ONLINE SURVEY
Workforce Training
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Executive Summary

No industry is immune to the skills gap. In every sector and industry, the most experienced and knowledgeable workers are beginning to retire out of the workforce, while business leaders face the challenge of recruiting a new generation that often lacks the skills and training required to fill the positions they leave behind. Nowhere is this crisis more acute than in the manufacturing sector, where the qualified applicant pool is already falling critically short of demand. Given this state, many companies in the industry are beginning to review their internal training programs to ensure that their systems and techniques are up to the challenge.

The purpose of this report is to highlight the current state of workforce training and skills tracking methodologies in the manufacturing sector to better understand the challenges and needs of these companies. This is a vital first step to closing the skills gap.

The data for this report was collected through an anonymous survey sent to business leaders in the manufacturing industry. To ensure accuracy in the findings, we have filtered the results to focus solely on core manufacturing respondents who work in companies that operate at least one production facility. Through this lens, the data covers the full breadth of the manufacturing industry, with insights pulled from companies that operate anywhere from one to more than 10 plants and employ a staff ranging from fewer than 100 workers to more than 500 in a diverse range of industries across discrete and process manufacturing.

Most respondents to this survey (73%) hold management titles in their organizations, ranging from Supervisors (44%) to Vice Presidents/Directors (17%), all the way up to Senior Executives (12%) - meaning these respondents are directly engaged with their companies’ training strategies, processes, and outcomes.

Despite the pressure the industry is under in regards to the skills gap, the results shown in this data demonstrate that little is changing in the industrial workforce training. Nearly three-quarters (72%) of the companies rely on traditional shadowing or on-the-floor training methodologies, with only 39% of respondents indicating heavy use of classroom education, and only 10% using outside consultants to supplement their curricula or its delivery. Tracking of the skills and certifications earned by workers in this training is still recorded predominantly either in Excel spreadsheets (54%) or paper records (39%).

The biggest challenges these companies face with training are scheduling (54%), determining effectiveness (44%), and retention of information (42%).

This data suggests a disconnect between the practices and needs of the industry. On one side, respondents indicate that they are relying on traditional, in-house systems that require operational support and cumbersome tracking methods. On the other, the majority of respondents indicate the lack of operational resources to sustain this strategy.

Given the pressure this industry is under to capture, share, and instill technical expertise with a new, digitally focused workforce, it is reasonable to expect that the high numbers in these traditional workforce trainings systems will roll over into more modern solutions.

Travis Hessman, Content Director of IndustryWeek and New Equipment Digest
Introduction & Methodology

OVERVIEW
Methodology, data collection and analysis by Informa Engage, on behalf of IndustryWeek.

Data collected April 23 through May 8, 2018.
Methodology conforms to accepted marketing research methods, practices and procedures.

PRIMARY OBJECTIVES
• Assess the training standards among respondents.
• Determine challenges with training process.
• Identify the processes and challenges associated with training content creation.

METHODOLOGY
On April 23, 2018, Informa Engage emailed invitations to participate in an online survey to members of the IndustryWeek database.

By May 8, 2018, Informa Engage had received 507 completed surveys. Of those 426 were from companies with at least one plant, whose primary business was not education or consulting. The findings in this report are based on those 426 qualified responses.

RESPONSIVE MOTIVATION
To encourage prompt response and increase the response rate overall, a live link to the survey was included in the email invitation to route respondents directly to the online survey.

The invitations and survey were branded with the IndustryWeek name and logo, in an effort to capitalize on user affinity for this valued brand.

Each respondent was afforded the opportunity to enter a drawing for one of four $100 Visa gift cards.

A follow-up email was sent to non-respondents on April 30, 2018.
**Time Spent Training**

New operators receive an average 18 days of training. Established workers receive an average 3.5 hours per month in training.

