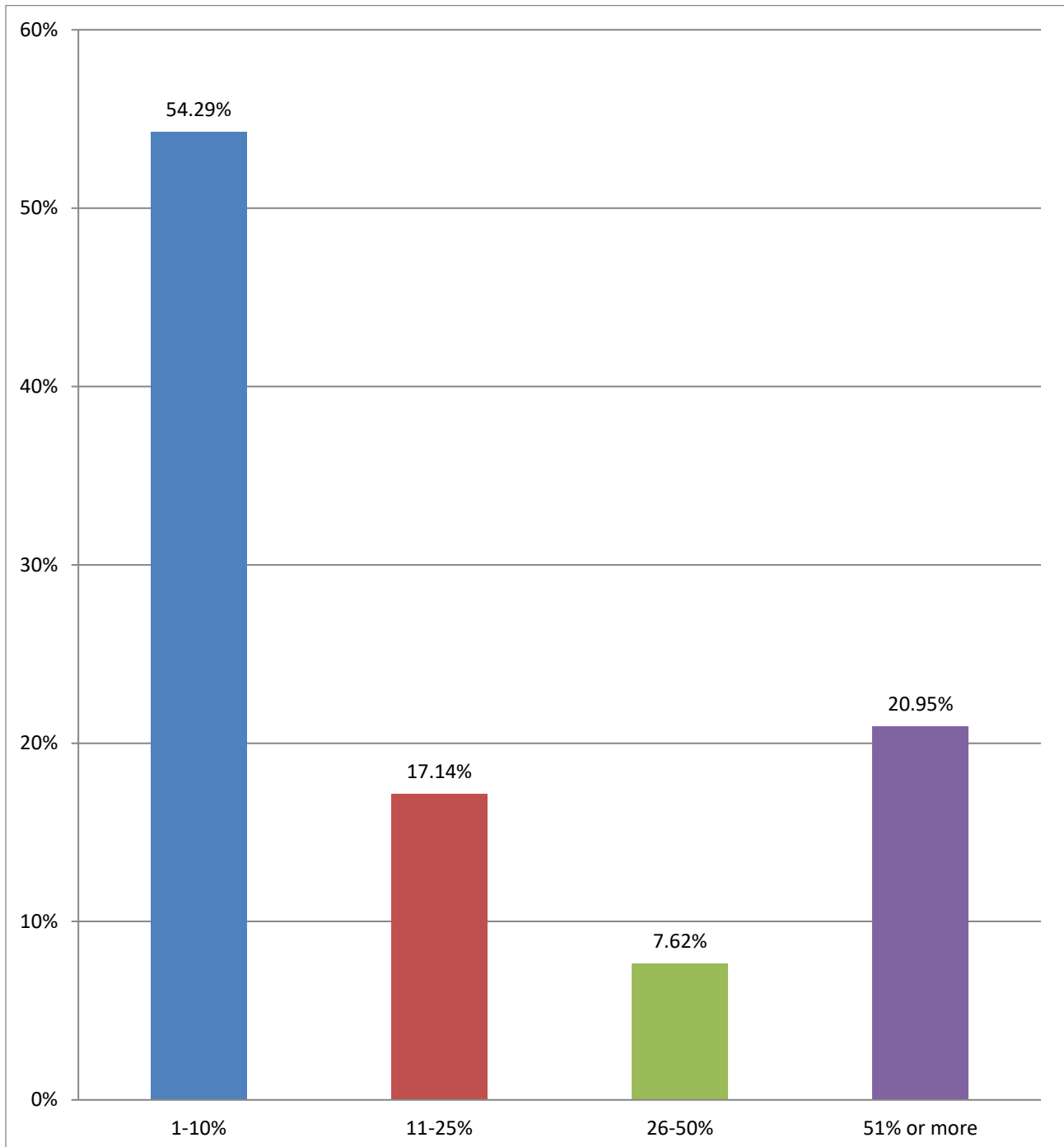
What Talent Development Topics are you planning to address in 2024? (Check all that apply)



Remote/Virtual Employees

Given the change in many organizations to hybrid work arrangements as a result of the COVID-19 pandemic, this year organizations were asked about the number of employees working remotely.

What percentage of employees in your organization work remotely on a consistent basis some portion of the time?



Remote/Virtual Employees - continued

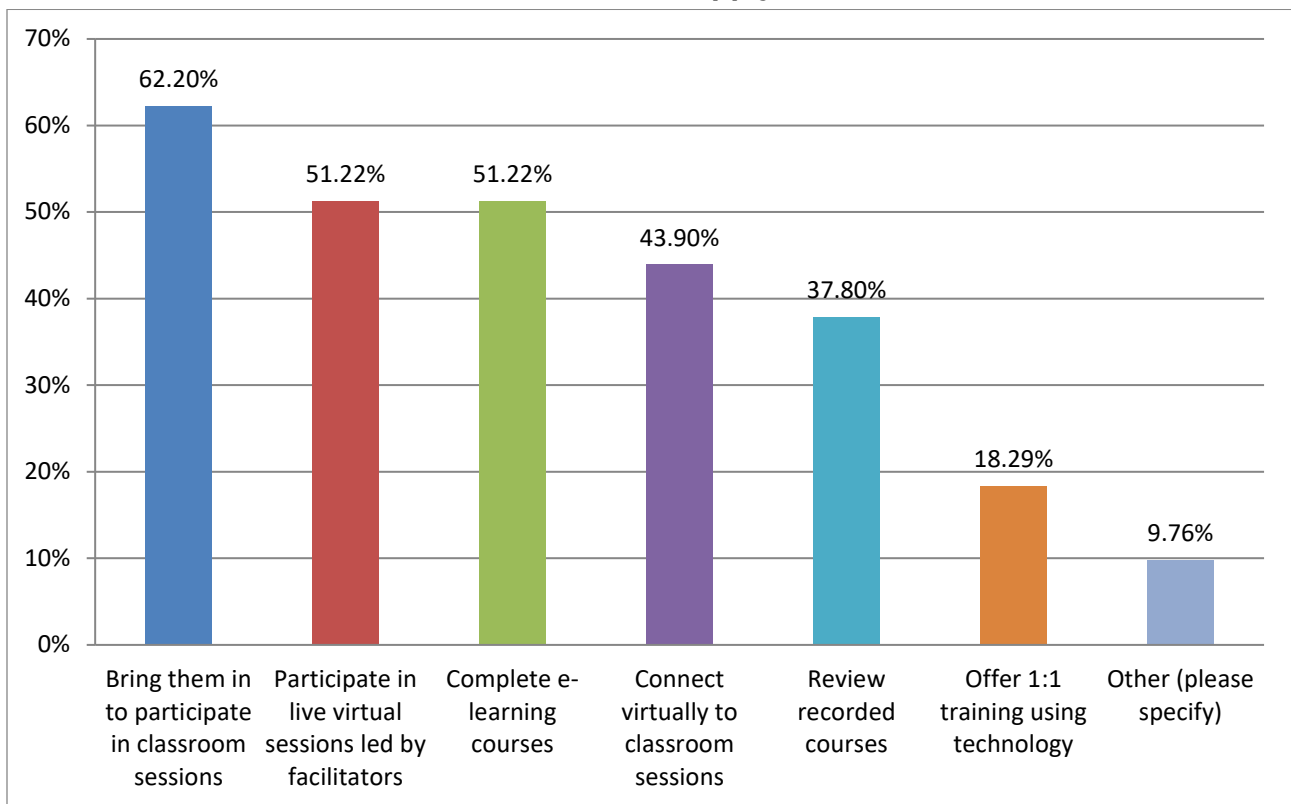
Organizations were also asked how talent development is provided to employees who work remotely. Responses include:

First is *Bring them in to participate in classroom sessions* at 62.20% (down slightly from 66.07%)

Tied at second at 51.22% are *Complete e-learning course* (last year at 65.18%) and *Participate in live virtual sessions led by facilitators* (last year at 71.43%)

This is followed by *Connect virtually to classroom sessions* at 43.90%

How do you provide talent development to your remote/virtual employees? Check all that apply.



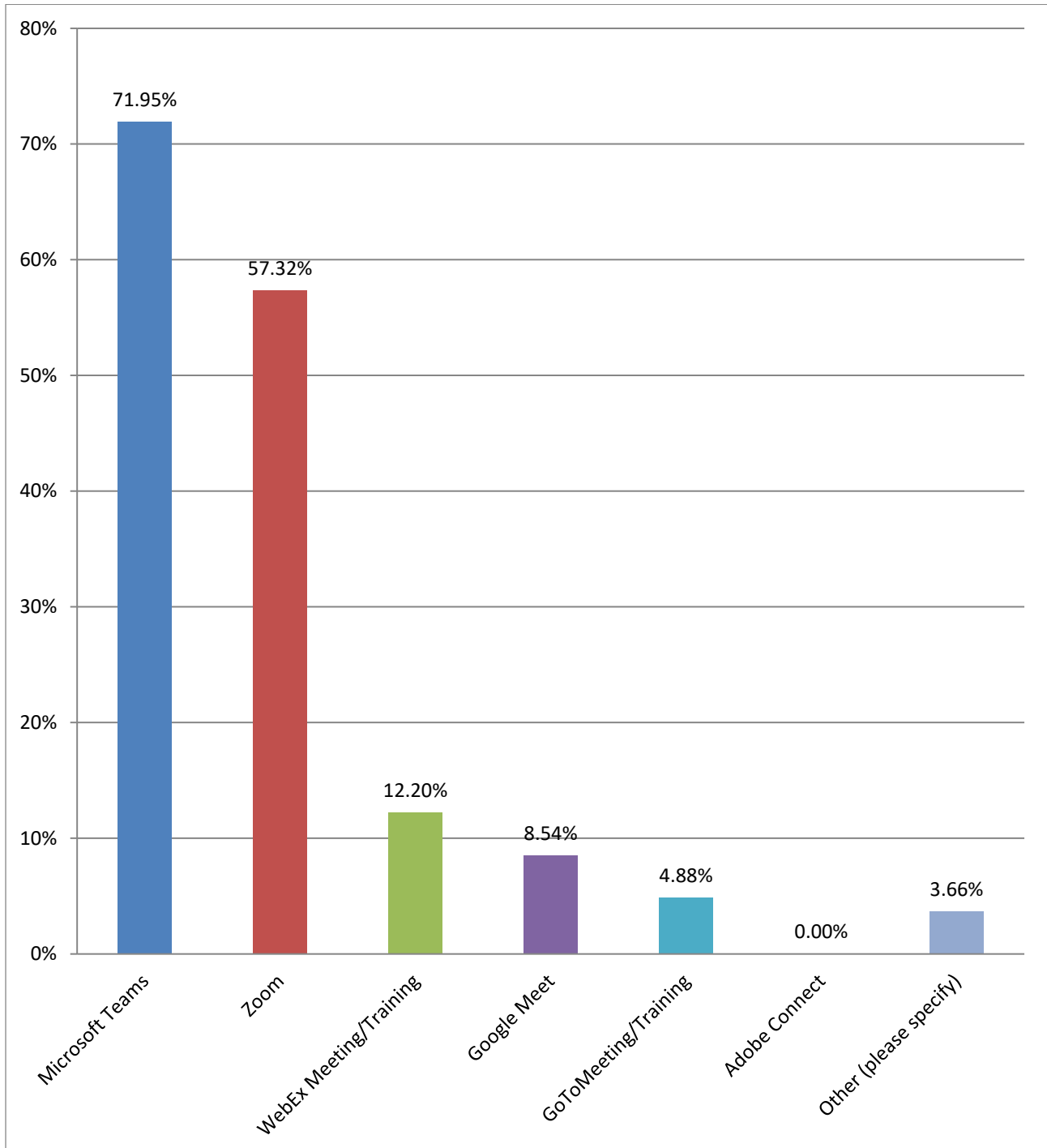
The biggest challenges identified with delivering virtual learning were identified as:

- *Engaging participants* at 51.90% (down from 66.97%)
- *Accommodating the mixed classroom, with some participating in person and some virtually* at 36.71% (down from 44.04%)
- *Utilization of technology by participants* at 29.11% (up from 27.52%)
- Followed by a tie at 20.25% for both *Attendance* (down from 32.11%) and *Convincing organizational decision-makers and influencers of capabilities and effectiveness*

Virtual Delivery Platforms

Organizations delivering talent development content virtually predominantly use *Microsoft Teams* (71.95%, down from 80.18%) and *Zoom* (57.32%, up from 51.35%). *WebEx Meeting/Training* (12.20%, down from 17.12%), *Google Meet* (8.54%), and *Go To Meeting/Training* (4.88%, down from 5.41%) were identified by far fewer respondents.

