



**U.S. CHAMBER
OF COMMERCE
FOUNDATION**

THE TRAINING & DEVELOPMENT LANDSCAPE

*Exploring Employer Investment, Challenges,
and Innovation in Talent Development*



Types of training, development, and benefits examined in the survey

This survey explored the current training and development landscape, such as what organizations are offering, how they're innovating, and what challenges are currently holding them back from further investment or innovation.

Additionally, the survey explored the appetite employers have for further talent investment and employer collaborations as well as how employers view the role of government in facilitating these investments and relationships.



**Skill-Based
Training**



**Paid Work-Based
Learning**



**Tuition
Assistance**

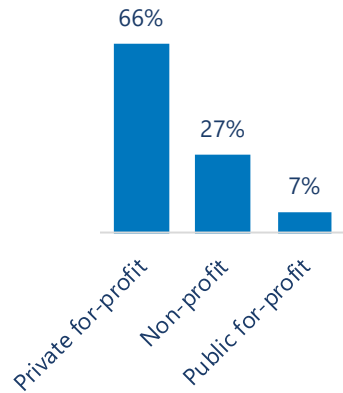


**Financial Wellness &
Security Benefits**

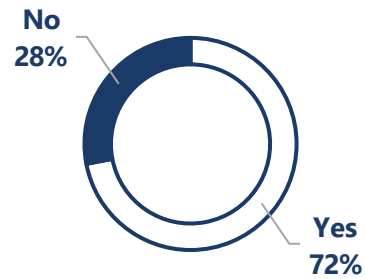
Methodology and Sample Demographics

The survey was fielded electronically to a sample of HR professionals from the active SHRM membership from December 3, 2020 through January 21, 2021. In total, 1,343 HR professionals participated in the survey on behalf of their organization. Organizations in the government sector were excluded. Respondents represented organizations of all sizes in a wide variety of industries across the United States.

Sector

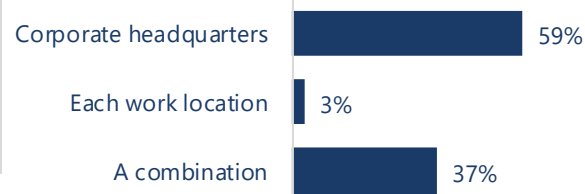


Does your organization operate in more than one location?



Where are decisions about training, development, and other benefits programs made?

**Asked to those who operate in more than one location.*



Industry Sectors

Healthcare and Social Assistance



Wholesale and Retail Trade, Transport and Warehousing



Professional, Scientific, and Technical Services



Administrative, Support, and Other Services



Manufacturing



Educational Services



Construction, Utilities, Agriculture, and Mining



IT and Data Processing Services, Software Development



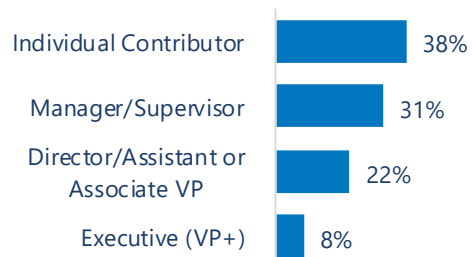
Information, Finance and Insurance, and Real Estate



Hospitality, Food, and Leisure

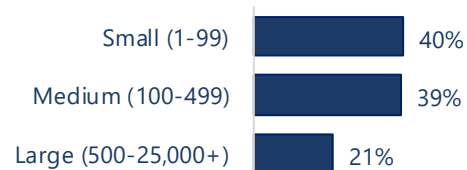


Role/Level

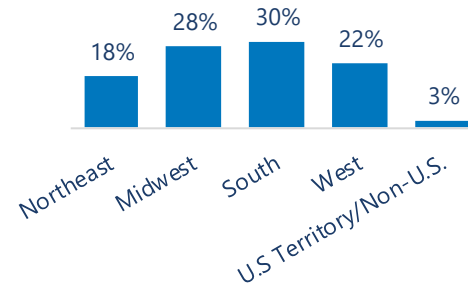


Employer Size

**Number in parentheses refers to number of employees*



Headquarters Region



What types of **skill-based training** do employers offer?

94% of employers offer some form of skill-based training. Yet, fewer than 1 in 3 (31%) employers currently offer all four types.

73%

INITIAL SKILL TRAINING

Activities, programs, or events that provide employees with the knowledge or skills necessary to do the job into which they were hired, promoted, or transferred. Examples may include job shadowing and job rotation.

52%

UP-SKILLING TRAINING

Activities, programs, or events that help employees gain new knowledge, skills, or tools that can enable them to perform new jobs roles or enter other future professions and fields. Examples may include cross-functional training, certification programs, educational courses, and apprenticeship programs.

66%

JOB MAINTENANCE TRAINING

Activities, programs, or events that ensure employees continue to be fully productive and able to succeed in their current job. Examples may include new product/services training and technology training.

65%

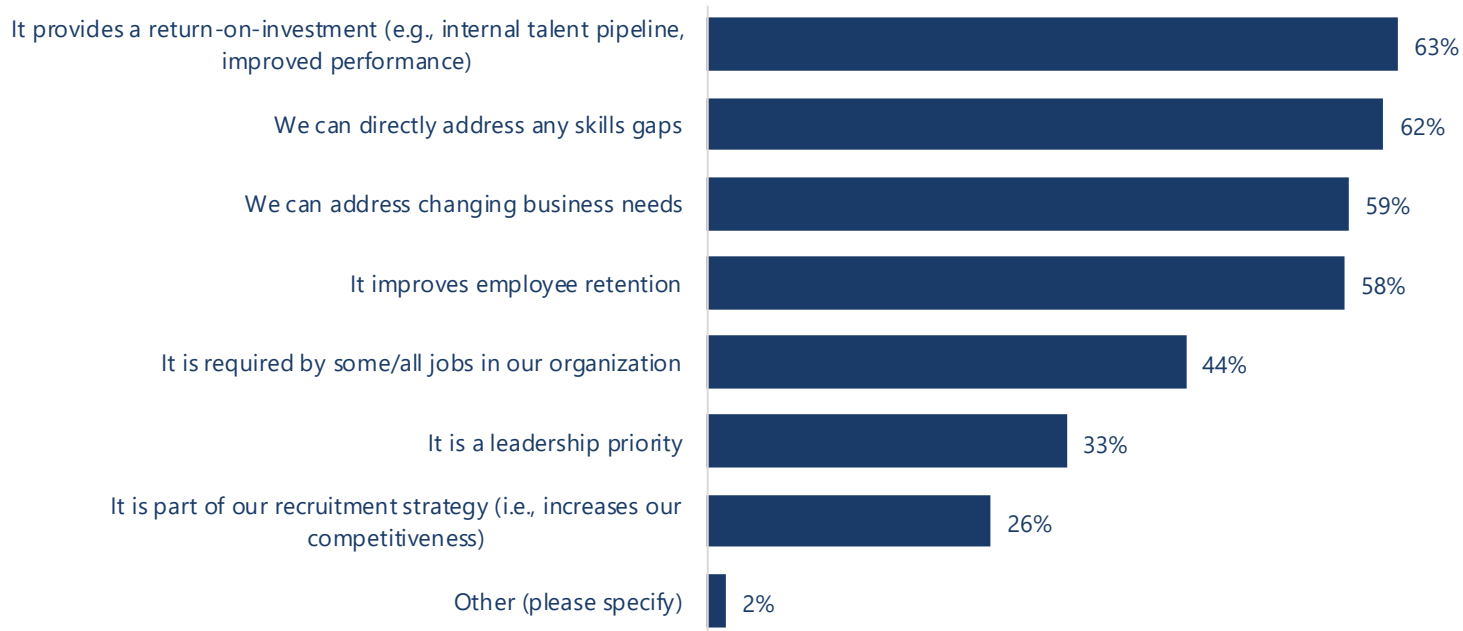
EMPLOYEE DEVELOPMENT

Activities, programs, or events designed as processes to help employees expand individual capacity and enhance career-related professional skills, other than technical proficiency in their professions and fields. Examples may include formal mentoring, coaching, leadership development, and professional development programs.

Why do employers invest in **skill-based training**?

Asked to respondents who indicated their organization offers skill-based training. Question was select all that apply.

Over 3 in 5 employers invest in skill-based training because of the return on investment and the opportunities it provides to directly address skill gaps.



Percent of employers by **industry** indicating some of their investment in skill-based training is driven by **training requirements for certain jobs**.

Healthcare & Social Assistance  61%

Construction, Utilities, Agriculture, & Mining  54%

All Industries  44%



Skill-Based Training Innovation

What new, novel, or innovative policies or practices are employers implementing or considering implementing related to the skill-based training they offer to employees?

