

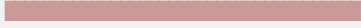






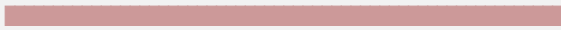

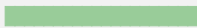




























2008 Training Manager Survey Results






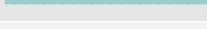


1) What best describes your role/title as a manager?		Response Percent	Response Total
a. Training and Development VP		6.4%	50
b. Training and Development Director		31.5%	246
c. Training and Development Manager		46.6%	364
d. Training and Development Assistant Manager		1.4%	11
e. Training and Development Supervisor		4.4%	34
f. HR Manager in charge of training		2.2%	17
g. Other, please specify		7.6%	59
Total # of respondents 1344 . Statistics based on 781 respondents; 0 filtered; 563 skipped.			









2) Who do you report to?		Response Percent	Response Total
a. Sr. Training Department Manager		9.1%	71
b. HR Manager		7.4%	58
c. Executive level (President, VP, Director)		72.7%	568
d. Other, please specify		10.8%	84
Total # of respondents 1344 . Statistics based on 781 respondents; 0 filtered; 563 skipped.			

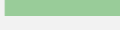
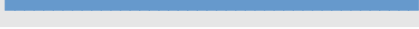



3) What was your “major” or area of expertise in college or graduate school?		Response Percent	Response Total
a. Education/Instructional Design		24.9%	195
b. English or Journalism		4.7%	37
c. Technical engineering, software or computer		3.7%	29
d. Science		4.7%	37
e. Business		22.9%	179
f. Psychology		7.9%	62
g. Certification		1.4%	11
h. No degree		4.6%	36
i. Other, please specify		25.1%	196
Total # of respondents 1344 . Statistics based on 782 respondents; 0 filtered; 562 skipped.			

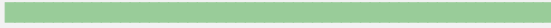



4) What best describes the industry you are in?		Response Percent	Response Total
a. Construction/Real Estate		2.8%	22
b. Consulting		2.8%	22
c. Customer Service		0.9%	7
d. Education		6.5%	51
e. Energy		3.6%	28
f. Financial Services/Insurance		13.3%	104
g. Government		6.5%	51
h. Information Technology		2.4%	19
i. Health Care		8.1%	63
j. Hotel, Catering, Leisure		3.2%	25
k. IT Services		0.3%	2
l. Manufacturing		11.9%	93
m. Medical/Pharmaceutical products		5.2%	41
n. Retail/Wholesale		6.6%	52
o. Software		2.9%	23
p. Telecom		1.5%	12
q. Non-profit		6%	47
r. Other, please specify		15.3%	120

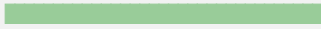


Total # of respondents 1344. Statistics based on 782 respondents; 0 filtered; 562 skipped.

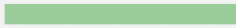
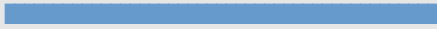


5) How many employees are in your company?		Response Percent	Response Total
a. Less than 10		2.6%	20
b. 10-50		2.9%	23
c. 51-200		7.9%	62
d. 201-500		12.3%	96
e. 501-1,000		11.5%	90
f. 1,001-5,000		26.5%	207
g. 5,001-10,000		10.2%	80
h. 10,001 or more		26%	203
Total # of respondents 1344 . Statistics based on 781 respondents; 0 filtered; 563 skipped.			

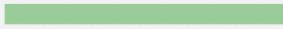



6) In what country or continent do you live?		Response Percent	Response Total
a. United States		98.5%	768
b. Canada		0.1%	1
c. Australia		0.1%	1
d. Europe		0.3%	2
e. Asia		0.1%	1
f. South America		0.1%	1
g. Middle East		0.1%	1
h. Africa		0%	0
i. Other, please specify		0.6%	5
Total # of respondents 1344 . Statistics based on 780 respondents; 0 filtered; 564 skipped.			




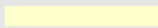

7) How many people do you supervise?		Response Percent	Response Total
a. Just myself		15.5%	120
b. 1-5		54.1%	419
c. 6-10		14.3%	111
d. 11-15		6.1%	47
e. 15+		10.1%	78
Total # of respondents 1344 . Statistics based on 775 respondents; 0 filtered; 569 skipped.			

8) Do you have budget and hiring control over your staff?		Response Percent	Response Total
a. Yes		71.4%	553
b. No		8.5%	66
c. Budget Only		9.5%	74
d. Hiring Only		10.6%	82
Total # of respondents 1344. Statistics based on 775 respondents; 0 filtered; 569 skipped.			

