

Retaining and Engaging Your Employees Through Personalized Skills Development

Giving your employees opportunities
to thrive in a job-hopping market



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UNDERSTANDING **TODAY'S JOB MARKET**

A 2023 study by the Bureau of Labor Statistics found that the average American worker may hold up to nearly 13 jobs in their lifetime and hold 50% of those jobs by age 24. However, both Pew Research and Gallup have found that job hopping is on the rise and that job-hoppers are seeing real results – which makes taking care of your current workforce all the more important if you mean to retain them.



Employee Retention Is at Risk

More than half of American and Canadian employees are searching for new work. Priorities have shifted in a post-pandemic culture, and many workplaces are struggling to retain their employees. What is most important to modern worker, and what can dedicated organizations do to keep their highest performers?

50% of workers want to change jobs in 2024

A 2023 Bankrate Job Seekers Survey found that **56%** of American workers are likely to search for a new job. Gallup's 2023 State of the Workforce Report found that **56%** of workers under 40 are actively looking for a new job, compared to **40%** of workers over 40.

WHY ARE EMPLOYEES LEAVING?

It's important to know why employees leave in the first place. Sometimes it's for personal reasons – relocation, childcare, career changes, promotions, higher salary, and education – but there are also reasons people leave organizations that fall entirely on the organization itself.

For example:

Poor Leadership & Management – It's often said people don't quit jobs, they quit managers. This saying is not entirely accurate. According to an article by Culture Amp, it's the system at large that can affect management and whether an employee decides to leave. Managers are the people employees interact with daily, and it's important for employees to develop a healthy relationship with their manager based on trust, respect, and understanding. If these expectations aren't being met, good leadership can help solve this problem while poor leadership may only fuel it. Unfortunately, if the latter is true, employees may feel that looking elsewhere is the only solution.

Minimal Career Growth – 82% of employees quit because they don't see a future with their organization. It's important for organizations to value their employees and invest in their professional development. Employees feel satisfied and productive when they can identify a true purpose behind what they do. If organizations are investing in their employees, then the employees feel valued to put their best foot forward and work toward their personal goals as well as the goals of the organization.

Job Shifts – While reskilling and upskilling may be out of HR leaders' control without leadership support, not providing the resources needed for employees to succeed and excel at the organization will have them looking elsewhere.



**82% OF EMPLOYEES QUIT
because they don't
see a future with their
organization**

COMBATTING EMPLOYEE DISENGAGEMENT

Employees in the United States and Canada experience the second highest rates of stress in the workplace at 49%. Additionally, the rate of actively disengaged employees and 'quiet quitters' was a combined 67% in 2024. The rate of actively engaged employees is 33%.



The Achievers Workforce Institute found that:

- › *39% of employees surveyed across the globe were not looking for a new job in 2023*
- › *28% of employees who were job-seeking were doing so to progress in their careers*
- › *Another 28% of job-seeking employees were doing so in search of better work flexibility*

So, how can you and your organization work to boost employee engagement and retain your employees? The data suggests that giving your employees the flexibility to choose how they work – in-office, remotely, or hybrid, will make a difference in your retention and engagement. However, both Gallup and AWI found that workers were leaving for opportunities to grow and advance in their careers. Ensure that your employees have the opportunity to grow right at your company!

How can you do that? Through skills training!

TACKLING SKILL GAPS

A prominent reason why employees are switching careers is due to limited growth opportunities. When employees leave, companies may feel pressure to fill vacant job roles right away while failing to recognize skill gaps.



WHAT ARE SKILL GAPS?

Training Industry defines skill gaps as
“a gap between the skills an employee has and the
skills they actually need to perform a job well.”

CEOs and business leaders have identified skill gaps at their organizations, but the pandemic has only accelerated the need for a solution to this growing business challenge. BizLibrary values giving back and is interested in supporting organizations at every level of their training journey. After conducting a skills survey, BizLibrary uncovered the biggest challenges and hesitations regarding skill gaps and personalized training.

Skills development can be defined as employees acquiring the necessary skills to perform well in their job roles. Implementing skills development into a robust training program allows employees to customize their training and expand their toolbelt and reach, setting them up to move into the next stage in their career journey. Upskilling and reskilling allows employees to create meaning in their work when they feel they are learning, being challenged, and taking the necessary strides in their personal career development.

Despite organizations realizing the severity of skill gaps, roughly a third don't offer personalized skills training today. Out of this 33%, **81% have skills development on their mind and plan to offer it at some point.** As readers dive in, they will begin to understand the processes and challenges of starting a personalized training program, and how organizations can improve their existing program to better serve its learners.

SURVEY FINDINGS

BizLibrary fielded a skills survey to leaders in HR and L&D departments across a variety of industries, organizations, and teams. The feedback was plentiful, providing BizLibrary a lens into the common challenges businesses are experiencing in regards to skill development.