Theme 1: Learning on Demand / Virtual Learning

Approximately 21% of those who provided a response mentioned shifting to or offering more virtual or on-demand learning opportunities

“

We've added subscriptions to [an online learning platform] for all our software engineers recently to allow them the opportunity to improve their knowledge and skills as they continue developing our product.

Small employer in the Information industry

“

We are creating our own type of 'university' with proprietary curriculum and modules that employees can virtually attend and obtain credit for.

Large employer in the Educational Services industry

“

We have developed a Learning Management platform and have hired a training team within the HR department to lead, manage, and create skills based micro learning videos and company training certificate programs.

Medium employer in the Transportation & Warehousing industry

“

[We have] created a platform where senior leaders from the organization offer training sessions on a variety of topics, so people can learn from senior and experienced people within the organization; Implemented an LMS which include thousands of online courses, accessible anywhere and anytime.

Large employer in the Agriculture, Forestry, Fishing, & Hunting industry

“

We have partnered with LinkedIn to house all of our training materials as well as provide access to all employees to LinkedIn Learning opportunities. We have developed learning academies prepared and presented by internal leaders in the subject matter to elevate and further educate our employees.

Large employer in the Professional, Scientific, & Technical Services industry

Theme 2: In-House Training

Mentioned by approximately 9% of those who provided a response

“ We created an MIT Program standing for Managers in Training. We hire college graduates with a year or two under their belt and have them work with different departments for about a 1 before moving them to another region and department for continuing education and growth within our industry.

Medium employer in the Real Estate industry

“ We're in the early stages of creating our own training plan/programs (training academy) for key positions within our company, establishing clear internal and external training needs and timing for employees to receive this training. Our technical industry expertise makes it hard to find people with the skillset we need readily available so we need to do it internally.

Medium employer in the Construction industry

“ We have partnered with some of our subcontractors to offer trainings on specific areas (i.e., HVAC, confined space training, fire extinguisher training, etc.). This makes the training more relevant for our team members as it is on what we actually use and build and not on generic concepts. Plus, it has helped us to build better relationships with our trade partners.

Small employer in the Construction industry

“ Our Learning Management Group teamed with a university Project Management Program and developed a curriculum based on our company's projects. Employees were able to apply for this opportunity that was free to them and 10 individuals able to be selected based on meeting preliminary qualifications. All successfully obtained their project management certification on this program. Future opportunities will be made available.

Large employer in the Administrative and Support industry

“ We have an internal tech council comprised of various high-level employees that oversees emerging technologies and professional practices training and development for our staff. Employees are granted paid training time each month, a dedicated mentor and structured 1x1 meetings to discuss training goals.

Small employer in the Professional, Scientific, & Technical Services industry

“ We have many required training courses for our direct care staff. In the past we have sent people off site to do this training. We are working to certify some trainers so we can do the training in house. This will save us money and will allow much more flexibility with our training options.

Medium employer in the Healthcare & Social Assistance industry

Theme 3: Cross Training

Mentioned by approximately 6% of those who provided a response

“

We try to cross train each department. This allows employees who have interest in moving to other areas of the business the knowledge to do so without a delay or additional time training.

Small employer in the Professional, Scientific, & Technical Services industry

“

Our studios implemented a role reversal practice between our Sales Associates and our Coaches in order to help each group see the value in both positions. This opened the eyes of our entire team to what each of the roles bring to the success of the business.”

Small employer in the Hospitality, Food, and Leisure industry

“

We are beginning a rotation program, where a new employee will rotate through multiple departments' roles for a well-rounded background.

Medium employer in the Construction industry

“

While we're a small employer, we've developed several job responsibilities lists that are rotated periodically by staff members (who are at the same level) to continually cross-train and stay up to date with changes - as well as to help reduce burnout and/or boredom. It's not ground-breaking, but it is effective.

Small employer in the Finance & Insurance industry

“

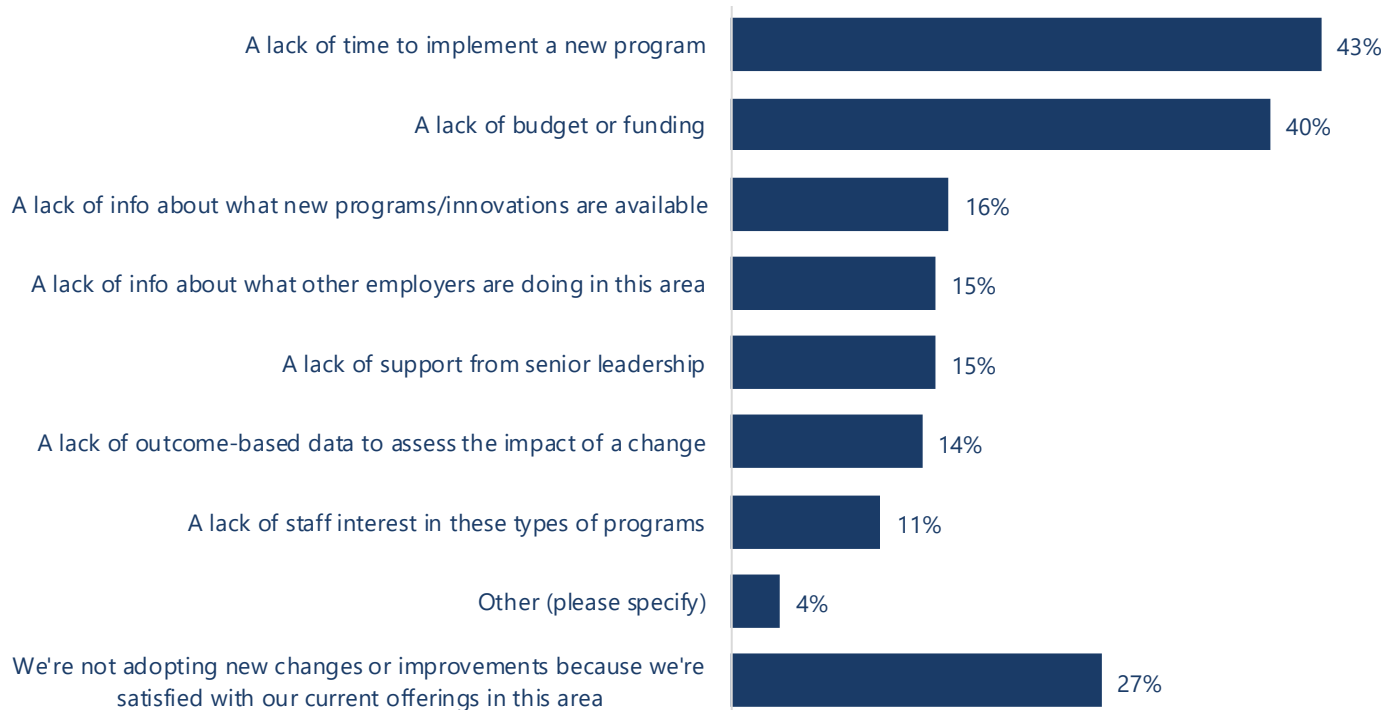
We have created an annual cross-training program where employees can choose the areas of the company they would like to learn more about. Sessions are based on 30 to 45 minutes with the person who is responsible for the area. It was a big success with employees this year. It was re-created for the training to be virtual.

Small employer in the Wholesale Trade industry

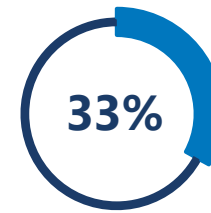
What is preventing employers from adopting new or innovative changes to their **skill-based training**?

Asked to respondents who indicated their organization offers skill-based training. Question was select all that apply.

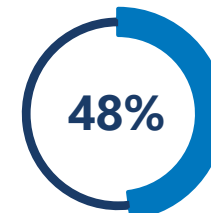
2 in 5 employers indicate that a lack of time and budget is preventing them from adopting new or innovative changes to their skill-based training offerings.



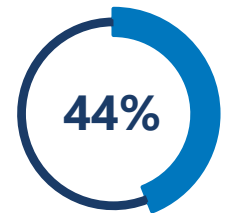
Percent of employers by **size** indicating **a lack of time to implement** a new program or change as a barrier to innovation



Large Employers

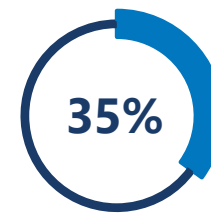


Medium Employers

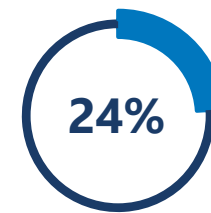


Small Employers

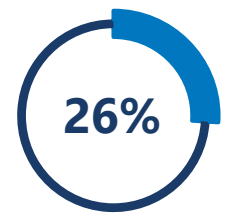
Percent of employers by **size** indicating they're not adopting new changes because **they're satisfied with their current offerings**



Large Employers



Medium Employers



Small Employers

What types of **paid work- based learning** do employers offer?

