

ONLINE SURVEY

# Workforce Training



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# Executive Summary

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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.

Travis Hessman, Content Director of *IndustryWeek* and *New Equipment Digest*

# Introduction & Methodology

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## OVERVIEW

Methodology, data collection and analysis by IndustryWeek.

Data collected April 23 through May 8, 20xx.

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, 20xx, emailed invitations to participate in an online survey to members of the IndustryWeek database.

By May 8, 20xx, Industry Week 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

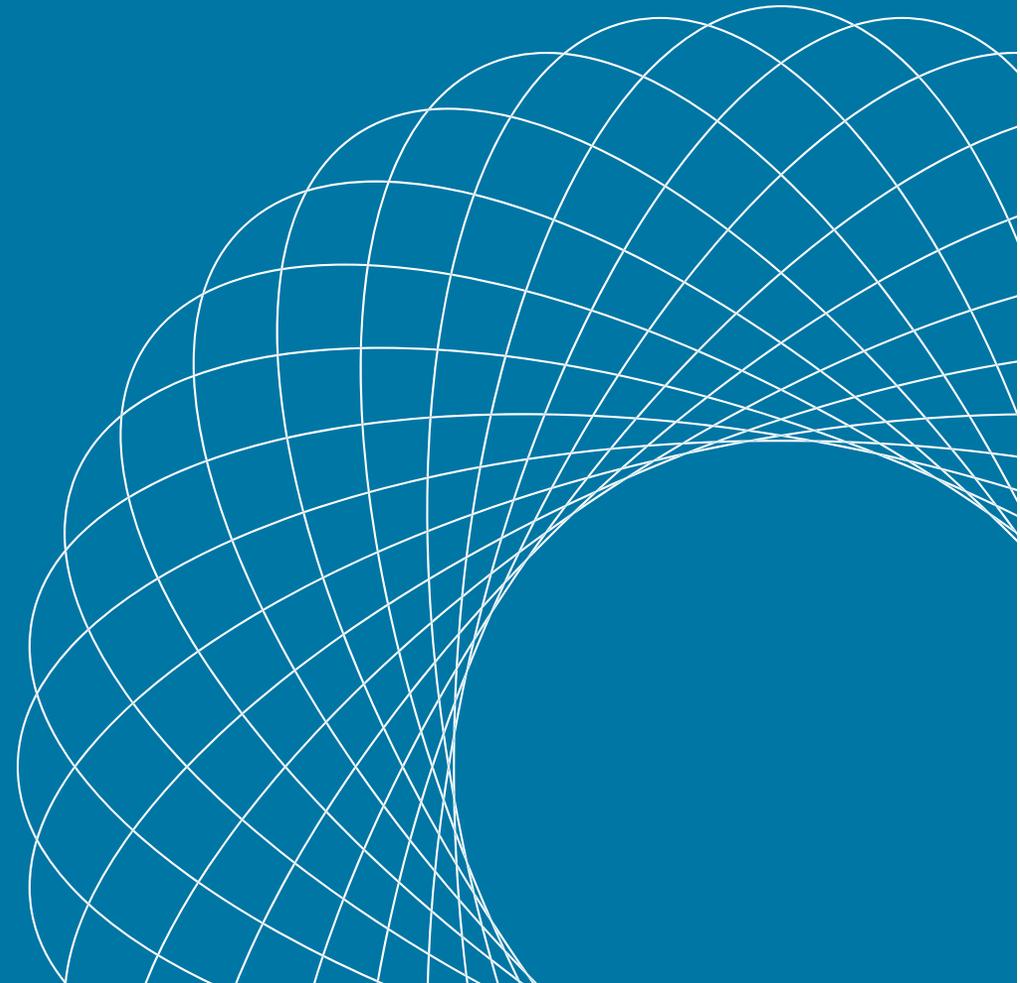
To encourage prompt response and increase the response rate overall, a live link to the survey was included in the email invitation to route respondents directly to the online survey.

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.

