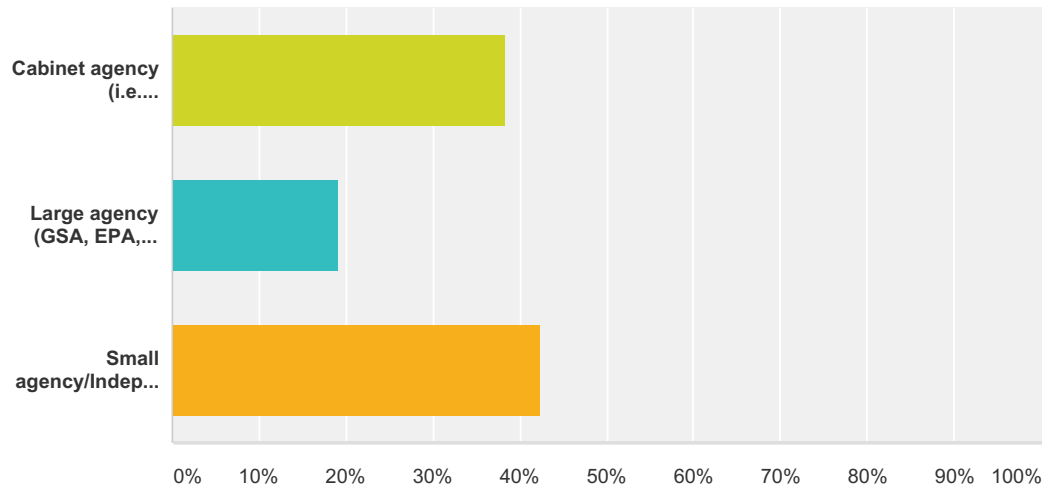


### Q1 I work at a:

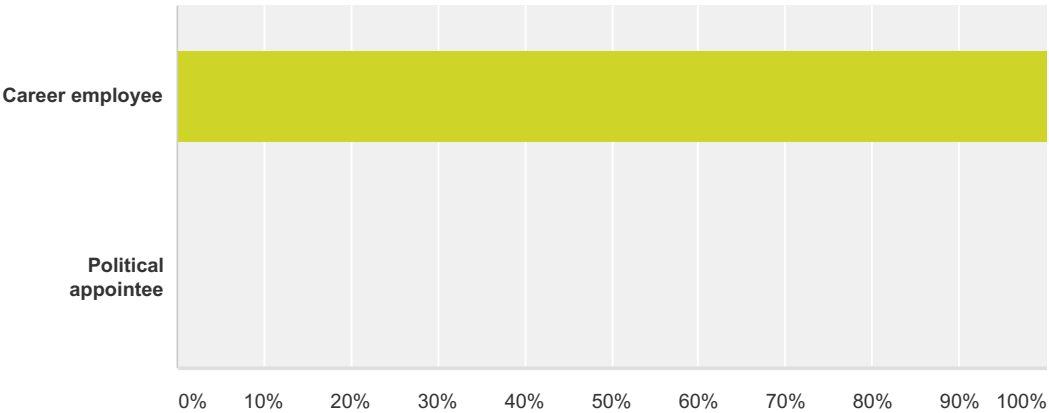
Answered: 26 Skipped: 0



Answer Choices	Responses	
Cabinet agency (i.e. Transportation, VA, etc.)	38.46%	10
Large agency (GSA, EPA, etc.)	19.23%	5
Small agency/Independent agency	42.31%	11
<b>Total</b>		<b>26</b>

Q2 I am a:

Answered: 26 Skipped: 0

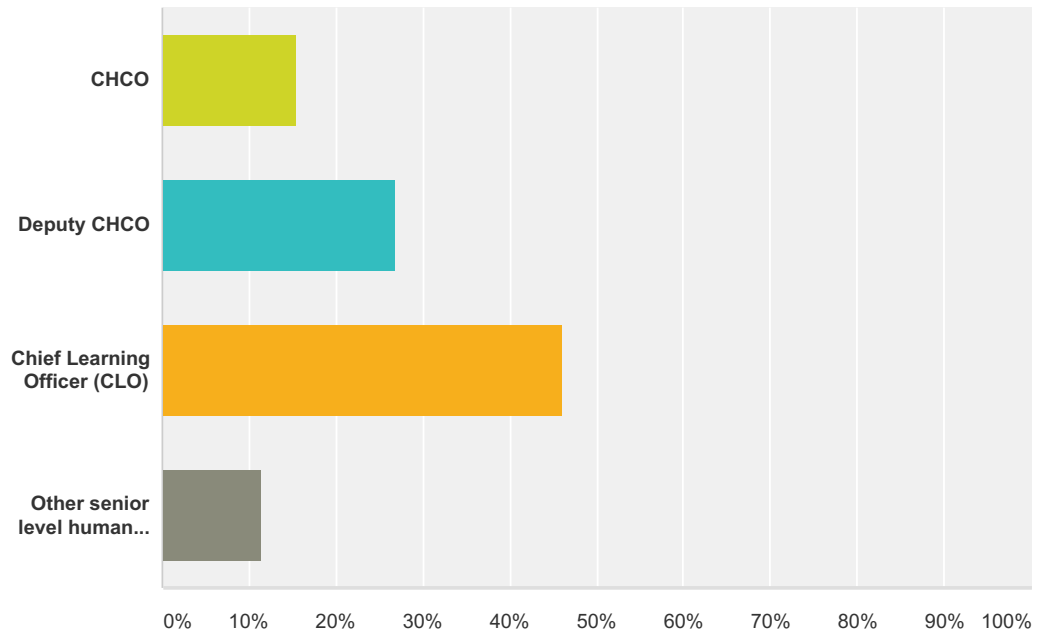


Answer Choices	Responses	
Career employee	100.00%	26
Political appointee	0.00%	0
Total		26