9) What sort of staffing does your company/department use?		Response Percent	Response Total
a. Regular W-2 employees only		41.1%	319
b. Contractors only		2.6%	20
c. Both regular W-2 employees and contractors		56.3%	437
Total # of respondents 1344. Statistics based on 776 respondents; 0 filtered; 568 skipped.			

10) Do you telecommute?		Response Percent	Response Total
a. Never		29.7%	231
b. Occasionally		56.2%	438
c. Frequently		10.7%	83
d. Always		3.5%	27
Total # of respondents 1344. Statistics based on 779 respondents; 0 filtered; 565 skipped.			

11) Does your training and development staff telecommute?		Response Percent	Response Total
a. Never		36.8%	283
b. Occasionally		48.1%	370
c. Frequently		12.4%	95
d. Always		2.7%	21
Total # of respondents 1344. Statistics based on 769 respondents; 0 filtered; 575 skipped.			

12) As a manager, how much time do you spend facilitating and developing training vs. management and administrative work?		Response Percent	Response Total
a. None		5.4%	42
b. 10-25%		36.1%	281
c. 25-50%		33.9%	264
d. 50-75%		19.8%	154
e. 75-95%		4.9%	38
Total # of respondents 1344 . Statistics based on 779 respondents; 0 filtered; 565 skipped.			

13) Please rate the following management challenges.						
	Very Challenging	Challenging	Neutral	Not Challenging	N/A	Response Total
a. Recruiting good employees	23.4% (182)	48.9% (380)	12.5% (97)	9.4% (73)	5.8% (45)	777
b. Retaining good employees	11.5% (89)	41.3% (319)	21.1% (163)	21.2% (164)	4.8% (37)	772
c. Balancing workload and resources	39.8% (308)	46.3% (358)	11% (85)	2.6% (20)	0.4% (3)	774
d. Ensuring projects are completed on time and within budget	11.6% (90)	48.4% (375)	25.4% (197)	14.2% (110)	0.4% (3)	775
e. Politics and personnel issues	17.4% (135)	33% (256)	32.5% (252)	16.2% (126)	0.9% (7)	776
f. Promoting your team's value	16.2% (126)	36.6% (285)	20.7% (161)	25.3% (197)	1.2% (9)	778
g. Dealing with changes in direction/leadership	18.4% (143)	38.8% (302)	23.7% (184)	17.7% (138)	1.4% (11)	778
h. Difficult SMEs/SMEs unavailable	9.2% (71)	33% (255)	27.8% (215)	23.1% (178)	6.9% (53)	772
i. Staff morale	7.1% (55)	28.3% (219)	29.7% (230)	32.7% (253)	2.2% (17)	774
j. Securing adequate budgets to meet company needs	25% (194)	37.5% (291)	22% (171)	13.9% (108)	1.5% (12)	776
k. Other, please specify below	16.7% (42)	6.4% (16)	10.4% (26)	0.4% (1)	66.1% (166)	251
Total # of respondents 1344 . Statistics based on 779 respondents; 0 filtered; 565 skipped.						

Other	Response Total
	70
Total # of respondents 1344. Statistics based on 70 respondents; 0 filtered; 1274 skipped.	

14) How do you promote your department? (Select all that apply)	Response Percent	Response Total
a. Talk to other departments about our services	77.3%	597
b. Send out internal communications promoting our services	66.7%	515
c. Internal web site and/or company newsletter	61.3%	473
d. Don't need to promote – our work sells itself	21%	162
e. We are neither encouraged nor approved to promote our department	4.8%	37
f. Other, please specify	12.6%	97
Total # of respondents 1344. Statistics based on 772 respondents; 0 filtered; 572 skipped.		










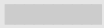
15) How important is training and your training and development department to your company?	Response Percent	Response Total
a. Very important	46.8%	363
b. Important	43.9%	341
c. Neither important or unimportant	7.5%	58
d. Not important	0.9%	7
e. Don't know/Not Applicable	0.9%	7
Total # of respondents 1344. Statistics based on 776 respondents; 0 filtered; 568 skipped.		

16) How has your budget changed over the past 12 months and how do you expect it to change over the next 12 months?