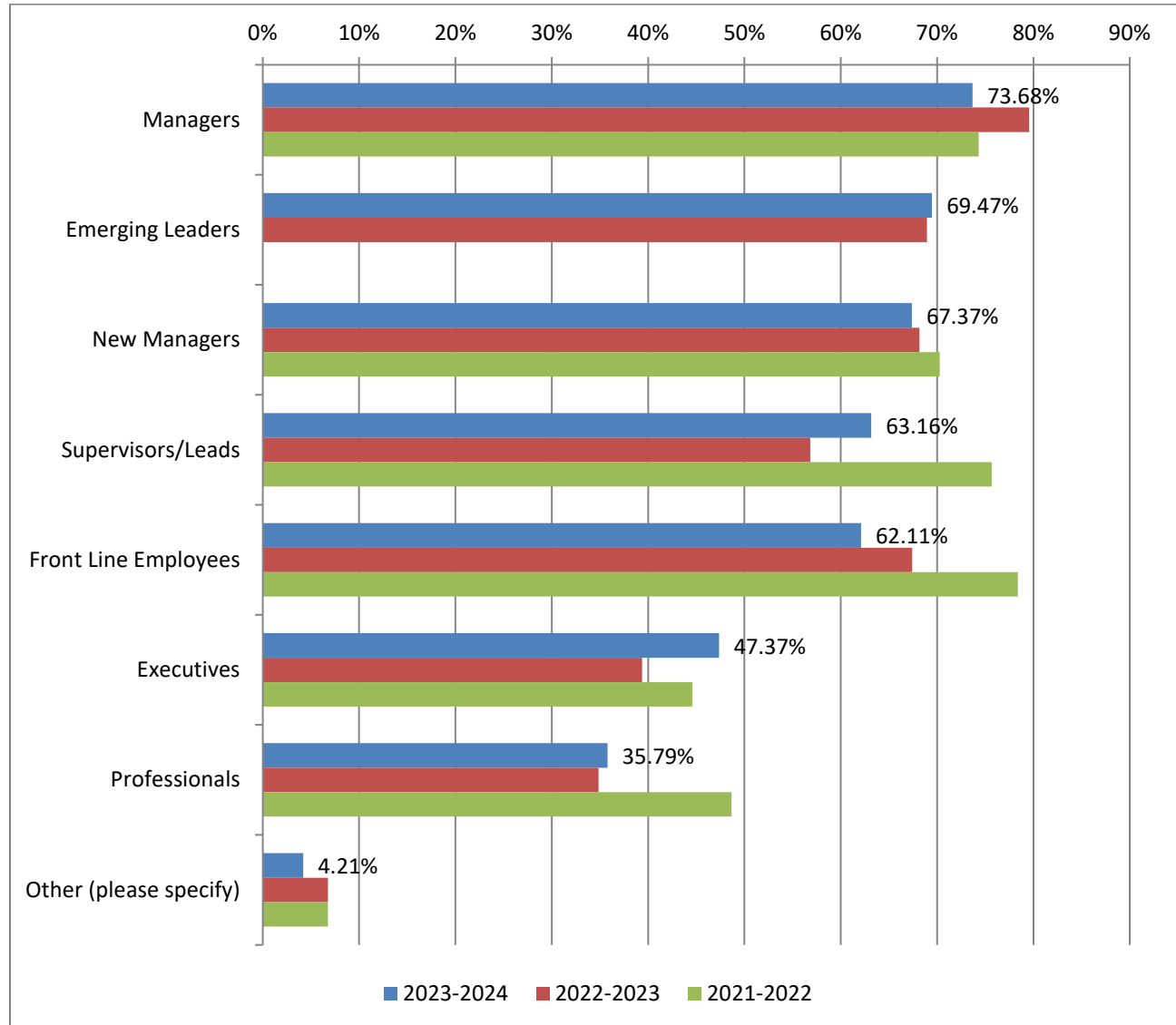
Which virtual platform do you utilize? (Check all that apply)



Target Audiences for Talent Development Resources Allocation

Managers claims the top spot again this year at 73.68% (down from 79.55%). This is followed by *Emerging Leaders* at 69.47% (up slightly from 68.94%), *New Managers* at 67.37% (down slightly from 68.18%), *Supervisors/Leads* at 63.16% (up from 56.82%), and *Frontline Employees* at 62.11% (down from 67.42%).

To whom do you plan to allocate talent development resources in 2024? (Check all that apply)

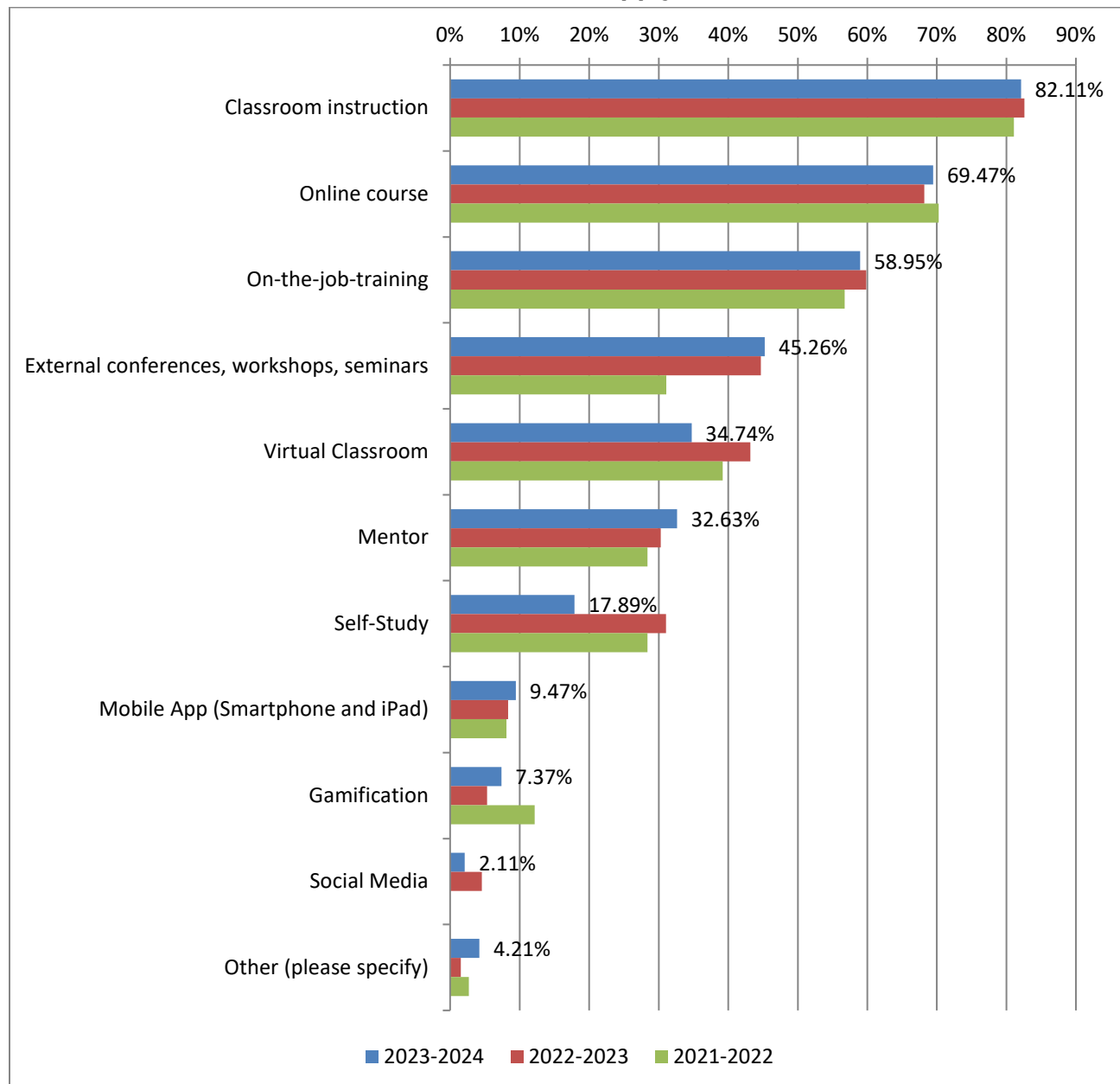


A related question regarding allocation of talent development resources asked which areas will receive the greatest percentage of resources allocation in the coming year. Respondents indicate that *Managers* holds the first spot again at 26.32% (down slightly from 27.27%). *New Managers* is next at 18.95% (up from 11.36%), followed by *Emerging Leaders* at 14.74%.

Delivery Methods

In the coming year, organizations expect *Classroom instruction* to be the primary delivery method once again (82.11%, down only slightly from 82.58% last year), reflecting a continued strong return from the impact of the COVID-19 pandemic that began in 2020. In descending order, other delivery methods identified include *Online course* (69.47%, up slightly from 69.18%), *On-the-job training* (58.95%, down from 59.85%), *External conferences, workshops, seminars* (45.26%, up from 44.79%), and *Virtual classroom* (34.74%, down from 43.18%).

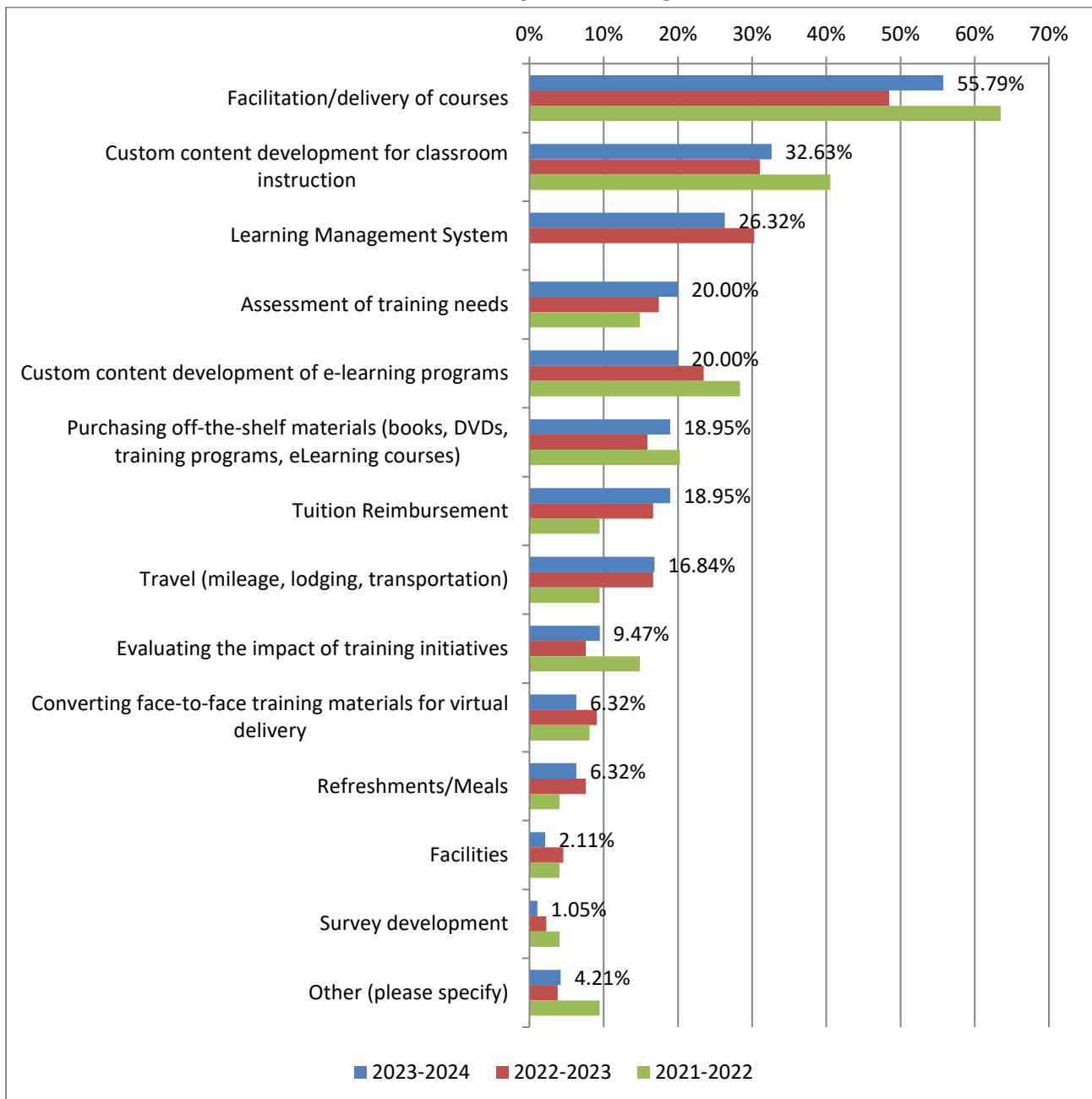
**How do you expect to deliver your talent development initiatives in 2024?
(Check all that apply)**



Allocation of Talent Development Budget Resources

Facilitation/delivery of courses again holds the top spot at 55.79% (up from 48.48%) and continues to be the largest allocation for talent development budgets. In the second spot is *Custom content development for classroom instruction* at 32.63% (up from 31.06%). *Learning Management System* is at 26.32% (down from 30.30%), followed by a tie at 20.00% for both *Assessment of training needs* and *Custom content development of e-learning programs* (the latter down from 23.48%).