# WFED Federal CHCO/CLO Survey 2015

## Q3 I am a:

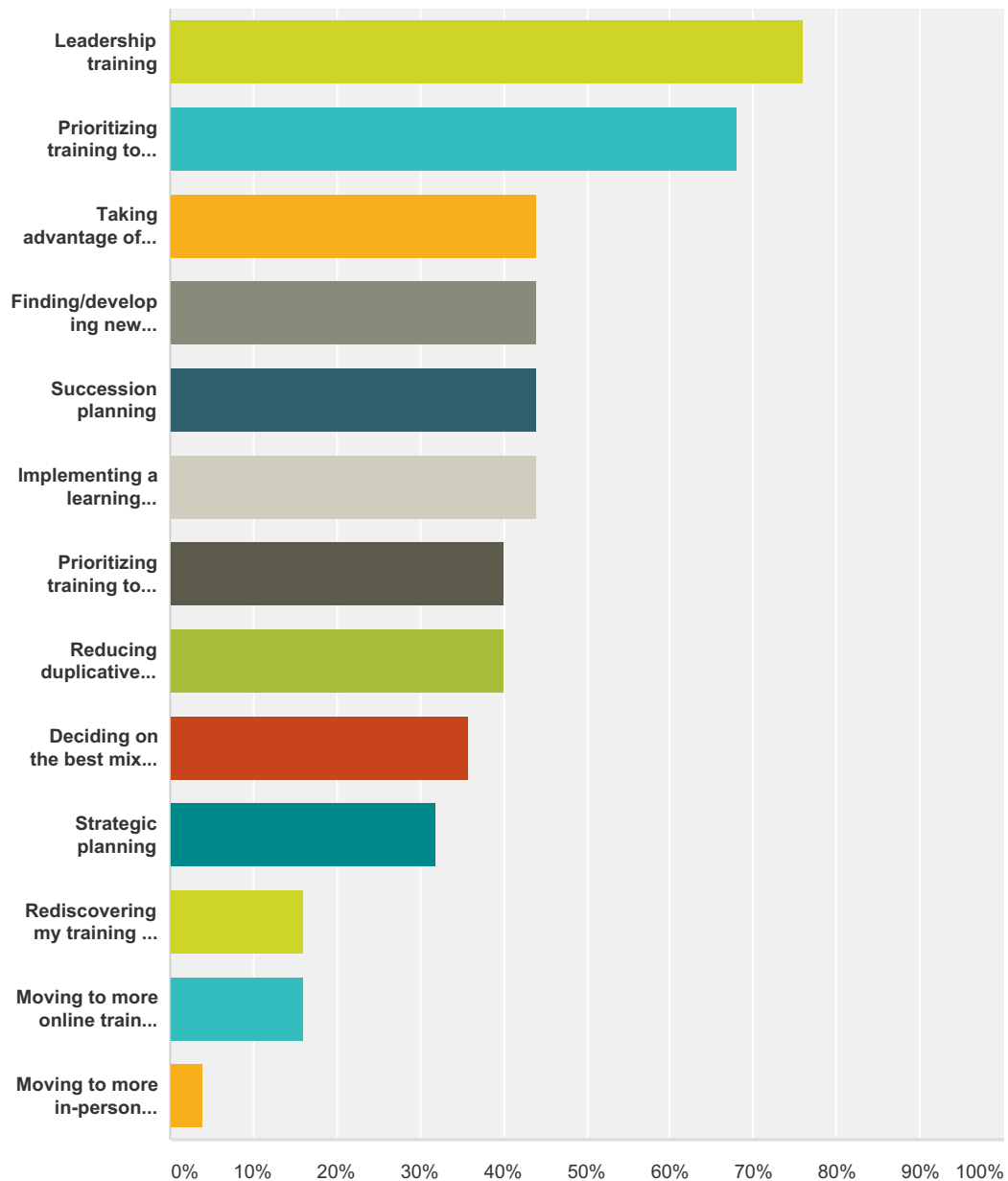
Answered: 26 Skipped: 0



Answer Choices	Responses	
CHCO	15.38%	4
Deputy CHCO	26.92%	7
Chief Learning Officer (CLO)	46.15%	12
Other senior level human resources or learning manager	11.54%	3
<b>Total</b>		<b>26</b>

## Q4 What are your top priorities for 2015 when it comes to training and education?

Answered: 25 Skipped: 1



Answer Choices	Responses
Leadership training	76.00% 19
Prioritizing training to meet the most critical skill gaps in my agency	68.00% 17
Taking advantage of existing training and education resources	44.00% 11
Finding/developing new training and education opportunities	44.00% 11
Succession planning	44.00% 11

## WFED Federal CHCO/CLO Survey 2015

Implementing a learning management system or similar technology to help you manage/oversee training and education within your agency	44.00%	11
Prioritizing training to meet the needs of the most people in my agency	40.00%	10
Reducing duplicative training investments	40.00%	10
Deciding on the best mix of centralized and decentralized training opportunities for my agency	36.00%	9
Strategic planning	32.00%	8
Rediscovering my training and education budget	16.00%	4
Moving to more online training courses	16.00%	4
Moving to more in-person training courses	4.00%	1
<b>Total Respondents: 25</b>		

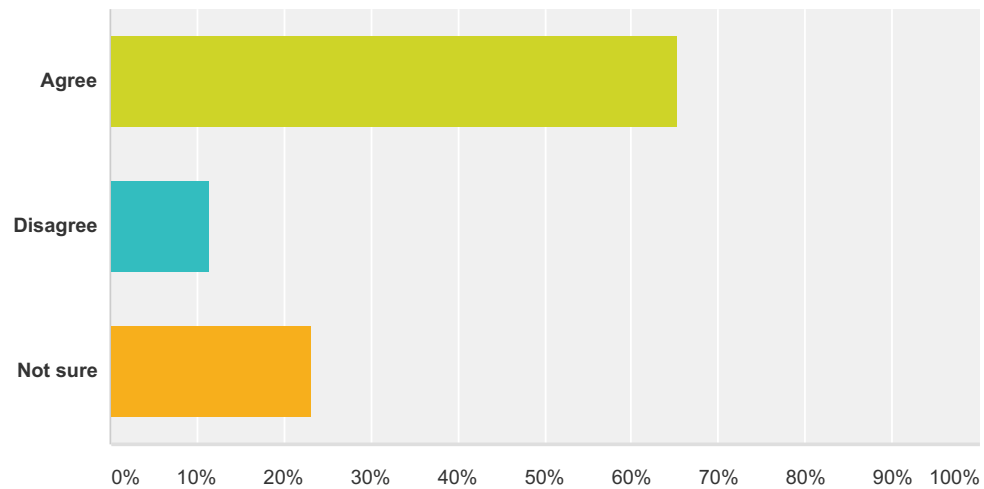
## Q5 What are your other priorities not mentioned above?

Answered: 12 Skipped: 14

#	Responses	Date
1	Training modalities for teleworkers	3/21/2015 10:50 AM
2	Employee engagement	3/20/2015 1:48 PM
3	n/a	3/20/2015 9:15 AM
4	Advancing the agency's internal safety culture Supporting a more agile workforce Keeping the agency a great place too work Advancing learning transformation, including asynchronous and blended learning Leadership development, including an SES Candidate Development Class Improvements to the agency's knowledge management program Continous improvement to training centralization in the agency	3/19/2015 1:16 PM
5	Transitioning from an instructor based career development program to an Account Manager/Consultant structure.	3/18/2015 3:09 PM
6	Less contractors more in house delivery	3/18/2015 2:53 PM
7	Workforce planning	3/18/2015 1:43 PM
8	finding and using good training assessment tools.	3/18/2015 12:59 PM
9	Workforce planning	3/18/2015 11:19 AM
10	Employee Engagement	3/11/2015 8:10 AM
11	Customer Service, accountability and innovation	3/11/2015 6:49 AM
12	Developing "account manager" role so CLO can help divisions prioritize learning investments and take advantage of corporate resources. Also, developing the capabilities of Learning staff.	3/10/2015 2:23 PM