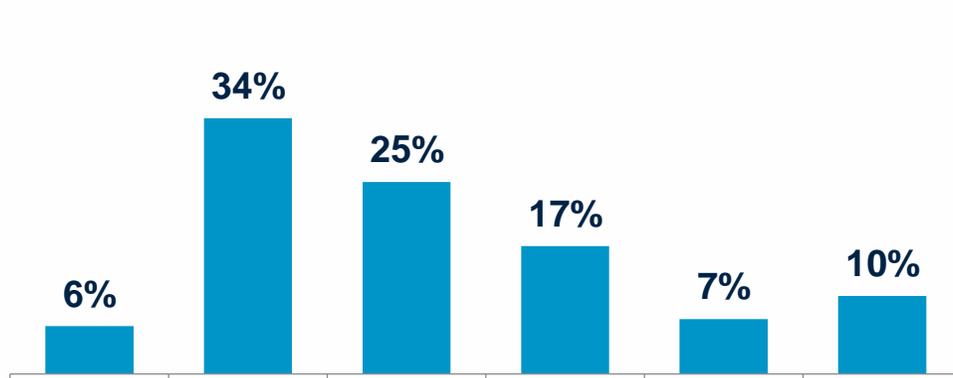
# Key Findings



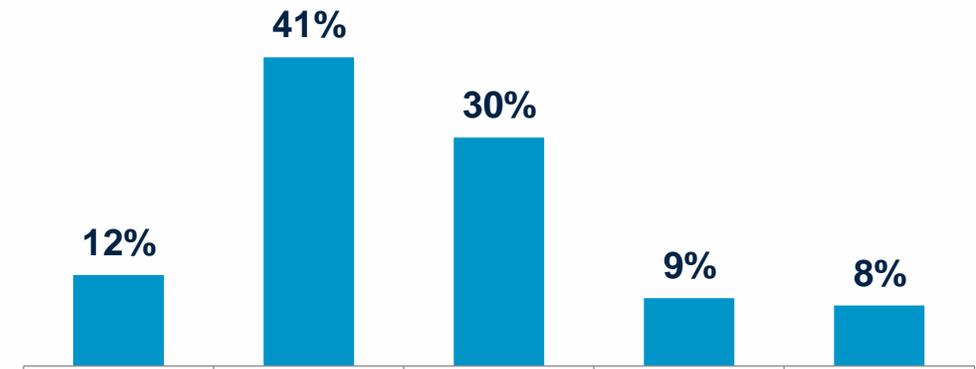
# Time Spent Training

New operators receive an average **xx** days of training. Established workers receive an average **xx** hours per month in training.

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



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



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

Base = All respondents (n=426).

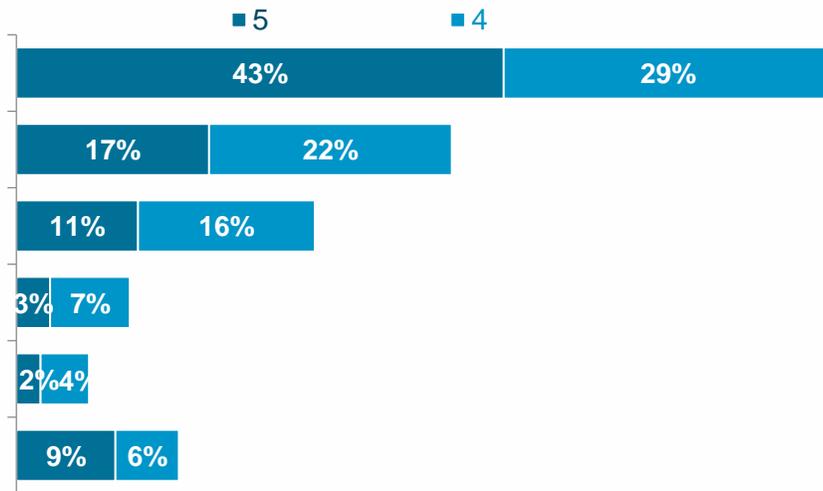
*Question: On average, how many hours per month do your current factory workers spend in training?*

Base = All respondents (n=424).

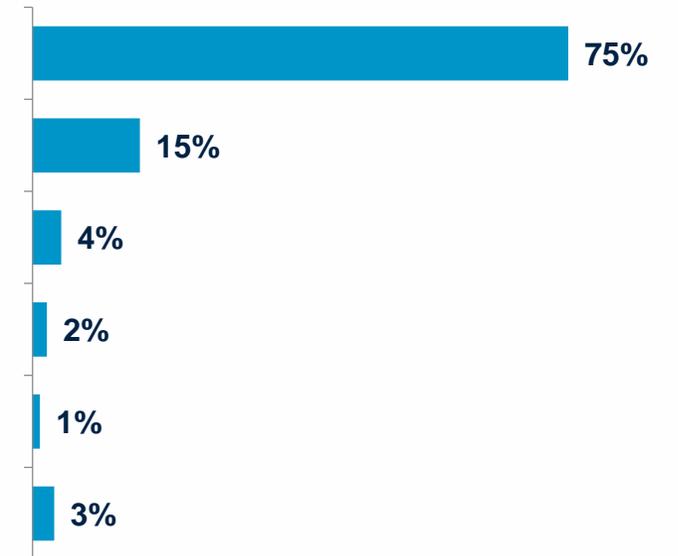
# Training Delivery Methods Used & Preferred

