

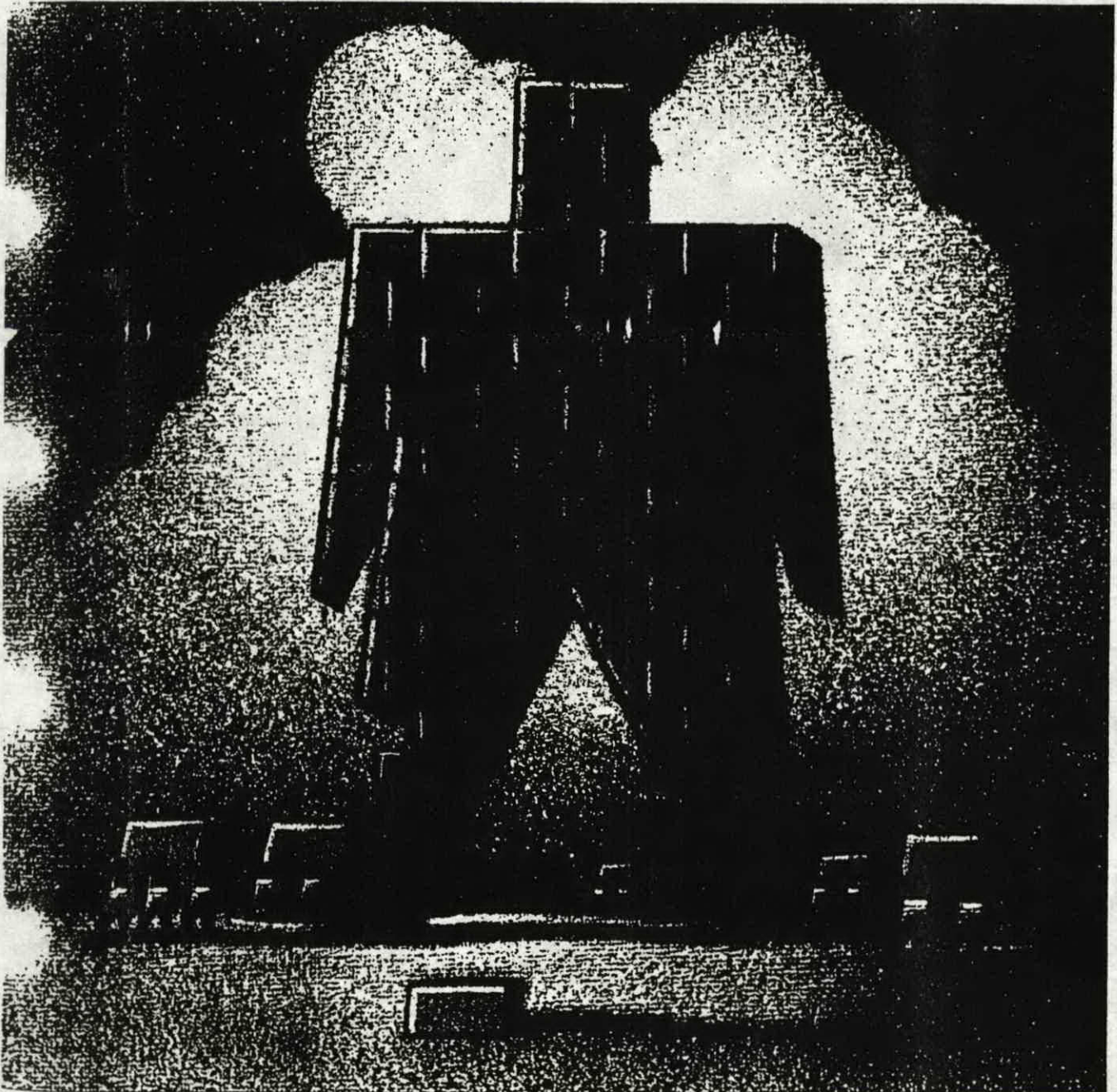
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#1294

People, topics,
media and methods.

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WHO'S LEARNING WHAT?



David Fillingim

WHO GETS THE TRAINING?