**Q6 OPM provides enough guidance for me to run my training program.**

Answered: 26 Skipped: 0

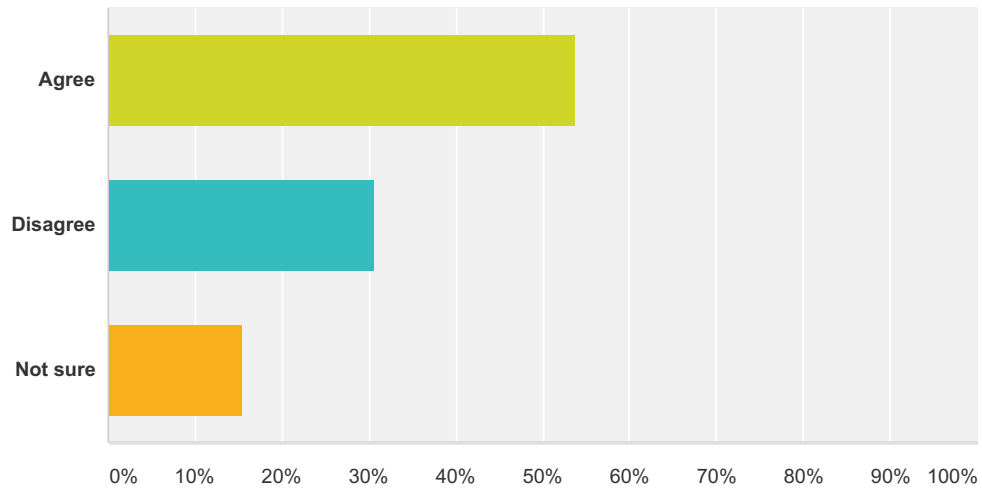


Answer Choices	Responses
Agree	65.38% 17
Disagree	11.54% 3
Not sure	23.08% 6
<b>Total</b>	<b>26</b>

#	Comments:	Date
1	Could care less about OPM guidance. OPM has no corner on governmentwide expertise and few thought leaders to persuade me about how training should be conducted.	3/12/2015 11:38 AM
2	N/A	3/11/2015 8:10 AM

**Q7 I understand how much investment in education and training my agency subcomponents make each year.**

Answered: 26 Skipped: 0



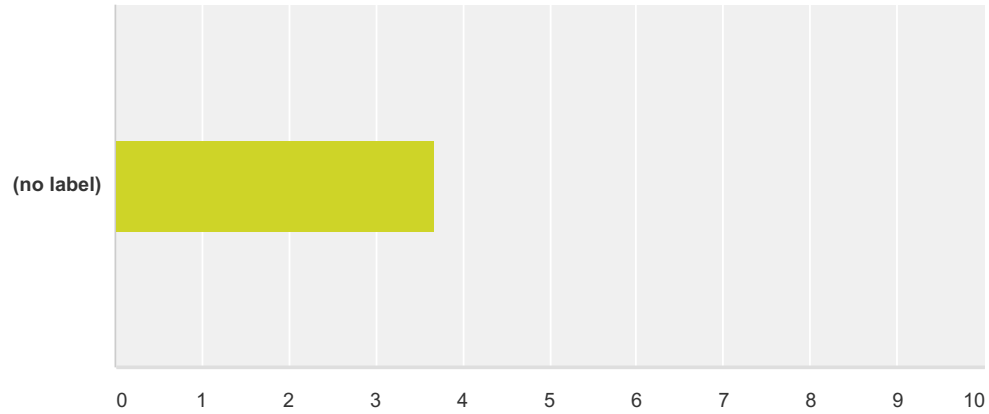
Answer Choices	Responses
Agree	53.85% 14
Disagree	30.77% 8
Not sure	15.38% 4
<b>Total</b>	<b>26</b>

#	Comments:	Date
1	No subcomponents.	3/19/2015 8:48 AM
2	Only beginning to get our arms around this.	3/11/2015 8:10 AM
3	We're launching an inventory of training investments so we can fix this!	3/10/2015 2:23 PM



**Q8 How does your agency value your CLO?**  
**(Rate on a scale of 1 to 5, 1 = not valued at all, 5 = highly valued).**

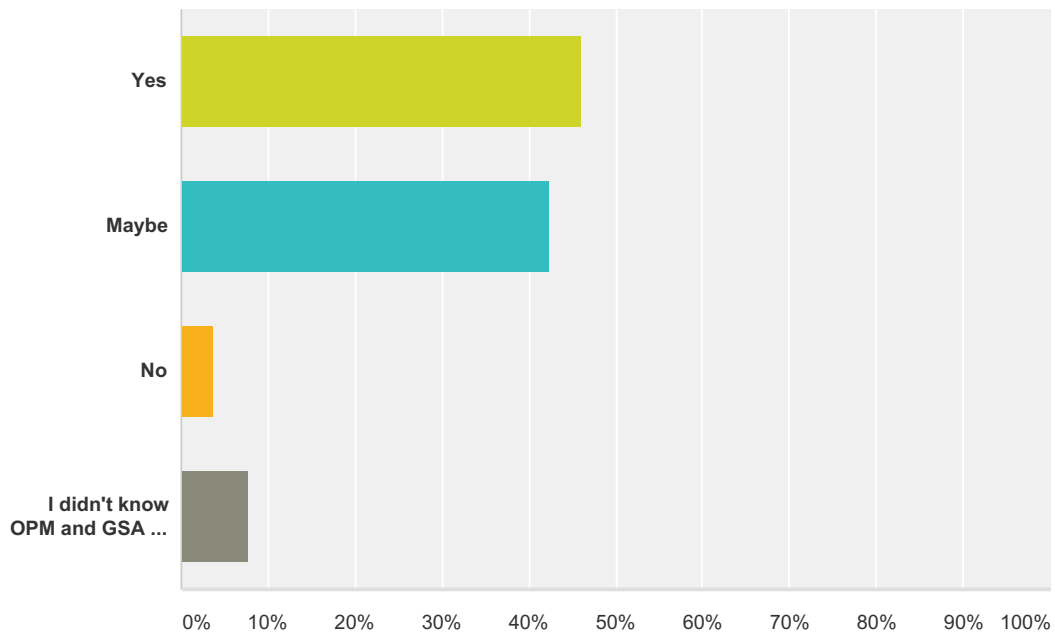
Answered: 25 Skipped: 1



	1	2	3	4	5	Total	Weighted Average
(no label)	0.00% 0	12.00% 3	32.00% 8	32.00% 8	24.00% 6	25	3.68

**Q9 OPM and GSA are working on a new governmentwide training contract. Do you think you will buy training services from it once it's in place?**

Answered: 26 Skipped: 0

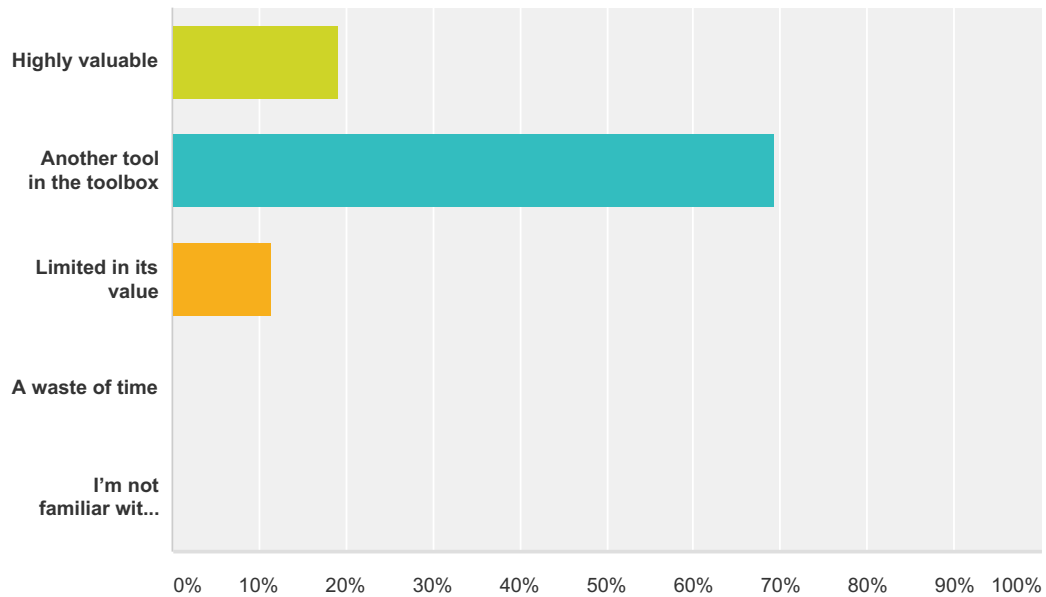


Answer Choices	Responses
Yes	46.15% 12
Maybe	42.31% 11
No	3.85% 1
I didn't know OPM and GSA are working on a training contract	7.69% 2
<b>Total</b>	<b>26</b>