**Question was select all that apply.*

49%

INTERNSHIPS

9%

APPRENTICESHIPS

13%

**COOPERATIVE EDUCATION
PROGRAMS**

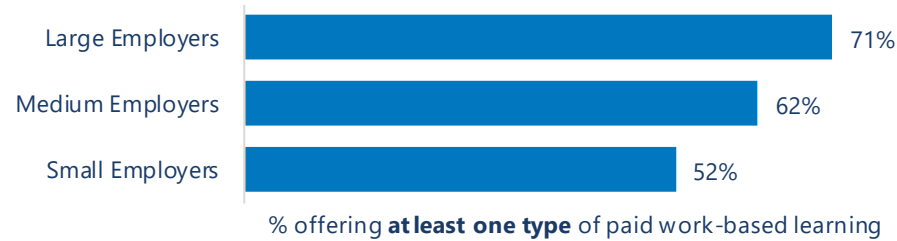
8%

**OTHER (E.G., CLINICALS, TEAM
PROJECTS)**

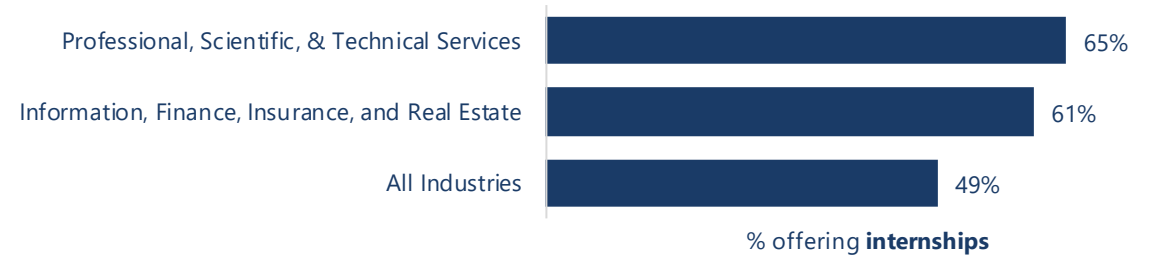
2 in 5 (40%) employers don't offer any type of paid work-based learning opportunities to students and/or workers that they may hire in the future.

How do **paid work-based learning offerings** differ across industry and organization size?

Small employers are less likely to offer **paid work-based learning opportunities** than medium and large employers.



Employers in the Professional, Scientific, and technical Services industry and the Information, Finance and Insurance, and Real Estate industry are more likely to offer **internships** than average.



Those in the Construction, Utilities, Agriculture and Mining industry are more likely to offer **apprenticeships** than average.

Construction, Utilities, Agriculture & Mining



28%

All Industries



9%

Those in the Educational Services and Healthcare and Social Assistance industries are more likely to offer "other" forms of work-based learning, such as **clinicals or team projects**, than average.

Educational Services



18%

Healthcare & Social Assistance



18%

All Industries



8%

Those in the Wholesale/Retail Trade and Transport and Warehousing industry and those in the Administrative, Support, and Other Services industry were more likely than average to say they **don't offer ANY types** of paid work-based learning.

Wholesale/Retail Trade, Transport & Warehousing



50%

Admin, Support, & Other Services



52%

All Industries



40%

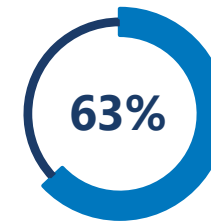
Why do employers invest in **paid work-based learning opportunities**?

Asked to respondents who indicated their organization offers at least one type of paid work-based learning. Question was select all that apply.

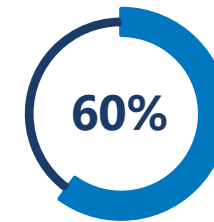
Similarly to skill-based training, **over 3 in 5** employers invest in paid work-based learning opportunities for the return on investment it provides. Notably, **over half** of employers invest in these opportunities as part of their recruitment strategy.



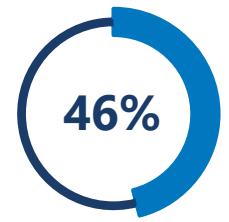
Percent of employers by *size* indicating they invest in paid work-based learning as part of their recruitment strategy



**Large
Employers**



**Medium
Employers**



**Small
Employers**

Percent of employers by *industry* indicating they invest in paid work-based learning as part of their recruitment strategy

**Construction, Utilities,
Agriculture, & Mining**



64%

**Wholesale/Retail
Trade, Transport &
Warehousing**



71%

All Industries



56%



Paid Work-Based Learning Innovation

What new, novel, or innovative policies or practices are employers implementing or considering implementing related to the paid work-based learning opportunities they offer?

Theme 1: Unique Approaches to Building a Talent Pipeline

Mentioned by approximately 7% of those who provided a response

“

We are starting to work with our local college campuses and donating machines to assist with a training program that would fit our needs and give students that ability to learn the skills that are needed to work in our industry.

Medium employer in the Manufacturing industry

“

We have a driver development program for existing employees from other departments who want to become drivers - it involves using a grant program and our education reimbursement program to help cover the cost of a formal pro driver course that is offered locally. Plus, we pay their daily wages while they are taking the 4-8 week training class and offer a per diem if they are attending from out of town. They have to apply and be approved to enter the program and commit to staying with the company for at least two years after receiving their CDL. We've had a number of employees from all different areas of the company [...] go through this program. Employees love that we are focused on providing growth opportunities to existing employees and not just new hires.

Medium employer in the Transportation & Warehousing industry

“

We have instituted a "Bootcamp" for new hires that have never worked in the field before. We offer in house, paid training. The offering provides that candidates can receive paid training and certification that would otherwise require attendance at a college or similar institution to achieve the certification before employment could be offered. The cost of the education, in some instances, deters potential candidates from pursuing the emergency medical field. By bearing the cost of affiliating with a local college allows us to provide the training here at no cost to the students, and subsequently increases the number of certified workers in the region.

Medium employer in the Healthcare & Social Assistance industry

“

We just started a fellowship program for those early in their careers. The program is 2-3 years long and takes fellows through curriculum specific to our organization. Fellows each have a professional mentor and get to work in 2 different offices during their time. At the end, both the fellow and our organization evaluate whether or not the fellow should be hired on.

Medium employer in the Professional, Scientific, & Technical Services industry

Theme 2: Providing Opportunities for Diverse or Underserved Talent Pools

Mentioned by approximately 6% of those who provided a response

“We use the DoD SkillBridge program to support transitioning military members and give us another resource to support current efforts.”

Small employer in the Professional, Scientific, & Technical Services industry

“We have developed a diversity and inclusion based educational workshop and case competition to provide undergraduate minority students exposure to commercial real estate finance and investment management jobs.”

Medium employer in the Real Estate industry

“We did a paid internship for former coal miners and several have now started their own energy efficiency businesses.”

Small employer in the Finance & Insurance industry

“[We offer] internships/co-op opportunities with High School students, Technical Colleges, Sponsoring and help run Skilled Training Programs for students who have not done well in the traditional educational system or are from lower income parts of our surrounding area.”

Small employer in the Manufacturing industry

“[We have a] returnship for women in tech who have been out of work and practice for a while.”

Large employer in the Information industry

“We partner with [...] a local non-profit to help develop skills for people in transition or those lacking workplace skills within our industry, as well as “second-chance” workers or under skilled laborers.”

Small employer in the Retail Trade industry

What is preventing employers from adopting new or innovative changes to their **paid work-based learning**?

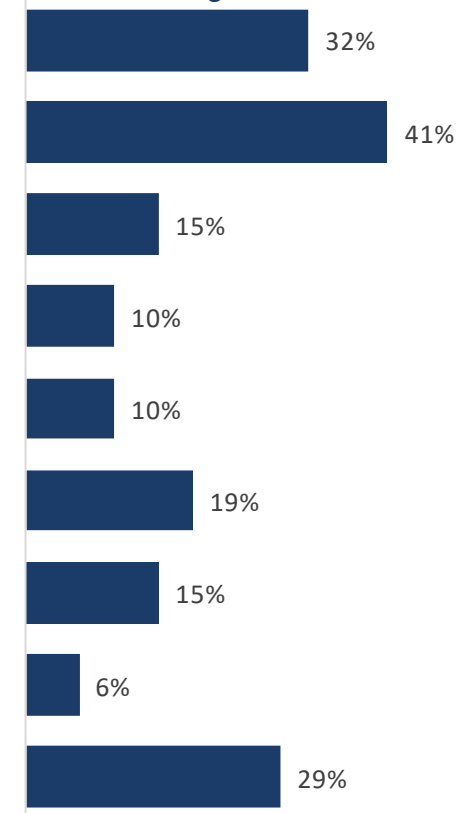
What prevents employers from adopting new or novel changes to their current programs?