	Increase	No change	Decrease	Unknown	Response Total
a. Past 12 months	31.8% (247)	34.2% (266)	31.5% (245)	2.4% (19)	777
b. Next 12 months	23.5% (173)	29.5% (217)	38.9% (286)	8.2% (60)	736

Total # of respondents **1344**. Statistics based on **777** respondents; **0** filtered; **567** skipped.

17) What has (if any) affected your training and development department budget the most in the past 12 months?

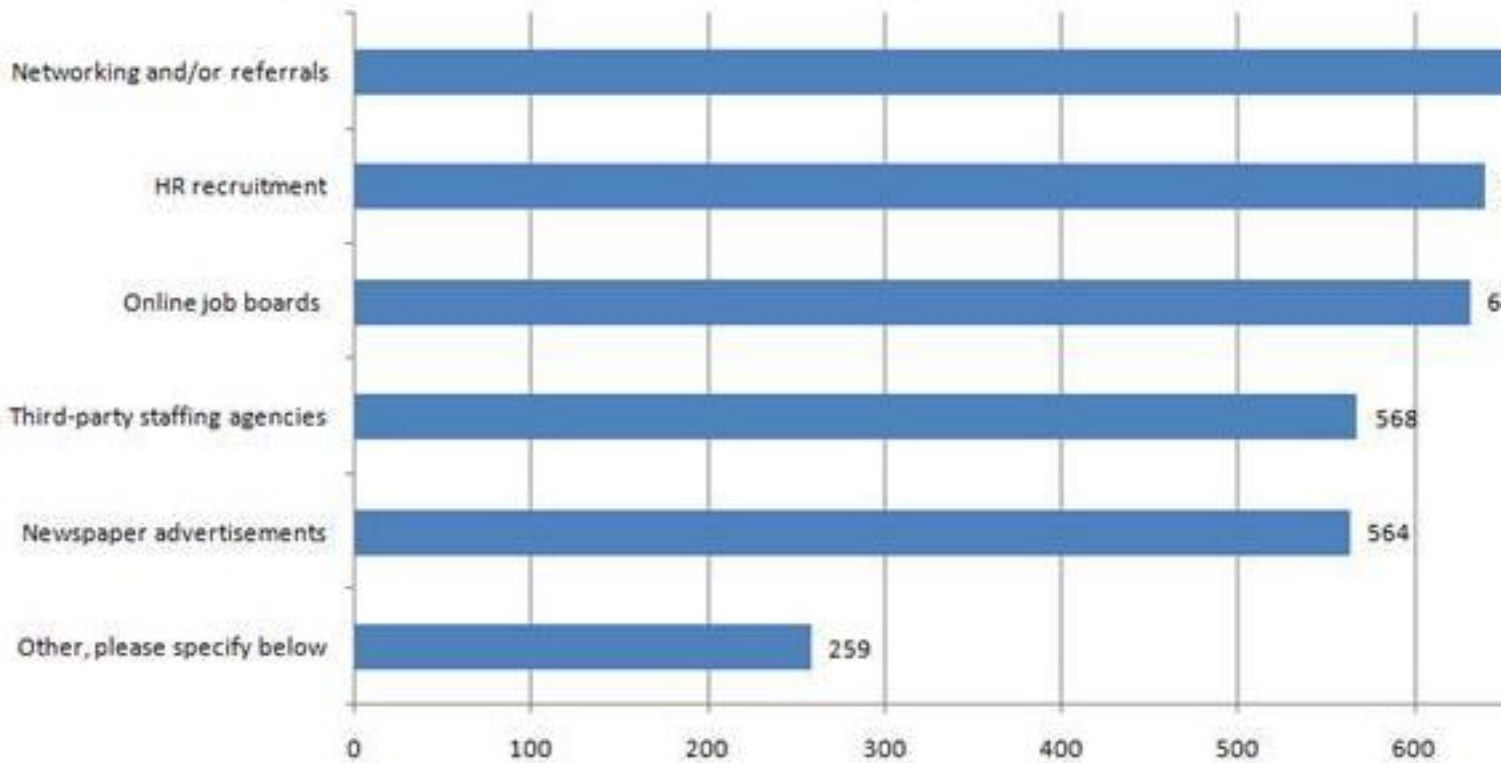
		Response Percent	Response Total
a. Company growth due to economy		4.5%	35
b. Company decline due to economy		24.1%	187
c. Company growth due to other reasons		11.1%	86
d. Company decline due to other reasons		4.1%	32
e. New management or leadership		13.3%	103
f. New product/services		7%	54
g. Reorganization and/or merger		9.7%	75
h. No change		11%	85
i. Unknown		2.1%	16
j. Other, please specify		13.3%	103

Total # of respondents **1344**. Statistics based on **776** respondents; **0** filtered; **568** skipped.