COMMON OBSTACLES

HR AND L&D LEADERS ARE FACING

Organizations were asked to rank on a scale of 1-10 their top obstacles when planning and/or delivering personalized skills development. The results show that “competing priorities” is a dealbreaker in implementing personalized training, further hindering employees’ personal growth. The obstacles listed below reflect the main challenges these programs face according to the study. The list reads in descending order of participants’ biggest challenge to their least.

Although organizations have competing priorities - affecting the time and bandwidth available to make personalized training a priority - the expertise and the mental capability to run a robust program in the future is there. Other obstacles organizations face are lack of budget or funding, not enough bandwidth to tackle the diverse web of personalized skills, lack of ability for confidentiality, and no accessibility for the visual and hearing impaired.

Competing priorities

Amount of time to implement

Lack of department bandwidth

*Lack of standardization of skills
needed for job roles*

Challenge of measuring program impact

Lack of leadership buy-in

*Lack of expertise to run a
personalized program*

HOW TRAINING LEADERS ARE MANAGING TRAINING REQUESTS

Organizations with personalized training programs were asked: “At what point throughout the employees’ journey is training offered and what content is being provided?”

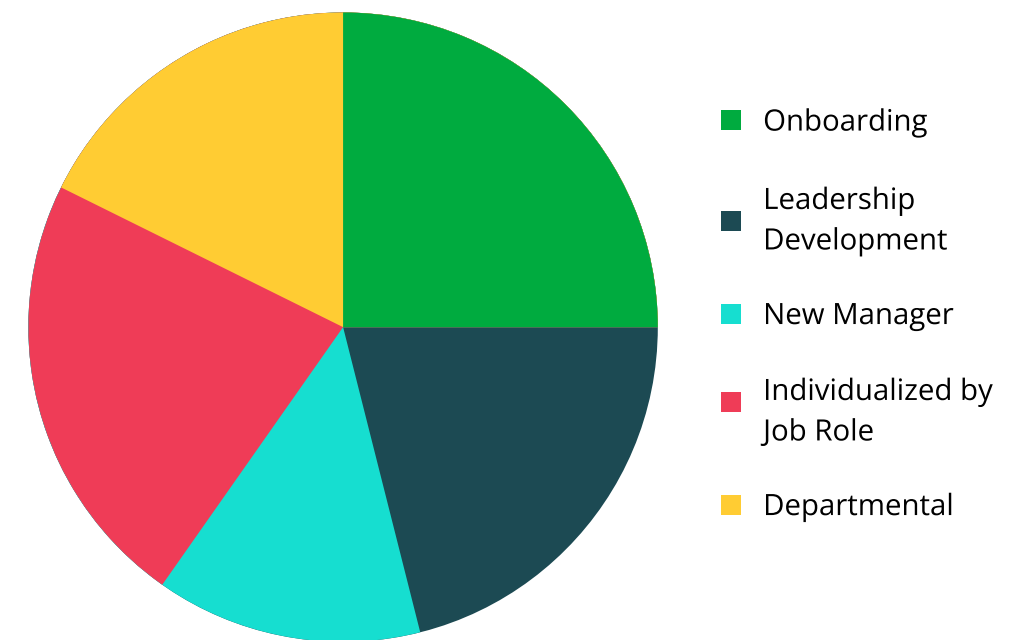
54% of organizations offer training during onboarding and 47% of organizations offer training on specified job roles. There’s a roughly 15% drop in training, thereafter, reflecting a dip in new manager training.

Only 3% of organizations offer skills development throughout the entire employee lifecycle.

The average number of programs managed by respondents was 2.25. BizLibrary clients are managing slightly more programs than the overall average at 2.37.

When asked how job role (skills) training compares to other training programs offered at their organization, it is evident that HR and L&D leaders understand the value that personalized training can bring to their organizations.

Type of skills training programs that organizations offer today



IT IS EVIDENT THAT HR AND L&D LEADERS UNDERSTAND THE VALUE THAT SKILLS DEVELOPMENT CAN BRING TO THEIR ORGANIZATIONS.

73% OF ORGANIZATIONS SAID SKILLS DEVELOPMENT HAD A LITTLE TO SIGNIFICANTLY MORE IMPORTANCE THAN THEIR OTHER TRAINING PROGRAMS.



Key Takeaway

Skills development allows organizations to invest in the success of their employees, furthering their business goals. The mistake that organizations often make is believing the company's needs take precedence. Investing in business needs is important but knowing how to balance the needs of both the employee and company can go a long way.

The most common job roles that organizations currently assign training for are:

- › **Operations**
- › **Support**
- › **Administrative Staff**
- › **Account Management**
- › **Customer Service**

INDIVIDUAL CONTRIBUTORS ARE THE MOST COMMON GROUP TO RECEIVE TRAINING, FOLLOWED BY MANAGERS AND LASTLY, EXECUTIVES.



