



**2007 SITE Membership Benchmarking Survey
SURVEY RESULTS**

Question 1

Your employer type is:		
answer options	Response Percent	Response Count
Property/Casualty Company	55.45%	61
Vendor of training & education products	14.55%	16
Life & Health Company	10.00%	11
Financial Services	5.45%	6
Brokerage/Agency	10.91%	12
Other (please specify)	15.45%	17
<i>answered question</i>		110

Question 2

If you are employed by an insurance company, what is the company's annual premium volume?		
answer options	Response Percent	Response Count
Less than \$250 million	13.00%	13
\$251 -500 million	8.00%	8
\$501 - 750 million	12.00%	12
\$751 million - \$1 billion	10.00%	10
More than \$1 billion	24.00%	24
Not applicable	33.00%	33
<i>answered question</i>		100

Question 3

Does your company provide for professional development for all employees?		
answer options	Response Percent	Response Count
Yes, for all employees	85.19%	92
Yes, but only for some employees based on job group	4.63%	5
Yes, but only for some employees based on job level	1.85%	2
No, not provided	2.78%	3
Other (please specify)	5.56%	6
<i>answered question</i>		108

Question 4

How many employees are involved in training, i.e. full-time, training dedicated resources?		
answer options	Response Percent	Response Count
No dedicated staff	9.62%	10
1 - 5	50.00%	52
6 - 10	11.54%	12
11 - 15	5.77%	6
16 - 25	5.77%	6
26 - 50	1.92%	2
51 - 100	2.88%	3
More than 100	12.50%	13
<i>answered question</i>		104

Question 5

Are subject matter experts from other departments or divisions used to conduct training (i.e. perform as trainers)?		
answer options	Response Percent	Response Count
Yes	83.50%	86
No	16.50%	17
<i>answered question</i>		103

Question 6

If subject matter experts are used, does the training function provide instruction or information to them on effective training techniques?		
answer options	Response Percent	Response Count
Yes	64.65%	64
No	27.27%	27
Other (please specify)	8.08%	8
<i>answered question</i>		99

Question 7

Who determines the content for technical training?		
answer options	Response Percent	Response Count
Training Function	9.90%	10
Technical Area such as Claims, Underwriting, etc	24.75%	25
Combined effort with Training and Technical areas	65.35%	66
<i>answered question</i>		101

Question 8

Does your organization provide technical training to your staff using in-house staff?		
answer options	Response Percent	Response Count
Yes	50.00%	51
No (no training given)	5.88%	6
No (use outside vendors)	0.98%	1
Combined effort using both in-house staff and outside providers	43.14%	44
<i>answered question</i>		102

Question 9

If management/supervisory training is provided, who provides it?		
answer options	Response Percent	Response Count
No training given	16.67%	17
Use in-house staff to provide	19.61%	20
Use outside vendors	12.75%	13
Combined effort using both in-house staff and outside providers	50.98%	52
<i>answered question</i>		102

Question 10

Does the corporate training unit provide non-technical training (e.g. negotiation skills, writing, etc.)		
answer options	Response Percent	Response Count
Yes	70.59%	72
No	29.41%	30
<i>answered question</i>		102

Question 11

Is the training function centralized or de-centralized (centralized is defined as all training staff housed in one location such as headquarters or training facility; de-centralized is having training staff in regions or branches)?		
answer options	Response Percent	Response Count
Centralized	53.92%	55
De-centralized	11.76%	12
Both	26.47%	27
Not applicable	7.84%	8
<i>answered question</i>		102

Question 12

Where is classroom training held?		
answer options	Response Percent	Response Count
Centralized location	29.13%	30
Locally around the country	16.50%	17
Both	45.63%	47
Not applicable	8.74%	9
<i>answered question</i>		103

Question 13

When hiring staff into the training function, what education is required (please check all that apply):		
answer options	Response Percent	Response Count
Bachelor's degree	53.47%	54
Advanced degree	11.88%	12
Insurance designation	21.78%	22
No educational requirement	22.77%	23
Other (please specify)	19.80%	20
<i>answered question</i>		101

Question 14

Is insurance experience or education required for training staff (please check all that apply):		
answer options	Response Percent	Response Count
Yes, insurance experience	24.51%	25
Yes, insurance education	6.86%	7
Yes, both experience and education	26.47%	27
Yes, but only if training is insurance related	16.67%	17
No	24.51%	25
Other (please specify)	8.82%	9
<i>answered question</i>		102