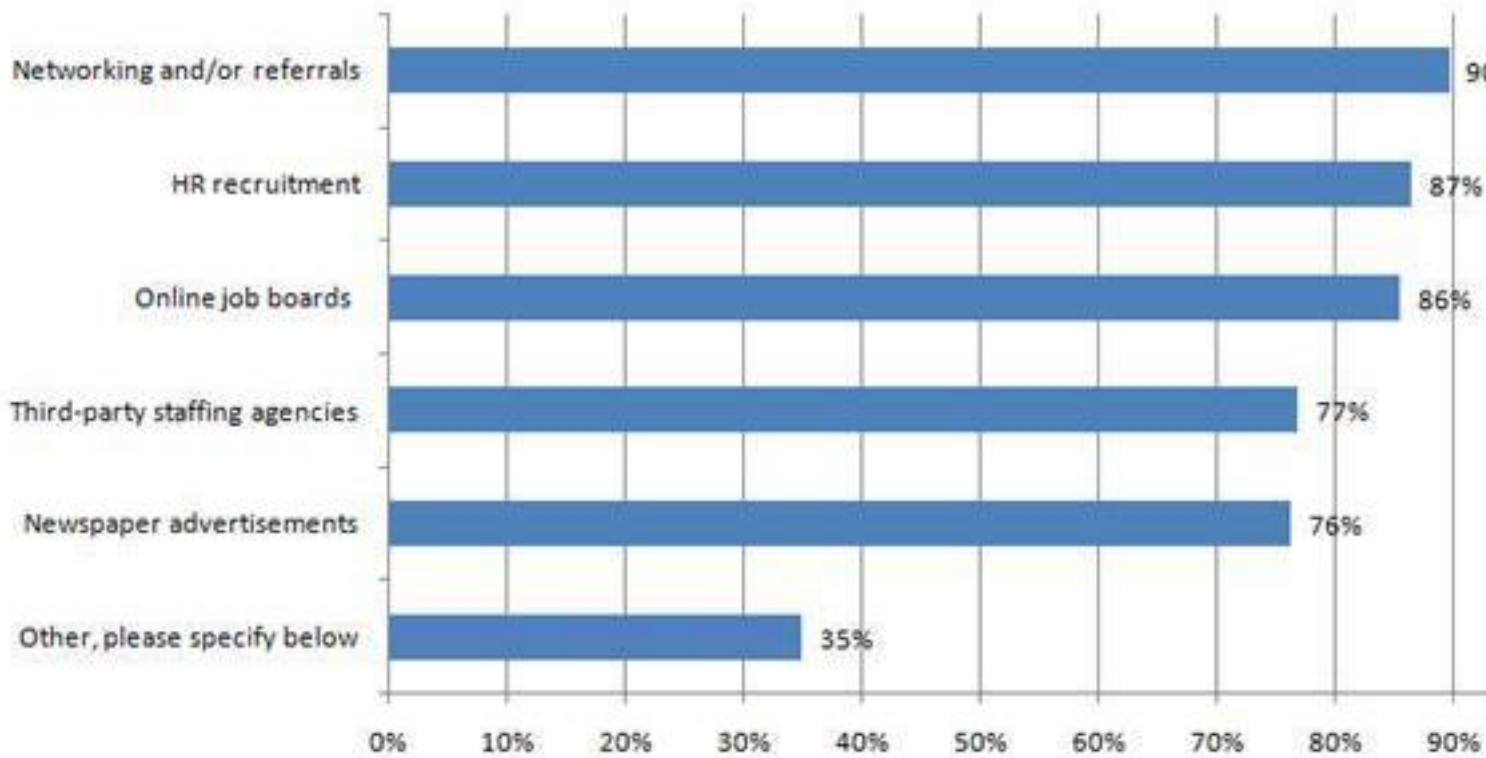
18) How do you expect recent economic issues to affect your training budget over the next 12 months?		Response Percent	Response Total
a. Significant decline in budget due to economy		13.4%	104
b. Moderate decline in budget due to economy		47.4%	367
c. No change or impact in budget due to economy		26.7%	207
d. Moderate increase in budget due to economy		4.6%	36
e. Significant increase in budget due to economy		0.9%	7
f. Not sure		7%	54
Total # of respondents 1344 . Statistics based on 775 respondents; 0 filtered; 569 skipped.			