SKILL-MAPPING PROCESS

Before assigning personalized training courses, it is best practice to perform a skills assessment. The three most common skills assessments take the form of:

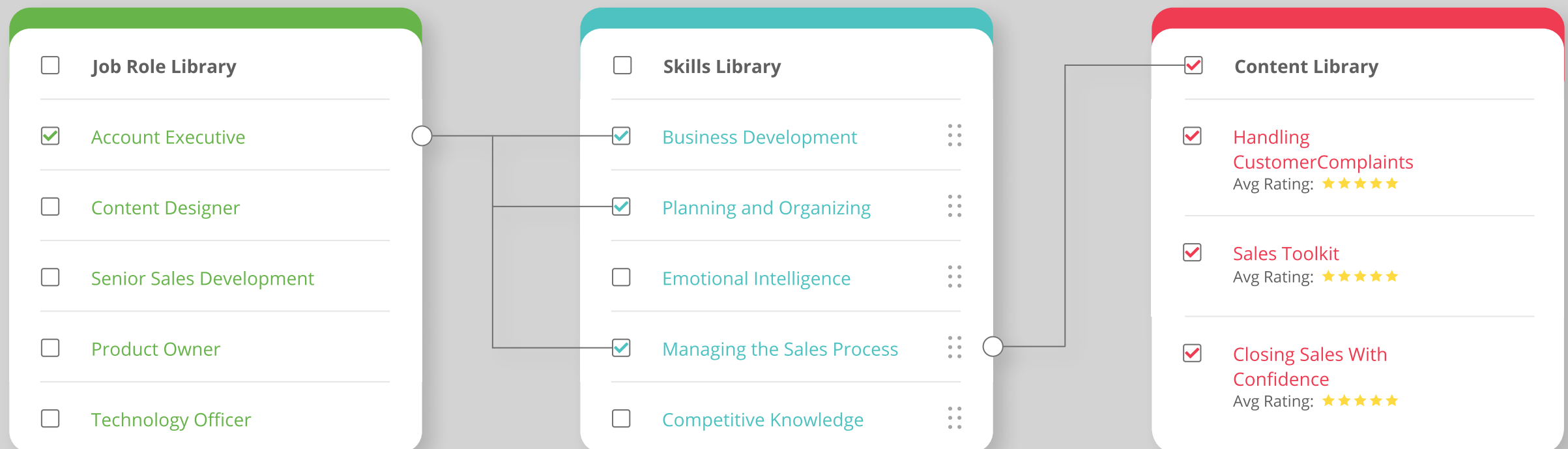
- › **Surveys and Interviews**
- › **Professional Observation and on-the-job assignments**
- › **Formal vendor assignments on an LMS**

The implementation of an LMS or other online learning system can expedite the process it takes to collect responses and match skills to employees. Staff members may feel a sense of empowerment to take control of their individualized career paths while completing the skills assessment.



Key Takeaway

ONLY 24% OF ORGANIZATIONS DELIVER A SKILLS ASSESSMENT PRIOR TO TRAINING, PUTTING EMPLOYEE INTEREST AT RISK.



Above: The basic principle of how skills mapping within the BizLibrary platform works.



Skills Organizations **Are** Identifying as Critical

Organizations identified the following as top skills critical for their organizations. Participants ranked the following skill areas with 1 being the most popular:

- 1. Leadership***
- 2. Communication***
- 3. Emotional Intelligence***
- 4. Critical Thinking
Problem Solving***
- 5. Sales & Service***
- 6. New Manager***
- 7. Adaptability***
- 8. Safety***
- 9. Time Management***
- 10. Diversity, Equity, and Inclusion***

HOW SKILLS TRAINING IS ADMINISTERED

Most organizations recognize the complexity of each job role, offering training unique to varied responsibilities. Only 9% of organizations offer a fixed number of skills across the board.

The World Economic Forum reported that skill sets for jobs have changed by around 25% since 2015. By 2028, employers estimate that 44% of workers' skills will be disrupted.

Key Takeaway

Although organizations realize that jobs are complex, failing to offer a skills assessment prior to skills training could lead to a decline in employee interest if an employee feels that they're already competent in this skill area or are not meeting the requirements they need to succeed.



91%

**OF ORGANIZATIONS DO NOT HAVE THE SAME
FIXED NUMBER OF SKILLS FOR ALL JOB ROLES**

Across both groups, nearly 93% of organizations offer online video-based/elearning training. The next few formats of training that organizations offer in order of popularity are classroom, on-the-job shadowing, and instructor-led training.