Job Category	Organizations Providing Training (%) ¹	Average Number of Individuals Trained ²	Projected Number of Individuals Trained (in millions) ³	Average Number of Hours Delivered ⁴	Projected Total Hours of Training Delivered (in millions) ⁵
Salespeople	42	58	4.3	38	163.3
Professionals	66	70	8.2	35	285.3
Middle Managers	72	26	3.3	32	105.7
First-Line Supervisors	67	34	4.0	31	124.6
Senior Managers	62	13	1.4	30	42.7
Customer-Service People	50	83	7.3	30	219.6
Production Workers	40	178	12.6	30	376.8
Executives	70	8	1.0	29	28.7
Administrative Employees	67	44	5.2	19	98.8
Total			47.3		1,445.4

¹Percent of all U.S. organizations with 100 or more employees that provide formal training to people in these categories.

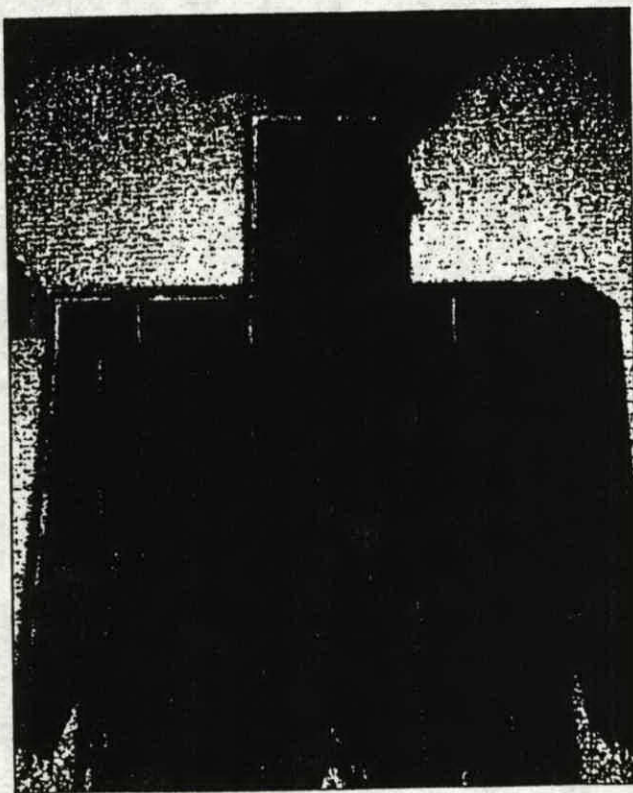
²Average number of individuals trained per organization, based only on those organizations that do provide some training.

³Total number of people trained in all organizations (in millions).

⁴Average hours of training per individual.

⁵Total hours of training (in millions) delivered by all organizations to employees in these categories.

(One person receiving training for one hour equals one "hour of training.")



More than 47 million people will receive some kind of formal training from their employers this year. That total is almost identical to our 1993 finding. But the five-year trend is up dramatically: 1990's total was 39.5 million.

Using salespeople as an example, read the table from left to right as follows: Of all U.S. organizations with 100 or more employees, 42 percent will train some salespeople in 1994. The average company that offers training to any salespeople will train 58 of them. This means that a total of 4.3 million salespeople will receive some training this year. The average salesperson who receives any training will get 38 hours' worth. Therefore, a total of 163.3 million "hours of training" will be delivered to salespeople in 1994.

Job categories are ranked in terms of "training intensity"—that is, the average hours of training a given individual in each category is likely to get, assuming the person gets any training at all. By that measure, salespeople and professionals lead the pack.

GENERAL TYPES OF TRAINING

BY SIZE OF ORGANIZATION

Types of Training	% Providing*	Number of Employees				
		100-499	500-999	1,000-2,499	2,500-9,999	10,000 or More
Management Skills/Development	89	88	88	92	92	92
Basic Computer Skills	88	87	88	91	92	93
Communication Skills	84	83	85	90	90	92
Supervisory Skills	82	80	85	90	91	89
Technical Skills/Knowledge	82	82	80	89	87	90
Customer Relations/Services	77	76	74	80	80	80
New Methods/Procedures	77	77	75	81	80	84
Executive Development	74	72	76	80	81	86
Personal Growth	72	72	68	77	77	83
Clerical/Secretarial Skills	66	66	63	71	70	76
Customer Education	64	64	62	64	66	70
Employee/Labor Relations	62	61	61	72	71	77
Wellness	57	56	59	66	63	69
Sales Skills	56	56	50	59	59	65
Remedial/Basic Education	45	43	44	55	52	63

*Percent of all organizations that provide these types of training.