19) How do you find training and development staff such as trainers, IDs, programmers, writers etc.? (Rank in order of importance.)

How do you find training and development staff-Responses

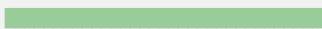



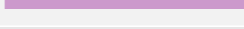
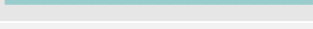

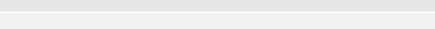
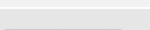




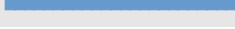
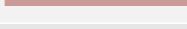


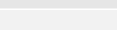
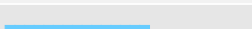
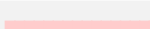

How do you find training and development staff- Percentages



Other	Response Total
	161

Total # of respondents 1344. Statistics based on 161 respondents; 0 filtered; 1183 skipped.

20) Which of the following online recruiting resources do you use to staff your group? (Select all that apply)		Response Percent	Response Total
a. Monster		41.7%	319
b. Hot Jobs		12.7%	97
c. Craigslist		8.6%	66
d. Dice		2.4%	18
e. CareerBuilder		31.2%	239
f. ASTD		39.9%	305
g. STC		1.4%	11
h. Company Web Site		55.9%	428
i. None		18.6%	142
j. Other, please specify		15.2%	116
Total # of respondents 1344. Statistics based on 765 respondents; 0 filtered; 579 skipped.			

21) What training and development job roles do you currently outsource? (Select all that apply)		Response Percent	Response Total
a. Administration		4.6%	26
b. Graphic/Web Designer		30.6%	174
c. Instructional Designer		24.4%	139
d. Programmer		16.3%	93
e. Project Manager		3.9%	22
f. Technical Writer		15.5%	88
g. Trainer		33.2%	189
h. LMS		19.5%	111
i. Other, please specify		23.6%	134
Total # of respondents 1344. Statistics based on 569 respondents; 0 filtered; 775 skipped.			

22) What skill sets/employee types make up your staff? (Select all that apply)		Response Percent	Response Total
a. Administration		61.8%	466
b. Business Analyst		15.5%	117
c. Graphic/Web Designer		23.1%	174
d. Instructional Designer		59.5%	449
e. Programmer		10.5%	79
f. Project Manager		42.2%	318
g. Technical Writer		26%	196
h. Trainer		83.6%	630
i. Other, please specify		14.5%	109
Total # of respondents 1344 . Statistics based on 754 respondents; 0 filtered; 590 skipped.			

23) Have your staff levels changed within the past 12 months?						
	Increase	No change	Decrease	Unknown	N/A	Response Total
a. Administration	11.1% (76)	63% (432)	11.8% (81)	0.3% (2)	13.8% (95)	686
b. Graphic/Web Designer	6.2% (39)	48.1% (301)	5% (31)	0.8% (5)	39.9% (250)	626
c. Instructional Designer	17.7% (118)	52.8% (352)	8.1% (54)	0.4% (3)	21% (140)	667
d. Programmer	4.1% (25)	45.6% (276)	3.8% (23)	1.5% (9)	45% (272)	605
e. Project Manager	9.7% (62)	56.3% (359)	4.4% (28)	0.8% (5)	28.8% (184)	638
f. Technical Writer	7.1% (44)	49.9% (308)	5.2% (32)	0.6% (4)	37.1% (229)	617
g. Trainer	24.2% (174)	51.9% (373)	14.3% (103)	0.4% (3)	9.1% (65)	718
h. Other, please specify below	6.3% (15)	33.1% (79)	3.3% (8)	0.4% (1)	56.9% (136)	239
Total # of respondents 1344 . Statistics based on 756 respondents; 0 filtered; 588 skipped.						

Other	Response Total
	39
Total # of respondents 1344 . Statistics based on 39 respondents; 0 filtered; 1305 skipped.	

24) How do you expect your staff levels to change over the next 12 months?