**Average days of training new operators receive (including shadowing)**

- 1 day: 6%
- 2 to 7 days: 34%
- 8 to 14 days: 25%
- 15 to 30 days: 17%
- 31 to 60 days: 7%
- More than 60 days: 10%

**Hours per month current factory workers spend in training**

- 0 hours: 12%
- 1 to 2 hours: 41%
- 3 to 5 hours: 30%
- 6 to 10 hours: 9%
- 11+ hours: 8%

*Question: On average, how many days of training do new operators receive (including shadowing)?*

*Base = All respondents (n=426).*

*Question: On average, how many hours per month do your current factory workers spend in training?*

*Base = All respondents (n=424).*
Respondents are most likely to use hand-on training delivery methods. Nearly three in four rate their use of on the floor (shadowing) methods as 4 or 5 on a 5-point scale. Seventy-five percent indicate this is most effective. Classroom training is a distant second in terms of use and effectiveness.

**Training Delivery Methods Used & Preferred**

**Training Delivery Methods Utilized**
*Rating scale: 1 = “Not at all” and 5 = “To a great extent”*

<table>
<thead>
<tr>
<th>Method</th>
<th>5</th>
<th>4</th>
<th>29%</th>
</tr>
</thead>
<tbody>
<tr>
<td>On the floor (shadowing)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Classroom</td>
<td>17%</td>
<td>22%</td>
<td></td>
</tr>
<tr>
<td>Online</td>
<td>11%</td>
<td>16%</td>
<td></td>
</tr>
<tr>
<td>Consultant</td>
<td>3%</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td>Local college/university</td>
<td>2%</td>
<td>4%</td>
<td></td>
</tr>
<tr>
<td>Other (see write-in comments section)</td>
<td>9%</td>
<td>6%</td>
<td></td>
</tr>
</tbody>
</table>

**Most Effective Training Delivery Method**

- On the floor (pairing): 75%
- Classroom: 15%
- Online: 4%
- Consultant: 2%
- Local college/university: 1%
- Other (see write-in comments section): 3%
Training Content Mediums Utilized

Training content in written format (paper or digital) and on video are used by a majority of respondents. Relatively few use AR.

Question: What medium is your training content?
Base = All respondents (n = 483). Multiple answers allowed.
A majority of respondents indicate scheduling is one of the biggest challenges they face in training factory workers. Determining effectiveness, retention of information, and interrupting operators are also challenges faced by respondents.

**Question:** What are the biggest challenges you face in training your factory workers?

*Base = All respondents (n=425). Multiple answers allowed.*
Training Challenges by Company Size

The charts below present the same information that was on the previous slide, reported by number of employees. Challenges during the training process varies somewhat by company size.

**Fewer than 100 Employees**
- Retention of information: 41%
- Scheduling: 41%
- Interrupting operators: 33%
- Determining effectiveness: 30%
- Keeping training content current: 26%
- Trainer availability: 23%
- Designing effective courses/curricula: 21%
- Tracking & enforcement: 20%
- Other (see write-in comments section): 5%

**100 to 999 Employees**
- Scheduling: 57%
- Interrupting operators: 48%
- Determining effectiveness: 46%
- Retention of information: 43%
- Tracking & enforcement: 36%
- Keeping training content current: 32%
- Designing effective courses/curricula: 32%
- Trainer availability: 28%
- Other (see write-in comments section): 3%

**1,000 or More Employees**
- Scheduling: 61%
- Determining effectiveness: 52%
- Retention of information: 43%
- Interrupting operators: 40%
- Designing effective courses/curricula: 38%
- Keeping training content current: 35%
- Tracking & enforcement: 35%
- Trainer availability: 21%
- Other (see write-in comments section): 2%

**Question:** What are the biggest challenges you face in training your factory workers?

*Base = All respondents (n=425). Multiple answers allowed.*
Skill Assessment

Respondents are most likely to assess the skills of operators using supervisor evaluation.