**Asked to employers who currently offer at least one type of paid work-based learning*



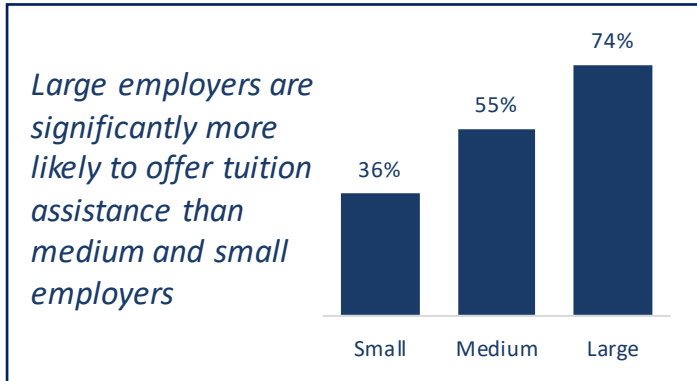
What prevents employers from offering a paid work-based learning program?

**Asked to employers who don't currently offer paid work-based learning*



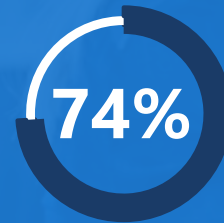
How do employers structure their **tuition assistance** programs?

Employer Size Differences in Tuition Assistance Offerings

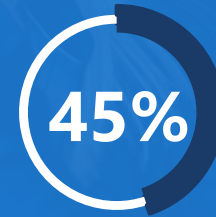


51% of employers offer tuition assistance to employees

However, many implement eligibility requirements when offering it...



Have a **full-time status** requirement



Have a **tenure** requirement (e.g., the employee has worked there 1 year)



Have **other requirements** (e.g., job relevancy of courses, minimum GPA, or a commitment to remain with the company for a set time)



Say **all their employees** are eligible for this benefit

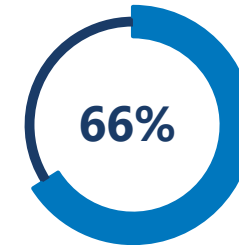
Why do employers invest in **tuition assistance**?

Asked to respondents who indicated their organization offers this type of assistance. Question was select all that apply.

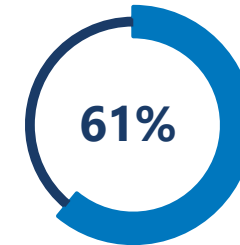
Nearly 3 in 4 employers invest a tuition assistance program because it improves employee retention as well as provides a return on investment.



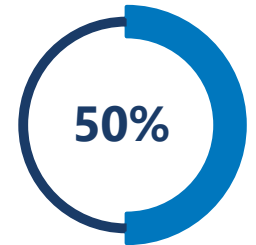
Medium and large employers are more likely than small employers to say that they offer tuition assistance programs **as part of their recruitment strategy**.



Large Employers



Medium Employers



Small Employers

Tuition Assistance Innovation

What new, novel, or innovative policies or practices are employers implementing or considering implementing related to the tuition assistance they offer to employees?



What innovations have employers incorporated into their **tuition assistance programs?**

Asked to respondents who indicated their organization offers tuition assistance.

“

If employees are pursuing job related certifications, we will pay for the program at 100%.

*Medium employer in the
Finance & Insurance industry*

“

[We] Allow clinicians to use the dollars for licensing and testing.

*Medium employer in the
Healthcare & Social Assistance industry*

“

Our tuition assistance program is opposite of most. Our low-income, front line employees are eligible, but our higher-level positions do not get tuition assistance.

*Large employer in the
Transportation & Warehousing industry*

“

We created a tuition reimbursement program tied to grades. This has increased the amount of money that the employee can be reimbursed for as well as assist in retention.

*Medium employer in the
Healthcare & Social Assistance industry*

“

Tuition assistance can be used up to 100% of the annual professional development allotment for each staff. No match is required. Access to these funds has also been simplified by only requiring an official invoice from the college/university.

*Small employer in the
Professional & Civic Organizations industry*

Are employers doing any of the following as part of their **tuition assistance programs**?

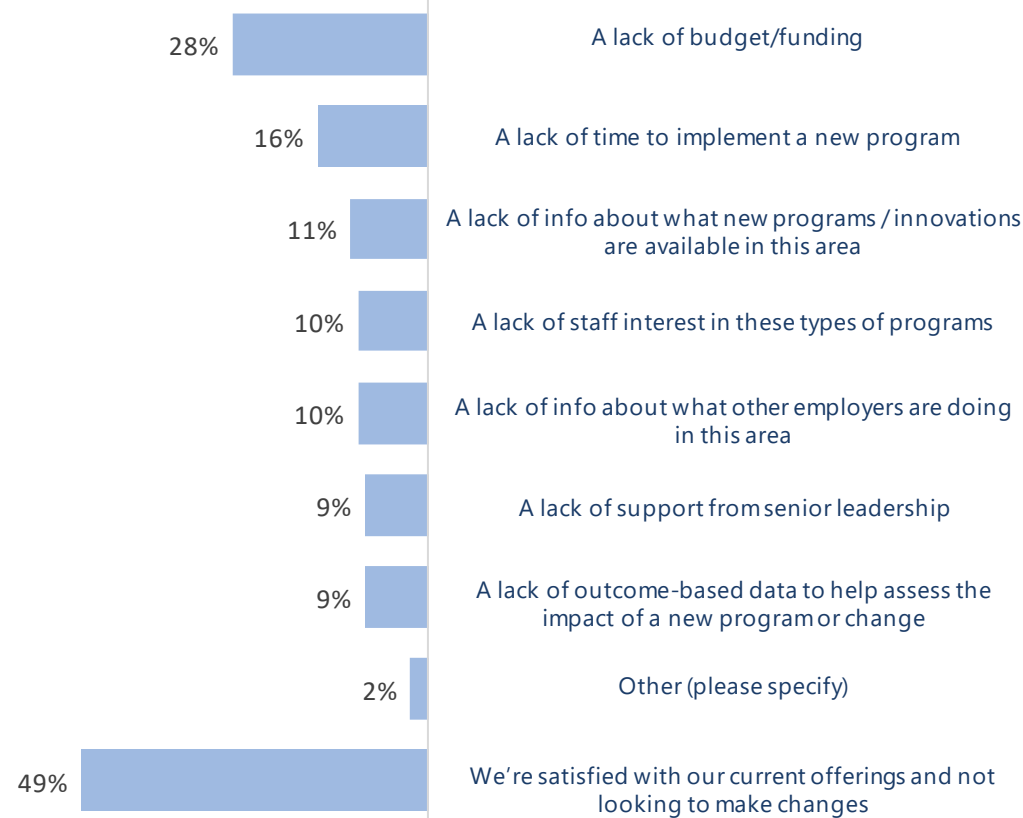
Asked to respondents who indicated their organization offers tuition assistance.



What is preventing employers from adopting new or innovative changes to their **tuition assistance programs**?

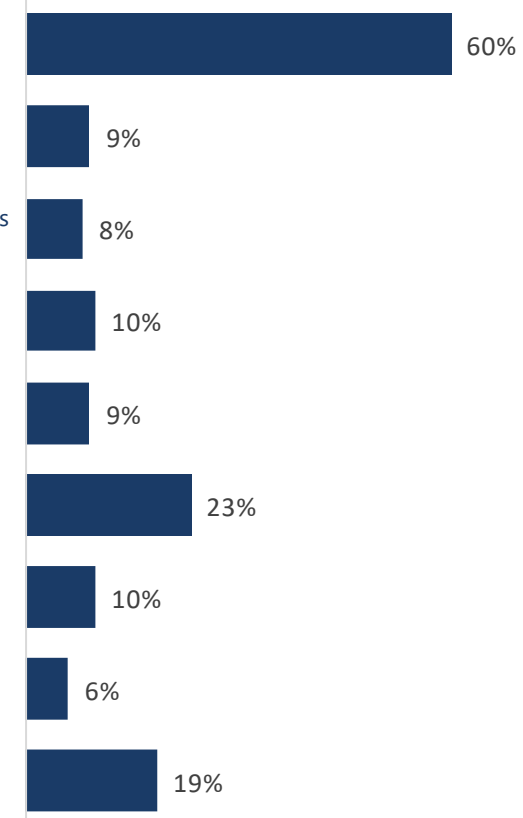
What prevents employers from adopting new or novel changes to their programs?