Respondents are most likely to use **xx** training delivery methods. Nearly three in four rate their use of on the floor **xx** on a 5-point scale. **xx** percent indicate this is most effective. **xx** is a distant second in terms of use and effectiveness.

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



**Most Effective Training Delivery Method**



Question: To what extent do you use the following training delivery methods for your operators?

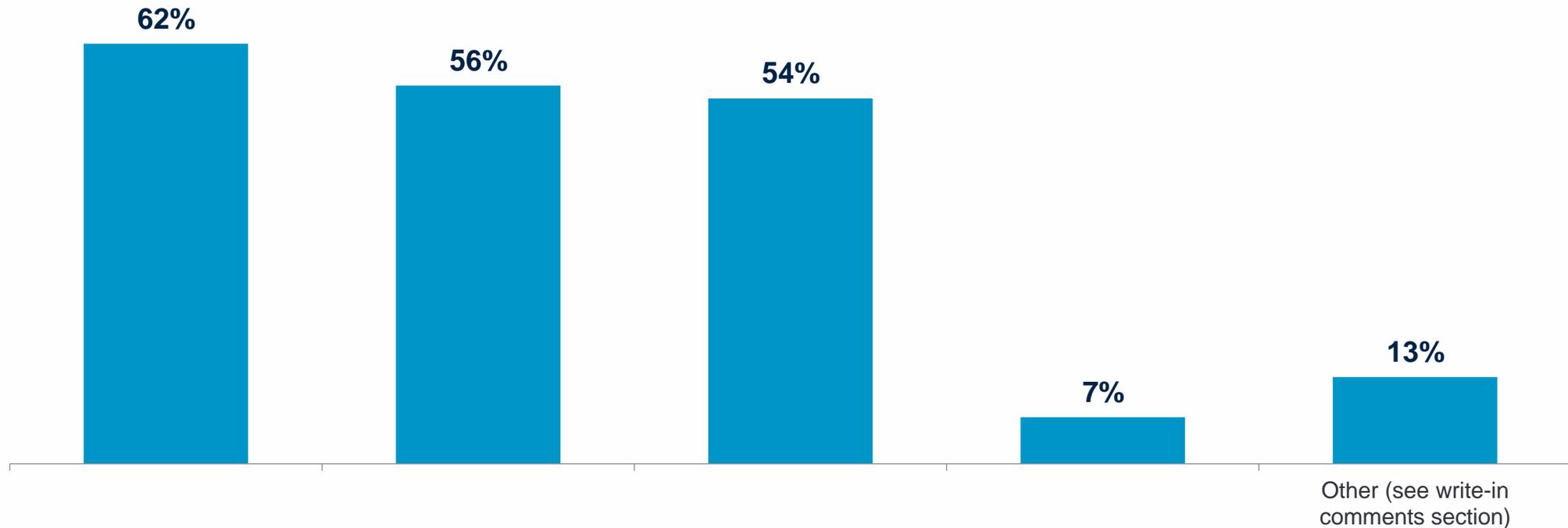
Base = All respondents (n varies from 125 to 412).

Question: What training method have you found to be most effective?

Base = All respondents (n = 426).

# Training Content Mediums Utilized

Training content in **xx** format and on **xx** are used by a majority of respondents. Relatively few use **xx**.