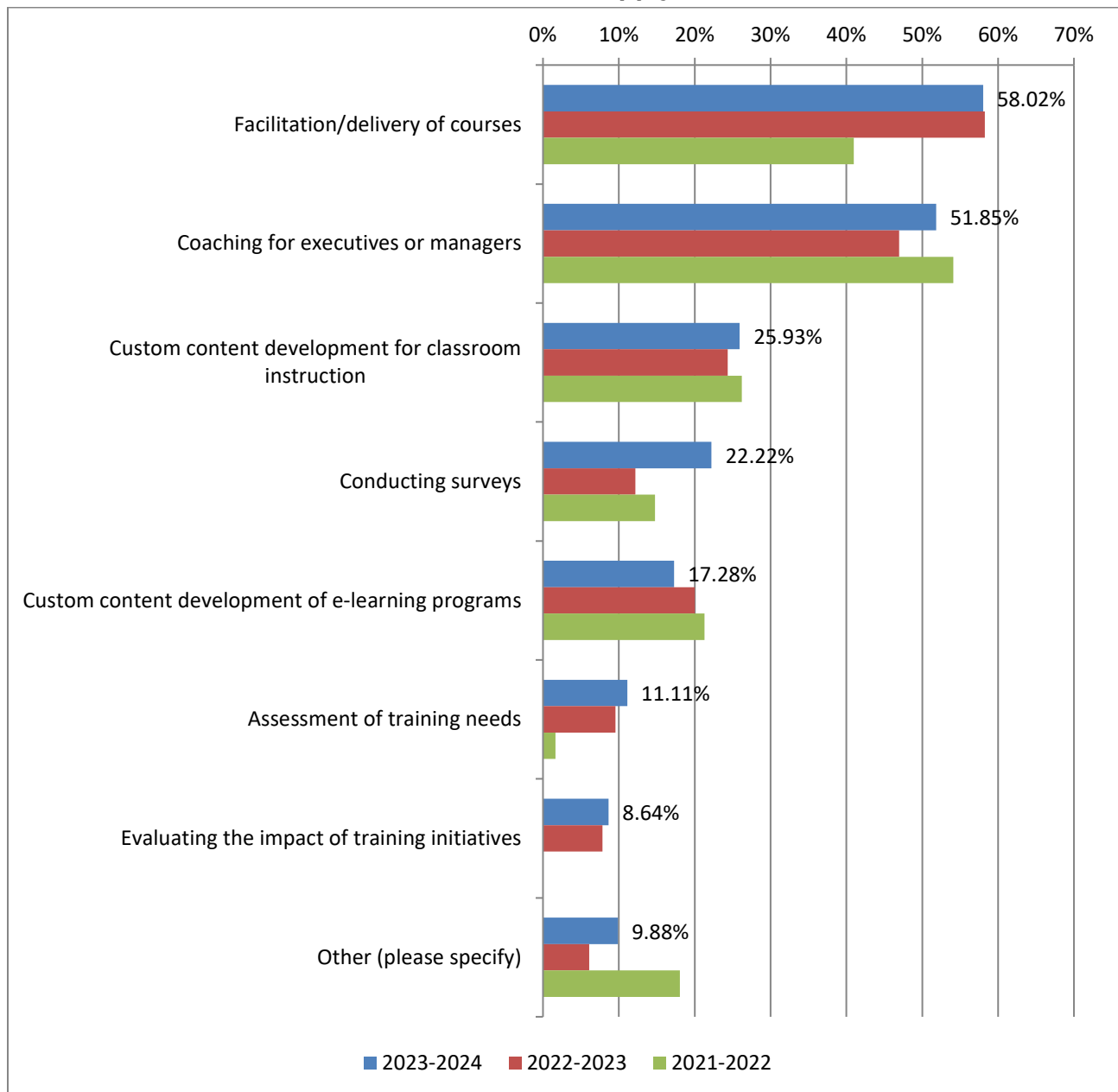
Which of the following activities will receive the largest portion of your talent development budget?



Outsourcing

This year the top candidate for outsourcing is once again *Facilitation/delivery of courses* at 58.02% (down slightly from 58.26%). Second is again *Coaching for executives or managers* at 51.85% (up from 46.96%). These are followed by *Custom content development for classroom instruction* at 25.93% (up from 24.35%). Rising to the next spot is *Conducting surveys* at 22.22%. *Custom content development of e-learning programs* follows at 17.28% (down from 20.00%).

**Which of the following functions do you plan to outsource in 2024?
(Check all that apply)**



Challenges to Implementing Talent Development Strategies

We asked the open-ended question, “What are the most significant challenges to implementing your talent development strategies?” and received 56 responses. *Time, Budget, Resources, and Coverage* were the most frequent responses. Following are the primary issues illustrated with a sample of respondent comments:

Time/Coverage

- Time. It is challenging to pull employees away from their day-to-day tasks; employee time away from their roles.
- Time and labor to back fill while training is in session; working training around production time.
- Finding a time that all participants can attend, time for employees to participate.
- Building time into schedules with workforce shortage issues; can't shut down the job sites.
- We are a growing and evolving business with a lot of busy employees, so being able to take them out of production for training and follow up can be difficult.
- Time. Talent development unfortunately takes a back seat when recruitment is constant when the company is growing and changing.
- Time to focus on strategic planning.
- Helping participants prioritize training in the midst of other tasks.

Budget/Resources

- Budget, budget, budget (mentioned multiple times).
- Resources.
- Having enough funds to facilitate training needs.
- Budgetary concerns as a non-profit.
- Resources, shoestring budget.
- Not enough human and financial resources.
- Insufficient internal resources; staffing.
- Trying to evaluate what is most impactful for the available budget.

Leadership Support

- Leadership engagement, buy-in, understanding.
- Leadership understanding of investment in people.
- Buy-in from executives to budget and allocate employees' time.
- Getting leaders to buy in to recommendations from the Learning and Development team.
- Not sensing a strong interest from leaders.
- Getting upper management to see the value in training our emerging leaders.
- Lack of willingness of leadership and stakeholders to implement leadership and talent development strategies.
- Helping key decision makers understand the ROI of training.
- Creating buy-in from supervisors for non-regulation required training.
- Getting leaders to focus on talent development amidst dramatic organizational change.

Challenges – continued

Employee Attendance and Engagement

- Being spread out across multiple locations can make getting our team together for in-person training very difficult.
- Getting individual buy-in from people attending training.
- Getting people to attend training in person.
- Employees are set in the past culture and the new style we're implementing is foreign. Some like it, others dig in their heels.
- Getting employees to commit; most just want to work, not sit through any type of educational sessions.

Talent Development Responsibilities and Staffing

- Scale of the HR/L&D team.
- Providing effective and valuable training to fit the needs of all participants.
- Ensuring that training is sticking with employees; reminding them of tools they have and how to implement them (seen as not only HR/L&D responsibility, but also leader/manager responsibility).
- Being responsive to needs as they arise. We're a small department and only have so much time.
- Staying up to date with technology for training delivery.

Other challenges mentioned include maintaining systems and platforms to house and maintain offerings, consistency in training across different sites/locations, turnover, different leadership styles, strategic planning, and measuring training outcomes to know what really works.

Changes and Trends with Significant Impact for the Future

A new question on this year's survey asked what changes or emerging trends in talent development are expected to have the most significant impact for learning in the future. We received 38 responses. The change mentioned most often was artificial intelligence, with several responders wondering what impact this will have both for work and for learning. One survey participant commented. *"I am very curious where this will take us in the talent development field."*

The next most frequently mentioned change or trend was the multi-generational workforce, and understanding and meeting the needs of younger workers entering the workplace. One survey participant noted. *"We have a whole generation of employees who will be retiring, along with their mechanical knowledge. We need to encourage those people to share what they know with our younger generations."* Another respondent agreed that *"understanding the needs and expectations for continuous development opportunities of younger workers entering the workforce should be a priority."*

Changes and Trends - *continued*

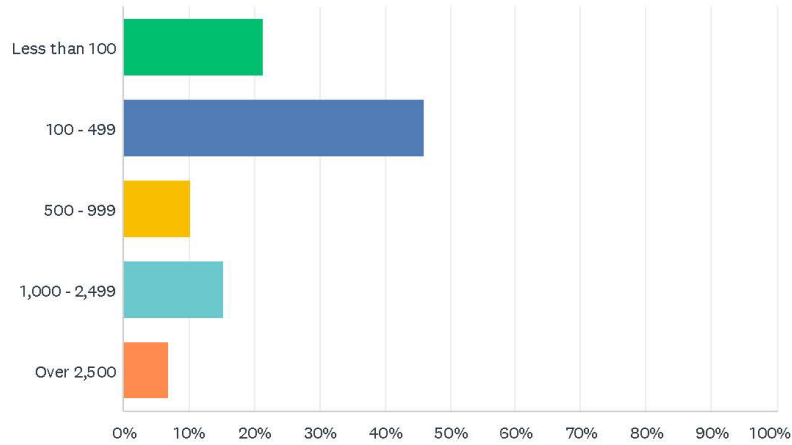
Other issues identified included retention, technology and the speed with which it advances, virtual/blended learning, turnover, employee engagement, personalization of the learning experience, data-rich understanding of skills, reducing training time while maintaining impact, accommodations for people with special learning needs, and development of career paths for all positions.

Detailed Findings

The following pages include all challenges and the detailed findings from the survey.

Q1 What is the total number of full-time and part-time employees in your organization?

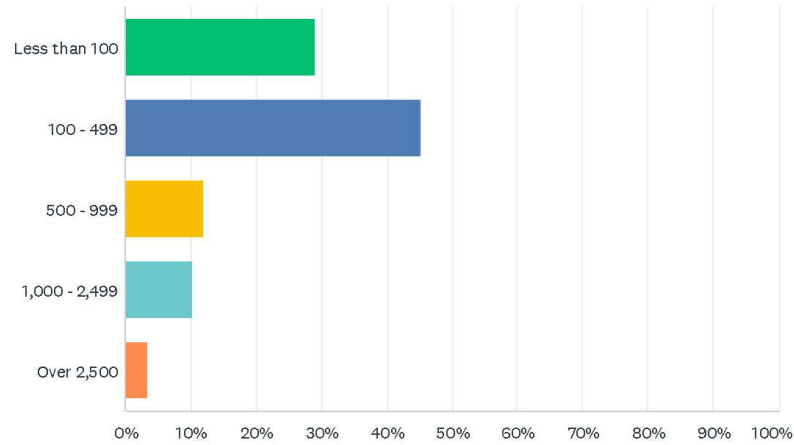
Answered: 117 Skipped: 0



ANSWER CHOICES	RESPONSES	
Less than 100	21.37%	25
100 - 499	46.15%	54
500 - 999	10.26%	12
1,000 - 2,499	15.38%	18
Over 2,500	6.84%	8
TOTAL		117

Q2 Of the total number of full-time and part-time employees in your organization, how many employees are in Iowa?

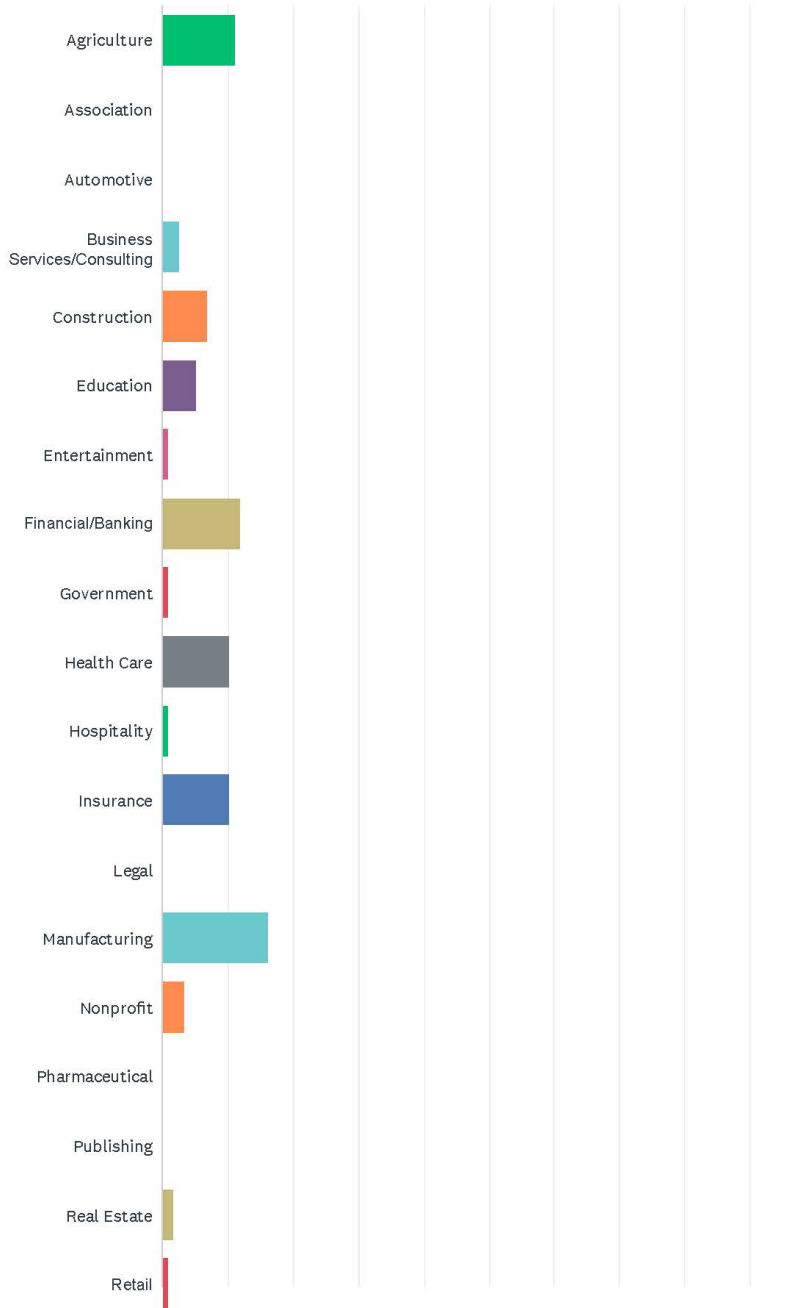
Answered: 117 Skipped: 0

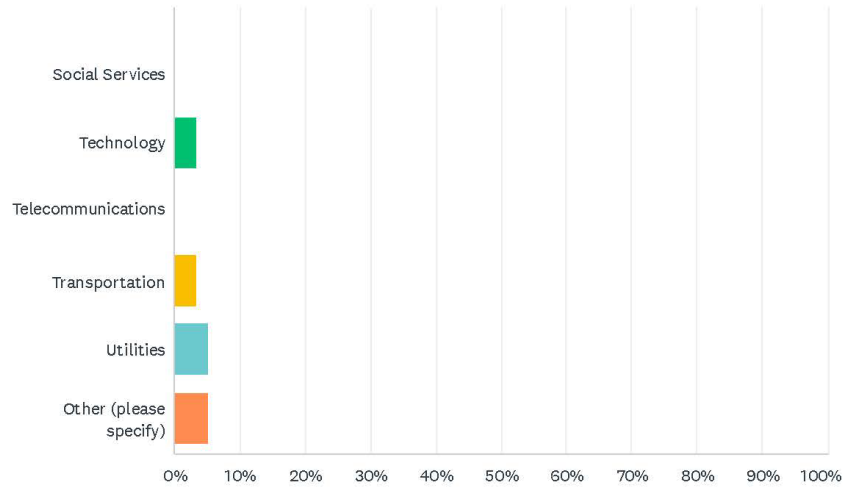


ANSWER CHOICES	RESPONSES	
Less than 100	29.06%	34
100 - 499	45.30%	53
500 - 999	11.97%	14
1,000 - 2,499	10.26%	12
Over 2,500	3.42%	4
TOTAL		117