#	Comments:	Date
1	My agency actively participates in the CLO Council, and is very aware of this category management initiative.	3/19/2015 1:16 PM
2	As long as it is easy to use. OPM tends to make IAA contracting through them extremely cumbersome and difficult.	3/18/2015 2:53 PM
3	Two broken agencies buying broken stuff.	3/12/2015 11:38 AM
4	N/A	3/11/2015 8:10 AM

## Q10 I find HR University to be:

Answered: 26 Skipped: 0

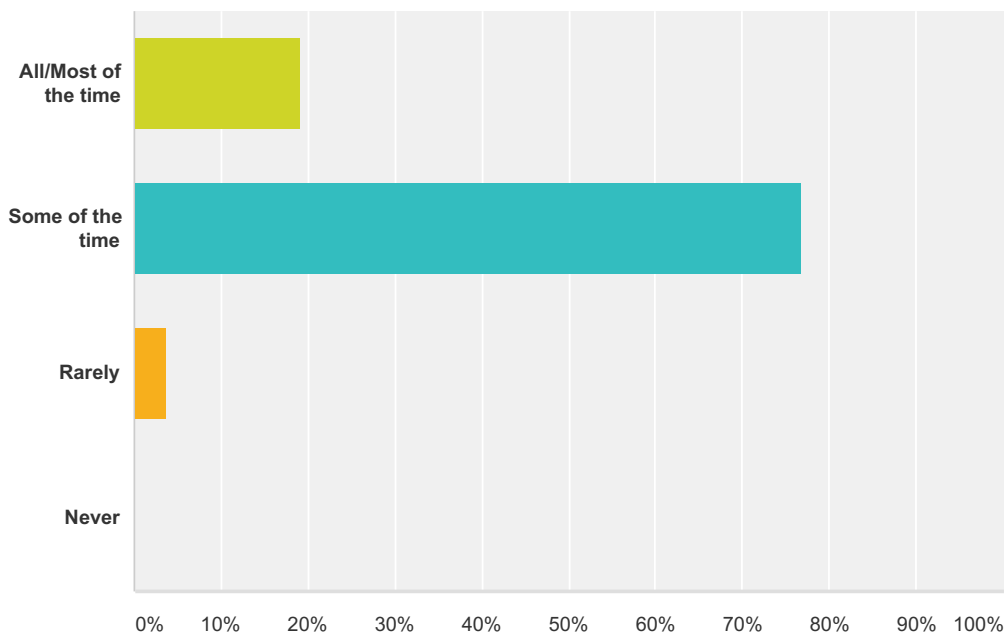


Answer Choices	Responses	
Highly valuable	19.23%	5
Another tool in the toolbox	69.23%	18
Limited in its value	11.54%	3
A waste of time	0.00%	0
I'm not familiar with the website	0.00%	0
<b>Total</b>		<b>26</b>

#	Comments:	Date
1	Lack of accurate data and interface make it very cumbersome to use	3/21/2015 10:50 AM
2	This project has saved the federal government \$123M to date. It's a very good success story regarding the value of sharing and collaborating as a community to leverage limited resources and avoid duplication.	3/19/2015 1:16 PM
3	At present, aimed too low for most of my staff.	3/19/2015 8:48 AM
4	N/A	3/11/2015 8:10 AM
5	When HRU develops technical courseware aligned to its curriculum framework, it will be very valuable for developing HR Specialists	3/10/2015 2:23 PM

### Q11 My agency uses outside resources to meet my training needs:

Answered: 26 Skipped: 0

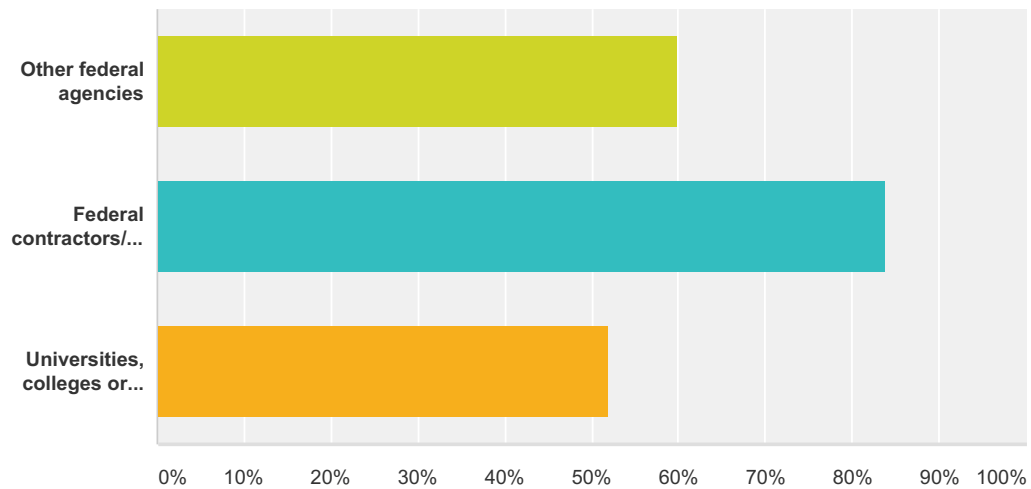


Answer Choices	Responses
All/Most of the time	19.23% 5
Some of the time	76.92% 20
Rarely	3.85% 1
Never	0.00% 0
<b>Total</b>	<b>26</b>

#	Comments:	Date
1	We rely on contractors to support many of our training needs. We seek the right balance between in-house and external instruction.	3/19/2015 1:16 PM
2	N/A	3/11/2015 8:10 AM
3	Somewhere between "some of the time" and "most of the time"	3/10/2015 2:23 PM