Question: How are you currently assessing the skills of your operators? (Select all that apply)

Base = All respondents (n=425). Multiple answers allowed.
Skill Tracking

Operator skills are most likely tracked in Excel. Companies with fewer than 100 employees are more likely to use paper tracking than electronic tracking.

**Question:** How are you currently tracking the skills of your operators? (Select all that apply)

*Base = All respondents (n=419). Multiple answers allowed.*
Training Effectiveness Measurements

Productivity, quality, and safety improvements are used to measure training program effectiveness.

<table>
<thead>
<tr>
<th>KPI</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Productivity improvements</td>
<td>60%</td>
</tr>
<tr>
<td>Quality improvements</td>
<td>57%</td>
</tr>
<tr>
<td>Safety improvements</td>
<td>48%</td>
</tr>
<tr>
<td>Time to competency</td>
<td>36%</td>
</tr>
<tr>
<td>Compliance percent</td>
<td>32%</td>
</tr>
<tr>
<td>Exam results</td>
<td>29%</td>
</tr>
<tr>
<td>Time spent shadowing</td>
<td>27%</td>
</tr>
<tr>
<td>Other (see write-in comments section)</td>
<td>5%</td>
</tr>
</tbody>
</table>

Question: What KPIs do you use to measure the effectiveness of your training program?
Base = All respondents (n=421). Multiple answers allowed.
Training Effectiveness Measurements by Company Size

The top two KPIs used to measure the effectiveness of training programs do not vary by company size.

Question: What KPIs do you use to measure the effectiveness of your training program?
Base = All respondents (n=421). Multiple answers allowed.
Re-Evaluation of Skills

Workers' skills are likely to be re-evaluated on an annual basis.

**Question:** How often do you re-evaluate your workers' skills?

**Base:** All respondents (n=424).

- **Every quarter:**
  - All respondents: 15%
  - Fewer than 100 employees: 18%
  - 100 to 999 employees: 14%
  - 1,000 or more employees: 14%

- **Every year:**
  - All respondents: 49%
  - Fewer than 100 employees: 44%
  - 100 to 999 employees: 53%
  - 1,000 or more employees: 50%

- **Every two years:**
  - All respondents: 6%
  - Fewer than 100 employees: 4%
  - 100 to 999 employees: 5%
  - 1,000 or more employees: 7%

- **Upon specific events:**
  - All respondents: 21%
  - Fewer than 100 employees: 23%
  - 100 to 999 employees: 20%
  - 1,000 or more employees: 21%

- **Other (see write-in comments section):**
  - All respondents: 8%
  - Fewer than 100 employees: 10%
  - 100 to 999 employees: 8%
  - 1,000 or more employees: 7%
Training Content Creation

It is unlikely for more than 5 hours to be set aside in an average week to create training content.

Question: Per plant, what is the average number of employee hours spent creating training content per week?
Base = All respondents (n=425).
Training Content Update and Review

Training content is likely reviewed and updated on an as-needed basis.

Question: How many times per year do you update or review your training content?
Base = All respondents (n=426).

<table>
<thead>
<tr>
<th>Frequency</th>
<th>All respondents</th>
<th>Fewer than 100 employees</th>
<th>100 to 999 employees</th>
<th>1,000 or more employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Once</td>
<td>26%</td>
<td>24%</td>
<td>25%</td>
<td>25%</td>
</tr>
<tr>
<td>Twice</td>
<td>31%</td>
<td>12%</td>
<td>16%</td>
<td>14%</td>
</tr>
<tr>
<td>Three or more</td>
<td>14%</td>
<td>14%</td>
<td>12%</td>
<td>13%</td>
</tr>
<tr>
<td>Never</td>
<td>1%</td>
<td>3%</td>
<td>5%</td>
<td>3%</td>
</tr>
<tr>
<td>Only as required</td>
<td>45%</td>
<td>43%</td>
<td>46%</td>
<td>47%</td>
</tr>
</tbody>
</table>
Content Creation Challenges

Resource allocation is the biggest challenge related to training content creation.