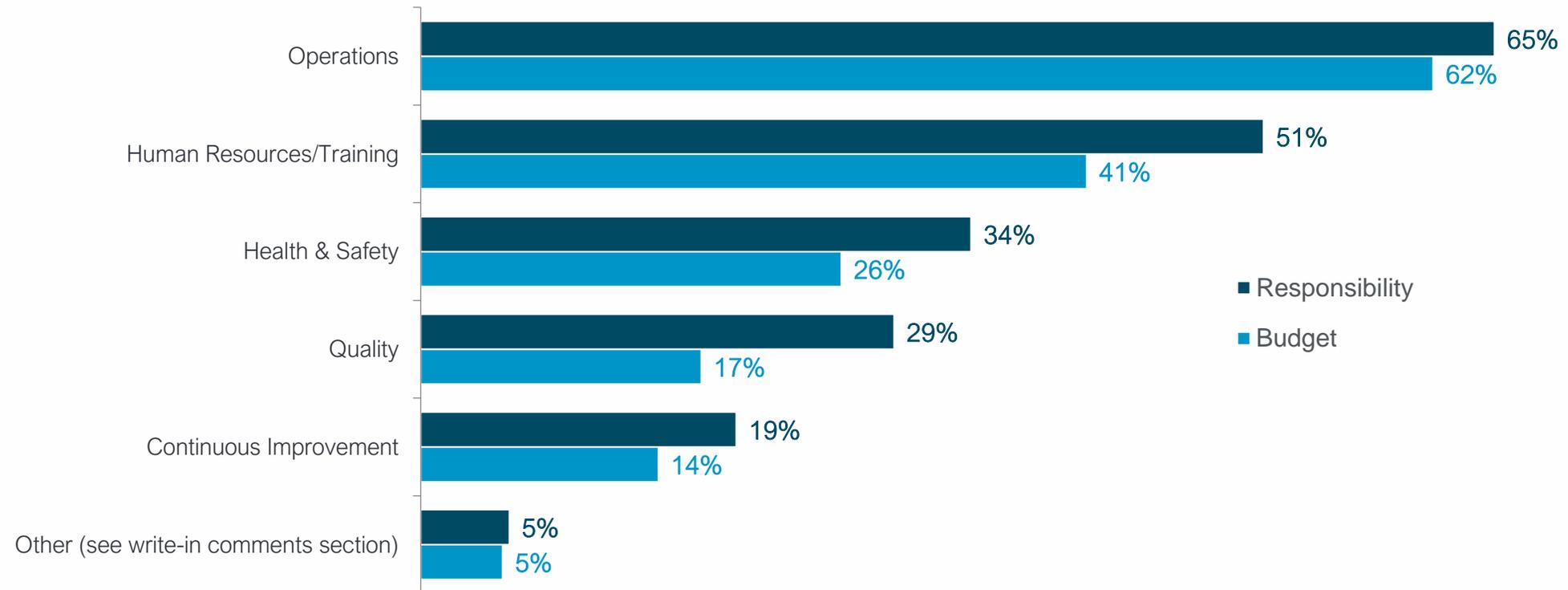


**Question: What medium is your training content?**

Base = All respondents (n =423). Multiple answers allowed.

# Training Responsibility and Budget

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.