## Q12 When I use outside resources to meet my training needs, I turn to:

Answered: 25 Skipped: 1

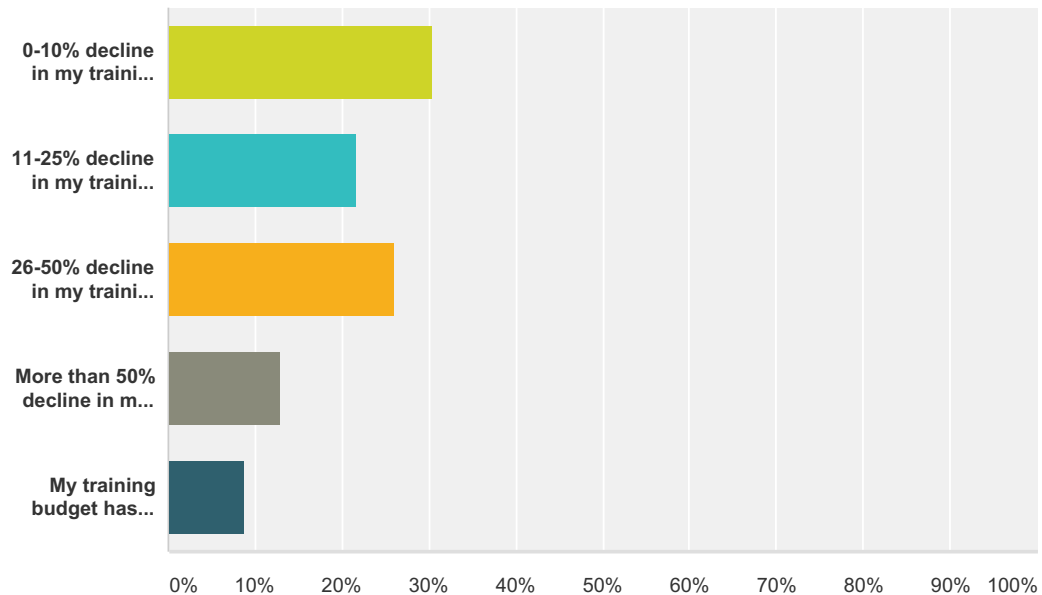


Answer Choices	Responses
Other federal agencies	60.00% 15
Federal contractors/For-profit organizations	84.00% 21
Universities, colleges or non-profit education organizations	52.00% 13
Total Respondents: 25	

#	Comments:	Date
1	all of the above	3/24/2015 9:08 AM
2	a variety and a mix of possibilities	3/20/2015 1:48 PM
3	It depends on the need and the outcome of the contracting process.	3/19/2015 1:16 PM
4	N/A	3/11/2015 8:10 AM
5	also use non-profit organizations	3/10/2015 2:51 PM

### Q13 How have budget cuts, sequestration and the like impacted your training budget over the past 3 years?

Answered: 23 Skipped: 3

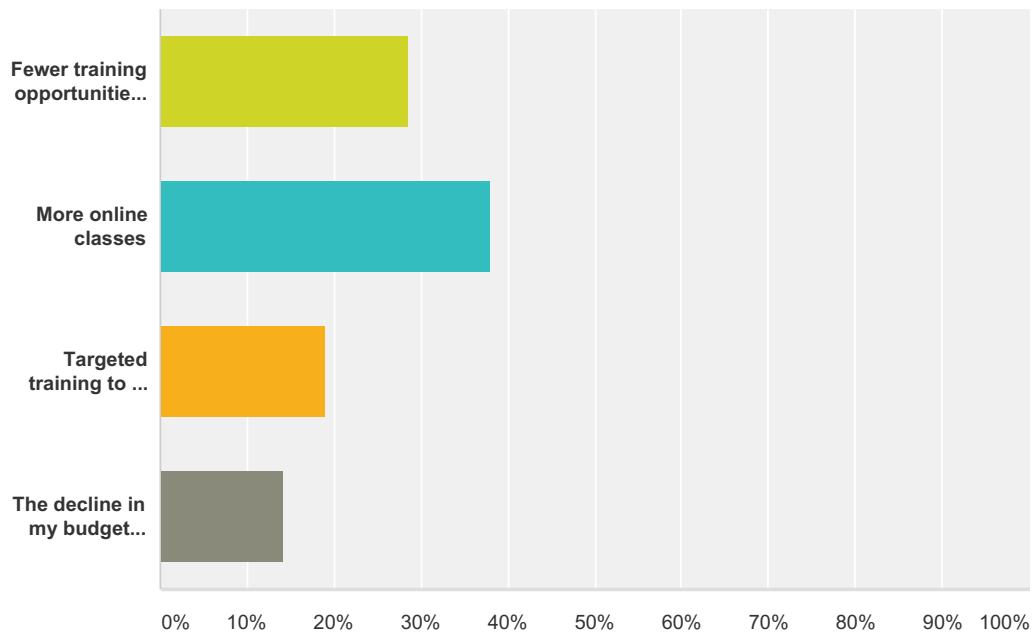


Answer Choices	Responses	
0-10% decline in my training budget	30.43%	7
11-25% decline in my training budget	21.74%	5
26-50% decline in my training budget	26.09%	6
More than 50% decline in my training budget	13.04%	3
My training budget has increased	8.70%	2
<b>Total</b>		<b>23</b>

#	Comments:	Date
1	The budget has remained for the most part stable. Learning and development is a major priority for my agency.	3/19/2015 1:16 PM
2	N/A	3/11/2015 8:10 AM
3	Not sure as we are just now getting a fix on training expenditures.	3/10/2015 2:23 PM

### Q14 If your training budget declined, how have you dealt with that reduction?

Answered: 21 Skipped: 5



Answer Choices	Responses
Fewer training opportunities for the agency's employees	28.57% 6
More online classes	38.10% 8
Targeted training to the employees who need it the most	19.05% 4
The decline in my budget didn't change my approach to delivering training	14.29% 3
<b>Total</b>	<b>21</b>

#	Other (please specify)	Date
1	I continue to look at no or low cost training that meets the training objective	3/31/2015 4:08 PM
2	More central coordination of "corporate" training opportunities	3/26/2015 5:16 PM
3	We have learned to do different with less, while still delivering a quality product to our customers.	3/23/2015 6:05 AM
4	greater collaboration and sharing of resources among Federal trainers	3/20/2015 1:49 PM
5	We have a systematic way to prioritize external training. That system allows us to ensure we're meeting the great mission priorities and developmental needs. We developed the methodology in partnership with our agency program offices and it's working well for us.	3/19/2015 1:18 PM
6	Also targeting training to critical skill gaps	3/11/2015 8:10 AM

**Q15 If you're training budget increased, by how much and tell us what you did with that funding?**

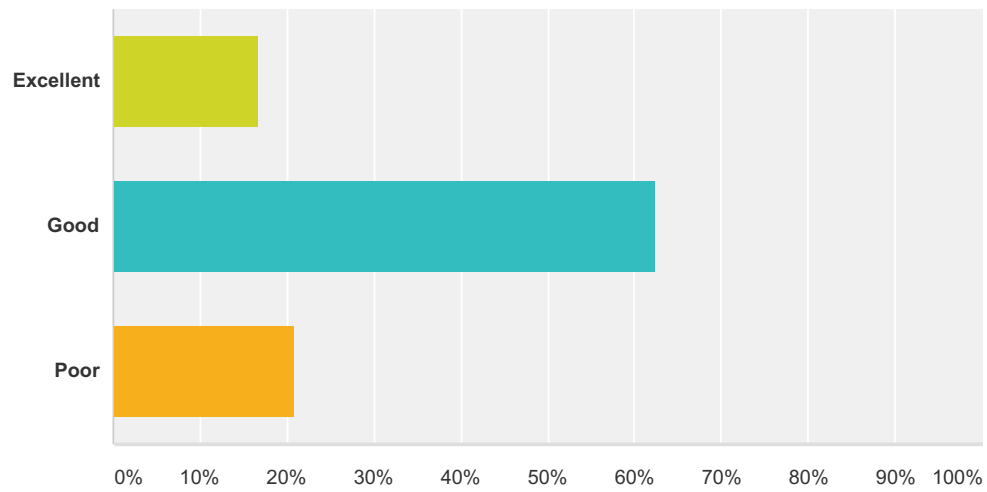
Answered: 2 Skipped: 24

#	Responses	Date
1	We were able to offer more developmental opportunities for employees	3/21/2015 10:51 AM
2	Had congressional authority to hire additional junior foreign service officers and received the training dollars to get them up to speed in a wide variety of skills- language training, security and safety training, skills training for FS staff. Working to maintain equity and accessibility to training for all hiring categories.	3/11/2015 6:53 AM



