

TRAINING AND PROFESSIONAL DEVELOPMENT

INSIGHTS FROM MANAGING THE MULTI-GENERATIONAL WORKFORCE

April 2018

Ongoing education and training is an essential ingredient in today's ever-changing workforce. Whether it's professional development in a worker's specific industry or discipline, course work toward certification or accreditation, or technical training that improves job efficiency, most workers typically undergo some form of skills training that furthers their career advancement potential. Across generations, employees recognize that training is an integral part of staying on top of skills and is an important component of job satisfaction. The majority of workers seek more training, which often serves as a differentiator to engender loyalty among younger workers. Employees are open to different training methodologies and the type of training preferred varies according to the purpose of the training. This CompTIA research brief explores a range of training issues and perspectives from generational cohorts.

KEY POINTS

Professional development is an integral part of employees work lives

Four out of five employees in this study reported participating in mandatory or voluntary training of some nature in the past 12 months. Millennials in the workforce reported participating in some type of training at a rate three times higher than Baby Boomers. Participation rates were similar for technology- and cybersecurity-related training, but diverged in areas such as social media training and team-building training.

Attitudes towards training are overwhelmingly positive

The majority of workers, especially younger workers would like to see more training/professional development at their companies. About a fourth of millennial workers would like to see significantly more training. Training is seen as absolutely necessary to stay abreast with the latest developments, and is an important contributing factor to job satisfaction. Younger workers note that support for and encouragement to pursue training builds loyalty to their companies.

90%

% of millennials reporting participating in some type of training / professional development in the past 12 months

Variety of training methods are used

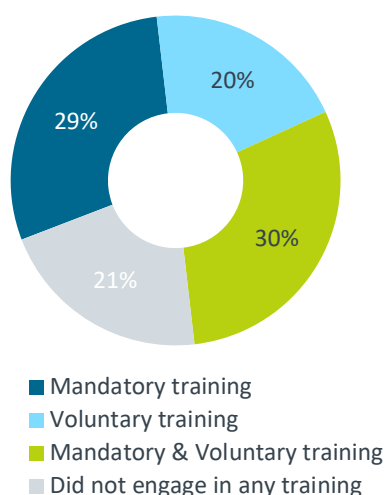
Conventional tools such as self-study guides, informal training, or classroom sessions and newer methods such as e-learning are all part of the training arsenal today's employees have at their disposal. The data confirms that a range of factors may influence training decisions, such as learning style, accessibility, time, and resources. Across generations employees are looking for more time set aside for comprehensive training as evidenced by the demand for cross-training and more follow-up after training.

Training preferences are influenced by type of material being covered

Across generations, when material is specific and relevant to their jobs, employees indicate they prefer in-person or face-to-face training. This preference extends to Millennial workers - contrary to the stereotype that younger workers want everything online/in a digital form. Although it should be noted, younger workers report using e-learning at notably higher rates than older workers, a reflection of the many nuances of the training discussion. For material and topics that could be characterized as non-job specific and general in nature (think sexual harassment training), respondents tend to prefer online training. When training is not specific to their jobs, employees prefer avenues where the pace of training can be more autonomously controlled. The data suggests younger workers are more open to methods like video snippets, mobile elements, or incorporating social media when it comes to more informal training.

INCIDENCE OF TRAINING

The prevalence of ongoing training in today's workplace is reflected in the fact that four out of five employees surveyed in this CompTIA study have participated in some training/professional development in the past year. According to the Association for Talent Development (ATD), U.S. companies spent an average of \$1,273 per employee in 2016, a \$21 increase from the previous year. The fifth of employees who have not had any training in the past 12 months is slightly lower than the 28% who had not undergone any training when this question was asked two years ago. The data suggests incidence of training also differs by industry sector – those in retail and the professional sector say they have undergone less training when compared to the IT, health, government, and educational sectors.



Millennial employees report participating in training at a higher rate with 90% of them having had some training in the last 12 months. Some of this could be a factor of where they are in their careers.

One dynamic stands out with regard to the incidence of training: the majority (65%) of Millennial workers report that their employer has mandated/encouraged them to seek a professional certification/credential, compared to lower numbers for Gen X (54%) and Baby Boomers (37%). This trend is very comparable to what was seen in past iterations of this study. The notion of demonstrating competence through certification is one that employers are seeking more often. Certifications are more of a requirement in the IT sector when compared to other sectors such as retail, professional services, or even the education sector.

Younger workers also have a more positive perceptions of certification with 71% of Millennials finding them valuable when compared to 64% of Gen X and 48% of Boomers. Again this also varies between sectors with those in the IT and healthcare sectors finding the most value in certifications.