- | | |
|--|------------------------------|
| 1. Online video-based/elearning | 5. Virtual classroom |
| 2. Classroom (in-person) | 6. Simulations |
| 3. On-the-job/shadowing | 7. Mobile Application |
| 4. Instructor-led | 8. Virtual Reality |

Nearly 70% of organizations say their personalized skills training is administered prescriptively to the learner and 30% of organizations offer training electively.

ELECTIVE TRAINING METHODS

In an elective learning program, it's vital that employees have access to training content that is relevant and interesting to them. Personalized skill pathing can be accomplished through software that allows learners to choose new skills and role possibilities that interest them – and then generates a learning path mapped to those future opportunities.

28% of organizations perform internal campaigns and share reminders

14% of organizations have leadership support

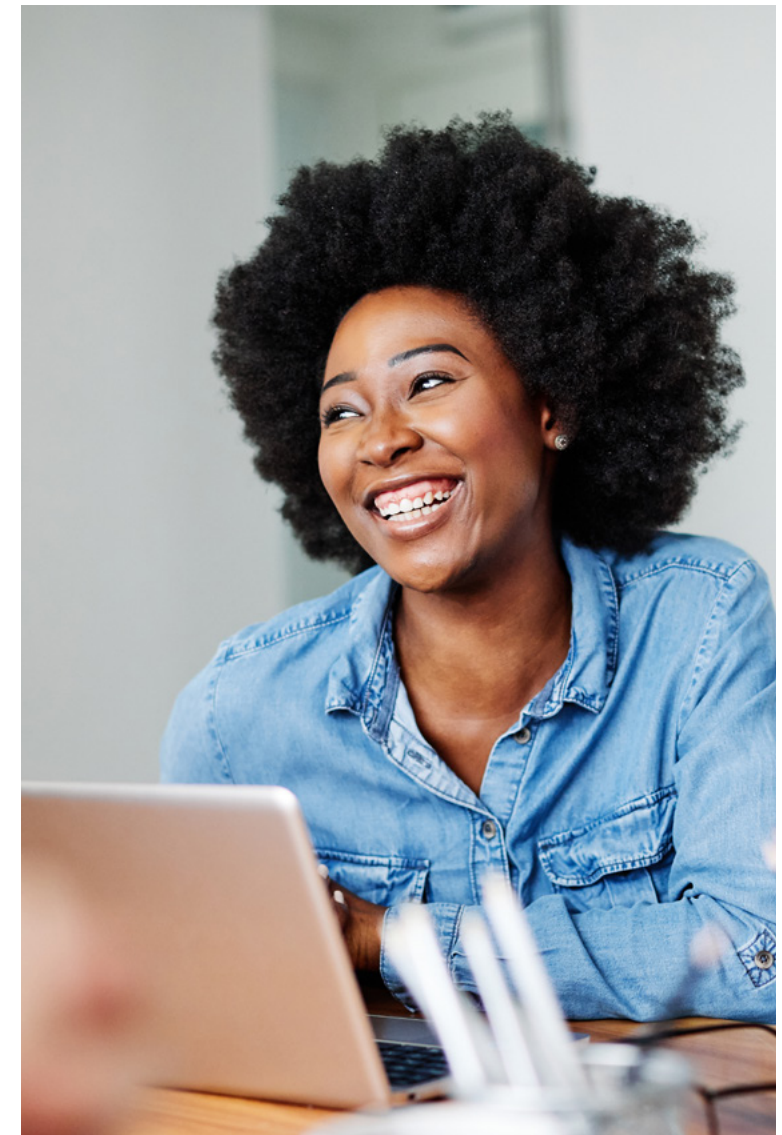
9% of organizations share information on the courses