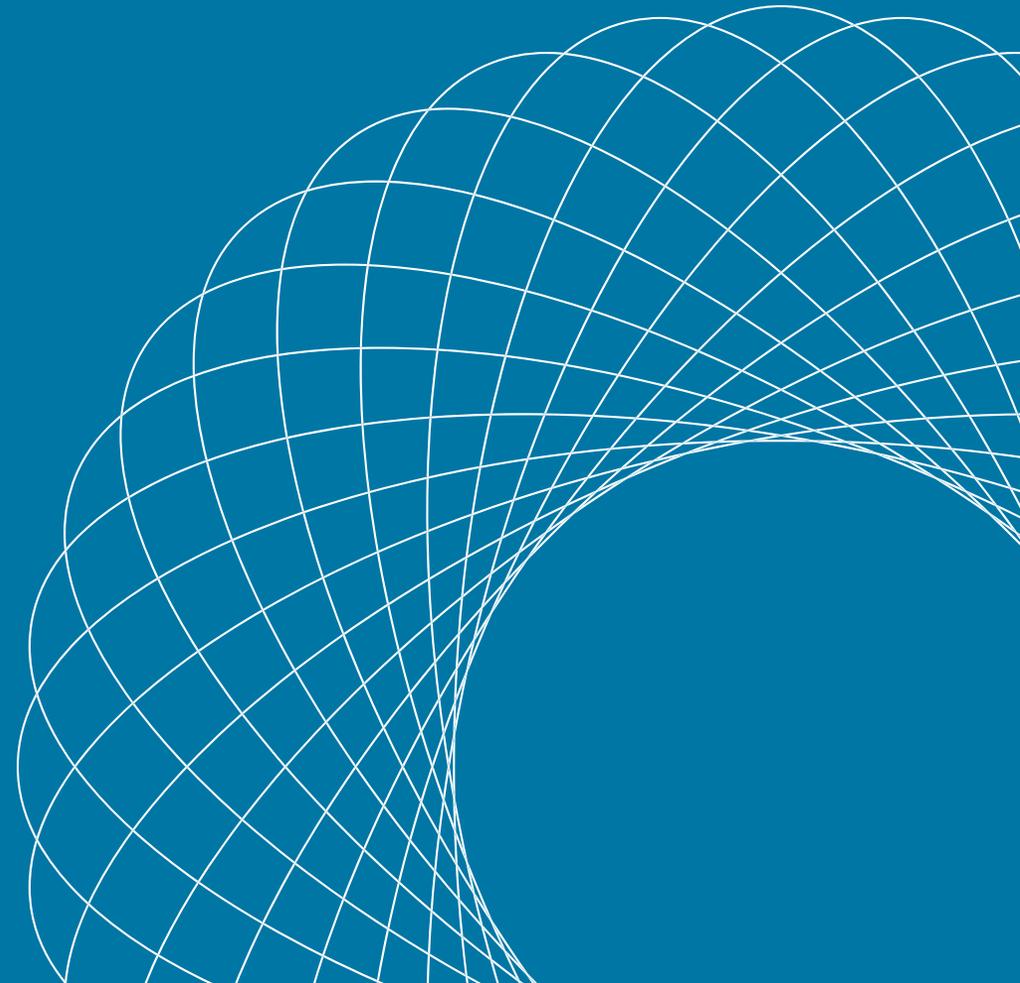


**Question: Which department owns the responsibility for training operators? (Select all that apply)**

**In which budget do training costs fall? (Select all that apply)**

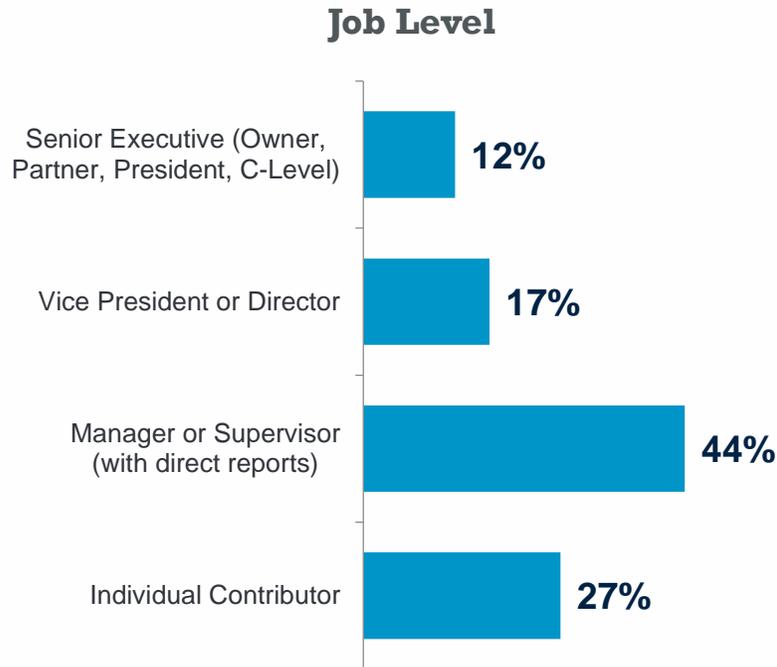
Base = All respondents (n varies from 421 to 426).