BY INDUSTRY*

Types of Training	All Industries	Manufac- turing	Transportation/ Communications/ Utilities	Wholesale/ Retail Trade	Finance/ Insurance/ Banking	Business Services	Health Services	Educational Services	Public Administration
Basic Computer Skills	88	88	88	81	93	81	82	94	92
Communication Skills	84	85	90	83	88	76	81	92	86
Supervisory Skills	82	82	82	80	89	69	85	83	89
Technical Skills/ Knowledge	82	84	87	76	87	75	84	80	89
Customer Relations/ Services	77	74	84	81	87	68	76	80	75
New Methods/Procedures	77	74	83	75	83	69	79	85	81
Executive Development	74	73	75	69	74	69	76	73	80
Personal Growth	72	70	70	61	73	69	73	86	78
Clerical/Secretarial Skills	66	64	73	58	62	56	66	82	82
Customer Education	64	68	70	66	63	53	74	68	60
Employee/Labor Relations	62	68	69	67	50	53	61	65	72
Wellness	57	55	59	45	58	47	61	69	70
Sales Skills	56	71	55	77	78	46	34	37	18
Remedial/Basic Education	45	53	47	39	43	33	45	51	48

*Percent of all organizations within each industry that offer these types of training.

Predictably, large organizations are more likely than small ones to offer most types of training.

Must be the technological revolution.... Five years ago only 75 percent of all organizations sponsored computer skills training; today the figure is 88 percent. In 1990 only 45 percent of companies delivered customer education; today 64 percent offer training to customers—usually aimed at teaching them how to use the company's products and services.

The most training-intensive industries are finance/insurance/banking; education; public administration; and transportation/communications/utilities.

Where do training courses come from? You can build them yourself; you can buy them from consultants, colleges and other suppliers; or you can do some of each. For most training topics, the last option is most popular.

Hottest topic on this year's "Specifics" list: diversity training. It is now offered by 56 percent of organizations, up from 47 percent last year and 40 percent in 1992.

SPECIFIC TYPES OF TRAINING

Types of Training	% Providing ¹	In-House Only (%) ²	Outside Only (%) ³	Both (%) ⁴
New-Employee Orientation	85	75	1	9
Leadership	75	17	14	44
Performance Appraisals	74	50	4	19
Interpersonal Skills	70	18	10	41
Train-the-Trainer	70	18	21	30
Team-Building	69	19	10	40
Listening Skills	69	24	11	33
Personal Computer Applications	68	21	8	38
Hiring/Selection Process	67	33	10	23
Time Management	67	20	16	31
Problem-Solving	65	21	9	35
Decision-Making	64	20	11	33
New Equipment Operation	63	31	4	29
Conducting Meetings	63	26	9	28
Word Processing	63	23	11	28
Delegation Skills	63	19	14	30
Sexual Harassment	62	28	9	25
Managing Change	62	17	13	32
Safety	62	25	3	34
Product Knowledge	61	42	3	17
Quality Improvement	60	17	6	37
Public Speaking/Presentation	59	16	15	29
Stress Management	59	16	14	29
Goal-Setting	59	22	7	29
Data Processing/MIS	58	14	18	26
Computer Programming	57	10	24	22
Diversity	56	18	12	26
Motivation	55	16	8	32
Writing Skills	54	14	13	26
Negotiating Skills	53	13	15	24
Planning	50	17	6	28
Strategic Planning	48	15	9	24
Marketing	45	9	13	23
Creativity	44	14	10	20
Finance	44	10	15	19
Substance Abuse	43	11	14	19
Smoking Cessation	41	12	17	12
Ethics	39	16	10	13
Outplacement/Retirement Planning	38	16	11	11
Purchasing	35	14	9	13
Reading Skills	31	8	14	10
Re-Engineering	28	6	7	15
Foreign Language	23	3	13	7
Other (Topics Not Listed)	3	0.7	0.8	1

Of all organizations with 100 or more employees...