Question: What are your biggest challenges related to training content creation? (Select all that apply)

Base = All respondents (n=426). Multiple answers allowed.
Content Creation Challenges by Company Size

Larger companies are more likely than smaller companies to consider resource allocation a big challenge related to training content creation.

<table>
<thead>
<tr>
<th>Fewer than 100 Employees</th>
<th>100 to 999 Employees</th>
<th>1,000 or More Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resource allocation</td>
<td>47%</td>
<td>62%</td>
</tr>
<tr>
<td>Lack of perceived value</td>
<td>41%</td>
<td>39%</td>
</tr>
<tr>
<td>Employee’s openness to share knowledge</td>
<td>28%</td>
<td>31%</td>
</tr>
<tr>
<td>Equipment/work area availability</td>
<td>25%</td>
<td>33%</td>
</tr>
<tr>
<td>Supervisor buy-in</td>
<td>18%</td>
<td>39%</td>
</tr>
<tr>
<td>Approval process takes too long</td>
<td>8%</td>
<td>13%</td>
</tr>
<tr>
<td>Other (see write-in comments section)</td>
<td>6%</td>
<td>3%</td>
</tr>
</tbody>
</table>

Question: What are your biggest challenges related to training content creation? (Select all that apply)
Base = All respondents (n=426). Multiple answers allowed.
The majority of respondents have an annual operator turnover of 10% or less.

**Question:** What is your average annual turnover on operators?

*Base = All respondents (n=425).*
Training responsibility and budgeting typically falls under operations. HR is also likely to take responsibility for training, but less likely to have training costs come from their budget.
Training Responsibility and Budget by Company Size

Training budgeting and responsibility typically falls under the responsibility of multiple departments within companies with 1,000 or more employees.

<table>
<thead>
<tr>
<th>Fewer than 100 Employees</th>
<th>100 to 999 Employees</th>
<th>1,000 or More Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations</td>
<td>Operations</td>
<td>Operations</td>
</tr>
<tr>
<td>HR/Training</td>
<td>HR/Training</td>
<td>HR/Training</td>
</tr>
<tr>
<td>Quality</td>
<td>Quality</td>
<td>Quality</td>
</tr>
<tr>
<td>Health &amp; Safety</td>
<td>Health &amp; Safety</td>
<td>Health &amp; Safety</td>
</tr>
<tr>
<td>Continuous Improvement</td>
<td>Continuous Improvement</td>
<td>Continuous Improvement</td>
</tr>
<tr>
<td>Other (see write-in</td>
<td>Other (see write-in</td>
<td>Other (see write-in</td>
</tr>
<tr>
<td>comments section)</td>
<td>comments section)</td>
<td>comments section)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Responsibility</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations</td>
<td>59%</td>
</tr>
<tr>
<td>HR/Training</td>
<td>32%</td>
</tr>
<tr>
<td>Quality</td>
<td>9%</td>
</tr>
<tr>
<td>Health &amp; Safety</td>
<td>15%</td>
</tr>
<tr>
<td>Continuous Improvement</td>
<td>11%</td>
</tr>
<tr>
<td>Other (see write-in comments section)</td>
<td>8%</td>
</tr>
</tbody>
</table>

Question: Which department owns the responsibility for training operators? (Select all that apply)
In which budget do training costs fall? (Select all that apply)
Base = All respondents (n varies from 421 to 426).
Respondent Profile
More than fourth of respondents are senior executives, VPs or directors. The largest percentages of respondents are involved in operations/production, process/manufacturing/automation engineering, or EHS.