Q3 Select your industry classification:

Answered: 117 Skipped: 0





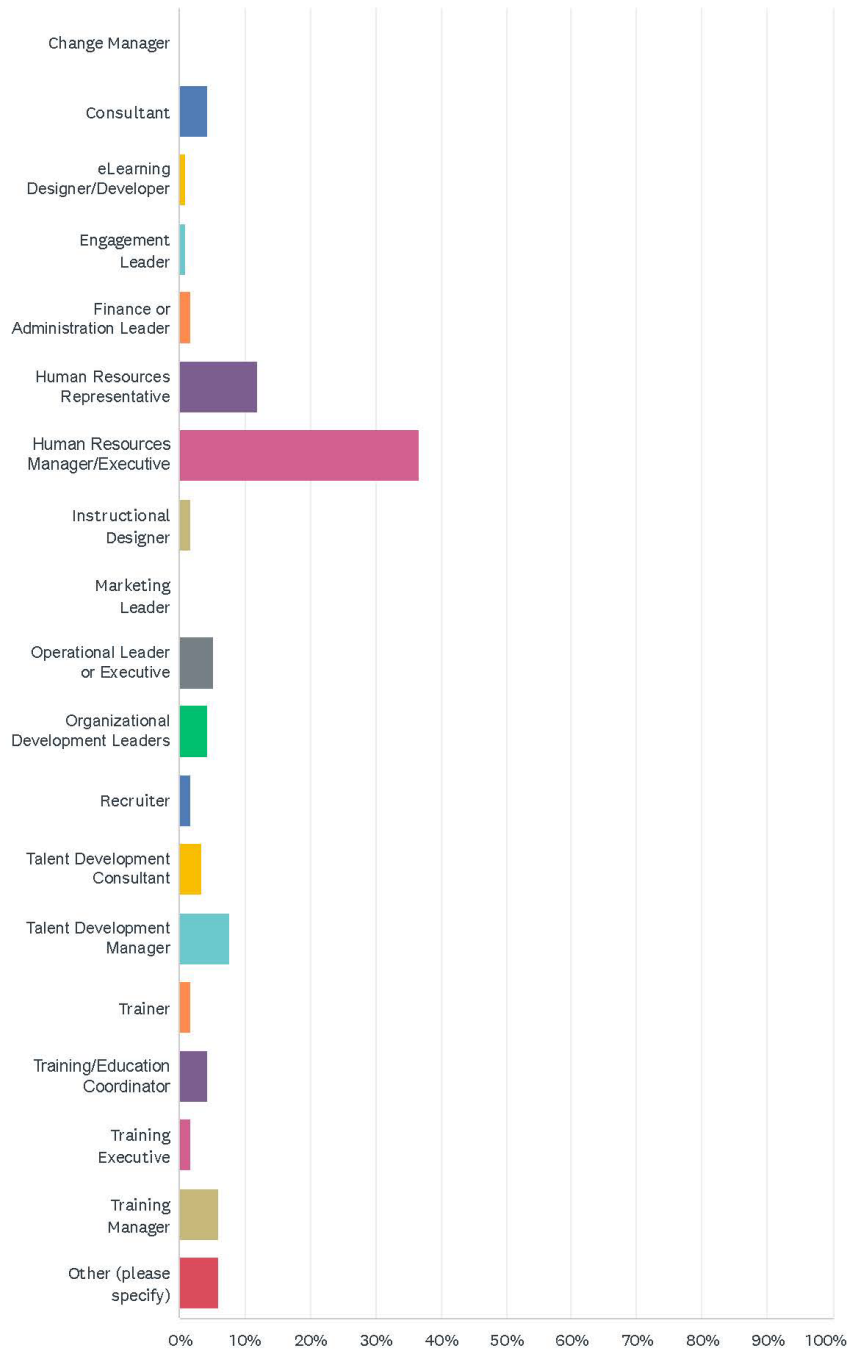
ANSWER CHOICES	RESPONSES	
Agriculture	11.11%	13
Association	0.00%	0
Automotive	0.00%	0
Business Services/Consulting	2.56%	3
Construction	6.84%	8
Education	5.13%	6
Entertainment	0.85%	1
Financial/Banking	11.97%	14
Government	0.85%	1
Health Care	10.26%	12
Hospitality	0.85%	1
Insurance	10.26%	12
Legal	0.00%	0
Manufacturing	16.24%	19
Nonprofit	3.42%	4
Pharmaceutical	0.00%	0
Publishing	0.00%	0
Real Estate	1.71%	2
Retail	0.85%	1

Social Services	0.00%	0
Technology	3.42%	4
Telecommunications	0.00%	0
Transportation	3.42%	4
Utilities	5.13%	6
Other (please specify)	5.13%	6
TOTAL		117

#	OTHER (PLEASE SPECIFY)	DATE
1	Engineering/Land Surveying (consultants)	8/17/2023 12:17 PM
2	Marketing	8/16/2023 2:35 PM
3	Distribution	8/10/2023 4:27 PM
4	Engineering	8/8/2023 12:05 PM
5	construction	8/1/2023 9:51 AM
6	Food Service / Convenience	7/31/2023 2:07 PM

Q4 What is your primary role in your organization?

Answered: 117 Skipped: 0

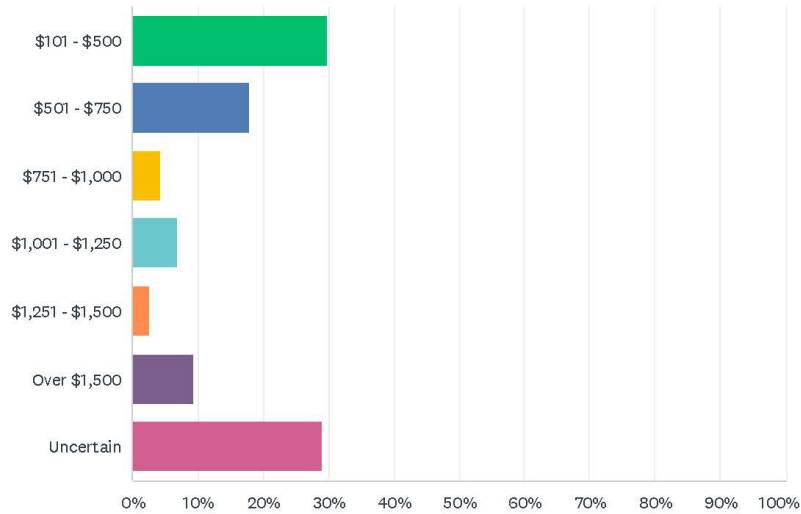


ANSWER CHOICES	RESPONSES
Change Manager	0.00% 0
Consultant	4.27% 5
eLearning Designer/Developer	0.85% 1
Engagement Leader	0.85% 1
Finance or Administration Leader	1.71% 2
Human Resources Representative	11.97% 14
Human Resources Manager/Executive	36.75% 43
Instructional Designer	1.71% 2
Marketing Leader	0.00% 0
Operational Leader or Executive	5.13% 6
Organizational Development Leader	4.27% 5
Recruiter	1.71% 2
Talent Development Consultant	3.42% 4
Talent Development Manager	7.69% 9
Trainer	1.71% 2
Training/Education Coordinator	4.27% 5
Training Executive	1.71% 2
Training Manager	5.98% 7
Other (please specify)	5.98% 7
TOTAL	117

#	OTHER (PLEASE SPECIFY)	DATE
1	Talent Development Coordinator	8/17/2023 10:37 AM
2	HR Specialist (sole HR representative)	8/14/2023 9:24 AM
3	Engagement & Talent Development	8/10/2023 2:46 PM
4	Learning and Organizational Development Manager	8/7/2023 11:25 AM
5	Deputy CEO (C-Suite)	8/4/2023 12:47 PM
6	HR Specialist focused on Total Rewards, Learning and Development, and DEI	8/3/2023 11:46 AM
7	Business Development Executive	7/27/2023 11:05 AM

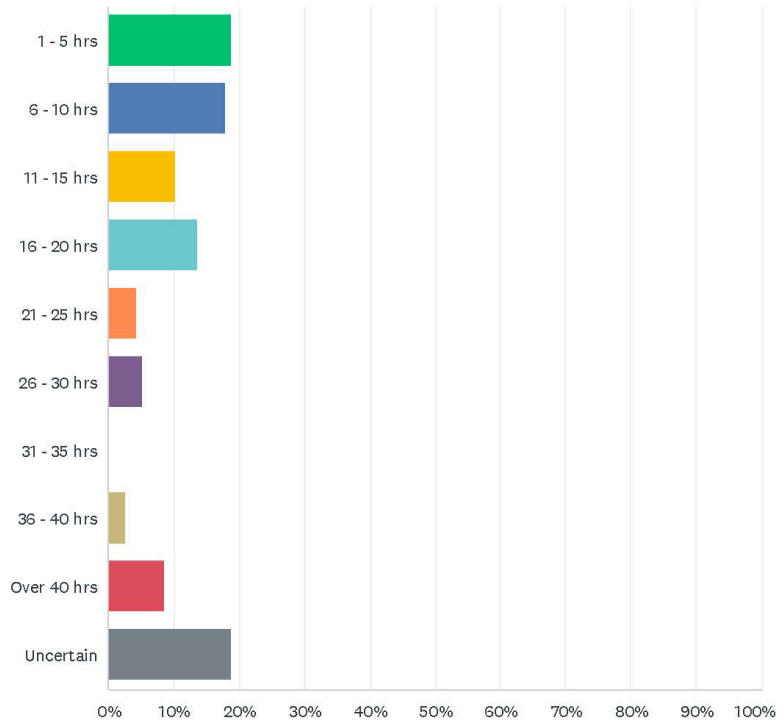
Q5 What do you estimate to be your team's or organization's annual average direct talent development expenditure per employee?

Answered: 117 Skipped: 0



ANSWER CHOICES	RESPONSES	
\$101 - \$500	29.91%	35
\$501 - \$750	17.95%	21
\$751 - \$1,000	4.27%	5
\$1,001 - \$1,250	6.84%	8
\$1,251 - \$1,500	2.56%	3
Over \$1,500	9.40%	11
Uncertain	29.06%	34
TOTAL		117

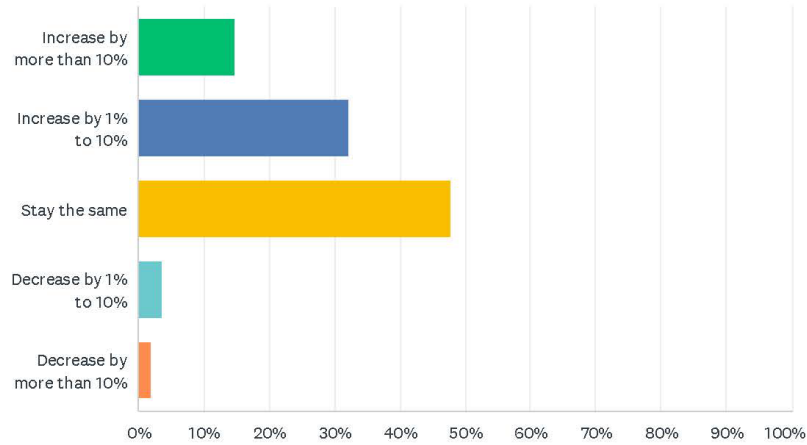
Q6 How many hours per year do employees in your organization participate in structured talent development opportunities?