9% of organizations use an incentive approach

7% of organizations have employees choose

7% of organizations promote their course offerings through word of mouth

5% of organizations have an online tool

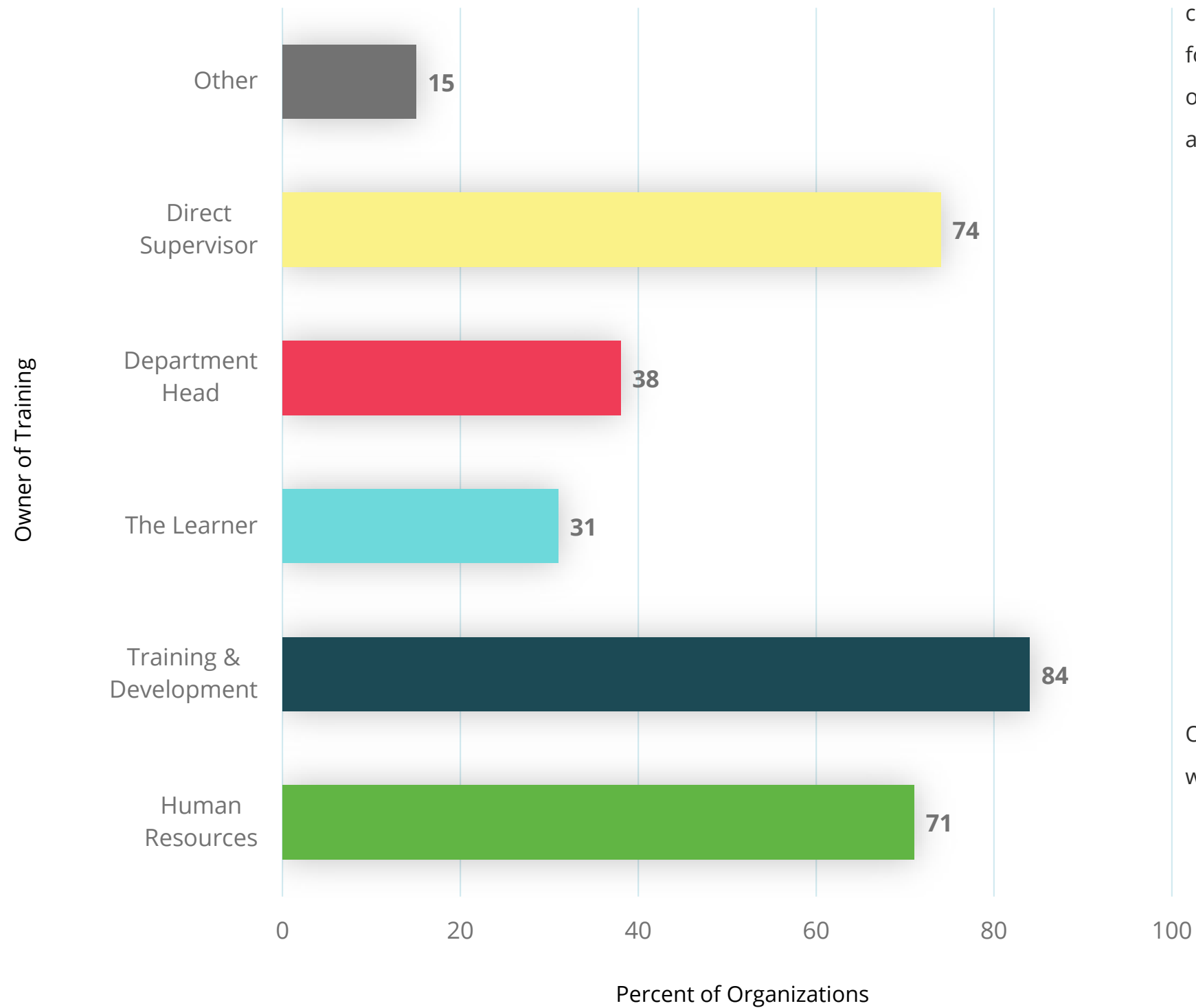


Less popular strategies for promoting course offerings include having the employee choose what they learn, word-of-mouth, and online tools. Since training is elective, we can infer that online tools aren't as popular since a typical online training tool or LMS isn't integrated into daily work tasks for employees. Other approaches are more commonly used to motivate employees to complete training via online tools.

PREScriptive TRAINING METHODS

These are the prominent areas that organizations base their prescriptive training on, in order of popularity, with one being the most popular:

1. ***Job Role***
2. ***Skill Gaps***
3. ***Compliance Requirements & Safety Training***
4. ***Department Needs***



HR and L&D leaders recognize the value that skills training provides, but getting leadership buy-in can be difficult. Although HR teams are advocating for training programs, the survey data tells us that organizations are varied in terms of who delivers and assigns training:

- Human Resources
- Training & Development
- The Learner
- Department Head
- Direct Supervisor
- Other

Only 4% of companies consider all stakeholders when planning skills training.

THE GAP IN SKILL MAPPING

Even though 77% of employees surveyed for one report noted that they would like to acquire new skills for their career, 70% of business leaders reported that there is a skills gap that is actively harming their business performance. Many leaders cited obstacles such as low budget and lack of team bandwidth as to why skills training has not been a priority.

According to our own survey data

59% OF ORGANIZATIONS DO NOT FORMALLY MAP SKILL & COMPETENCY AREAS

to specific job roles within their organization

Key Takeaway

Without a formal mapping system, it is likely that employee interest and satisfaction will decrease. By formally mapping skills, employees can feel like their work is directly related to their personal growth and are likely to stay with their organization, where they are consistently, positively challenged.

Despite the absence of a formal skills mapping system, 45% of organizations track employee development at one point throughout the active training program. 47% of organizations track employee development at two to three points, and 8% of organizations track employee development at every stage throughout the active training program.

Although organizations may have trouble getting started and/or lack the resources to track ROI efficiently, organizations still recognize the value in routinely checking in with their employees.