Based on 1,119 responses.

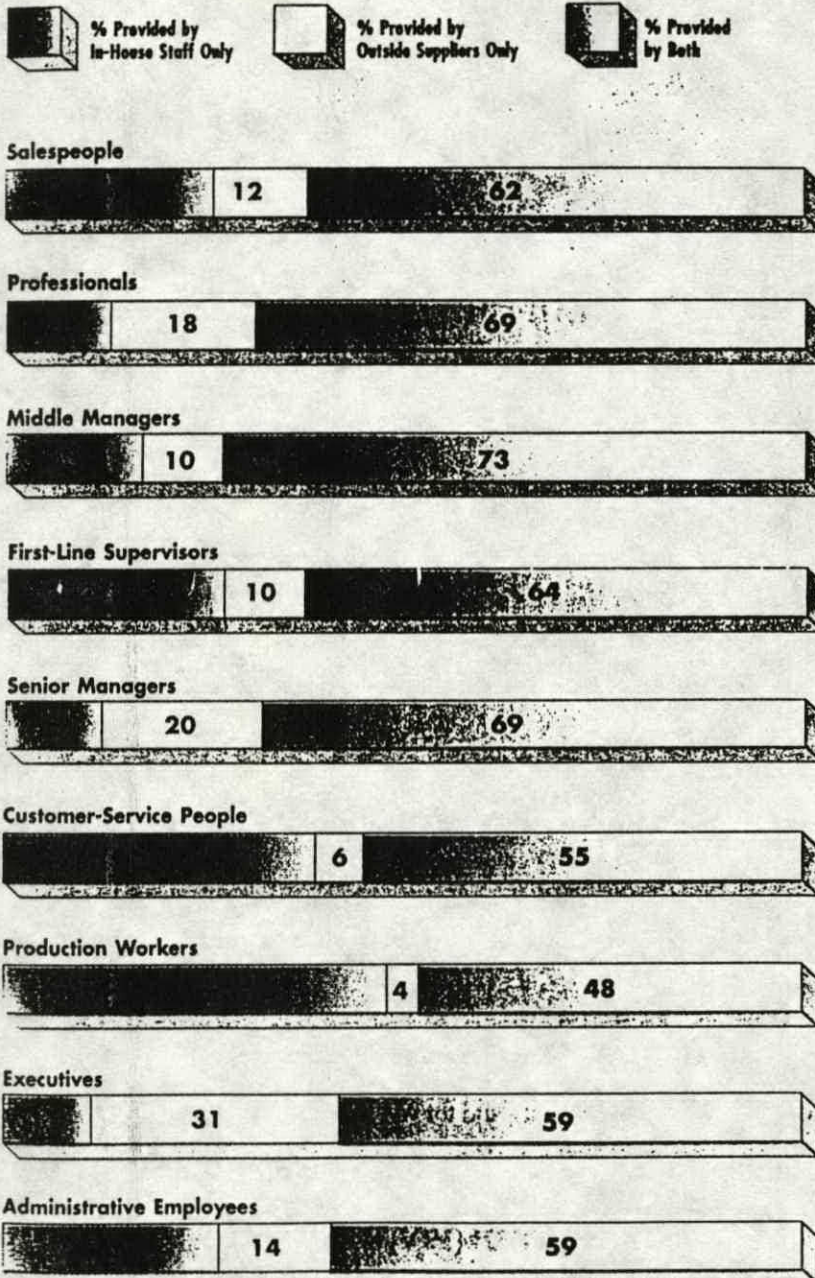
¹Percent that provide each type of training.

²Percent that say all training of this type is designed and delivered by in-house staff.

³Percent that say all training of this type is designed and delivered by outside consultants or suppliers.

⁴Percent that say training of this type is designed and delivered by a combination of in-house staff and outside suppliers.

SOURCES OF TRAINING



Another look at where training courses come from. For definitions, see "Specific Types of Training," page 49.