ANSWER CHOICES	RESPONSES	
1 - 5 hrs	18.80%	22
6 - 10 hrs	17.95%	21
11 - 15 hrs	10.26%	12
16 - 20 hrs	13.68%	16
21 - 25 hrs	4.27%	5
26 - 30 hrs	5.13%	6
31 - 35 hrs	0.00%	0
36 - 40 hrs	2.56%	3
Over 40 hrs	8.55%	10
Uncertain	18.80%	22
TOTAL		117

Q7 Do you expect your organization's talent development budget in 2024 to:

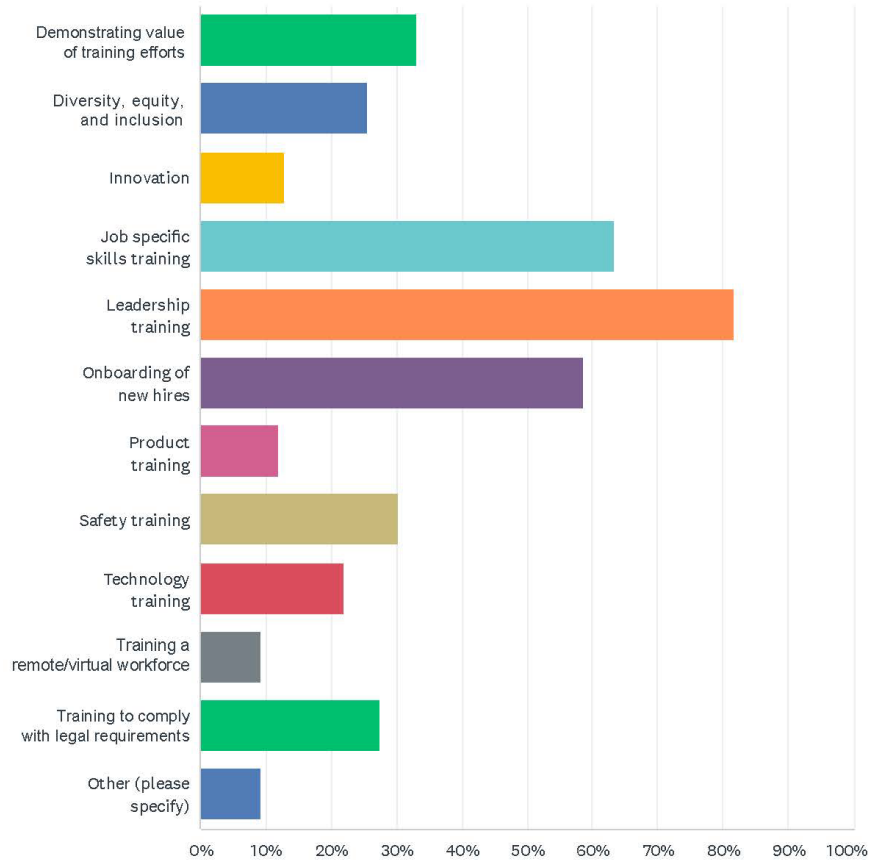
Answered: 109 Skipped: 8



ANSWER CHOICES	RESPONSES	
Increase by more than 10%	14.68%	16
Increase by 1% to 10%	32.11%	35
Stay the same	47.71%	52
Decrease by 1% to 10%	3.67%	4
Decrease by more than 10%	1.83%	2
TOTAL		109

Q8 What are the top priorities for your talent development department at this time? Check all that apply.

Answered: 109 Skipped: 8



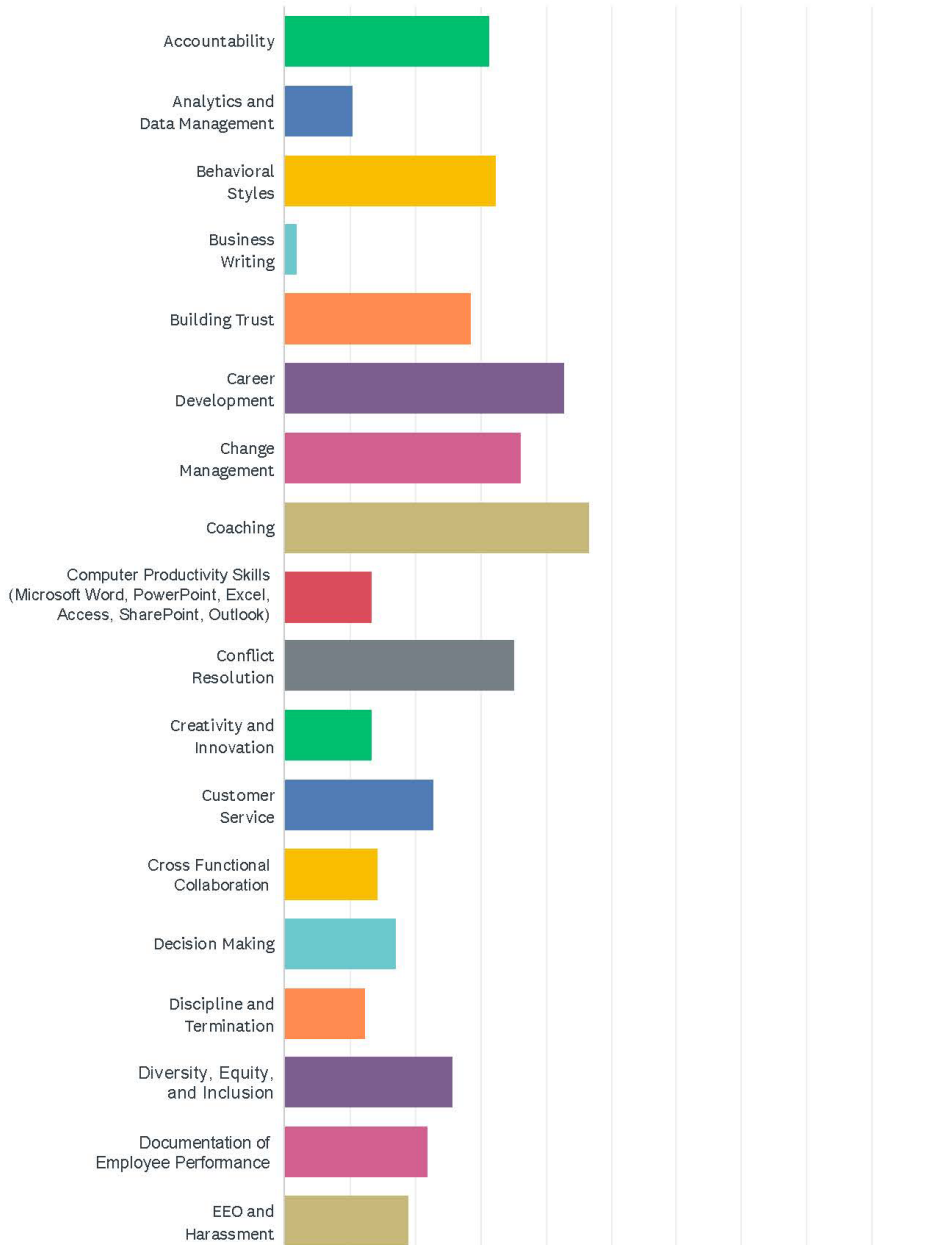
ANSWER CHOICES	RESPONSES
Demonstrating value of training efforts	33.03% 36
Diversity, equity, and inclusion	25.69% 28
Innovation	12.84% 14
Job specific skills training	63.30% 69
Leadership training	81.65% 89
Onboarding of new hires	58.72% 64

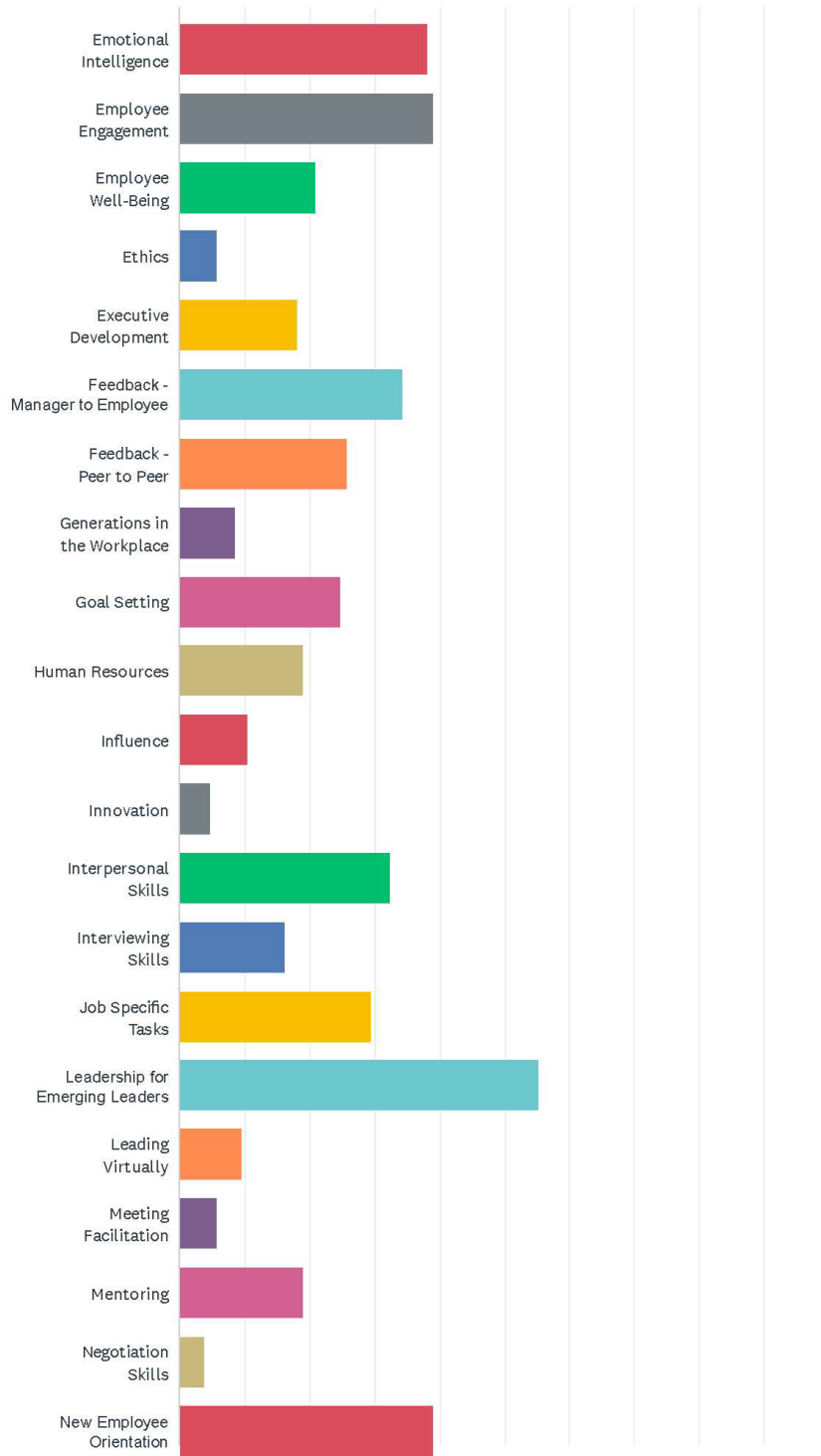
Onboarding of new hires	58.72%	64
Product training	11.93%	13
Safety training	30.28%	33
Technology training	22.02%	24
Training a remote/virtual workforce	9.17%	10
Training to comply with legal requirements	27.52%	30
Other (please specify)	9.17%	10
Total Respondents: 109		

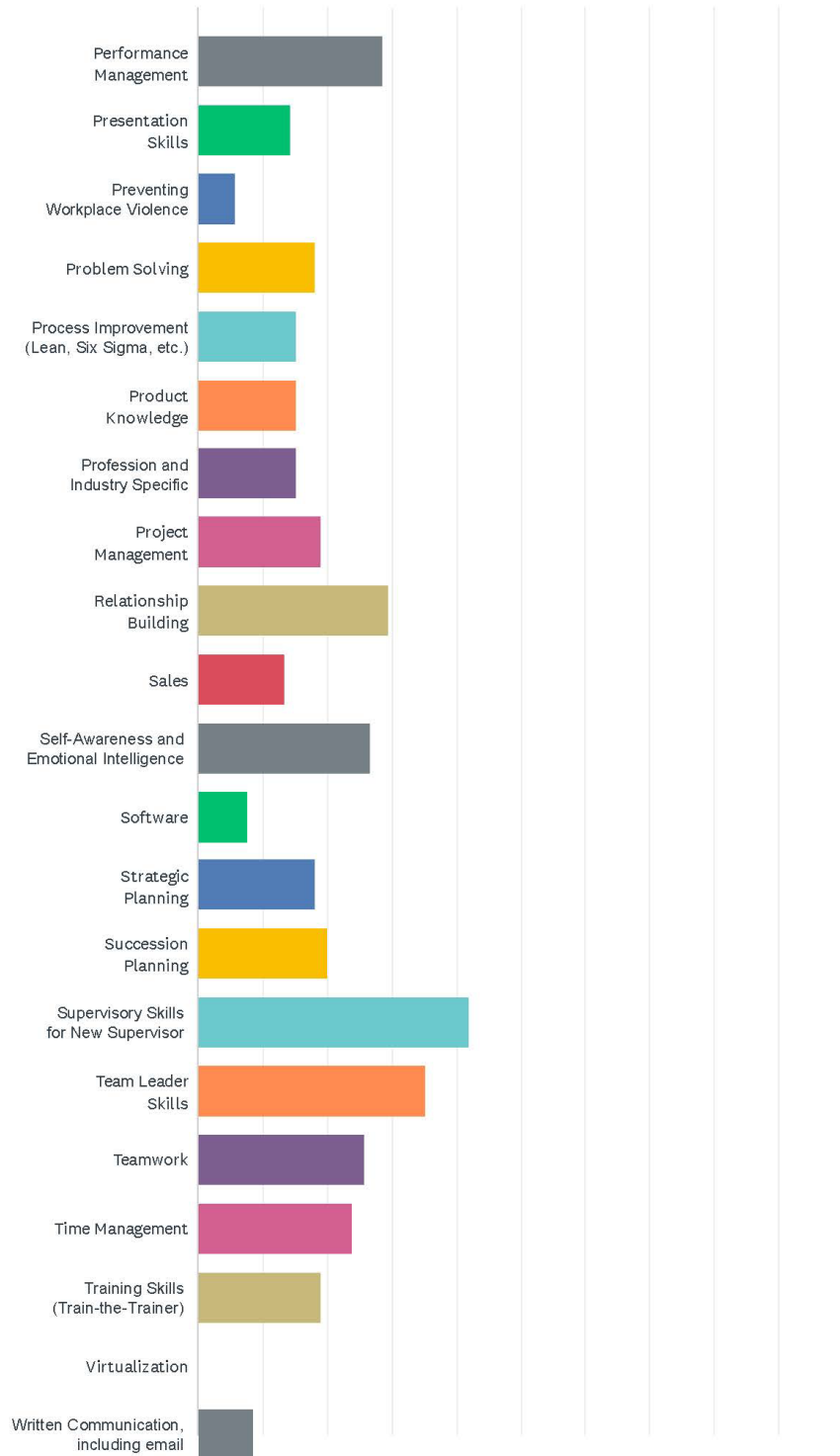
#	OTHER (PLEASE SPECIFY)	DATE
1	customer service training	8/9/2023 8:11 AM
2	Address Leadership and Development training to align with strategic goals	8/8/2023 2:53 PM
3	Career Pathing	8/4/2023 4:05 PM
4	Succession Planning	8/3/2023 11:46 AM
5	Communication	8/2/2023 2:24 PM
6	Organization values/building the culture we want	8/2/2023 9:14 AM
7	Business Acumen	8/1/2023 10:55 AM
8	Teambuilding, Collaboration and Culture	7/31/2023 9:42 AM
9	Social Determinants of Health	7/31/2023 8:18 AM
10	in addition to technical training, development of soft skills - communication, teamwork, etc.	7/27/2023 11:59 AM