Types of training undertaken



In terms of the types of training or professional development that workers have undergone in the last 12 months, the list is varied. Most prevalent is training that is specific to a worker's profession. Not surprisingly, tech-related training is also high on the list. Training related to team building/communications and sales/business development skills was more prevalent among Millennial and Gen X employees. A higher proportion of Millennials also reported undergoing training related to social media use. (See details in Appendix)

ATTITUDES TO TRAINING

Employees have very positive attitudes towards training and the majority would like to see more training. Those in the IT industry in particular, would like to see more training/professional development.

61%

Of Millennials would like more professional development when compared to 42% of Boomers and 56% of Gen X.

Professional development and training contribute to job satisfaction. This is especially true for Millennials. Training could also serve as an effective retention and recruiting tool for Millennials as the majority note that it keeps them working for their current companies. This was especially true for Millennials who work for small enterprises. Given the lower degree of corporate loyalty that this group has, companies should strongly consider training as a tool for maintaining a consistent workforce.

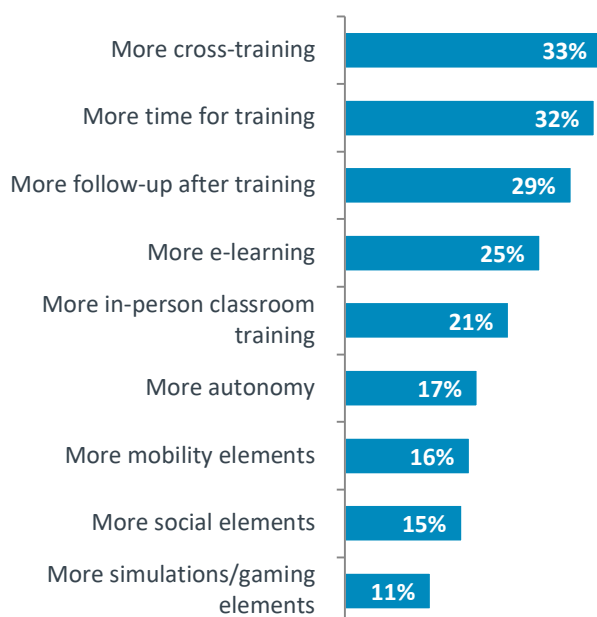
Across sectors, training seems to increase loyalty especially in the IT sector.

NET AGREEMENT	Millennials	Gen X	Baby Boomers
Training helps ensure my skills stay sharp	82%	77%	76%
Training is a sign my employer wants to invest in / retain staff	74%	73%	72%
Even though I don't always want to do training, I always get something positive out of it	73%	68%	69%
Training contributes to my job satisfaction	72%	66%	66%
Training increases my loyalty to my company	61%	55%	52%

Across generations, employees are looking for more time set aside for comprehensive training as evidenced by the demand for cross-training across departments and follow-up after training to ensure that it aligns with professional development goals. As training includes more digital components, new elements will need to be added to increase engagement and effectiveness.

In the previous iteration of this survey, nearly a third of workers in their 20s and 30s said the use of mobility and social media as platforms for professional development and training would be beneficial. In the current iteration, the numbers are lower. This could be because many of these elements are now already being built into training/professional development.