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INSTRUCTIONAL METHODS*



*Percent of all organizations using these methods for employee training.

Based on 1,194 responses.

Throughout the 1990s, videotape has surpassed even the venerable lecture method as the most widespread

instructional medium. Computer conferencing, on the other hand, is still mostly a gleam in a techie's eye.

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TRAINING EVALUATION

	All Industries	Manufacturing	Transportation/Communications/Utilities	Wholesale/Retail Trade	Finance/Insurance/Banking	Business Services	Health Services	Educational Services	Public Administration
Trainees' REACTIONS to the course will be measured...									
Percent Measuring Reactions ¹	83	81	81	80	90	86	79	79	83
Percent of Courses ²	79	75	83	73	81	82	78	78	77
Trainees will be TESTED to determine what they learned...									
Percent Testing ¹	66	69	78	74	76	58	77	42	58
Percent of Courses ²	45	42	48	44	47	48	47	41	42
Trainees' BEHAVIOR will be evaluated when they return to the job...									
Percent Evaluating Behavior ¹	62	63	61	76	68	53	68	54	54
Percent of Courses ²	45	43	48	55	43	53	48	42	33
Changes in BUSINESS RESULTS attributable to the training will be measured...									
Percent Measuring Business Results ¹	47	54	47	65	52	41	42	45	34
Percent of Courses ²	44	40	51	54	39	54	49	37	39

- ▲ ¹Of all organizations with 100 or more employees, percent that evaluate any of their training courses in this way.
- ▲ ²Average percentage of all courses in an organization's curriculum that are evaluated in this way (considering only organizations that evaluate some courses).

Based on 1,194 responses

- ▲ How "good" is a training course? There are four basic levels at which you can attempt to measure its value or effectiveness. You can tabulate trainees' *reactions* to the course. You can *test* them to see if they learned the material. You can check to see if their *behavior* changes back on the job, after they've completed the course (Are they doing things the way they were taught?). And you can track changes in *business results* (higher profits, lower expenses, increased sales, etc.) attributable to the training.
- ▲ A new item on our 1994 *Industry Report* survey used that four-level model to find out how employer-sponsored training is being evaluated.
- ▲ Respondents' answers surprised us. Conventional wisdom holds that very little evaluation goes on at the two "higher" levels. Yet almost two-thirds of all organizations say they evaluate behavior changes—and that they do this for a healthy percentage of all the courses they conduct. More startling yet, nearly half of all organizations say they look for changes in business results attributable to their programs. And they do this not just in an occasional pilot evaluation project, but for 44 percent of their courses.
- ▲ True, our respondents probably are not talking about scientifically rigorous evaluations. But their concern for measuring training's value obviously doesn't stop with the notorious "smile sheet."

THE THREE R's

REMEDIAL TRAINING BY ORGANIZATION SIZE

Number of Employees	% of Organizations Sponsoring Remedial/Basic Education
100-499	21
500-999	22
1,000-2,499	28
2,500-9,999	29
10,000 or More	40
All Sizes*	22

*Refers to U.S. organizations with 100 or more employees.

REMEDIAL TRAINING BY INDUSTRY

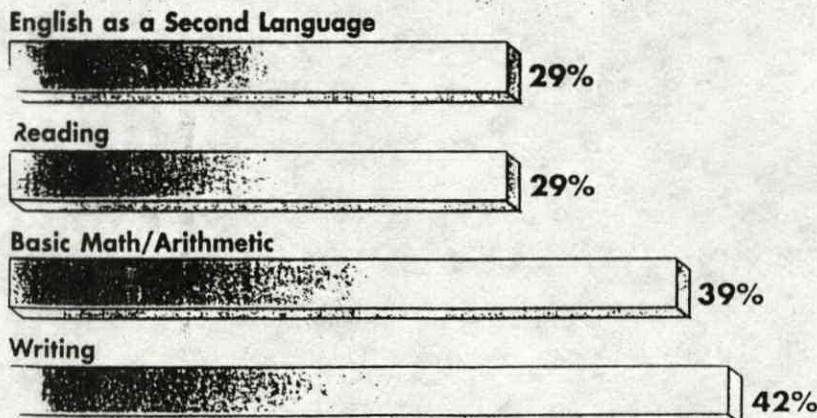
Industry	% of Organizations Sponsoring Remedial/Basic Education
Manufacturing	37
Transportation/Communications/ Utilities	16
Wholesale/Retail/Trade	25
Finance/Insurance/Banking	19
Business Services	12
Health Services	20
Educational Services	18
Public Administration	21
All Industries	22