Out of the 18% of organizations that are using tools or resources to identify skill gaps, these methods were the most common:

- 1. Surveys**
- 2. Employee interviews and reviews**
- 3. Learning Management System**
- 4. Audits**



Adopting an LMS can make filling skill gaps easy. An LMS can help administrators assign and monitor training, further automating the process and allowing HR leaders, executive teams, and other departments to get back to their duties and other competing priorities.

When planning skills training, 61% of respondents believe that the organization is the most important to consider, followed by 23% for individual teams and departments, and lastly 16% for learners. SHRM's "Developing Employees" toolkit further explains the importance of aligning employee development with the organization's needs.

Organizations are frequently receiving training requests from operations, administration, customer service/account management, and industry-specific needs. The challenge for organizations in receiving requests from multiple departments is that HR teams may not have enough bandwidth to manage these requests, leading the responsibility to fall on direct managers and supervisors.



Key Takeaway

When managers aren't seeing the value that training provides, it creates a disconnect in employee development and company values.

HOW ORGANIZATIONS ARE SETTING GOALS

Organizations responded with their desired goals for skills development, centering on attracting and retaining top talent. Respondents' goals were aimed at improving:

Organizations are setting goals based on gaps within their workforce. In fact, the most common components or topics missing from organizations' skills development programs are:

1. ***Job Relevant Skills Training***
2. ***Assessments & Feedback***
3. ***Manager Training***
4. ***Leadership***
5. ***Time to implement skills training***
6. ***Operations and Technical/Program/IT***
7. ***Work Culture***
8. ***Consistency and Soft Skills***



Organizations are accurately identifying goals based on gaps or weaknesses in training. They want to make improvements, but how to get there is a challenge. The reported benefits prove the success of a robust skills development program. Data collected by HR and L&D leaders reflect the following benefits in order of popularity, with one being the most popular:

- 1. More productive and competent workforce**
- 2. Less employee turnover**
- 3. Easier to recruit new employees/attract new talent**
- 4. More customers retained**
- 5. Easier succession planning/transitions**
- 6. Higher sales growth**

What the data represents can be interpreted in two ways. The first takeaway is that when companies put employees second to the organization, the success of the organization suffers. Second, when companies put their employees at the forefront with skills development, the organization achieves greater success.

When asked to share a recent success metric on how skills training has impacted their organization in a positive way, one company stated that they've seen an 18% increase in employee satisfaction from 2018 – 2020 since implementing skills development into their training.

“18% increase in employee satisfaction from 2018 – 2020 since implementing personalized skills development.”



Key Takeaway

In an attempt to use skills development to boost employee satisfaction and productivity, it's important to regularly collect employee feedback, such as what's going well and what isn't, how the program can improve, etc.

Methods of Collecting Feedback

Collecting employee feedback is vital to the success of any training program. When asked what methods they use to collect feedback from their learners, most respondents said they commonly use surveys due to how easily they can be distributed to large workforces. Below are the top-rated methods participants said they use to collect feedback in their organizations:

- › ***Survey***
- › ***Group call & Meetings to Discuss***
- › ***Comment box or cards***
- › ***No feedback collected***
- › ***Other: Targeted focus group, online tool, etc.***



45%

of organizations use more than one method to receive feedback from the learner.

Online surveys are an ideal option for organizations who value honest feedback from their employees and want to make their voices heard.



THE FUTURE OF SKILLS DEVELOPMENT

We can conclude five main takeaways from organizations looking at skills training in today's current landscape:

- 1. The organizations that are behind in implementing skills training at least have it on their minds***
- 2. Most organizations that have implemented skills training are tracking employee development at multiple stages throughout the active training process***
- 3. Organizations need more resources and information on the benefits to using an online training tool or management system***
- 4. HR, L&D, and other training leaders can see the value that personalized skills training provides organizations facing business challenges, such as high employee turnover and low employee engagement***
- 5. Organizations can easily identify goals aimed at solving business challenges but may need help taking the necessary steps to getting there***

If your organization is struggling with creating personalized skills development programs for your employees, BizLibrary has a learning solution that can help. Our platform equips organizations with the tools they need to identify and fill skill gaps. This capability provides employees with content mapped to crucial skills for their job role, encouraging them to improve performance and move up within their organizations.

BizLibrary is the answer to how organizations can upskill and retain their talent while also providing job-relevant training. The platform allows employees to master the skills necessary to excel in their current roles, leading to a more productive and agile workforce – faster!



Choose from over 500 off-the-shelf job roles or customize the library with your own job roles

Watch as those job roles get mapped to a library of 1,500+ key skills

See those skills map to 5,000+ lessons of award winning, job-relevant learning content

Take the guesswork out of curriculum development, and **expertly scale personalized learning experiences** throughout the organization.

Boost employee engagement, confidence, and productivity by offering relevant training that will help employees excel in their specific role.