	Increase	No change	Decrease	Unknown	N/A	Response Total
a. Administration	11.5% (78)	68.1% (463)	6.8% (46)	4.6% (31)	9.1% (62)	680
b. Graphic/Web Designer	8.3% (51)	58.7% (363)	3.4% (21)	3.9% (24)	25.7% (159)	618
c. Instructional Designer	16.4% (108)	60.9% (400)	4.1% (27)	4% (26)	14.6% (96)	657
d. Programmer	4.3% (26)	57.5% (347)	2.5% (15)	4.3% (26)	31.3% (189)	603
e. Project Manager	7.2% (45)	63.7% (398)	3.5% (22)	4% (25)	21.6% (135)	625
f. Technical Writer	6.1% (37)	62.4% (379)	2.6% (16)	4.6% (28)	24.2% (147)	607
g. Trainer	25.5% (179)	57.2% (402)	6.1% (43)	4.8% (34)	6.4% (45)	703
h. Other, please specify below	5.6% (14)	47.8% (120)	1.6% (4)	5.6% (14)	39.4% (99)	251

Total # of respondents **1344**. Statistics based on **752** respondents; **0** filtered; **592** skipped.

Other	Response Total
	35

Total # of respondents **1344**. Statistics based on **35** respondents; **0** filtered; **1309** skipped.

25) Select the top three training and development practices you feel are the most effective?

Top Training and Development Practices-Responses



Top Training and Development Practices-Percentages



Other	Response Total
	22

Total # of respondents 1344. Statistics based on 22 respondents; 0 filtered; 1322 skipped.

26) In regard to usage in your company/department, which training and development practices have changed in the past 2 years?

	User more	Use less	Same	No longer Use	Don't Use	Response Total
a. In-house development programs	50.5% (360)	10.8% (77)	36.5% (260)	0.3% (2)	2% (14)	713
b. Instructor-led training	34.2% (251)	25.9% (190)	39.4% (289)	0% (0)	0.5% (4)	734
c. E-learning	70.6% (520)	3.3% (24)	15.6% (115)	1.4% (10)	9.2% (68)	737
d. Coaching/mentoring	47.2% (337)	2.9% (21)	41.7% (298)	0.3% (2)	7.8% (56)	714
e. On-the-job training	37.1% (265)	3.5% (25)	55.2% (395)	0.8% (6)	3.4% (24)	715
f. Job rotation, shadowing	23.5% (163)	5.9% (41)	42.6% (295)	2.3% (16)	25.7% (178)	693
g. Internal knowledge-sharing events	30.4% (210)	5.5% (38)	43.8% (303)	1.2% (8)	19.1% (132)	691
h. Conferences, workshops, events	19.6% (139)	20.1% (142)	51.8% (367)	1.3% (9)	7.2% (51)	708
i. Formal education courses	13.2% (93)	15.1% (106)	57.8% (406)	2.6% (18)	11.4% (80)	703
j. Audio tapes, videos and learning resources	21.2% (149)	13% (91)	45.3% (318)	5.7% (40)	14.8% (104)	702
k. Other, please specify below	15% (16)	0.9% (1)	27.1% (29)	0% (0)	57% (61)	107









Total # of respondents **1344**. Statistics based on **762** respondents; **0** filtered; **582** skipped.










Other	Response Total
	19

Total # of respondents **1344**. Statistics based on **19** respondents; **0** filtered; **1325** skipped.

27) What changes have taken place in your training and delivery methods over the past 2 years? (Select all that apply)		Response Percent	Response Total
a. Efforts to develop a training and development culture in the organization		67.9%	519
b. New approaches to identifying individual training needs		57.9%	442
c. Change in the structure of the learning, training and development department/team		59%	451
d. Introduction/extension of coaching programs		35.3%	270
e. Introduction/extension of e-learning		63.6%	486
f. New approaches to monitoring training spend/measuring training effectiveness		46.7%	357
g. No significant changes		5.1%	39
h. Other, please specify		3.7%	28
Total # of respondents 1344 . Statistics based on 764 respondents; 0 filtered; 580 skipped.			

28) What kind of training does your company/department deliver? (Select all that apply)		Response Percent	Response Total
a. Sales training		37.3%	286
b. Leadership/Management training		79.8%	611
c. Technical/computer training		65.4%	501
d. Product training		50.5%	387
e. Customer service training		61.4%	470
f. Professional development training		68.7%	526
g. Communications training		62.9%	482
h. Soft skills training		68.5%	525
i. New employee training		80.3%	615
j. Other, please specify		11.1%	85
Total # of respondents 1344 . Statistics based on 766 respondents; 0 filtered; 578 skipped.			