**Question:** Which of the following best describes your job level?  
*Base = All respondents (n=426).*

- **Senior Executive (Owner, Partner, President, C-Level):** 12%
- **Vice President or Director:** 17%
- **Manager or Supervisor (with direct reports):** 44%
- **Individual Contributor:** 27%

**Question:** Which of the following best describes your job function?  
*Base = All qualified respondents (n=426).*

- **Operations/Production:** 18%
- **Process/Manufacturing/Automation Engineering:** 16%
- **Environmental, Health & Safety:** 16%
- **Corporate Management:** 12%
- **Quality/Reliability/Process Improvement:** 9%
- **Sales/Marketing:** 7%
- **Supply Chain & Logistics:** 4%
- **Finance/HR:** 4%
- **IT:** 2%
- **Procurement:** 2%
- **Other (see write-in comments section):** 11%
About one in five respondents work for companies with 5,000 or more employees, while over half work for companies with 100 to 4,999 employees, and 27% have fewer than 100 employees. More than one in four respondents indicate their company operates more than 10 plants, while 32% operate only one plant.

**Number of Employees**

- 5,000 or more: 21%
- 1,000 - 4,999: 18%
- 100 - 199: 11%
- 500 - 999: 14%
- 200 - 499: 10%
- Fewer than 100: 27%

**Number of Plants**

- 1: 32%
- 2 to 3: 20%
- 4 to 5: 11%
- 6 to 10: 9%
- More than 10: 27%

**Question:** What is the number of employees in your company at all locations?
*Base = All qualified respondents (n=426).*

**Question:** How many plants does your company operate?
*Base = All respondents (n=426).*
Primary Business

A wide variety of businesses are represented in the sample.

**Question:** What is your company’s primary product at your location/division?

**Base:** All respondents (n=426).

- **Industrial Machinery:** 11%
- **Automation/Transportation Vehicles & Equipment:** 8%
- **Metals:** 7%
- **Machine Shop/Parts Fabrication:** 7%
- **Electronics/Computers/Telecom Equipment:** 7%
- **Aerospace & Defense:** 6%
- **Construction/Building Equipment:** 6%
- **Food & Beverage:** 5%
- **Plastics & Rubber Products:** 4%
- **Consumer Goods/Durables:** 4%
- **Chemicals:** 3%
- **Medical Devices/Lab Equipment:** 3%
- **Wood Products/Furniture:** 3%
- **Petroleum & Gas/Coal:** 2%
- **Apparel/Textiles:** 2%
- **Medical Devices/Lab Equipment:** 2%
- **Pharmaceuticals/Healthcare:** 1%
- **Pulp & Paper:** 1%
- **Other (see write-in comments section):** 19%
Write-in Comments
**Write-in Comments**

1. Which of the following best describes your job function? Other responses:

- Administrative
- Administrative / executive support
- All of it
- Consulting in Operations and Business Excellence
- Customer Service Administrator/Inside Sales
- Design & engineering management
- Design and Development
- Design Engineering *(3 mentions)*
- Development and Application Engineering
- Engineering *(3 mentions)*
- Facilities
- Facilities Engineering & Maintenance

- General Manager
- Instructional Designer / Training Consultant
- Knowledge Management
- Lean, Continuous Improvement
- Maintenance
- Maintenance technician *(2 mentions)*
- Maintenance/Safety
- Manufacture and install
- Many of the above responsibilities
- Mechanic
- Organizational Development
- Product Engineering

- Product Stewardship
- Purchasing and Inventory Control
- Purchasing/Office Manager
- Quality Systems
- R&D *(3 mentions)*
- Regulatory
- Research & Development
- S&H Trainer
- Skill Trades
- Technical Service
- Technical Training
- Test and evaluation
Write-in Comments