**Asked to employers who currently offer tuition assistance to employees*



What prevents employers from offering a tuition assistance program?

**Asked to employers who don't currently offer tuition assistance to employees*



What types of financial wellness and security benefits do employers offer?

The larger the employer, the more likely they are to offer certain financial wellness and security benefits.

MOST OFFERED BENEFITS



Retirement savings accounts



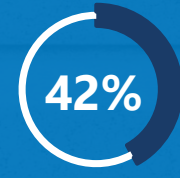
Flexible spending accounts (FSA)



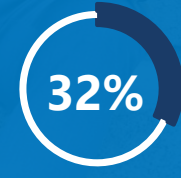
Health savings account (HSA)



Severance packages



Financial counseling and coaching assistance



Financial education (e.g., classes on planning, budgeting, taxes)



Financial wellness digital platforms and mobile apps

What types of **financial wellness and security benefits** do employers offer?

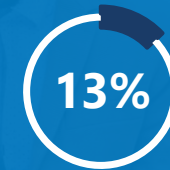
LEAST OFFERED BENEFITS



Short-term loans



Debt management services



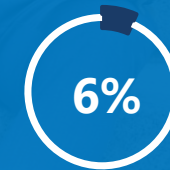
Outplacement assistance and/or retraining assistance for separated workers



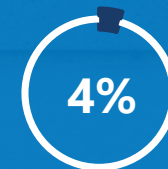
Information and/or application assistance for public benefits (e.g., EITC)



Earned paycheck advances



Education savings accounts



Short-term emergency savings accounts

Financial Wellness & Security Benefits Innovation

What new, novel, or innovative policies or practices are employers implementing or considering implementing related to the tuition assistance they offer to employees?



How are employers innovating with their **financial wellness and security benefits?**

Asked to respondents who indicated their organization offers at least one financial wellness/security benefit

“

As a credit union, we provide low interest employee loans to our staff after major disasters, i.e. catastrophic hurricanes, of which we have had a few over the year.”

Small employer in the Finance & Insurance industry

“

The HR Management System we use has a free program within it, which offers employees a free payday advance on their check. It is no cost to us and a great option for those who need it, it is also anonymous.

Small employer in the Professional, Scientific, & Technical Services industry

“

We invested in Smart Dollar for our employees to use. It is a web-based program that helps them create a budget and financially plan.

Medium employer in the Construction industry

“

We participate in a business resource network. Our organization pays a membership fee to a membership organization that provides a success coach to employees of member organizations. The success coach services are free to employees and the services are confidential. The coach can help with finances, finding medical help, finding housing, finding transportation, finding medical services, legal etc.

Small employer in the Professional & Civic Organizations industry

“

We offer short-term emergency loans to our employees -- but were able to partner with our local bank to make this investment possible. Not only does it give business to our local bank, but also doesn't cost our company anything to offer such a great benefit to our employees! Frees up our budget to add even more benefits and investment ideas!

Small employer in the Information industry

“

We plan to have two local banks send their fiduciaries/financial planners over to give 30-minute info shares on budgeting, planning for your 1st home, retirement planning. We will gather feed back from employees to determine if the program is considered helpful and gather suggestions for future programs.

Medium employer in the Manufacturing industry

“

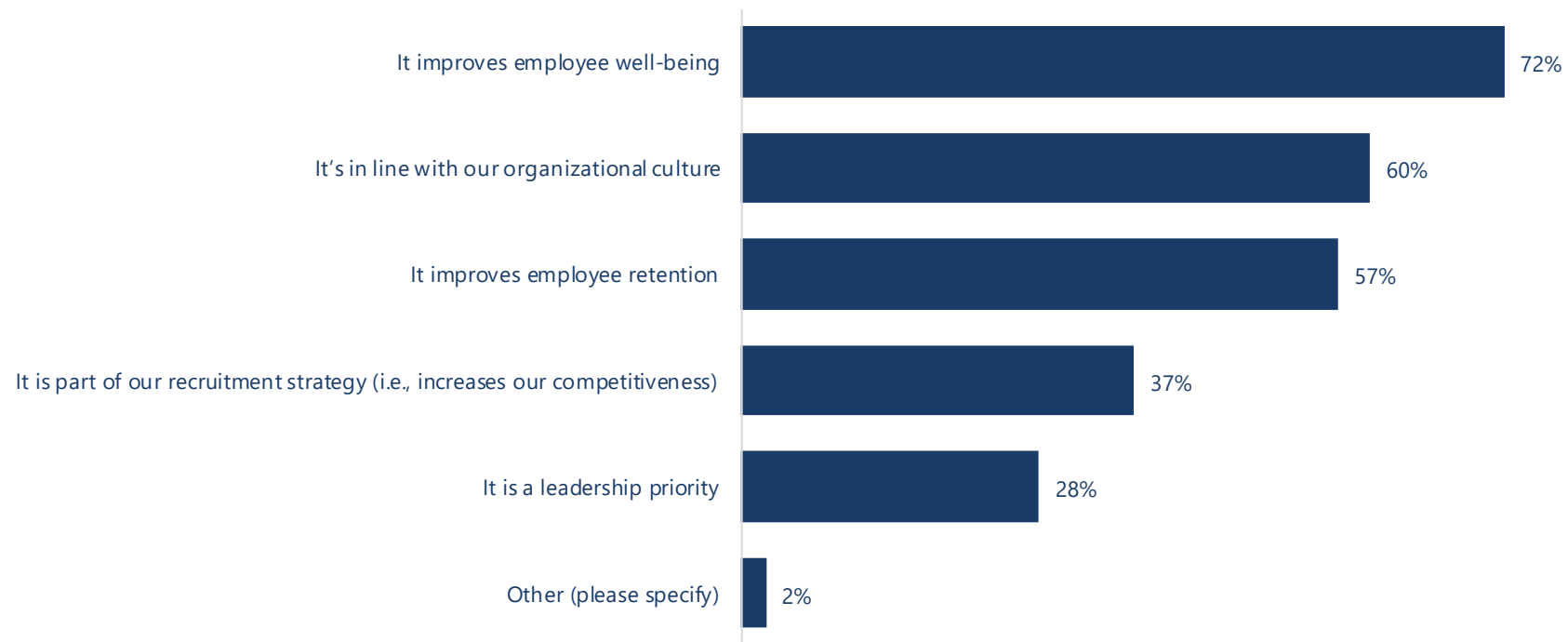
We started a comprehensive Wellness Program with a focus on the physical, mental, and financial health of our employees. We're partnering with a local bank to provide financial management resources to the employees. We've partnered with a local yoga instructor to conduct yoga in the park after hours. We offer a pretty impressive EAP. We've developed a calendar of events for 2021 where we can focus on all 3 aspects of our Wellness Program. [We] plan to conduct employee surveys at the beginning and end of the year to see if any of these services will improve employee stress levels, morale, satisfaction, etc.

Small employer in the Real Estate industry

Why do employers invest in **financial wellness and security benefits**?