Question 15

Does your training staff function as Performance Consultants (i.e. meet with management and employees to design interventions that solve a particular problem or react to a specific situation)?		
answer options	Response Percent	Response Count
Yes	64.65%	64
No	30.30%	30
Considering	5.05%	5
<i>answered question</i>		99

Question 16

If staff does not function as Performance Consultants, why not (please check all that apply):		
answer options	Response Percent	Response Count
Training is viewed as a solution (fix)	26.19%	11
Training is pre-determined by the department	23.81%	10
There is no discussion or input from training regarding the problem identification	33.33%	14
Needs analyses are not conducted	19.05%	8
Other	21.43%	9
<i>answered question</i>		42

Question 17

If staff functions as Performance Consultants, approximately what percentage of their time is used in performance consulting?		
answer options	Response Percent	Response Count
0 - 25%	69.88%	58
26 - 50%	13.25%	11
51 - 75%	7.23%	6
More than 76%	0.00%	0
Other	9.64%	8
<i>answered question</i>		83

Question 18

Over the past two years, has the number of training staff personnel changed?		
answer options	Response Percent	Response Count
Yes, increased	41.58%	42
Yes, decreased	9.90%	10
No change	48.51%	49
<i>answered question</i>		101

Question 19

What is the company's annual training budget?		
answer options	Response Percent	Response Count
No budget	12.24%	12
Less than \$100,000	24.49%	24
\$101,000 - \$200,000	3.06%	3
\$201,000 - \$350,000	6.12%	6
\$351,000 - \$500,000	4.08%	4
More than \$500,000	15.31%	15
Not available (proprietary)	24.49%	24
Not available--all departments budget their own	10.20%	10

Question 20

What is the % of dollars spent on training as compared to the compensation budget?		
answer options	Response Percent	Response Count
Less than 2%	20.41%	20
Between 2 - 5%	16.33%	16
6% - 10%	5.10%	5
11% - 20%	0.00%	0
More than 20%	3.06%	3
Not available	18.37%	18
Not available (proprietary)	23.47%	23
Not available each department maintains their own	13.27%	13
<i>answered question</i>		98

Question 21

Over the past two years, has the training budget:		
answer options	Response Percent	Response Count
Increased	58.06%	54
Decreased	10.75%	10
Stayed the same	31.18%	29
<i>answered question</i>		93

Question 22

Which of the following are used by your organization for training purposes (please check all that apply):				
answer options	Used	Not Used	Considering	Response Count
Audio tapes	33	57	2	92
Call Monitoring	41	45	3	89
CD-Rom	74	19	1	94
Classroom training/instructor led	99	1	0	100
Computer Based Training	85	5	6	96
Group Feedback	57	23	4	84
Intranet (company's web site)	64	22	5	91
Internet (www.)	64	22	6	92
On-the-Job Training	91	7	0	98
One-on-One Observation/Feedback	79	13	1	93
Outside workshops	85	10	2	97
Ride Alongs	57	31	2	90
Self Study	92	7	0	99
Study Groups	55	28	6	89
Teleconferencing	66	20	5	91
Video conferencing	36	42	10	88
Video to Desktop	22	49	13	84
Web Conferencing	68	15	8	91
Workbooks	80	13	1	94
<i>answered question</i>				100

Question 23

Do you out-source your training (use providers outside of the company)?		
answer options	Response Percent	Response Count
Yes	67.35%	66
No	32.65%	32
<i>answered question</i>		98

Question 24

Over the past two years, has the amount of out-sourcing for training:		
answer options	Response Percent	Response Count
Increased	20.88%	19
Decreased	15.38%	14
Stayed the same	63.74%	58
<i>answered question</i>		91

Question 25

Does your organization out-source training off-shore?		
answer options	Response Percent	Response Count
Yes	3.19%	3
No	94.68%	89
Considering	2.13%	2
Other (please specify)	0.00%	0
<i>answered question</i>		94

Question 26

What percent of the training budget is for out-sourced providers:		
answer options	Response Percent	Response Count
None, no budget	29.17%	28
Less than 10%	21.88%	21
More than 10%, less than 25%	8.33%	8
More than 25%, less than 50%	5.21%	5
More than 50%	3.12%	3
Not available due to departmental budgeting	11.46%	11
Not available (proprietary)	19.79%	19
Other (please specify)	1.04%	1
<i>answered question</i>		96