# Respondent Profile



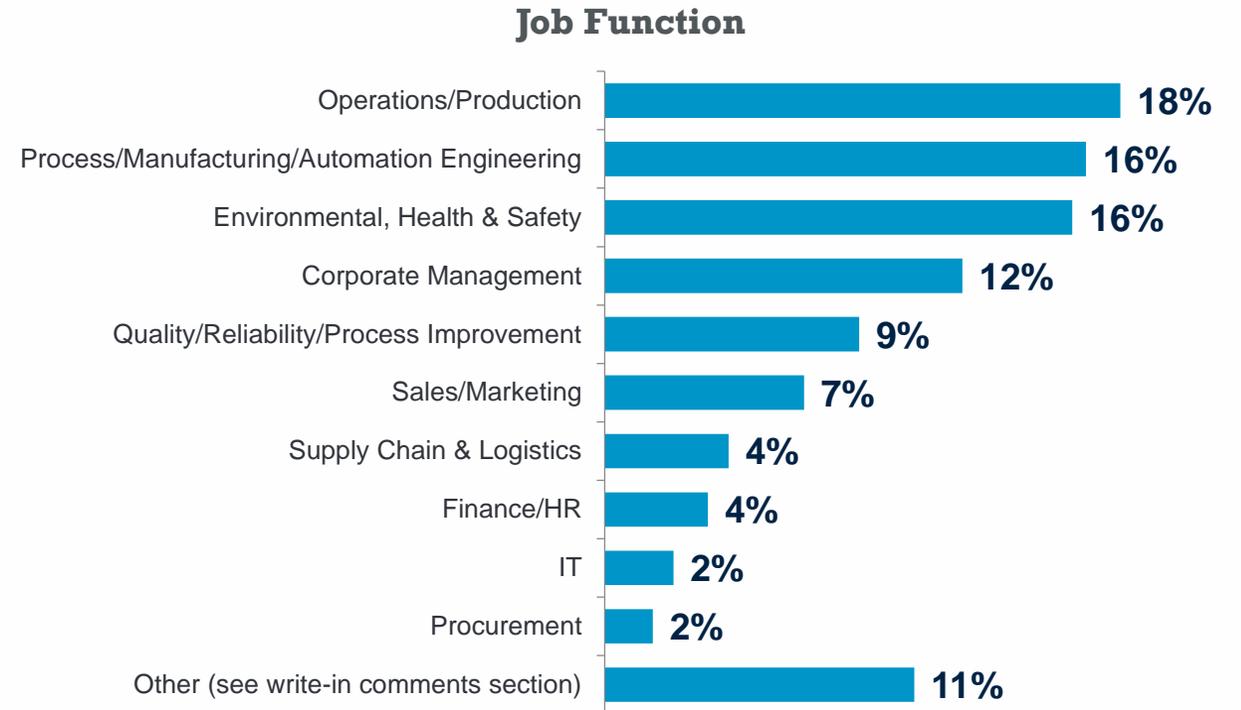
# Job Description

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).



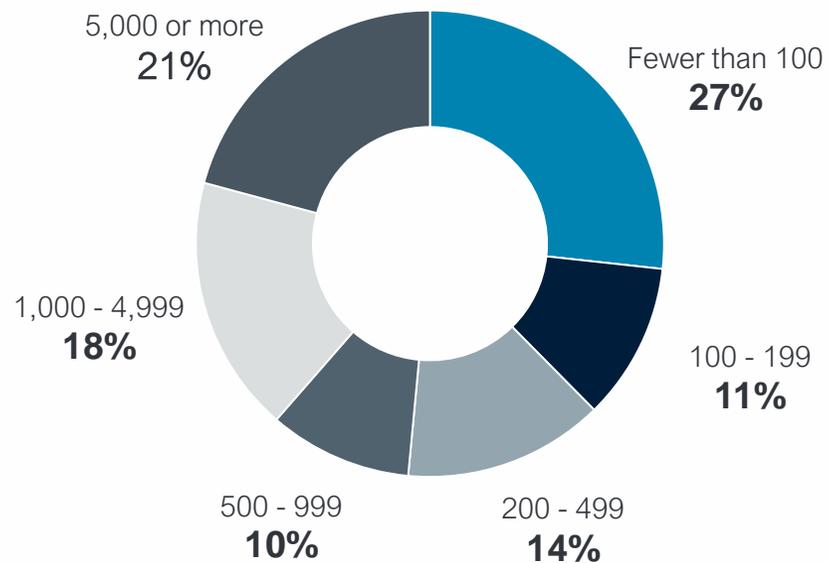
Question: Which of the following best describes your job function?

Base = All qualified respondents (n=426).