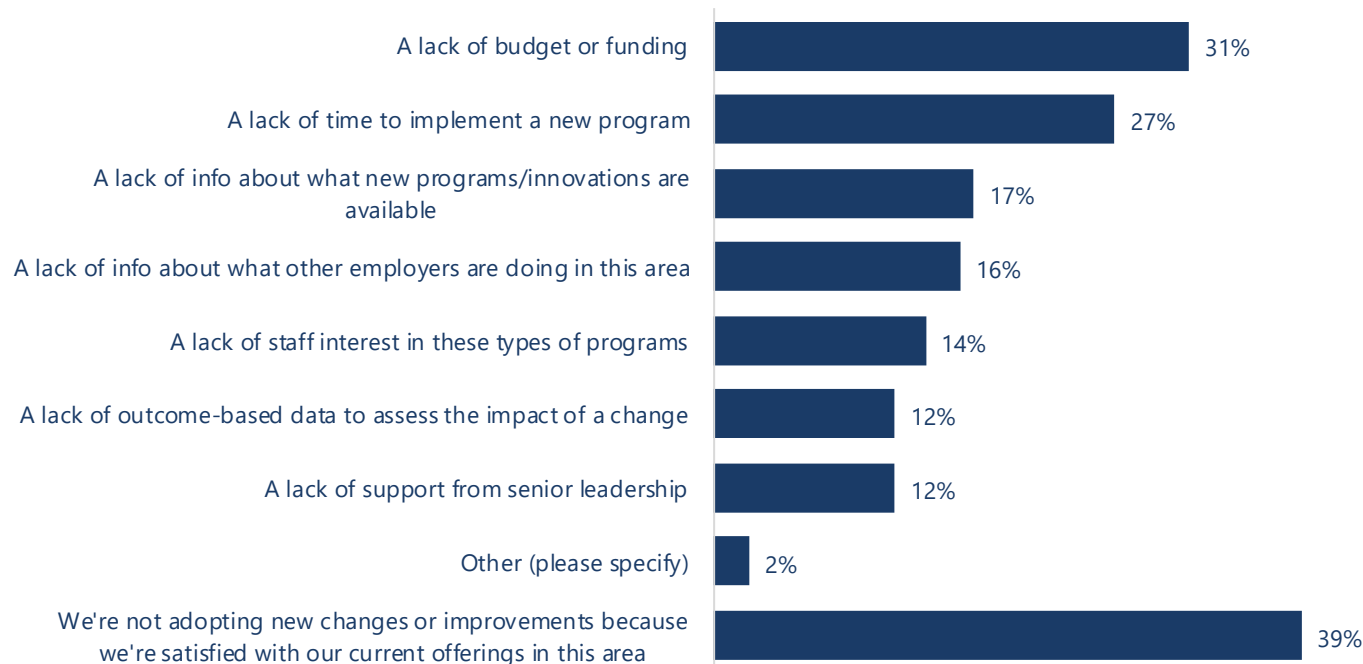
Asked to respondents who indicated their organization offers at least one type of financial wellness/security benefit. Question was select all that apply.

Nearly 3 in 4 employers invest in financial wellness and security benefits because they improve well-being; **3 in 5** invest because it's in line with their culture.

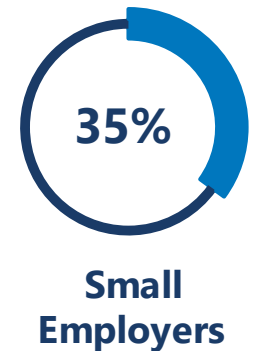
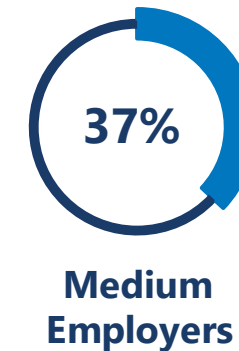
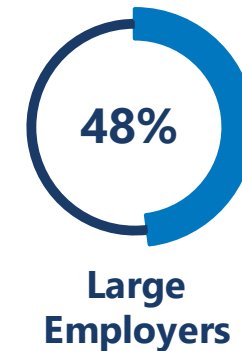


What is preventing employers from adopting new or innovative changes to their **financial wellness and security benefits**?

Nearly 2 in 5 employers aren't adopting new or innovative changes to their financial wellness and security benefits because they're already satisfied with their current offerings. **Nearly 1 in 3** say a lack of budget or funding is holding them back.



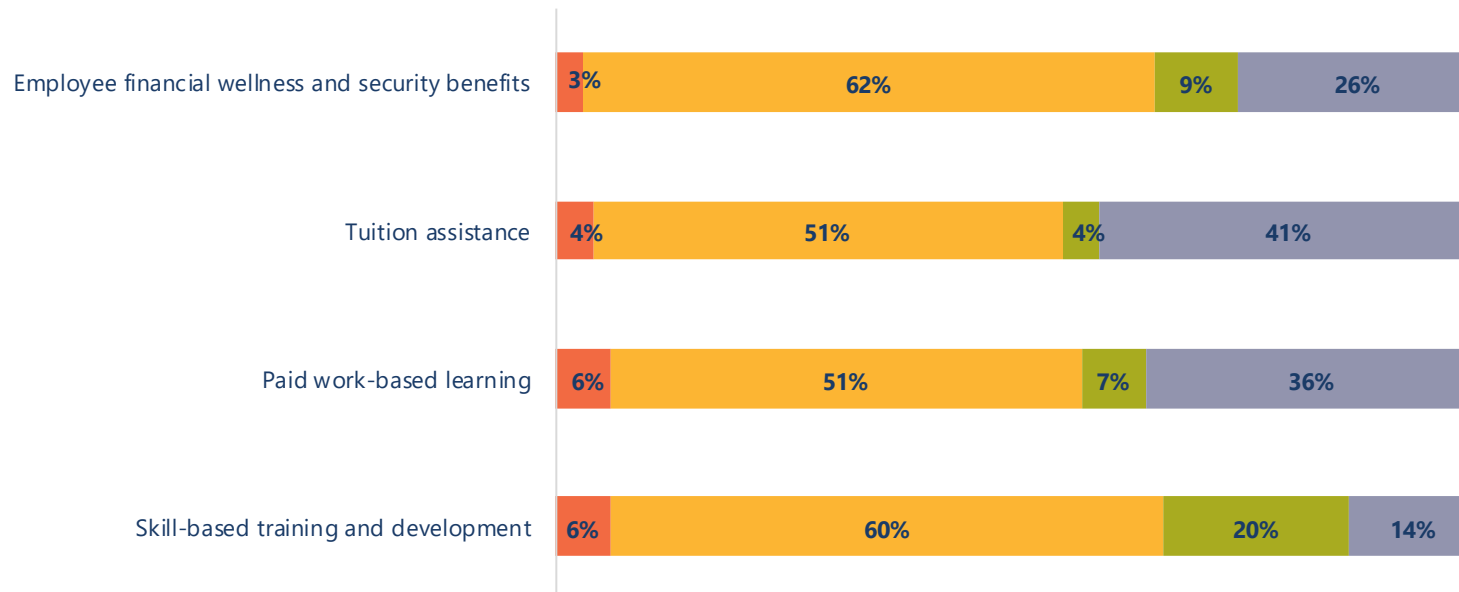
Percent of employers by **size** who are **not** innovating in the financial wellness and security benefits space because **they're satisfied with their current offerings**



What are employers' **budget expectations** for talent development in 2021?

With the exception of skill-based training, where **1 in 5** employers plan to increase budget or investment in 2021, very few employers plan to alter their budget or investment in areas related to talent development this year.

■ Plans to decrease budget ■ Budget will remain the same
■ Plans to increase budget ■ Doesn't have a budget in this area and won't for 2021



“ Employee development is a high priority in our organization; however, due to the impact of the COVID-19 pandemic on our operations this year and for the foreseeable future, we do not have the budget or board approval to expand our footprint in this area.

Small employer in the Information industry

“ We are just ramping up to offer more employee training and development. We are having to meet basic needs of employees first and foremost (scaling up headcount, providing basic necessities) before we can approach staff with anything in depth in terms of learning and development. We have a lot of big ideas, but we are a nonprofit at the end of the day, and our budget is limited.

Small employer in the Agriculture, Forestry, Fishing, & Hunting industry

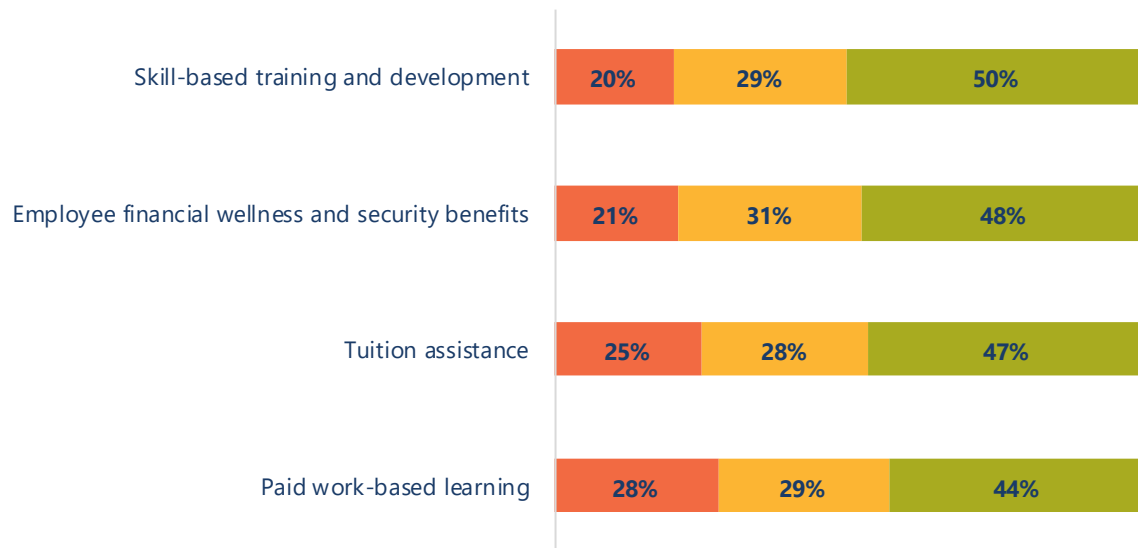
“ COVID has significantly decreased what we can offer our employees in these areas right now. Budget is tight this year due to less business.