New elements desired in training

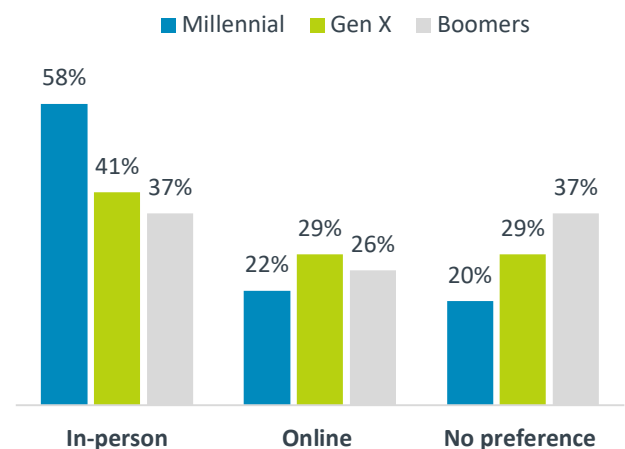


LEARNING METHODOLOGIES

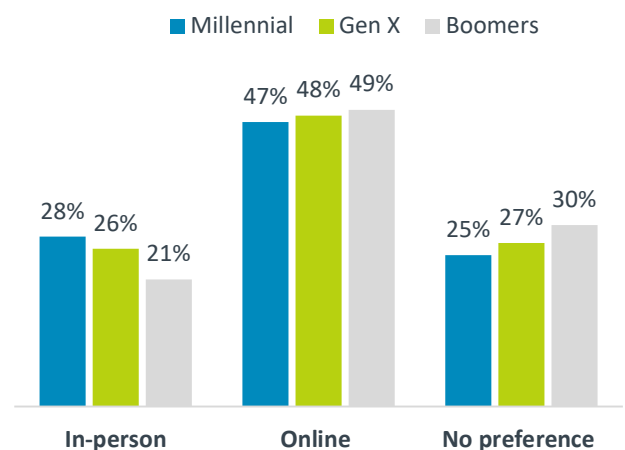
Employees today use conventional learning methods such as self-study through guides (46%) or informal training conducted by peers or managers (41%) in addition to online methodologies such as e-learning (36%) or webcasts/webinars (30%). Younger workers avail themselves of informal training, e-learning, and classroom sessions at a higher rate than older workers.

The preference for type of training is dictated by the material being covered. If the training is specific and has a direct bearing on their jobs, most employees prefer in-person sessions. On the other hand, if it's something general, employees prefer to work at their own pace and prefer online training. As noted previously, there are many nuances to the training discussion. Tradeoffs and variables such as cost, time, and return on investment were outside the scope of this study.

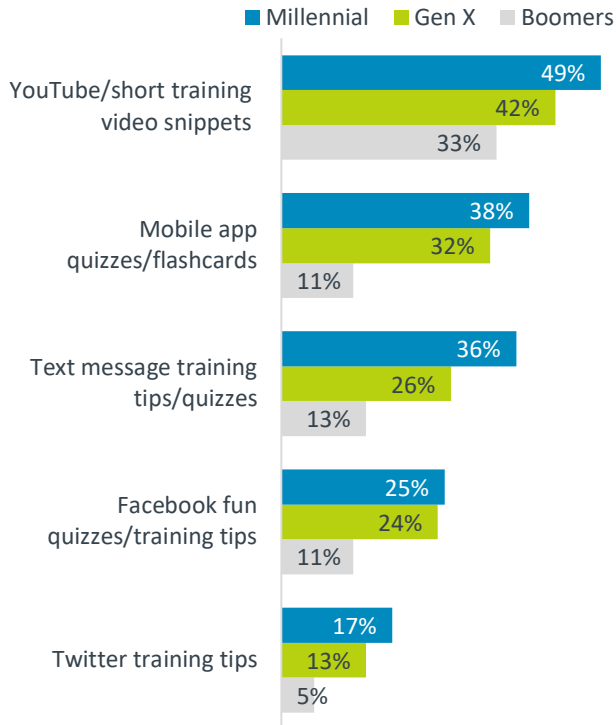
Modality preferences for job-specific training



Modality preferences for general training



Methods used for Informal Training



The data indicates younger employees are more open to the prospect of using YouTube videos, quizzes/other mobile apps, text messages, or social media for more informal training. Again, this may be a function of personal preference or learning style, but it could also be a resource issue. Twenty-somethings in the early stages of their careers, often with modest earnings, may be more likely to explore free or low-cost training options.

Across all employees, social media such as Facebook or Twitter was not seen as much of a training mechanism. Looking at the data by industry sector, those in the IT space were more open to these mechanisms for informal training when compared to those in other sectors like the government or retail. It could be that the nature of training in this sector lends itself better to the short video format or the others asked about in this question.

7 in 10

Percentage of Millennials rating certifications as valuable or very valuable to their career development

About This Research

CompTIA's *Managing the Multigenerational Workforce* study focuses on how generational issues are changing workforce dynamics. This specific brief focuses on the training and professional development component.

The quantitative study consisted of an online survey fielded to business professionals across age groups during November 2017. A total of 1,003 respondents participated in the survey, yielding an overall margin of sampling error at 95% confidence of +/- 3.2 percentage points. Sampling error is larger for subgroups of the data. Prior year surveys had similar sample sizes and margins of error.

As with any survey, sampling error is only one source of possible error. While non-sampling error cannot be accurately calculated, precautionary steps were taken in all phases of the survey design, collection and processing of the data to minimize its influence.

CompTIA is responsible for all content and analysis. Any questions regarding the study should be directed to CompTIA Research and Market Intelligence staff at research@comptia.org.

CompTIA is a member of the market research industry's Insights Association and adheres to its internationally respected Code of Standards.

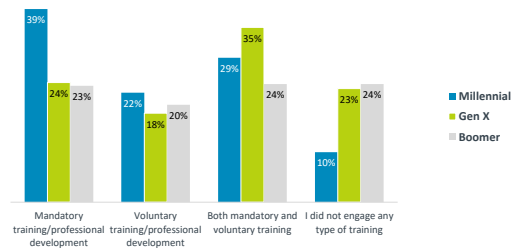
ABOUT COMPTIA

The Computing Technology Industry Association (CompTIA) is a leading voice and advocate for the \$4.8 trillion global information technology ecosystem; and the technology professionals who design, implement, manage, and safeguard the technology that powers the global economy. Through education, training, certifications, advocacy, philanthropy, and market research, CompTIA is the hub for advancing the tech industry and its workforce.