2. What is your company’s primary product at your location/division? Other responses:
• 3PL
• Agricultural (2 mentions)
• Aircraft, sales, Leasing and Management
• Airport Operation
• Automatic Data Capture Devices
• Automotive aftermarket
• Battery Packs for Medical & Military
• Biomedical
• Book Manufacturing
• Building materials
• Calibration
• Clean room supplies
• Commercial Printing
• Containers
• Contract manufacturing
• Dental Lab
• Diesel engines
• Direct Mail
• Distribution
• Distribution, hydraulic, pneumatic, electronic
• Diversified manufacturer: CPG, industrial, municipalities, government, commercial
• Electrical Equipment
• Energy services
• Engineered wood products
• Facilities Management
• Fittings, valves
• Forklifts
• Government (3 mentions)
• Hermetic Wire & Fiber Optic Seals
• HVAC sheet metal fabrication
• Hydraulic Systems for Renewables
• I&E (Instrumentation and Electrical)
• Identification products
• Industrial Distribution
• Instrumentation and Controls
• Insurance (2 mentions)
• Iron castings
• Lighting
• Machinery repair
• Manufacturing (2 mentions)
• Manufactured homes
• Manufacturing of wall covering, wall protection
• Metal Shelving manufacturing
• Metal, Wood, Plastic Furniture.....
• Mining
• Moldmaking
• Motion picture industry
• Oil Field Service
• Packaging
• Packaging for Table Grapes
• Passenger Transportation
• Passive Fireproofing
• Pipe line welding - fabrication
• Power distribution equipment
• Power generation equipment
• Printing Company
• Professional services
• Project Engineering & Management
• Research & development engineering center
• Rigid PCBs, Flex and Rigid-Flex PCBs, Battery Packs, Human-Machine Interfaces, Cable Assemblies, EC Fans and Motors, RF Products
• Shared Mail
• Soft Home Fashion
• Software (3 mentions)
• Steel Castings for cement &Steel plant
• Steel fabrication and erection.
• Tacoma Truck Beds
• Tape
• Telecommunications
• Thermal solar energy equipment
• Tissue paper machinery
• Utility (2 mentions)
• Vending solutions and machines
• We are too diversified to narrow it down
• Wire & cable
• Wood panel product (OSB)
3. To what extent do you use the following training delivery methods for your operators? Other responses:

- Apprenticeship
- Departmental Meetings
- Hands on
- Hire already certified with many years experience
- In house training sessions
- In-house approved training
- Individual Counsel
- Informal talk / demo
- Monthly lunch
- On the job training
- On the floor group meetings
- Operator master
- Practice units
- Safety associations
- Senior
- Sop docs
- Supervisor one on one
- Technical Seminars
- Toolbox talks training sessions
- Trade
- Vendor / Convention Seminars
- Workshops, OJT
- We have recruited a unique training matrix that has helped us to be a World Class Manufacturer
- Workshops

4. What training method have you found to be most effective? Other responses:

- Blended
- Combination Classroom, On the Floor & Online.
- Combination of above
- Hands on
- In house training
- Combination of above
- Direct contact by showing
- Incentives
- Industry talent
- On the floor group sessions
- Supervisor one on one
- We are office environment work
- We are office environment work
- Floor training
- Interactive digital delivery
- Job Breakdown Exercises
- Kenistetic
- Litmos (www.litmos.com)
- Live instructor (2 mentions)
- Mentoring/Shadowing (5 mentions)
- Mixed
- On the job (3 mentions)
- Presentation
- Reality based
- Simulator
- Specialized Training Matrix
- Spoken
- Task orientation
- Team Training
- Train as needed
- Verbal (9 mentions)
Write-in Comments

6. What are the biggest challenges you face in training your factory workers? Other responses:
• Balancing needs for training vs production
• Classroom space not available
• Convincing employer it’s necessary
• Lack of internal follow thru with trained information
• Language barrier - three languages spoken here
• Language barriers (2 mentions)
• New employees training new employees
• Our Training Matrix eliminates challenges
• Scope of training required for proficiency is large taking months to years to accumulate.
• Self initiated application of info retained
• Trainee aptitude