Medium employer in the Hospitality, Food, & Leisure industry

In what ways could **the government** encourage employers to further invest in talent development?

How important would government grants, loans, or tax incentives be for encouraging your organization to further invest or innovate in the following areas?

■ Not important [NET] ■ Moderately important ■ Very or Extremely Important [NET]



Besides offering grants, loans, or tax incentives, what else could the government do to support or improve employer investment in talent development?

“ We would really appreciate technical assistance in creating and rolling out programs. We're a small non-profit with limited staff resources, so anything new it tough to implement.

Small employer in the Educational Services industry

“ [A] benefits survey demonstrating enough interest to put forth effort into administering additional benefits would help build the case to provide such support.

Medium employer in the Professional, Scientific, & Technical Services industry

“ Well publicized webinars that are easy to comprehend and follow. Processes that are easy and not cumbersome.

Large employer in the Healthcare & Social Assistance industry

“ Establish networks to connect employers to local programs.

Medium employer in the Hospitality, Food, & Leisure industry

Do employers currently **have strategic partnerships or collaborate** on talent development?



37%

Collaborate on **financial wellness and security benefits**



34%

Collaborate on **recruiting talent**



28%

Collaborate on **skill-based training and development**



21%

Collaborate on **paid work-based learning**



9%

Collaborate on **tuition assistance**

Over half (56%) of organizations collaborate with or have at least one strategic partnership with other employers in the recruiting, training, development, or financial wellness & security benefits space.

What new, novel, or innovative ways are employers **collaborating** in these areas?

Asked to respondents who indicated their organization collaborates with another employer.

Collaborating on Recruiting Talent

“

Finding temporary workers or working with agencies who assist individuals with disabilities to find potential positions in our organization that will be a good fit.

Large employer in the Hospitality, Food, & Leisure industry

“

Working together with other restaurants in the area to recruit staffing.

Small employer in the Hospitality, Food, & Leisure industry

“

We work with employers that are laying off employees to employ them with us.

Medium employer in the Wholesale Trade industry

“

We partner with a local theme park to train and share seasonal employees. Our insurance broker offers training for our employees beyond safety training.

Medium employer in the Hospitality, Food, & Leisure industry

“

Occasionally the recruiting teams work with another similar company in our area to "share" candidates who may be better fits with one another.

Medium employer in the Information industry

Collaborating on Skill-Based Training

“

Specific to the industry, we currently partner with similar organizations to provide a shared network of trainers, facilities, and resources.

Medium employer in the Healthcare & Social Assistance industry

“

Partnering with non-profit organizations for re-skilling or up-skilling members of the community. Specific focus is on Latino & Black communities.

Medium employer in the Healthcare & Social Assistance industry

“

We work with a variety of union organizations around the country to provide skill-based training and development to our people.

Medium employer in the Administrative & Support Services industry

What new, novel, or innovative ways are employers **collaborating** in these areas?

Asked to respondents who indicated their organization collaborates with another employer.

Collaborating on Paid Work-Based Learning

“

We are part of a multi-employer collective bargaining agreement for our skilled trades so the apprenticeship they go through and that whole process allows us to collaborate with other employers and the schools who offer the day school for the apprenticeship.

Medium employer in the Construction industry

“

We partner with the local high schools, tech schools, and colleges to provide employment opportunities to their qualifying students. They assist us with training locations and modules to keep employees up to date on specific techniques, etc.

Large employer in the Manufacturing industry

Collaborating on Financial Wellness & Security Benefits

“

We partner with a financial advising firm, and also with another NFP to co-lead educational sessions.

Small employer in the Professional, Scientific, & Technical Services industry

“

We work with our benefit broker for financial wellness products and we work with other staffing agencies to offer skill-based training.

Small employer in the Construction industry

Collaborating Across Multiple Areas

“

We are part of a regional group that meets to discuss best practices in the construction and utilities area. We also partner with other employers that have the opposite seasonal needs. Some [of our employees] enter into a shared employment time when business is slow.

Medium employer in the Energy & Utilities industry

“

We collaborate with other employers in our "Business Resource Network" to identify training needs and solutions; the network also provides financial education and wellness benefit opportunities to our employees. We work with our local center to recruit candidates. We are members of a national organization for [our specialty area], which provides industry-specific training opportunities to leadership and our employees.

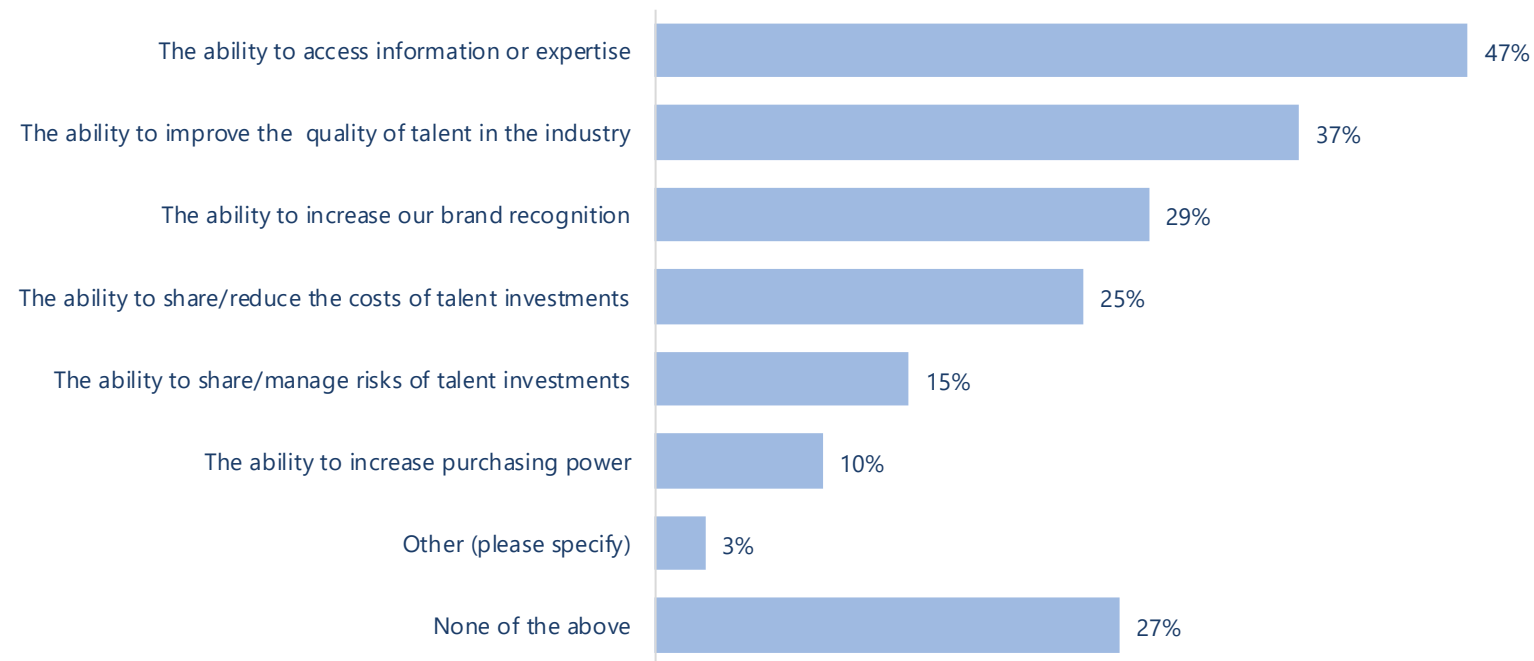
Small employer in the Retail Trade industry

Why do employers choose to **collaborate** in these areas?