# Size of Operations

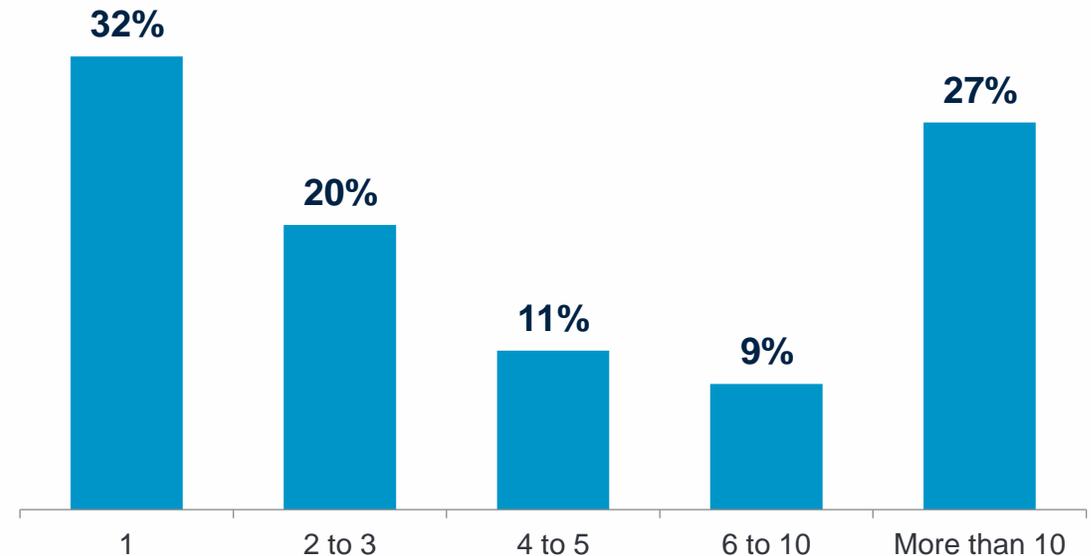
About one in five respondents work for companies with 5,000 or more employees, while over half work for companies with 100 to 4,999 employees, and 27% have fewer than 100 employees. More than one in four respondents indicate their company operates more than 10 plants, while 32% operate only one plant.