### Q16 How well does your agency identify skill gaps in your workforce?

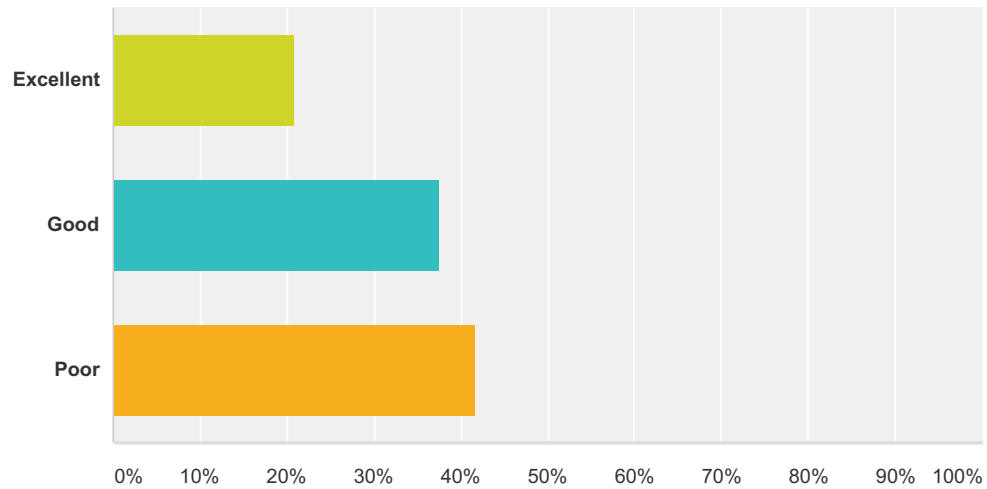
Answered: 24 Skipped: 2



Answer Choices	Responses	
Excellent	16.67%	4
Good	62.50%	15
Poor	20.83%	5
<b>Total</b>		<b>24</b>

**Q17 How well does your agency track training to overcome those skill gaps in your agency?**

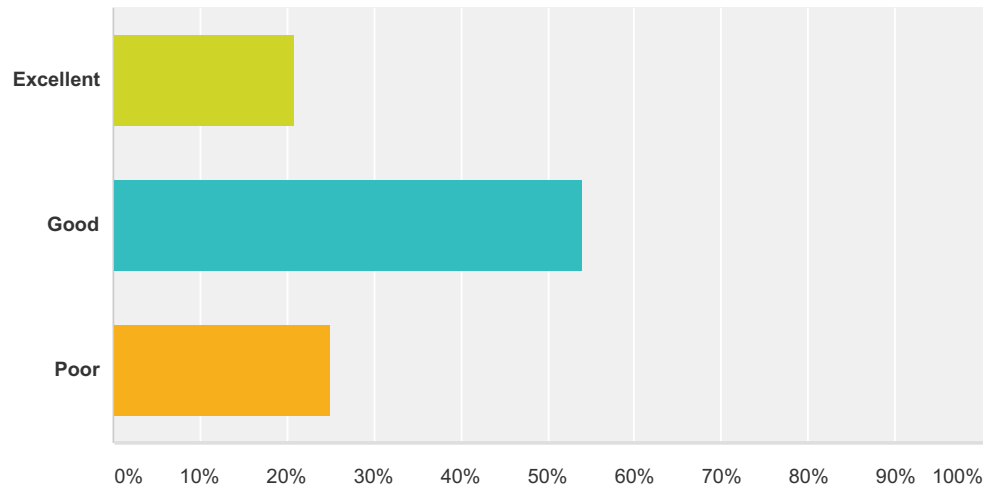
Answered: 24 Skipped: 2



Answer Choices	Responses	
Excellent	20.83%	5
Good	37.50%	9
Poor	41.67%	10
<b>Total</b>		<b>24</b>

**Q18 How well does your agency implement specific training or education approaches to address those skill gaps in your agency?**

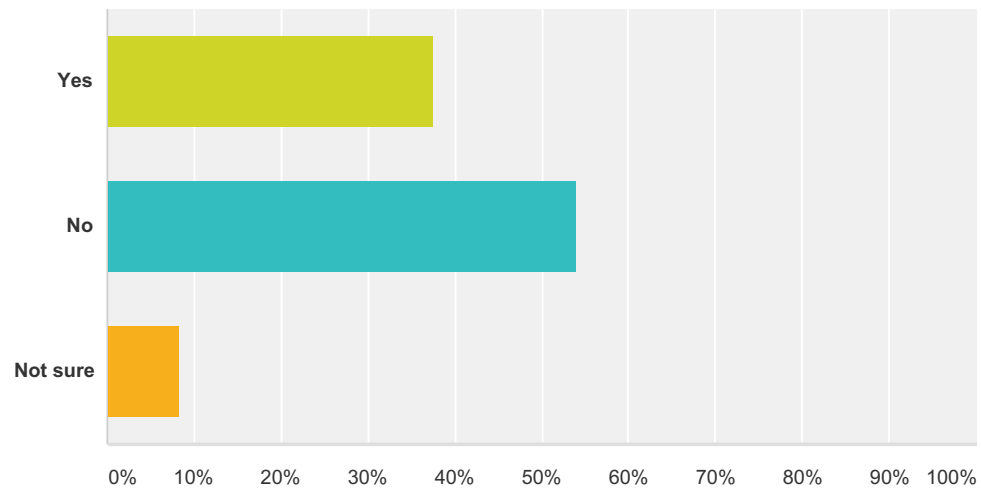
Answered: 24 Skipped: 2



Answer Choices	Responses	
Excellent	20.83%	5
Good	54.17%	13
Poor	25.00%	6
<b>Total</b>		<b>24</b>