7. How are you currently assessing the skills of your operators? Other responses:
• Agile coding
• Customer returns
• Demonstrated ability (observed but unsupervised)
• Deviations from standard operating procedures
• Efficiency reports
• Meeting KPI metrics after training
• Observations
• Oral competency reviews
• Production output
• Quality of work performed
• Quality testing
• Self-evaluation
• We do not do assessments
Write-in Comments

8. How are you currently tracking the skills of your operators? Other responses:

- Actual output
- Annual review of skills
- Auto tracking using a program for training & completion
- Company software
- Compliantpro
- Computer
- Corporate system
- Dedicated program
- Digital structured review process
- Dispassionate personal observation
- Finished product inspection
- Homegrown software package
- HR System
- I have no idea
- Internal electronic tools
- Internal quality system
- Intranet training Database
- Isnetworld; PEC Premier
- Managers memory
- Observation and results
- Online assessment
- Participation
- Pec - ISN
- Performance
- Performance evaluation
- Plex
- Productivity
- Safety Database
- Salesforce
- Shared Smartsheet with multiple inputs
- Software specialized
- Specialized Training Matrix
- System alerts
- Tracking Program
- Training Database – 2 mentions
- Training Matrix - posted at worksite
- Training Web Site
- Unipoint
- Web Database
- While working with machines
- Work performed

9. What KPIs do you use to measure the effectiveness of your training program? Other responses:

- Collective ranking of oral competency checks
- Customer satisfaction
- Evaluation records
- Feedback Forms
- Increased income aggregates
- Lost Time from training
- OSHA Recordables
- Supervisor comments
- Training hour
## 10. How often do you re-evaluate your workers’ skills? Other responses:

- 1 year quarterly then semi annual
- 6 months *(3 mentions)*
- 8 month intervals
- As needed *(2 mentions)*
- As needed or every 2 years
- At least monthly. More frequently if there is an indication that greater review is needed.
- Based on legal and other requirements
- Daily *(3 mentions)*
- Daily and weekly
- Every six months
- Monthly
- Na once qualified and they’ve been on the job in the past 6 months
- On going
- Once their production trends downward
- Ongoing evaluation
- Ongoing real time basis
- Regulatory Based
- Weekly
- Weekly reports
- When daily metrics drop below targets
- When they run scrap

## 11. What are your biggest challenges related to training content creation? Other responses:

- Cost and time of development
- Finding the right SME
- Individual retention and comprehension
- Knowledge and money
- Language Barriers
- Spanish translation for all to understand
- Staff/trainer shortage and time constraints
- Time is the factor
- Time of developer
- Time to complete
- Trainer skill sets

## 12. Which department owns the responsibility for training operators? Other responses:

- All of the above
- Business Units
- Department Specific
- HR (Health & Safety), Quality, Production (CI, Operations) all take part of training
- Individual production departments
- Industrial engineering
- Maintenance
- Manufacturing *(2 mentions)*
- Ops Administration
- Owner
- Production/Training
- R&D
- Shift Supervisors and Department Foremen
- Software programmers
- Supervisor
- Technical
- The department the operator is placed
- Training and development
- Vice President
Write-in Comments

13. In which budget do training costs fall? Other responses:

- Administrative
- All
- Departmental budget
- Education Grant
- Individual production departments
- Industrial engineering
- Overhead
- R&D
- Regulatory
- The department where training occurs
- Training and development
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Kristin Letourneau, PhD
Director of Market Research
kristin.letourneau@informa.com
Overland Park, KS, USA

Elinor Delagrange, MBA
Senior Market Research Manager
elinor.delagrange@informa.com
Atlanta, GA, USA

Scott Grau, MS
Senior Market Research Manager
scott.grau@informa.com
Minneapolis, MN, USA

Steffan Herbage
Market Research Manager
steffan.herbage@informa.com
London, UK
Thank you!

Elinor Delagrange
Senior Manager, Market Research
Informa Engage
(770) 693-2064
elinor.delagrange@informa.com
engage.informa.com