When we place "remedial/basic education" on a laundry list of training topics, 45 percent of survey respondents say they offer remedial courses (see "General Types of Training," page 48). But elsewhere in our survey we ask specifically about remedial training in reading, writing, math, and English as a second language. Using that narrow definition, only 22 percent of U.S. organizations say they conduct remedial education. The figure is even with last year's but up from 15 percent in 1990.

Manufacturers are far more likely than other organizations to offer remedial training.

Note: Fully two-thirds (67 percent) of all employees enrolled in remedial courses have diplomas from U.S. high schools.

TYPES OF REMEDIAL TRAINING PROVIDED*



*Of organizations that do some type of remedial training, percent that teach these topics.

Based on 1,194 responses.

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WORKPLACE TRENDS

Which of the following initiatives is currently under way in your organization?

Initiative	All Sizes*	Number of Employees				
		100-499	500-999	1,000-2,499	2,500-9,999	10,000 or More
Total quality management	58	57	57	64	68	65
Development of an organizational vision	51	52	46	52	48	45
Transition to teams-based structure	44	44	40	49	45	56
"Partnering" with suppliers/customers	34	33	31	44	49	48
Downsizing	31	28	35	36	51	56
Re-engineering	31	29	32	43	53	56
Increasing use of "contingent" workers, as opposed to permanent employees	20	19	23	22	21	32
Increasing use of "outsourcing"	14	13	17	19	26	34

Initiative	All Industries	Manuf-acturing	Transportation/Communications/Utilities	Wholesale/Retail Trade	Finance/Insurance/Banking	Business Services	Health Services	Educational Services	Public Administration
Development of an organizational vision	51	46	47	54	52	47	46	66	57
Transition to teams-based structure	44	51	44	38	38	41	46	47	41
"Partnering" with suppliers/customers	34	52	45	49	15	30	30	27	22
Downsizing	31	29	50	25	29	26	32	29	41
Re-engineering	31	39	35	26	32	25	30	25	28
Increasing use of "contingent" workers, as opposed to permanent employees	20	26	24	9	*16	12	15	36	16
Increasing use of "outsourcing"	14	20	15	5	17	16	4	9	8

▲ *Percentage of all organizations currently engaged in each initiative.

Based on 1,194 responses.

▲ Organizational size is a major variable affecting some of today's notable workplace trends. For others, such as "developing a vision," size is far less relevant.

▲ Industrial breakdowns are more interesting— even bearing in mind that our survey's margin of error increases when we split our sample into eight pieces.

TEAMS

	All Sizes*	Number of Employees				
		100-499	500-999	1,000-2,499	2,500-9,999	10,000 or More
Percentage of U.S. organizations in which some employees are members of a working group identified as a "team"	73	71	75	84	83	86
In organizations that have teams, average percentage of employees who are members	51	53	51	42	47	48
Percentage of U.S. organizations that have at least one work team classified as "self-directed," "semiautonomous," etc.	28	27	30	32	32	43
In organizations that have self-directed teams, average percentage of employees who are members	37	39	32	31	23	22