### Q19 Are you using the HRStat process to help address training or education gaps?

Answered: 24 Skipped: 2

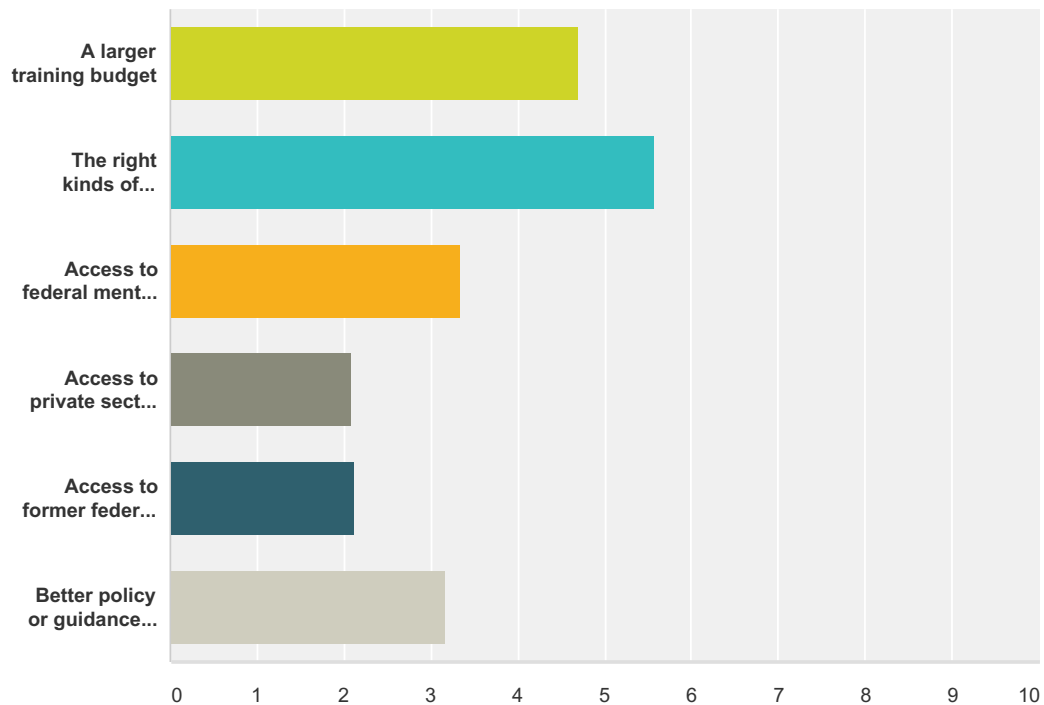


Answer Choices	Responses
Yes	37.50% 9
No	54.17% 13
Not sure	8.33% 2
<b>Total</b>	<b>24</b>

#	Comments:	Date
1	Small agencies are currently working with OPM on the implementation of HRStat.	3/31/2015 4:13 PM
2	It's there but not being integrated, so far as I can tell.	3/11/2015 8:16 AM
3	Using LMS Individual Learning and Training Plans supported by our extensive competency development for all backtops	3/11/2015 6:59 AM

**Q20 What are the most important factors in training federal employees? (Rank in order of importance. 1 = most important, 6 = least important)**

Answered: 23 Skipped: 3



	1	2	3	4	5	6	Total	Score
A larger training budget	26.09% 6	47.83% 11	13.04% 3	4.35% 1	0.00% 0	8.70% 2	23	4.70
The right kinds of training programs to meet the skill gaps in my agency	65.22% 15	26.09% 6	8.70% 2	0.00% 0	0.00% 0	0.00% 0	23	5.57
Access to federal mentors or coaches	0.00% 0	8.70% 2	43.48% 10	30.43% 7	8.70% 2	8.70% 2	23	3.35
Access to private sector mentors or coaches	0.00% 0	0.00% 0	0.00% 0	30.43% 7	47.83% 11	21.74% 5	23	2.09
Access to former federal senior executives to be mentors or coaches	4.35% 1	0.00% 0	8.70% 2	21.74% 5	21.74% 5	43.48% 10	23	2.13
Better policy or guidance about the importance of employee training and education	4.35% 1	17.39% 4	26.09% 6	13.04% 3	21.74% 5	17.39% 4	23	3.17

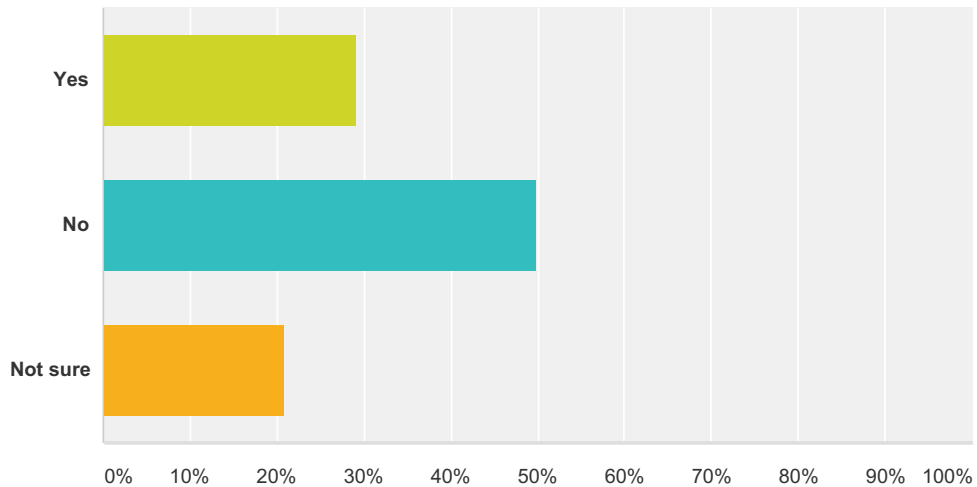
## Q21 What other factors are important to you that weren't mentioned above?

Answered: 14 Skipped: 12

#	Responses	Date
1	Question #5 wouldn't allow me to rank so ignore responses	3/31/2015 4:13 PM
2	aligning training to competencies required to do a job	3/26/2015 3:35 PM
3	There is a clear match between the training and the competencies required to the job.	3/23/2015 6:12 AM
4	Reducing duplication of effort among federal agencies; targeting training to reduce skills gaps, not just mandating an arbitrary goal on HRU	3/21/2015 10:58 AM
5	leadership training and development, and employee engagement	3/20/2015 1:58 PM
6	Senior management making this a top priority in the agency	3/19/2015 1:21 PM
7	#1 is much more important than the others.	3/19/2015 8:53 AM
8	Office cooperation	3/18/2015 2:56 PM
9	access to best practices, best structures, community of practice	3/18/2015 1:03 PM
10	Only items 1 and 2 are actually significant.	3/12/2015 11:42 AM
11	the selection do not work properly.	3/11/2015 8:27 AM
12	Ability to measure ROI/ROE. Direct connection to employee engagement.	3/11/2015 8:16 AM
13	Building in time for employees to take training and other development.	3/10/2015 6:46 PM
14	Defining organizational identity/culture and aligning development investments to reinforcing that culture.	3/10/2015 2:28 PM

**Q22 In his 2014 budget request, the President proposed to improve training and education opportunities for federal employees. Did you see or experience those new or expanded opportunities?**

Answered: 24 Skipped: 2

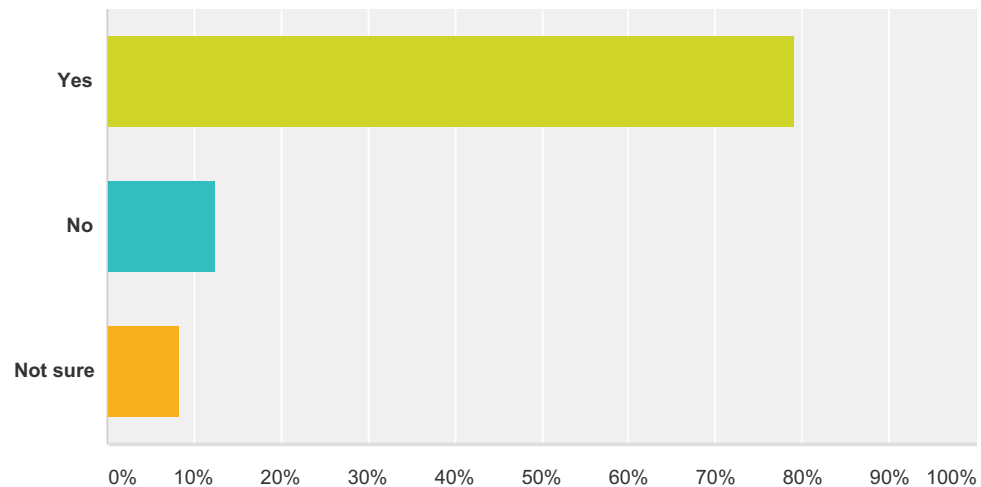


Answer Choices	Responses
Yes	29.17% 7
No	50.00% 12
Not sure	20.83% 5
<b>Total</b>	<b>24</b>