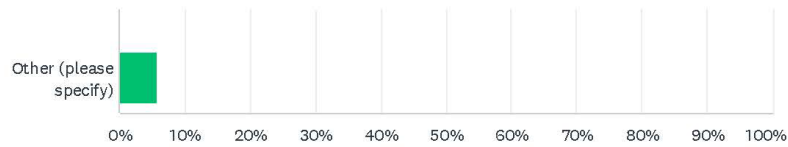
Q9 What talent development topics are you planning to address in 2024?
Check all that apply.

Answered: 105 Skipped: 12









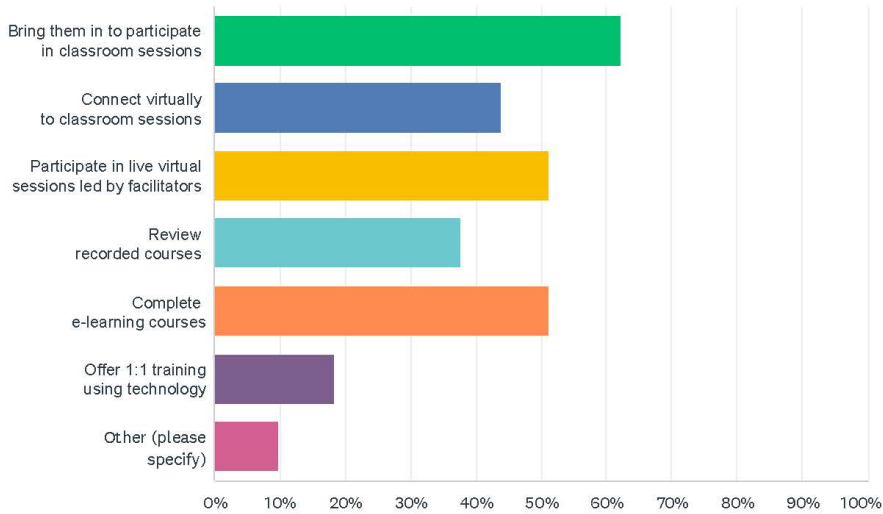
ANSWER CHOICES	RESPONSES	
Accountability	31.43%	33
Analytics and Data Management	10.48%	11
Behavioral Styles	32.38%	34
Business Writing	1.90%	2
Building Trust	28.57%	30
Career Development	42.86%	45
Change Management	36.19%	38
Coaching	46.67%	49
Computer Productivity Skills (Microsoft Word, PowerPoint, Excel, Access, SharePoint, Outlook)	13.33%	14
Conflict Resolution	35.24%	37
Creativity and Innovation	13.33%	14
Customer Service	22.86%	24
Cross Functional Collaboration	14.29%	15
Decision Making	17.14%	18
Discipline and Termination	12.38%	13
Diversity, Equity, and Inclusion	25.71%	27
Documentation of Employee Performance	21.90%	23
EEO and Harassment	19.05%	20
Emotional Intelligence	38.10%	40
Employee Engagement	39.05%	41
Employee Well-Being	20.95%	22
Ethics	5.71%	6
Executive Development	18.10%	19
Feedback - Manager to Employee	34.29%	36
Feedback - Peer to Peer	25.71%	27
Generations in the Workplace	8.57%	9
Goal Setting	24.76%	26
Human Resources	19.05%	20

Influence	10.48%	11
Innovation	4.76%	5
Interpersonal Skills	32.38%	34
Interviewing Skills	16.19%	17
Job Specific Tasks	29.52%	31
Leadership for Emerging Leaders	55.24%	58
Leading Virtually	9.52%	10
Meeting Facilitation	5.71%	6
Mentoring	19.05%	20
Negotiation Skills	3.81%	4
New Employee Orientation	39.05%	41
Performance Management	28.57%	30
Presentation Skills	14.29%	15
Preventing Workplace Violence	5.71%	6
Problem Solving	18.10%	19
Process Improvement (Lean, Six Sigma, etc.)	15.24%	16
Product Knowledge	15.24%	16
Profession and Industry Specific	15.24%	16
Project Management	19.05%	20
Relationship Building	29.52%	31
Sales	13.33%	14
Self-Awareness and Emotional Intelligence	26.67%	28
Software	7.62%	8
Strategic Planning	18.10%	19
Succession Planning	20.00%	21
Supervisory Skills for New Supervisors	41.90%	44
Team Leader Skills	35.24%	37
Teamwork	25.71%	27
Time Management	23.81%	25
Training Skills (Train-the-Trainer)	19.05%	20
Virtualization	0.00%	0
Written Communication, including email	8.57%	9
Other (please specify)	5.71%	6
Total Respondents: 105		

#	OTHER (PLEASE SPECIFY)	DATE
1	job skills	8/17/2023 12:18 PM
2	Business Acumen, Sustainability	8/1/2023 10:57 AM
3	Industry specific training	8/1/2023 9:54 AM
4	Office Etiquette	7/31/2023 9:43 AM
5	Metrics/Assessments and Technology Tools to enable learning	7/27/2023 2:51 PM
6	Test	7/7/2023 6:11 PM

Q11 How do you provide talent development to your remote/virtual employees? Check all that apply.

Answered: 82 Skipped: 35

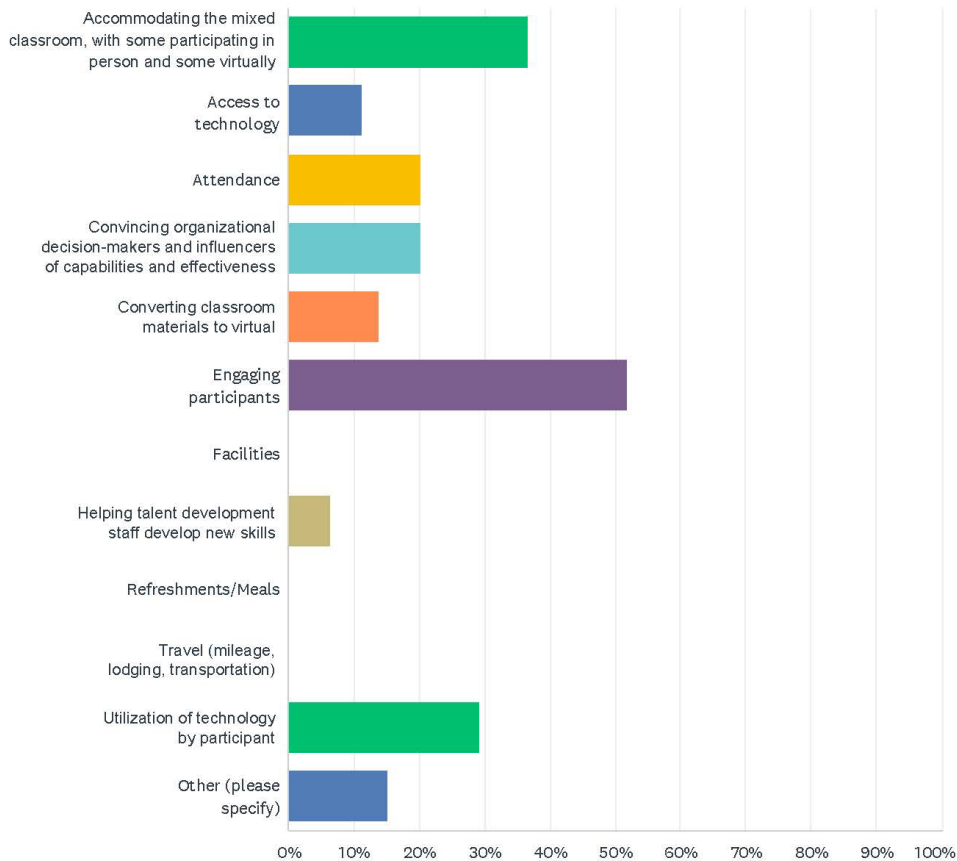


ANSWER CHOICES	RESPONSES
Bring them in to participate in classroom sessions	62.20% 51
Connect virtually to classroom sessions	43.90% 36
Participate in live virtual sessions led by facilitators	51.22% 42
Review recorded courses	37.80% 31
Complete e-learning courses	51.22% 42
Offer 1:1 training using technology	18.29% 15
Other (please specify)	9.76% 8
Total Respondents: 82	

#	OTHER (PLEASE SPECIFY)	DATE
1	N/A	8/14/2023 9:26 AM
2	We do not have remote employees. The question started at 1%	8/10/2023 3:15 PM
3	We do not have remote employees - 0% wasn't even an option on question #10.	8/10/2023 2:39 PM
4	We don't have fully remote employees.	8/10/2023 10:39 AM
5	We do not offer remote work.	8/9/2023 9:24 AM
6	No remote workers	8/7/2023 8:15 AM
7	NA	8/4/2023 12:52 PM
8	Don't have any remote workers	8/1/2023 4:57 PM

Q12 What are your biggest challenges with delivering virtual learning? Check all that apply.

Answered: 79 Skipped: 38



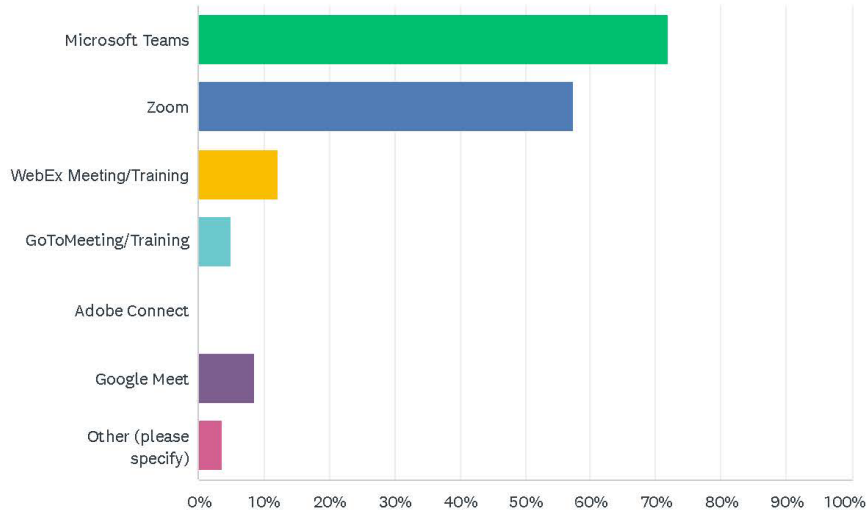
ANSWER CHOICES	RESPONSES	
Accommodating the mixed classroom, with some participating in person and some virtually	36.71%	29
Access to technology	11.39%	9
Attendance	20.25%	16
Convincing organizational decision-makers and influencers of capabilities and effectiveness	20.25%	16
Converting classroom materials to virtual	13.92%	11
Engaging participants	51.90%	41
Facilities	0.00%	0

Helping talent development staff develop new skills	6.33%	5
Refreshments/Meals	0.00%	0
Travel (mileage, lodging, transportation)	0.00%	0
Utilization of technology by participants	29.11%	23
Other (please specify)	15.19%	12
Total Respondents: 79		

#	OTHER (PLEASE SPECIFY)	DATE
1	Multi-tasking by participants	8/18/2023 4:06 PM
2	We have different languages in our company, interpreters can be hard to find.	8/16/2023 11:32 AM
3	N/A	8/14/2023 9:26 AM
4	NA	8/10/2023 2:39 PM
5	We do not use virtual training.	8/10/2023 11:25 AM
6	System access	8/7/2023 11:28 AM
7	No remote workers	8/7/2023 8:15 AM
8	Time away from front line	8/4/2023 1:47 PM
9	No Remote Employees. Virtual Training - self schedule conflicts to make a priority	8/4/2023 12:52 PM
10	Mostly doing in person for company wide or mgmt and some virtual for position specific things	8/3/2023 11:49 AM
11	Along with the development of technology skills by Talent Development, there is also a need to develop new facilitation skills for the virtual classroom.	7/31/2023 11:55 AM
12	Participants multi-tasking	7/28/2023 8:30 AM

Q13 Which virtual platform do you utilize? Check all that apply.