Question 27

Of the following training services, indicate which are out-sourced (please check all that apply):		
answer options	Response Percent	Response Count
Coaching Skills	20.55%	15
Claims Training	21.92%	16
Executive Coaching	35.62%	26
Executive Development	47.95%	35
Financial Services	6.85%	5
Leadership Coaching	23.29%	17
Leadership Development	34.25%	25
Mentoring Program	2.74%	2
PC Skills	39.73%	29
Performance Management	5.48%	4
Presentation Skills	20.55%	15
Problem Solving	8.22%	6
Product Knowledge	9.59%	7
Sales Training	28.77%	21
Time Management	13.70%	10
Train-the-Trainer	21.92%	16
Underwriting Training	13.70%	10
<i>answered question</i>		73

Question 28

When purchasing training products, do you purchase:		
answer options	Response Percent	Response Count
Off the shelf	25.77%	25
Custom designed	11.34%	11
Both	50.52%	49
Neither	12.37%	12
<i>answered question</i>		97

Question 29

Do you use some type of evaluation process for your training programs?		
answer options	Response Percent	Response Count
Yes	90.72%	88
No	9.28%	9
<i>answered question</i>		97

Question 30

If YES, what types of training evaluations are used (please check all that apply):		
answer options	Response Percent	Response Count
Level 1 (reaction sheets)	87.64%	78
Level 2 (test retention)	62.92%	56
Level 3 (check for behavioral change)	42.70%	38
Level 4 (measure business impact)	12.36%	11
ROI formula	2.25%	2
Other (please specify)	1.12%	1
<i>answered question</i>		89

Question 31

If NO, what types of training do not require an evaluation tool (please check all that apply):		
answer options	Response Percent	Response Count
Out-sourced programs	33.33%	5
Workshops	26.67%	4
Job Related training	46.67%	7
Outside courses	46.67%	7
Management/Supervisory training	20.00%	3
Online training	33.33%	5
Other (please specify)	0.00%	0
<i>answered question</i>		15

Question 32

Do you calculate return on investment (ROI) of training activities?		
answer options	Response Percent	Response Count
Yes	10.20%	10
No	57.14%	56
Considering	32.65%	32
<i>answered question</i>		98

Question 33

In your opinion, which of the following are the most immediate training challenges (please check all that apply):		
answer options	Response Percent	Response Count
Finding qualified training staff	23.96%	23
Retaining qualified training staff	12.50%	12
Keeping current with staff skills	27.08%	26
Learning new technologies	40.62%	39
Managing workload	57.29%	55
Lack of leadership support for training/education	29.17%	28
Budget	30.21%	29
Changing priorities	43.75%	42
Off shore out-sourcing of training	0.00%	0
Staff reductions	6.25%	6
Other (please specify)	8.33%	8
<i>answered question</i>		96

Question 34

In your opinion, what gives you the most hope for the future in the training and education arena?

1.	acknowledgement of training as critical to addressing talent management issues.
2.	Our company is growing and considers training and development to be a critical success factor. Because of this, the company is investing in training.
3.	The constantly and ever changing world of the Insurance Industry.
4.	The retirement of baby-boomers. When qualified staff will become hard to find and costly to recruit, companies will begin to see the value of investing in their employees skills. They will also begin to recognize that educating their staff is a retention strategy.
5.	Individuals within the company with expertise in training and Education
6.	online web based training and "wiki" environment
7.	we will eventually release that mediocrity is not a good marketing tool
8.	Strong internal business demand for growth coupled with a commitment to maintain and develop current staff