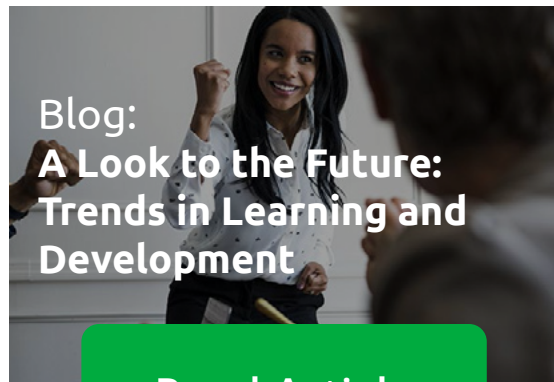
Reduce turnover by delivering catered and focused learning experiences that help employees see growth opportunities with your company.



Request a demo with one of our product experts to learn more today!

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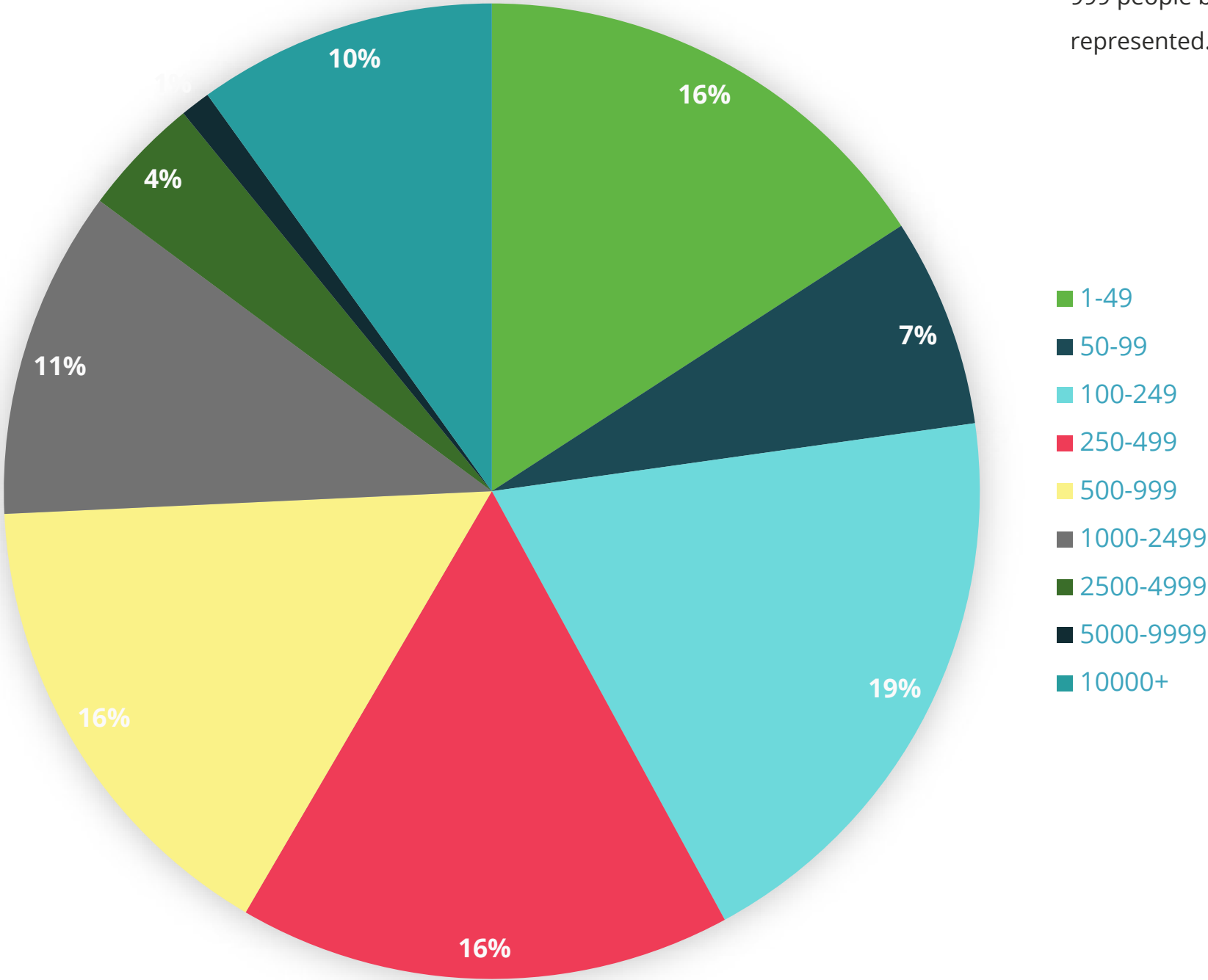
APPENDIX

The skills survey was administered to more than 200 respondents in the HR and L&D space from mid to late 2021. The data points below represent survey participants' organization and team sizes, as well as their associated industry. Each field is varied, indicating a wide representation of departments.