Answered: 82 Skipped: 35

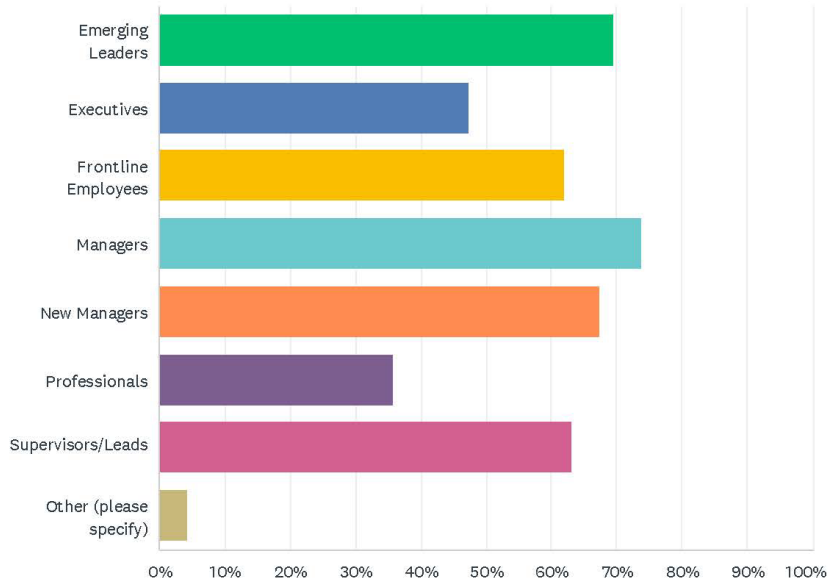


ANSWER CHOICES	RESPONSES
Microsoft Teams	71.95% 59
Zoom	57.32% 47
WebEx Meeting/Training	12.20% 10
GoToMeeting/Training	4.88% 4
Adobe Connect	0.00% 0
Google Meet	8.54% 7
Other (please specify)	3.66% 3
Total Respondents: 82	

#	OTHER (PLEASE SPECIFY)	DATE
1	NA	8/10/2023 2:39 PM
2	No remote workers	8/7/2023 8:15 AM
3	Butter	8/1/2023 10:58 AM

Q14 To whom do you plan to allocate talent development resources in 2024? Check all that apply.

Answered: 95 Skipped: 22

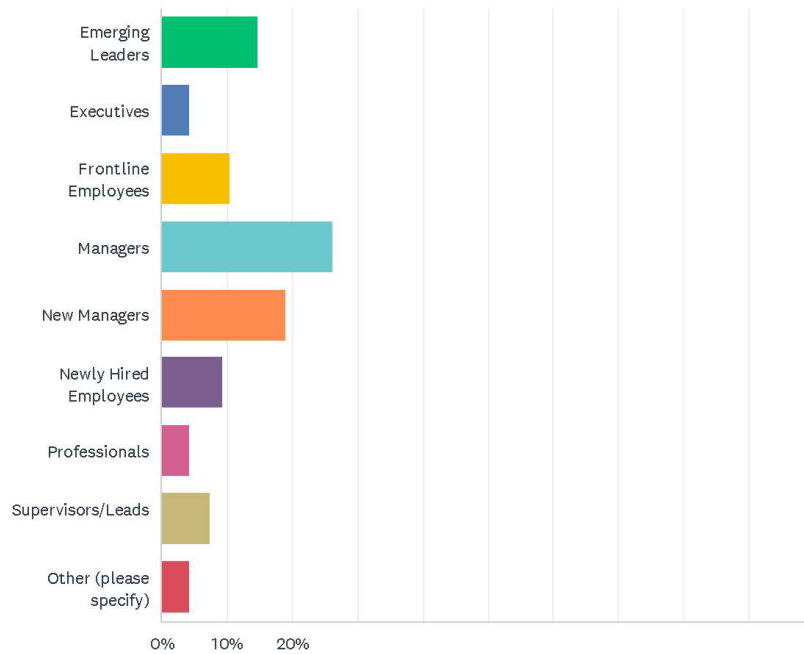


ANSWER CHOICES	RESPONSES
Emerging Leaders	69.47% 66
Executives	47.37% 45
Frontline Employees	62.11% 59
Managers	73.68% 70
New Managers	67.37% 64
Professionals	35.79% 34
Supervisors/Leads	63.16% 60
Other (please specify)	4.21% 4
Total Respondents: 95	

#	OTHER (PLEASE SPECIFY)	DATE
1	High potential employees	8/16/2023 8:26 AM
2	unsure	8/10/2023 11:50 AM
3	Interns, Emerging Professionals, Production Staff, Admins	8/1/2023 9:58 AM
4	Everyone, but the checked boxes indicate organizational priorities.	7/31/2023 11:59 AM

Q15 Which of the following areas will receive the greatest percentage of your talent development resources allocation in 2024?

Answered: 95 Skipped: 22

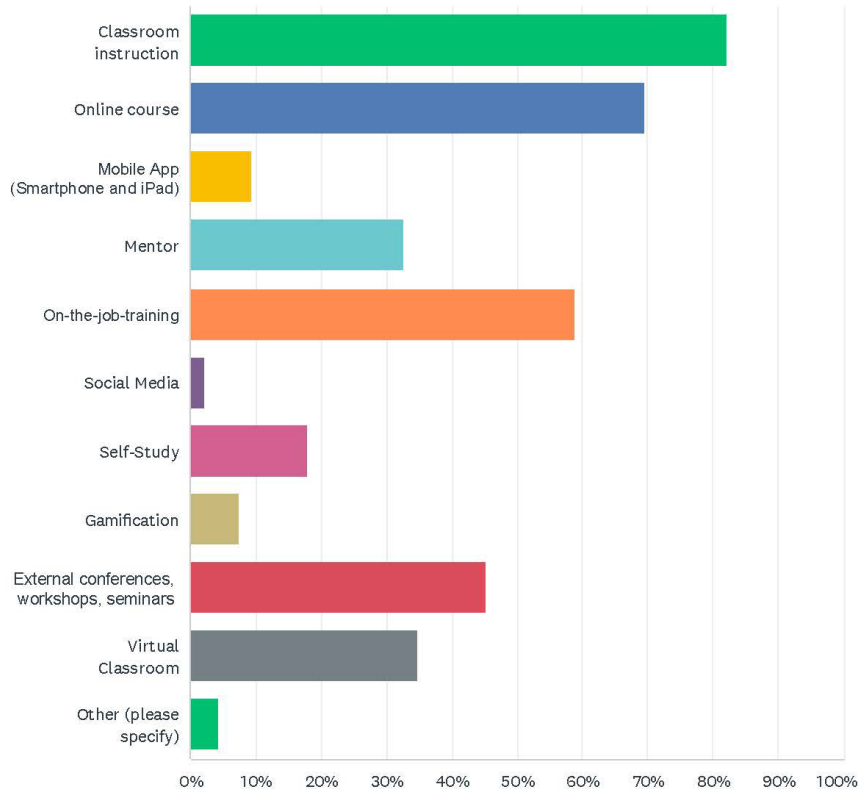


ANSWER CHOICES	RESPONSES	
Emerging Leaders	14.74%	14
Executives	4.21%	4
Frontline Employees	10.53%	10
Managers	26.32%	25
New Managers	18.95%	18
Newly Hired Employees	9.47%	9
Professionals	4.21%	4
Supervisors/Leads	7.37%	7
Other (please specify)	4.21%	4
TOTAL		95

#	OTHER (PLEASE SPECIFY)	DATE
1	unsure	8/10/2023 11:50 AM
2	Staff and Board Members	8/8/2023 3:17 PM
3	Our entire firm is getting more dollars allocated to their training/learning needs	8/1/2023 9:58 AM
4	equal amounts	7/31/2023 11:59 AM

Q16 How do you expect to deliver your talent development initiatives in 2024? Check all that apply.

Answered: 95 Skipped: 22



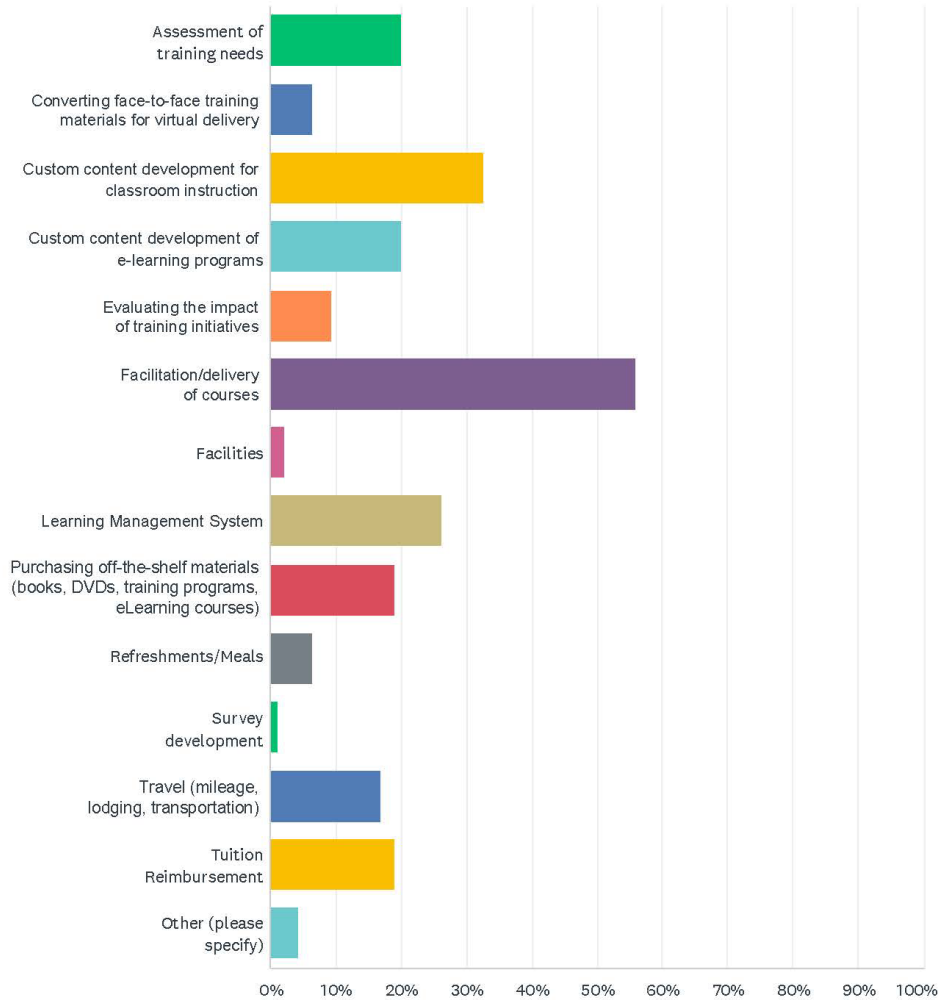
ANSWER CHOICES	RESPONSES	
Classroom instruction	82.11%	78
Online course	69.47%	66
Mobile App (Smartphone and iPad)	9.47%	9
Mentor	32.63%	31
On-the-job-training	58.95%	56
Social Media	2.11%	2
Self-Study	17.89%	17
Gamification	7.37%	7
External conferences, workshops, seminars	45.26%	43

Virtual Classroom	34.74%	33
Other (please specify)	4.21%	4
Total Respondents: 95		

#	OTHER (PLEASE SPECIFY)	DATE
1	I	8/11/2023 4:27 PM
2	In person instruction at the workplace	8/8/2023 3:17 PM
3	Coaching	8/7/2023 11:30 AM
4	Curated Resources	8/1/2023 11:00 AM

Q17 Which of the following activities will receive the largest portion of your talent development budget? CHOOSE UP TO 3.

Answered: 95 Skipped: 22



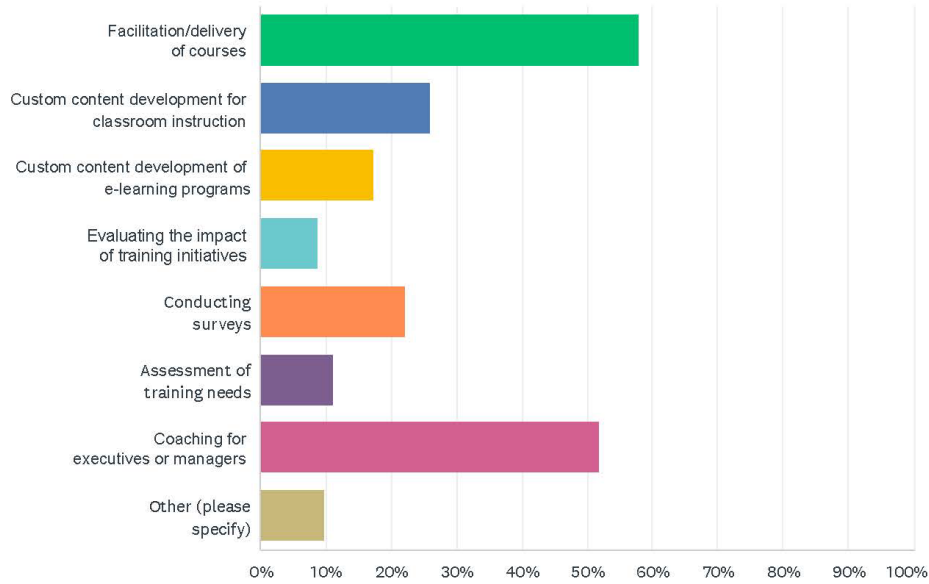
ANSWER CHOICES	RESPONSES
Assessment of training needs	20.00% 19
Converting face-to-face training materials for virtual delivery	6.32% 6
Custom content development for classroom instruction	32.63% 31
Custom content development of e-learning programs	20.00% 19

Evaluating the impact of training initiatives	9.47%	9
Facilitation/delivery of courses	55.79%	53
Facilities	2.11%	2
Learning Management System	26.32%	25
Purchasing off-the-shelf materials (books, DVDs, training programs, eLearning courses)	18.95%	18
Refreshments/Meals	6.32%	6
Survey development	1.05%	1
Travel (mileage, lodging, transportation)	16.84%	16
Tuition Reimbursement	18.95%	18
Other (please specify)	4.21%	4
Total Respondents: 95		

#	OTHER (PLEASE SPECIFY)	DATE
1	unsure	8/10/2023 11:50 AM
2	unsure	8/10/2023 11:26 AM
3	unknown	8/10/2023 11:02 AM
4	Marketing/ Social Media marketing	8/9/2023 1:31 PM

Q18 Which of the following functions do you plan to outsource in 2024?
Check all that apply.