9.	Keeping up with my schedule and deliverables is where I am focused. Beyond that, its doing what provides me the most benefit to the department for which I support.
10.	Falling "out" of love with distance and e-learning as the panecea of training. Acknowledging that a balanced vision that values one-on-one & classroom learning, coachng at the supervisory level and using the latest technology that supports learning is still the most effective way to training corporate staff. We are not Universities and our employees are not here to pick and choose from electives. Most of the "Learning Management Networks" being peddled today by vendors are created in the "University" model thereby creating expectations that a company will make available a wide variety of training on line to whomever wants it. Until budgets are unimportant (which wont't happen) this is a flawed model.
11.	Support of upper management
12.	The fact there is a need in our organization; funding will reappear if and when premium volume increases.
13.	community college program and reinstition of company basic training
14.	I believe there are a lot of factors that will contribute to training and educations' continued presence and role in the workplace. Some of these factors include: Globalization Traditional Education Curriculum & Systems Technology Change in Workplace Demongraphics (Generational) Economic conditions Certainly each of these items has various topics that could be explored in more depth however, I felt the items were general enough to demonstrate that, whether admitted to or not, education and training are part of everyday life and life changes. And humans must change to survive thus introducing many teachable moments. Whether or not we call it training or education, it will take place whatever the future holds.
15.	As rapidly as the world and specifically, the business world is changing, the need for quality training in a timely manner is even more important than in the past. Almost all change requires some type of training, so I don't see the demand for training/education to be reduced in the next few years.
16.	This is very difficult to answer for a professional association. Most questions do not fit my situation. We run a university with out walls for our members offering as many as 100 seminars a year on a full range of topics from Professional Development, P&C and Claims coverage situations.
17.	The application of measurement for results and the transition from straight training to performance consulting and providing OE services
18.	That training will be seen as an investment which all should embrace rather than an expense and time away from work.
19.	MY company is all for real trainers in America where all our staff currently is
20.	Baby-boomers approaching retirement will necessitate more focused knowledge management, upskilling, and retraining.
21.	training and education has come to the forefront in many industry publications; therefore it has captured the attention of senior management.
22.	The ever changing consumer demands and product development of P&C Insurance
23.	Because the workforce pace continues to escalate, I believe there will be an ever increasing need for skilled and experienced trainers/educators to package learning in such a way that is easy to learn and use for reference as well as trainers who can learn quickly to teach new skills and knowledge.
24.	Focus on performance-based methodologies.

25.	Changing attitude in Senior Management. Our aging population has forced Senior Management to look at the knowledge void that we anticipate with retirements over the next 5 years. I expect succession planning, leadership development and other training initiatives to pick up steam (priority).
26.	Technology
27.	New technology gives trainers another tool to meet customers' demands and therefore keep them from outsourcing training.
28.	The new, young employees that show the promise of becoming tomorrow's leaders.
29.	Our management team is fully supportive of employee development and our employees are driven to learn. Professional development is part of our culture. We are now expanding the training function to include agents and policyholders. This presents new challenges and opportunities.
30.	We continue to expand our influence in transitioning the company from OJT and Functional Training to a corporate training model. We are also transitioning from knowledge based training to proficiency based training. We recently purchase an exciting new on-line browser based training development, presentation and archiving tool.
31.	Shift to Corporate University model. Strong top to bottom support for training.
32.	Training is becoming accepted more and more as being strategic in nature; not a "nice-to-have", but a strategic "must-have".
33.	The support of Management.
34.	The beginning of viewing Training and Education as a resource within the company. A partnership attitude developing replacing territorial attitudes that have been pervasive.
35.	Employees have increased participation in learning activities.
36.	Focus on measuring quality: Our new VP is adopting a "zero defect mentality", requiring the reimplementation of formal Quality/Audit Reviews in all our functional areas. This level of consistent measurement supports Training activities - content is relevant, implementation is required by employees and supported by Management.
37.	Growth and aging of staff- Need bench strength
38.	talent gap caused by baby boomer retirement
39.	Computer based training.
40.	The changing demographic in the workforce - the need to replace knowledge lost in the baby boomers who are retiring. Increasing demands of younger workers to acquire knowledge as part of their career goals - keeping them learning so they stay challenged.
41.	Change
42.	The high level of senior management support we have in our organization for training and development.
43.	The increased acceptance of the Performance Consultant role by Sr. Management and our ability to influence what training takes place.
44.	the ability to cost-benefit a balance (unique to the individual) of soft-skills training with technical knowledge; it is very challenging to measure the effect on employee morale and overall satisfaction with one's self.
45.	changing demographics and new products
46.	That the insurance industry will not be looked upon as a negative. I think that is what is driving the training function to decrease in my company currently.
47.	A lot of baby boomers going out of the workplace who could provide excellent training to younger workers.

48.	Retiring of baby boomer generation creates new and growing needs with less people to fill those needs
49.	The long term benefits of a trained workforce.
50.	Branding/marketing of services.
51.	There has been more focus on the need for ongoing training. Management has recognized that it is difficult for supervisors and employees with an account load to make training a priority. A new position has been developed for training and internal audit functions.
52.	We are entering an era where the next generation has not been properly prepared. We just left an era where management encouraged early retirement to reduce the middle and upper management staff. Now, there is a dearth of proteges.
53.	Changing technology and insurance products require the knowledge to be passed on. That is where trainers can do the job.
54.	New technologies and quality of hires.
55.	Ever-present need to do more with less drives attention to training and education
56.	Automation - we purchased a Learning Management System and are in the process of uploading staff information so we can start testing of courses we've created / purchased from the vendor. Will help ensure consistency across the nation in our 28 offices. The on-demand capabilities will enable people to help themselves.