APPENDIX

Incidence of Training



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Source: CompTIA's Managing the Multigenerational Workforce study | n=987

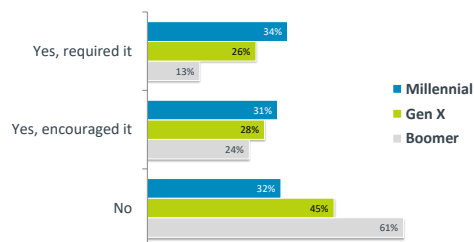
Incidence of Training – By Industry Sector

	IT	Manufacturing	Professional services	Retail	Healthcare	Financial	Govt.	Education
Mandatory training/professional development	28%	19%	26%	38%	37%	46%	33%	37%
Voluntary training/professional development	39%	27%	24%	17%	13%	19%	15%	12%
Both mandatory and voluntary training/professional development	25%	38%	22%	22%	38%	29%	38%	40%
I did not engage any type of training/professional development	8%	15%	28%	23%	12%	6%	13%	11%

CompTIA

Source: CompTIA's Managing the Multigenerational Workforce study | n=987

Requirements for Professional Certification



CompTIA

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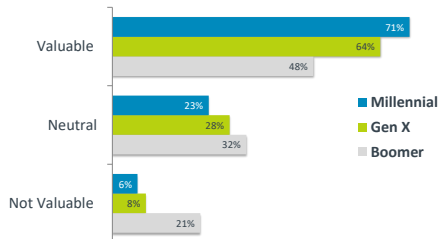
Requirement for Professional Certification – By Industry Sector

	IT	Manufacturing	Professional services	Retail	Healthcare	Financial	Govt.	Education
Yes, required it	42%	21%	20%	18%	40%	34%	20%	30%
Yes, encouraged it	35%	27%	33%	28%	30%	30%	31%	31%
No	21%	53%	46%	50%	28%	34%	49%	38%

CompTIA

Source: CompTIA's Managing the Multigenerational Workforce study | n=987

Value Placed on Professional Certification



CompTIA

Source: CompTIA's Managing the Multigenerational Workforce study | n=988

Value Placed on Professional Certification – By Industry Sector

	IT	Manufacturing	Professional services	Retail	Healthcare	Financial	Govt.	Education
Valuable	78%	70%	64%	58%	75%	55%	59%	63%
Neutral	21%	22%	26%	32%	18%	34%	26%	33%
Not Valuable	1%	8%	10%	10%	8%	11%	15%	5%

CompTIA

Source: CompTIA's Managing the Multigenerational Workforce study | n=987

Types of Training

	Millennial	Gen X	Boomer
Training/professional development specific to my profession	57%	59%	55%
Technology (e.g. computer, software, etc.)	47%	43%	51%
Team building or communications skills	40%	41%	29%
Legal or compliance	28%	31%	32%
Sexual harassment	25%	25%	29%
Cybersecurity	25%	22%	30%
Sales/business development	27%	20%	14%
Social media use	28%	16%	14%
Some other type of training/professional development	3%	5%	7%

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Source: CompTIA's Managing the Multigenerational Workforce study | n=989

Improvements Desired in Training

	Millennial	Gen X	Boomer
More cross-training with employees from other departments or divisions of the company	37%	34%	27%
More time set aside for training and professional development	33%	35%	28%
More follow-up after training to ensure it aligns with professional development goals	34%	28%	23%
More e-Learning (including instructor led online and interactive self-paced online)	21%	30%	26%
More in-person classroom training	23%	21%	20%
More autonomy - allowing staff to design their own training/professional development	16%	20%	15%
More mobility elements, such as app-based training	17%	17%	14%
More social elements	22%	14%	7%
More simulations or gaming elements	14%	13%	6%

CompTIA

Source: CompTIA's Managing the Multigenerational Workforce study | n=989

Training Methodologies

	Total	Millennial	Gen X	Boomer
Self-study, such as training or review guides	46%	47%	45%	46%
Informal training conducted by peers/managers	41%	46%	39%	35%
E-Learning (including instructor led online and interactive self-paced online)	36%	43%	37%	28%
Classroom sessions with an instructor conducted on-site at the company	30%	35%	28%	27%
Live or pre-recorded webcasts or webinars	30%	30%	31%	31%
Classroom sessions with an instructor conducted off-site at another location	23%	25%	24%	19%
Some other type of training/professional development	9%	7%	8%	12%