### Number of Employees



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

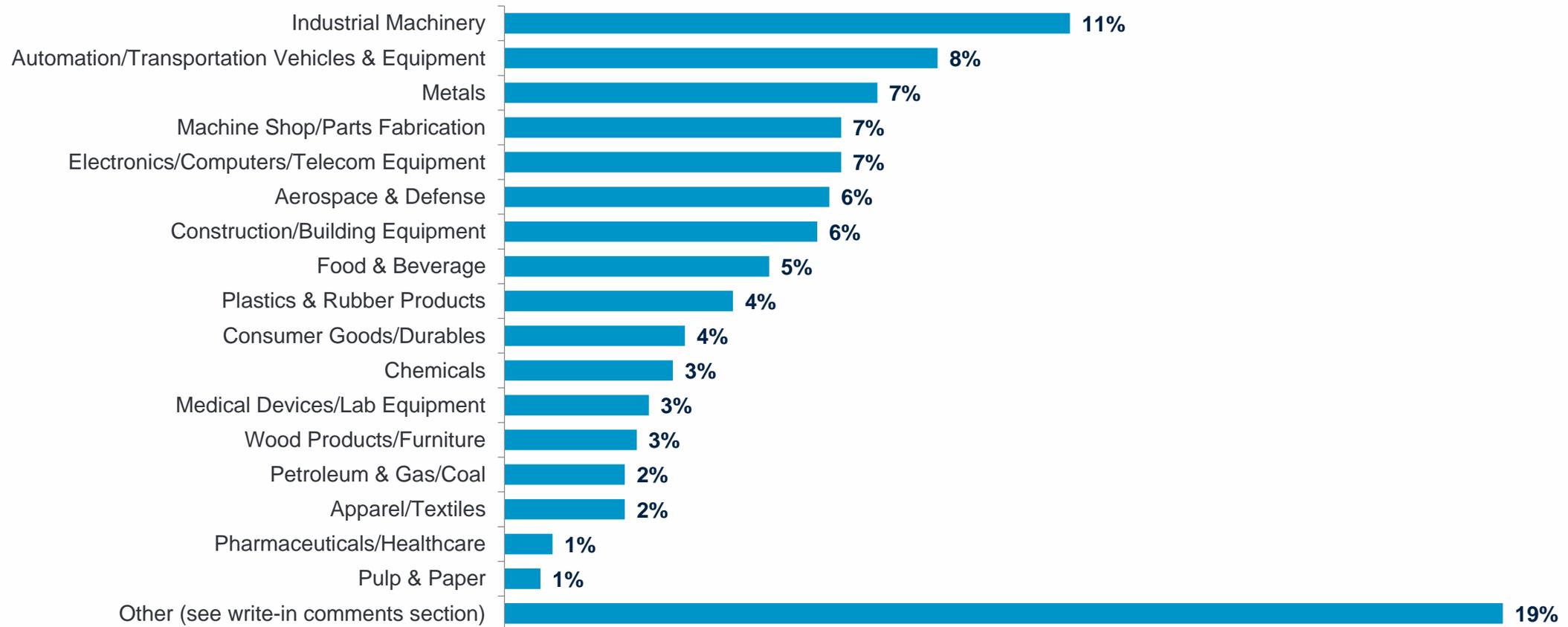
### Number of Plants



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

# Primary Business

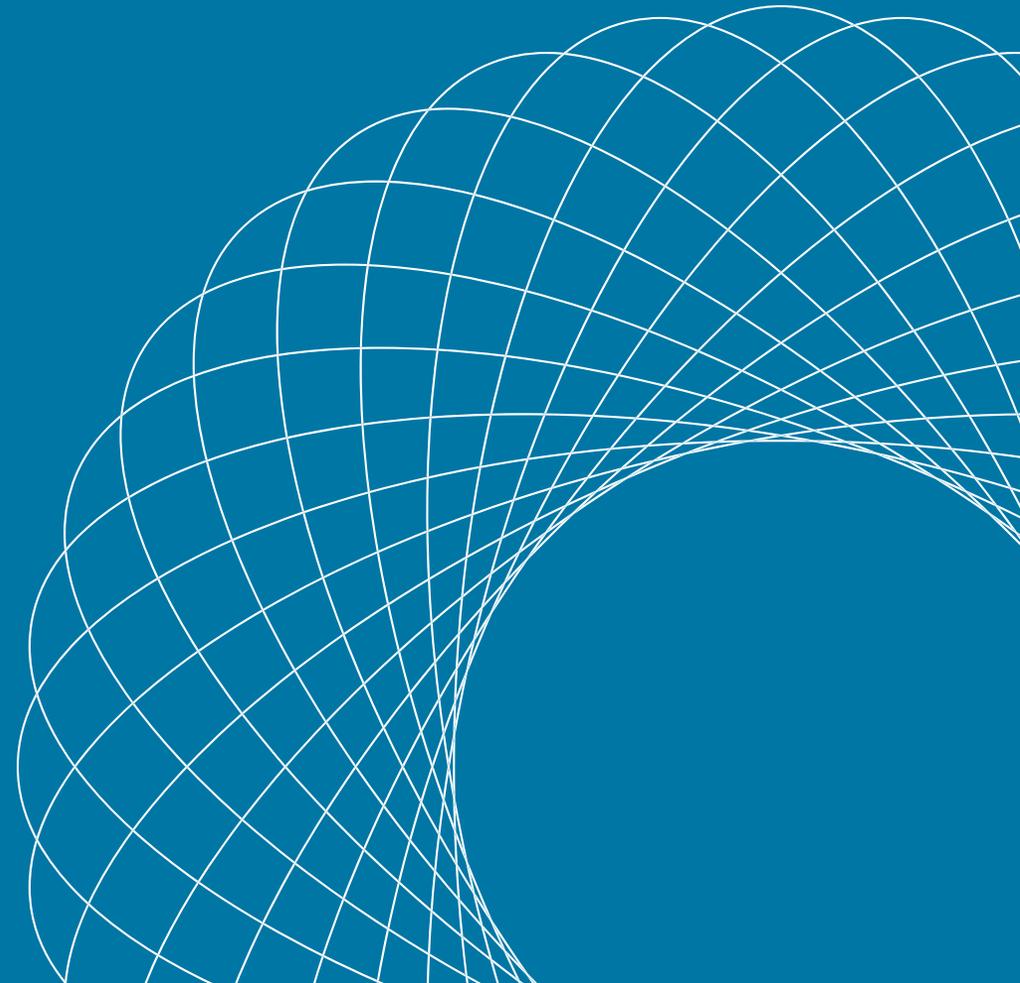
A wide variety of businesses are represented in the sample.



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

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

# Write-in Comments



# Write-in Comments

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## 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)

# Write-in Comments

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3. To what extent do you use the following training delivery methods for your operators? Other responses:

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

5. What medium is your training content? Other responses:

**Thank you!**

Elinor Delagrang  
Senior Manager, Market Research