Reasons why employers collaborate on talent development

**Asked to respondents who said their employer collaborates in one or more areas.*

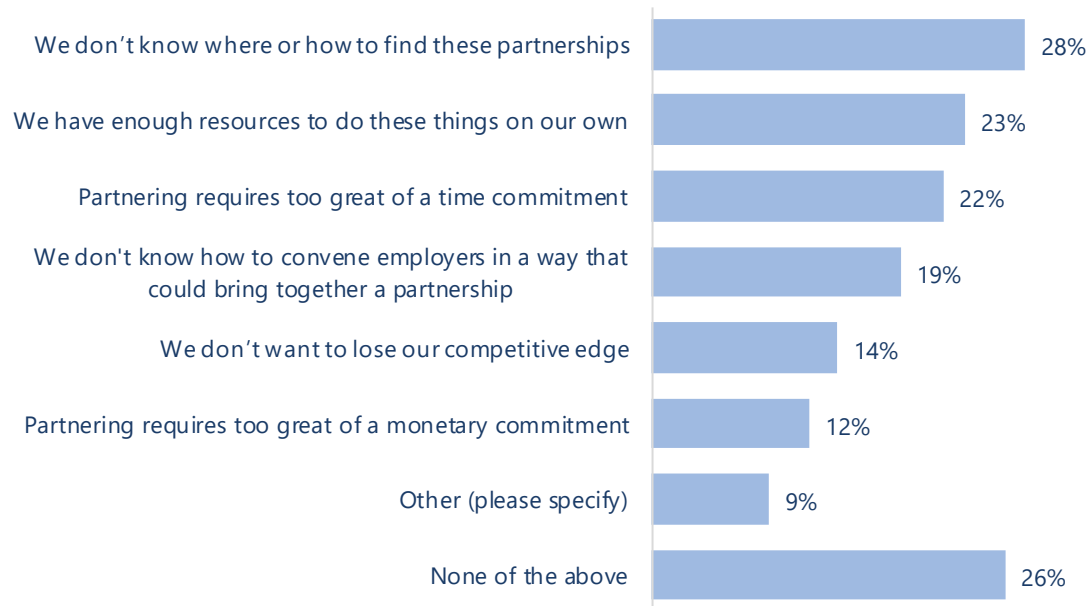
Question was select all that apply.



Why don't employers choose to **collaborate** in these areas?

Reasons why employers don't collaborate on talent development

**Asked to respondents who said their employer doesn't currently collaborate in these areas. Question was select all that apply.*



*Percent of employers by **size** who say they don't collaborate because they **don't know where and/or how to find these kinds of partnerships***



*Percent of employers by **size** indicating they don't collaborate because they **have enough resources to do these things on their own***

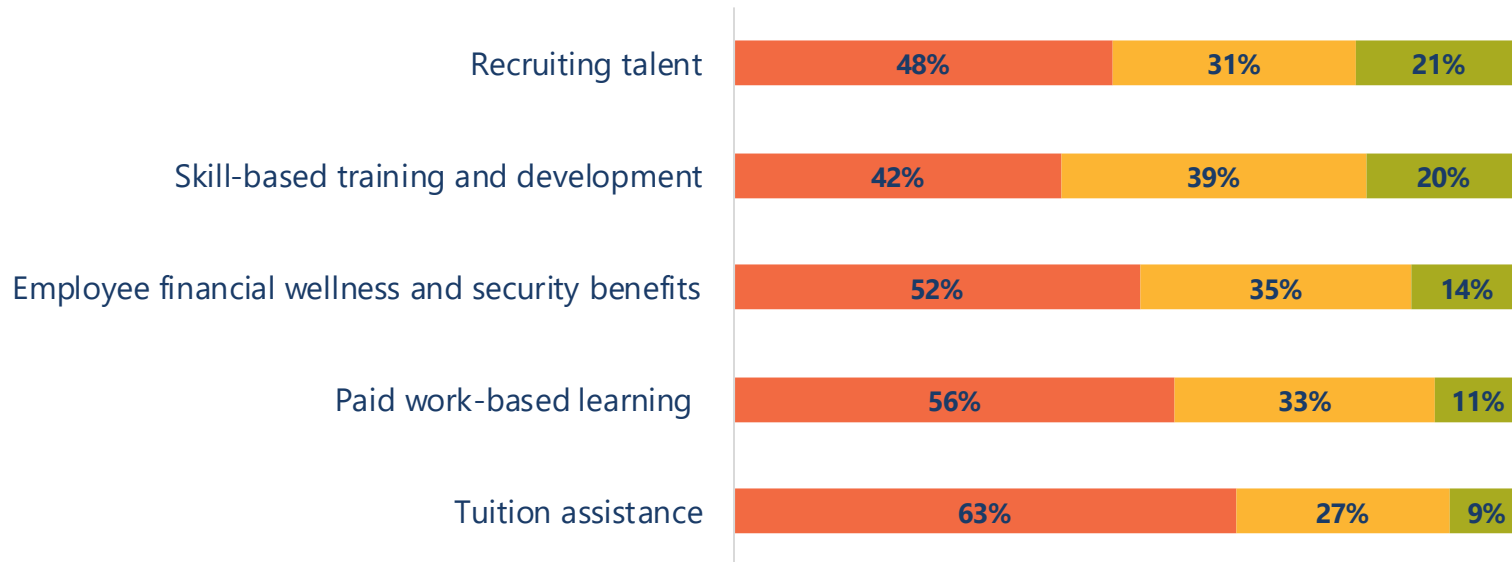


How interested are employers in **collaborating**?

Asked to respondents if they said their organization isn't currently collaborating with other employers on the corresponding topic

Approximately 1 in 5 employers are very or extremely interested in collaborating with others on talent recruitment or skill-based training and development in the future.

■ Not Interested [NET] ■ Moderately interested ■ Very or Extremely Interested [NET]



When asked who should play the primary leadership role in promoting and facilitating employer collaboration, **72%** of HR professionals said **both the public and private sector**.

What role could the government play in better supporting or improving **employer collaboration**?

“ They could best support by having committees that will shed light on current gaps. Everyone works in silo and this may help create some local partnerships with greater impact to the community and workforce.

Medium employer in the Finance & Insurance industry

“ Provide a free directory of companies willing to collaborate, and on what they would collaborate on.

Small employer in the Healthcare & Social Assistance industry

“ Information as to where to find other employers that want to collaborate. Incentives for HR or Management to collaborate or be a part of these groups.

Small employer in the Construction industry

“ Incentivize collaboration through tax credits as a tool to manage unemployment and encourage upward mobility.

Medium employer in the Educational Services industry

“ Provide and promote a way to connect these employers (i.e. a website).

Large employer in the Hospitality, Food, & Leisure industry

“ Government needs to market/advertise the programs that already exist, especially to small business owners and executives. They don't have time (or sometimes, inclination) to dig to see if a program/benefit *might* exist.

Small employer in the Professional, Scientific, & Technical Services industry

“ Creating a forum and opportunities for the private and public sector to facilitate employer collaboration instead I believe we currently have a competitive mindset that only seems to hurt the employees we intend to recruit and retain.

Small employer in the Professional, Scientific, & Technical Services industry

“ Financial incentives are always a great way to support or encourage employer collaboration. Other than financial, it would be difficult to incentivize our companies to collaborate.

Medium employer in the Transportation & Warehousing industry

“ Increase awareness through the Small Business Administration or other areas. Small businesses need extra help in many areas like this.

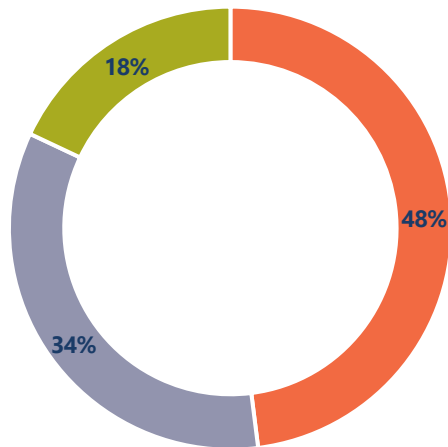
Small employer in the Manufacturing industry

Appendix

COVID-19 Impact on Organizations

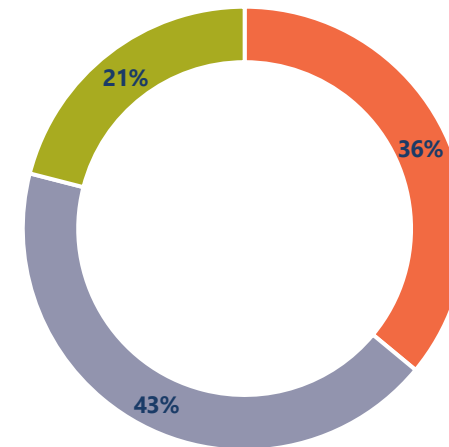
How has the COVID-19 pandemic impacted your **organization's revenue**?

■ Revenue has decreased ■ Revenue has stayed the same ■ Revenue has increased



How has the COVID-19 pandemic impacted **the number of workers your organization employs**?

■ Headcount has decreased ■ Headcount has stayed the same ■ Headcount has increased



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