Answered: 81 Skipped: 36



ANSWER CHOICES	RESPONSES
Facilitation/delivery of courses	58.02% 47
Custom content development for classroom instruction	25.93% 21
Custom content development of e-learning programs	17.28% 14
Evaluating the impact of training initiatives	8.64% 7
Conducting surveys	22.22% 18
Assessment of training needs	11.11% 9
Coaching for executives or managers	51.85% 42
Other (please specify)	9.88% 8
Total Respondents: 81	

#	OTHER (PLEASE SPECIFY)	DATE
1	Some leadership courses	8/17/2023 5:50 PM
2	none	8/17/2023 12:20 PM
3	None	8/14/2023 11:02 AM
4	Mone	8/11/2023 4:27 PM
5	unsure	8/10/2023 11:50 AM
6	With significant budget cuts, we are limiting the amount of outsourced work.	7/31/2023 11:59 AM
7	Yet to be determined	7/27/2023 2:53 PM
8	Uncertain at this time.	7/27/2023 11:47 AM

Q19 What are the most significant challenges to implementing your talent development strategies?

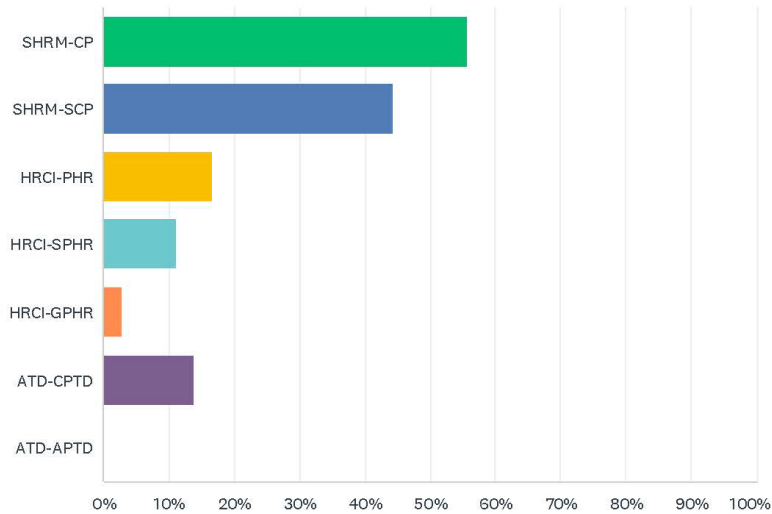
Answered: 56 Skipped: 61

#	RESPONSES	DATE
1	Helping participants prioritize training in the midst of other tasks	8/18/2023 4:08 PM
2	Time	8/17/2023 5:50 PM
3	leadership engagement	8/17/2023 3:16 PM
4	ensuring that systems and platforms used are able to house and maintain the initiatives set by the organization	8/17/2023 10:48 AM
5	We have facilities in nine different states, so the biggest challenge is having consistency in the training across each division.	8/17/2023 9:42 AM
6	Time Capacity/Priority	8/17/2023 8:59 AM
7	Time to focus on strategic planning.	8/16/2023 6:00 PM
8	Trying to evaluate what is most impactful for our budget and what will reach the most employees.	8/16/2023 2:46 PM
9	Staffing	8/16/2023 1:28 PM
10	To create a targeted pool of necessary training	8/16/2023 11:38 AM
11	1. Leadership buy-in / understanding. 2. Leadership understanding of investment in people 3. Turnover	8/16/2023 11:32 AM
12	Time and labor to back-fill while training is in session	8/16/2023 11:04 AM
13	Buy in from executives - budget and allocation of employee's time	8/16/2023 8:27 AM
14	Budget, working training around production time, etc.	8/15/2023 10:55 AM
15	Getting leaders to "buy in" to recommendations that the Learning & Development team makes.	8/14/2023 11:06 AM
16	Time. Talent development unfortunately takes a back seat when recruitment is constant when the company is growing and changing.	8/14/2023 9:39 AM
17	Engagement	8/11/2023 8:59 AM
18	Attendance	8/10/2023 3:19 PM
19	Time and Budget	8/10/2023 1:04 PM
20	No time. Also I'm not sensing a strong interest from other leaders.	8/10/2023 11:17 AM
21	unknown	8/10/2023 11:02 AM
22	Time. It is challenging to pull employees away from their day-to-day tasks and keep them engaged in training.	8/10/2023 10:48 AM
23	Finding a time that all participants can attend. Providing effective and valuable training to fit the needs of all participants.	8/10/2023 10:14 AM
24	Scale of the HR/L&D team.	8/10/2023 9:20 AM
25	loss of a full-time training person	8/9/2023 12:55 PM
26	Different leadership styles.	8/9/2023 9:27 AM
27	Budget	8/9/2023 9:19 AM

28	Having enough funds to facilitate training needs	8/9/2023 8:16 AM
29	Getting upper management to see the value in my training of our emerging leaders.	8/9/2023 8:13 AM
30	The lack of willingness of leadership and stakeholders to implement a full leadership, talent and development strategies.	8/8/2023 3:19 PM
31	Being spread out across multiple locations can make getting our team together for in-person trainings very difficult.	8/8/2023 1:25 PM
32	Budgetary concerns as a nonprofit are the hardest to work with.	8/7/2023 2:51 PM
33	Time and resources/ Individual Buy-In	8/7/2023 8:21 AM
34	Cost for a small business as well as building time into schedules with workforce shortage issues	8/4/2023 1:49 PM
35	Change culture. Employees are set in past culture style, and new style we're implementing is foreign. Some like it, others dig heels in.	8/4/2023 12:55 PM
36	time to plan, getting people to commit.	8/3/2023 1:57 PM
37	Ensuring that the training is sticking with the employees. How to remind them of the tools they have and implementing those.	8/3/2023 12:07 PM
38	We first need to make a more solidified plan and map out what we want our training to look like.	8/3/2023 11:52 AM
39	Getting people to attend in person.	8/2/2023 3:41 PM
40	Being responsive to the needs as they arise. We're a small department and only have so much time. Staying up to date with technology for training delivery.	8/2/2023 9:25 AM
41	Time available to engage employees away from the day to day	8/1/2023 9:37 PM
42	Getting buy in the people who are receiving the training	8/1/2023 5:01 PM
43	We are global integrated/multi-disciplinary design firm, so creating materials and programs for all groups.	8/1/2023 9:59 AM
44	employees time away from their roles	8/1/2023 9:55 AM
45	Resources and people with a shoestring budget	7/31/2023 12:00 PM
46	time for training	7/31/2023 12:00 PM
47	Helping key decision makers understand the ROI of training.	7/31/2023 9:46 AM
48	Creating buy-in from supervisors for participation in non-regulation required trainings.	7/31/2023 8:22 AM
49	Time. We continue to receive feedback that it is difficult for our managers and supervisors working on the plant floor to be out of their roles for 3-4 hours at a time.	7/31/2023 7:53 AM
50	We are a growing and evolving business (as I am sure many others are too) that has a lot of busy employees so being able to take them out of production for trainings and follow ups can be difficult. Even if we can get them to attend a session, measuring outcomes and knowing what really worked and what didn't is something that can be hard to quantify. Another challenge is the virtual environment -- having multiple home office locations AND virtual team members creates unique challenges to provide collaboration, learning environments (people in the office in a Zoom or conference room get a reduced experience compared to a fully in person session AND people remote get a limited experience if they join in). For now, our best experiences have been to do all virtual or all in person.	7/28/2023 11:46 AM
51	Getting leaders to focus on this topic amidst dramatic organizational change	7/27/2023 2:54 PM
52	Internal resources.	7/27/2023 2:34 PM
53	Not enough human and financial resources	7/27/2023 12:51 PM
54	Beginning fall 2023 having a full-time Employee Development staff person. Time capacity for employees to participate. Can't shut down the job sites.	7/27/2023 11:49 AM
55	This is the first LMS and strategic planning of trainings. Most just want to work, not sit through any type of educational sessions.	7/27/2023 11:09 AM
56	Challenging	7/7/2023 6:13 PM

Q20 Are you, or is anyone in your organization, planning to seek any of the following professional certifications through SHRM or HRCI or ATD in 2024? Check all that apply.

Answered: 36 Skipped: 81



ANSWER CHOICES	RESPONSES	
SHRM-CP	55.56%	20
SHRM-SCP	44.44%	16
HRCI-PHR	16.67%	6
HRCI-SPHR	11.11%	4
HRCI-GPHR	2.78%	1
ATD-CPTD	13.89%	5
ATD-APTID	0.00%	0
Total Respondents: 36		

Q21 What are the biggest changes/ trends/ emerging trends in talent development that are expected to have the most significant impact for learning in the future?

Answered: 38 Skipped: 79

#	RESPONSES	DATE
1	generational expectations for continuous development opportunities	8/18/2023 4:08 PM
2	Managing roll out of new emerging learning	8/17/2023 5:50 PM
3	AI will play a huge role in that as well as various online learning components.	8/17/2023 9:42 AM
4	Retention	8/17/2023 8:59 AM
5	AI	8/16/2023 1:28 PM
6	Our company utilizes IT. Making sure everyone moves forward with innovation will be the challenge.	8/16/2023 11:38 AM
7	Virtual learning / blended learning	8/16/2023 11:32 AM
8	Engagement, change management, speed of technology change	8/16/2023 11:04 AM
9	ChatGPT	8/16/2023 8:27 AM
10	multi-lingual presentations	8/15/2023 12:19 PM
11	Creating new documentation and overall training materials for New Hires.	8/14/2023 11:06 AM
12	unsure	8/11/2023 8:59 AM
13	DEI and B considerations	8/10/2023 11:17 AM
14	unknown	8/10/2023 11:02 AM
15	Technology and the speed at which it is advancing.	8/10/2023 10:48 AM
16	Unsure at this time	8/10/2023 10:14 AM
17	Utilizing AI to complement and enhance staff, especially front-line staff. Extreme personalization of the learning experience - utilizing technology to customize learning journeys. Internal gig economies - providing more flexible kinds of work to tap into, and develop, latent skills. More data-rich understanding of the skills landscape in an organization - skills matrixes, inventories, taxonomies.	8/10/2023 9:20 AM
18	The shifting workforce.	8/9/2023 9:27 AM
19	Look forward to 90-minute crash courses and how to reduce training time while still providing impactful leadership and development opportunities.	8/8/2023 3:19 PM
20	AI and online sales/marketing.	8/8/2023 1:25 PM
21	Employee engagement and rate of turnover. Staffing trends, economic factors.	8/4/2023 4:14 PM
22	We have a whole generation of employees who will be retiring, along with their mechanical knowledge. We need to encourage those people to share what they know with our younger generations.	8/4/2023 2:47 PM
23	Culture - Supervisors taking on higher roles, Leaders learning to delegate more. Empower employees to make decisions.	8/4/2023 12:55 PM
24	Reaching the whole staff to improve their skills.	8/2/2023 3:41 PM
25	Making accommodations/developing adaptive training for people with special learning needs or conditions (ADD/ADHD, neurodivergence, neurocognition, etc.). Understanding the needs of	8/2/2023 9:25 AM

younger workers entering the workforce. Being proactive and responsive to well-being issues of staff.

26	Managing multi-generational workforce	8/1/2023 9:37 PM
27	AI derived tools for writing, scripting, decision making, and design.	8/1/2023 11:01 AM
28	AI and automation of processes	8/1/2023 9:59 AM
29	learning remote via webinars	8/1/2023 9:55 AM
30	AI. I am very curious where this will take us in the talent development field.	7/31/2023 12:00 PM
31	employees expecting a virtual option for all trainings	7/31/2023 12:00 PM
32	Artificial Intelligence and Technology	7/31/2023 9:46 AM
33	Development of career paths for all positions	7/31/2023 7:53 AM
34	The expansion of technology systems and platforms continue to be an opportunity to do more/better along with being able to use AI to support better learning experiences and outcomes.	7/29/2023 11:46 AM
35	AI	7/27/2023 12:51 PM
36	personalization of learning	7/27/2023 12:41 PM
37	Managing expectations of the 20 something employees.	7/27/2023 11:49 AM
38	NA	7/27/2023 11:09 AM

Unleashing Human Potential

Founded in 1999, ATW Training Solutions has strived and succeeded in helping organizations Unleash their Human Potential. Committed to delivering excellence in everything we do, we work to develop training solutions that fit your needs from customized classroom solutions on Leadership, Team Work, Customer Service and Communications, to instructional design and development of materials including eLearning modules.

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