29) What activity does your department spend most of their time on?		Response Percent	Response Total
a. Overall management/planning of learning and development efforts		34%	258
b. Facilitating instructor led training		34.4%	261
c. Strategy/implementation discussions		2.2%	17
d. Organizational development/change management activities		9.4%	71
e. Monitoring and evaluating training		2.5%	19
f. Building relationships with client		3%	23
g. Delivering one-to-one coaching or individual support		1.7%	13
h. Designing and implementing delivery of technology-enabled training/e-learning		12.8%	97
Total # of respondents 1344 . Statistics based on 759 respondents; 0 filtered; 585 skipped.			

30) What skills will your company/department need in order to meet business objectives in the next two years? (Select all that apply)		Response Percent	Response Total
a. Management/leadership skills		75.7%	572
b. Communication/interpersonal skills		62.7%	474
c. Customer service skills		43.7%	330
d. Business skills/acumen		53.7%	406
e. Innovation		46.6%	352
f. IT skills		28%	212
g. Advanced or higher-level technical skills		29.9%	226
h. Literacy/numeracy skills		8.9%	67
i. Other, please specify		6.9%	52
Total # of respondents 1344 . Statistics based on 756 respondents; 0 filtered; 588 skipped.			

31) Perception of e-learning

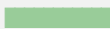


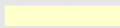




	Strongly agree	Tend to agree	Neither	Tend to disagree	Strongly disagree	Response Total
a. E-learning is more effective when combined with other forms of learning	65.6% (496)	28.4% (215)	4% (30)	1.7% (13)	0.3% (2)	756
b. E-learning demands a new attitude to learning on the part of the learner	39.5% (298)	50.1% (378)	7.6% (57)	2.5% (19)	0.3% (2)	754
c. E-learning is not a substitute for face-to-face classroom learning	43.2% (326)	29.4% (222)	11.9% (90)	13.3% (100)	2.1% (16)	754
d. E-learning demands a new skill set for those who are involved in learning and development	43.2% (325)	44.4% (334)	9.2% (69)	3.1% (23)	0.3% (2)	753
e. E-learning involves the possibility of wasting a lot of money	14.5% (109)	22.7% (171)	22.5% (169)	29.5% (222)	10.8% (81)	752
f. E-learning is the most important development in training in the past few decades	14% (105)	38.1% (286)	27.6% (207)	17.3% (130)	3.1% (23)	751



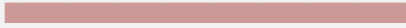
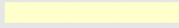

Total # of respondents **1344**. Statistics based on **760** respondents; **0** filtered; **584** skipped.

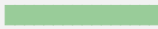
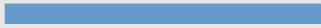




32) Proportion of training currently delivered by e-learning and proportion expected in three years time?

	None	1-10%	11-25%	26-50%	Over 50%	Unknown	Response Total
a. Currently delivered	10.5% (80)	40.7% (311)	25.7% (196)	16.1% (123)	6.4% (49)	0.7% (5)	764
b. Expected in three years' time	1.7% (13)	9.1% (68)	27.4% (206)	33.8% (254)	24.5% (184)	3.5% (26)	751

Total # of respondents **1344**. Statistics based on **765** respondents; **0** filtered; **579** skipped.

33) What is your annual income?		Response Percent	Response Total
a. Less than 60k		14.7%	106
b. 60-70k		12.5%	90
c. 70-80k		14%	101
d. 80-90k		15.4%	111
e. 90-100k		11.8%	85
f. 100-110k		11.9%	86
g. 110-120k		7.4%	53
h. More than 120k		12.3%	89
Total # of respondents 1344 . Statistics based on 721 respondents; 0 filtered; 623 skipped.			

34) Where does your compensation fit in to the industry standard for your role?		Response Percent	Response Total
a. Top notch		2.4%	18
b. Above average		20.5%	153
c. Average		52.5%	392
d. Below average		23.4%	175
e. Barely worth cashing the check		1.2%	9
Total # of respondents 1344 . Statistics based on 747 respondents; 0 filtered; 597 skipped.			

35) I am optimistic about my career in terms of advancement opportunities, job stability, income growth, etc.		Response Percent	Response Total
a. Strongly agree		21%	161
b. Agree		41%	315
c. Neither agree nor disagree		20.6%	158
d. Disagree		13.5%	104
e. Strongly disagree		3.4%	26
f. N/A		0.5%	4
Total # of respondents 1344 . Statistics based on 768 respondents; 0 filtered; 576 skipped.			