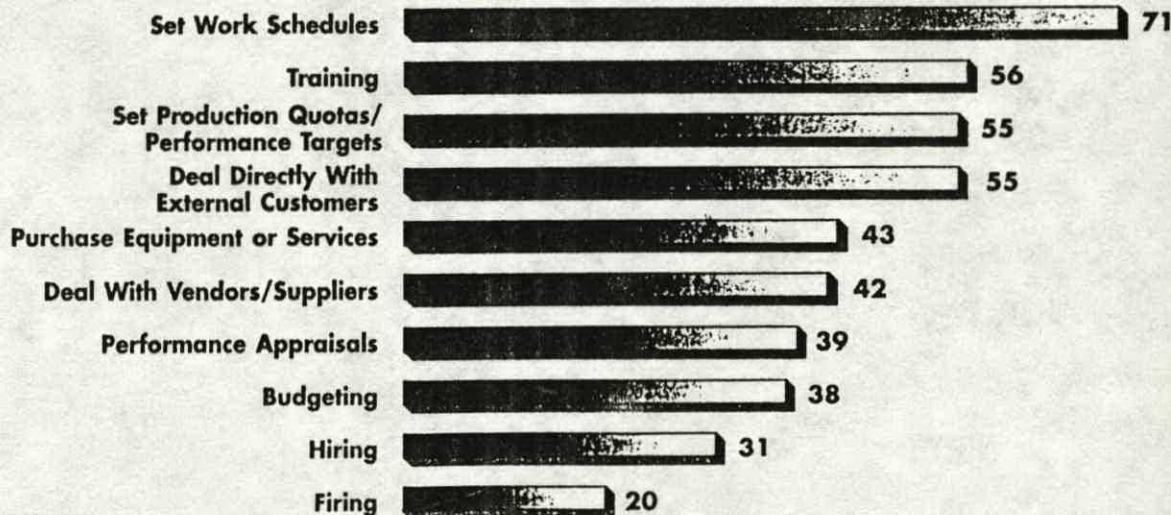
▲ *Refers to U.S. organizations with 100 or more employees.

- ▲ Maybe we're just taking a temporary breather, but the national enthusiasm for organizing employees into teams seems to have cooled a bit over the past two years. In 1992, 82 percent of all organizations identified some of their working groups as "teams." This year's figure is 73 percent.

Two years ago, 35 percent of all U.S. organizations said that some of their teams were "self-directed" or "self-managing." Now only 28 percent make that claim.

WHAT SELF-MANAGING TEAMS MANAGE

Among organizations with self-directed teams, percent indicating that teams perform these functions on their own



Based on 1,194 responses

SOCIAL ISSUES AT WORK

	All Industries*	Manufacturing	Transportation/Communications/Utilities	Wholesale/Retail Trade	Finance/Insurance/Banking	Business Services	Health Services	Educational Services	Public Administration
DRUGS									
Test employees for drug use (with probable cause)	35	53	42	33	22	20	39	29	51
Test employees for drug use (without probable cause)	12	14	49	25	2	6	5	4	6
Test job applicants for drug use	36	66	65	42	22	16	31	6	33
Have a formal policy on substance abuse	83	87	91	78	76	80	85	88	87
Conduct or sponsor training about substance abuse	28	35	38	21	8	18	33	34	41
Have an Employee Assistance Program (EAP) that handles substance abuse problems	56	52	83	37	56	45	66	49	79
AIDS									
Do AIDS antibody testing of employees	0.3	0	0	0	0	0	1	1	1
Do AIDS antibody testing of job applicants	1	1	1	0	0	0	1	1	1
Have a formal AIDS policy	19	10	16	4	14	21	38	31	23
Have an AIDS education program	21	9	20	1	11	21	54	36	36
SMOKING									
Have a policy limiting smoking at work	67	69	69	72	60	67	81	72	63
Have a policy that bans smoking at work	60	50	63	60	69	56	75	64	62
Do not hire smokers	3	3	1	4	4	3	1	1	3
OTHER									
Have a formal policy on sexual harassment	76	74	86	67	78	71	81	82	72
Have a formal affirmative action plan	64	59	66	48	68	54	70	84	65
Have a formal code of ethics	54	43	59	44	67	42	48	64	66

▲ *Percentage of all organizations with 100 or more employees that have these policies.

Based on 1,194 responses

▲

▲

▲ Drugs, AIDS, secondhand smoke ... if it's an issue in society, it's an issue at work.

▲ Over the past five years, the figures have changed only

▲ modestly in the categories of "Drugs," "AIDS" and "Other."

▲ Even policies that limit smoking at work (to some restricted

areas, for instance) have remained fairly stable. The big change has come in the area of outright bans against smoking. In 1990 only 25 percent of all organizations forbade smoking in the workplace altogether. The figure has climbed steadily to this year's level of 60 percent.