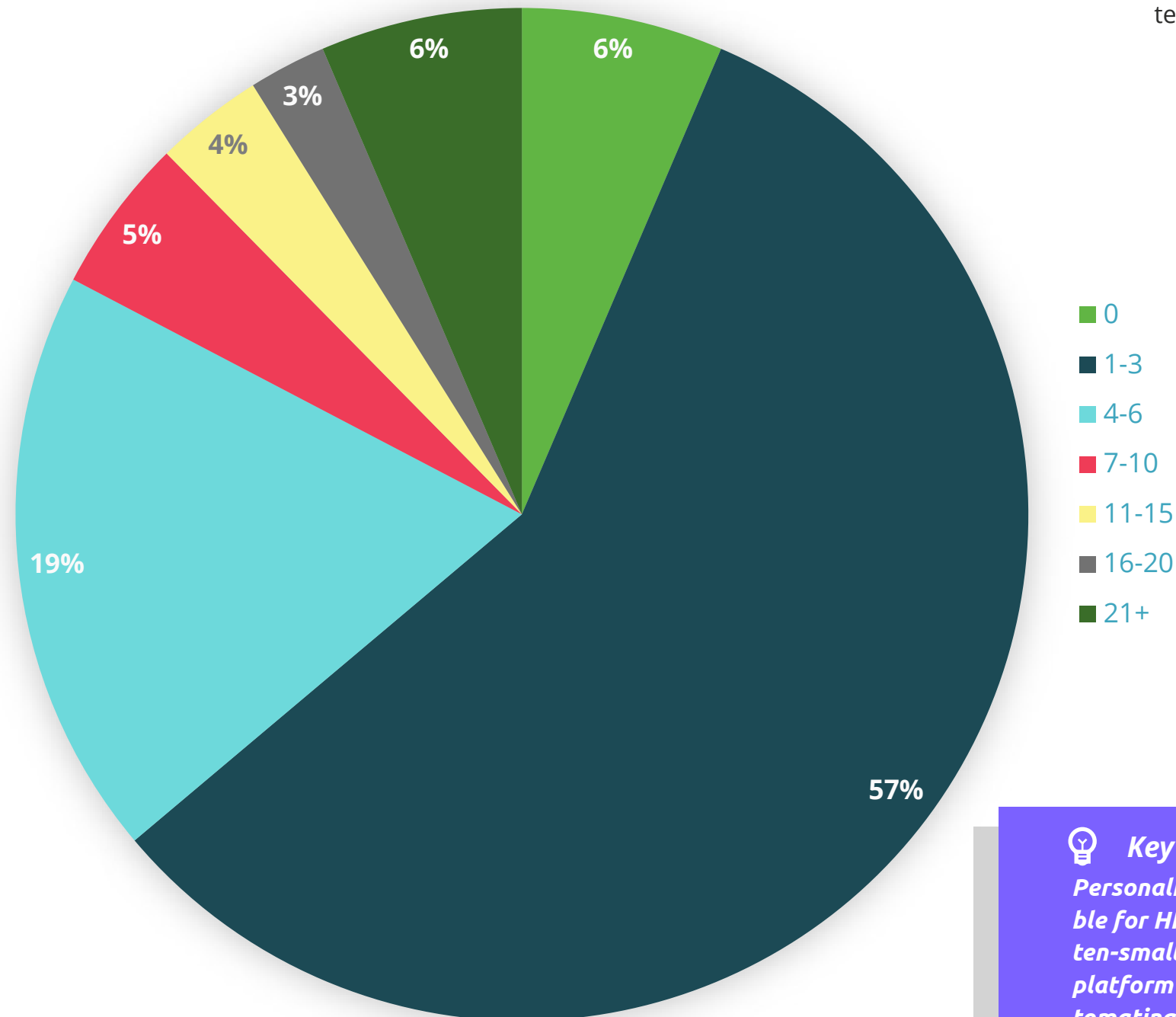
Organization Size

The data points below represent survey participants' organization size. Respondents ranged from a variety of organization sizes with teams of 1-49, 100-249, 250-499, and 500-999 people being the most popular groups represented.



Training Team Size

The following data represents HR, learning & development, and/or training department team sizes. Varied team sizes are represented with teams of 1-3 people being the most popular.



Key Takeaway

Personalized skills training can be nearly impossible for HR leaders to implement due to their often-small department size. A skills development platform can make it simple for HR teams by automating the process of skills mapping, allowing them to focus on supporting the organization's workforce, rather than individually mapping out skills.

Industries

Below are the following industries represented.
The biggest representation came from the manufacturing, health care and social assistance, and not for profit sectors.