#	Comments:	Date
1	My head of agency is very supportive of training and development opportunities.	3/21/2015 10:58 AM
2	N/A	3/11/2015 8:16 AM
3	My agency has refocused efforts to identify what learning oportunities should be expanded to increase access to critical training for core, leadership and technical development	3/10/2015 4:02 PM

**Q23 OPM over the last few months has focused a lot of training plans on Senior Executive Service employees. Do you think that kind of focus is needed?**

Answered: 24 Skipped: 2



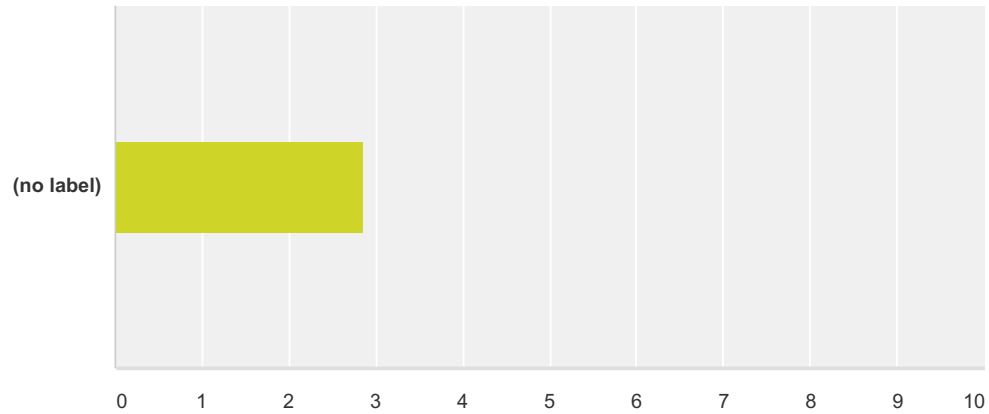
Answer Choices	Responses
Yes	79.17% 19
No	12.50% 3
Not sure	8.33% 2
<b>Total</b>	<b>24</b>

#	Comments:	Date
1	Development should focus on the sup/mgr level. This group impacts the culture of learning more than executives.	3/21/2015 8:38 AM
2	The SES is woefully undertrained.	3/12/2015 11:42 AM
3	N/A	3/11/2015 8:16 AM
4	Especially coaching and rotations across agencies.	3/10/2015 6:46 PM
5	SES need additional training if they are to meet the challenges of the 21st century and be more mobile	3/10/2015 2:56 PM
6	Yes and. SES control budgets, so if we can help them see the importance of investing in employees, everyone wins.	3/10/2015 2:28 PM



**Q24 How would you rate the Obama administration's efforts and focus on employee training over the last six years?**  
**(Rate on a scale of 1-5. 1 = poor, 5 = excellent)**

Answered: 22 Skipped: 4



	1	2	3	4	5	Total	Weighted Average
(no label)	13.64% 3	18.18% 4	40.91% 9	22.73% 5	4.55% 1	22	2.86

## Q25 What could the White House do to improve training and education in the government in the short term?

Answered: 17 Skipped: 9

#	Responses	Date
1	Provide agencies with adequate funding for the procurement and implementation of Learning Management Systems.	3/31/2015 4:13 PM
2	As the most senior Federal manager, the President can do a better job talking about the fact that training and education are not only mission enablers, but are also part of the mission of every Federal agency.	3/23/2015 6:12 AM
3	Mandate what they want.	3/21/2015 8:38 AM
4	Continue to make progress on efforts underway	3/20/2015 1:58 PM
5	Promote legislation that codifies into law the role of the CLO and the requirement for agencies to leverage that capability	3/18/2015 5:16 PM
6	Have set aside budget for training that cannot be re-purposed.	3/18/2015 2:56 PM
7	Prioritize funding for training in agencies.	3/18/2015 1:51 PM
8	consistent funding.	3/18/2015 1:03 PM
9	Nothing	3/12/2015 11:42 AM
10	Provide more opportunities	3/11/2015 8:27 AM
11	Shine the spotlight on it as they're beginning to do with employee engagement.	3/11/2015 8:16 AM
12	More emphasis on OPM support with tools and consultation and guidance. Mandated, set asides for employee development	3/11/2015 6:59 AM
13	Mandate that every federal employee receive certain number of hours, like 40, of training per year like the medical, legal, contracting, etc. If you make it part of the job, it will happen. Online courses, coaching, and other types of development should count.	3/10/2015 6:46 PM
14	Provide resources to agencies to support discussions	3/10/2015 4:02 PM
15	Work with OMB to ensure Federal agencies invest in learning at least 2 % of payroll	3/10/2015 3:46 PM
16	while training is essential, in the budget world it remains discretionary -- with limited budgets, agencies have to make tradeoffs or find cheaper solutions (more on-line courses)	3/10/2015 2:56 PM
17	1. Don't spend an incredible amount of money on a White House Leadership Development Program that only serves a minuscule cohort and that duplicates other programs. (2) Mandate agencies to coordinate investments and resources across the Federal enterprise. (3) Stop apologizing for investing in the Federal workforce - Defy the private sector reps in Congress to name a successful company that treats their workforce the way the Federal workforce has been treated.	3/10/2015 2:28 PM

## Q26 What could OPM do to improve training and education in the government in the short term?

Answered: 16 Skipped: 10

#	Responses	Date
1	Make it a real priority!!	3/23/2015 6:12 AM
2	It is very difficult for OPM because they receive mandates from OMB with sometimes unrealistic timeframes. They then have the challenge of getting assistance from departments and agencies.	3/21/2015 10:58 AM
3	Take a look at the current talent development laws, policy and regulations to see if agencies current and future talent development strategies and program efforts are hindered by them.	3/21/2015 8:38 AM
4	Continue to make progress on efforts underway	3/20/2015 1:58 PM
5	Continue to support the Interagency CLO Council Continue to share best practices	3/19/2015 1:21 PM
6	Provide enterprise baseline strategies, policies, and standards for agencies to use in developing, executing, and evaluating their talent development activities	3/18/2015 5:16 PM
7	More sharing of open seats	3/18/2015 2:56 PM
8	Provide regulations that improves training governance and eliminates training duplication Federal-wide	3/18/2015 1:51 PM
9	no suggestions	3/18/2015 1:03 PM
10	Nothing	3/12/2015 11:42 AM
11	Provide more information on the state of training.	3/11/2015 8:27 AM
12	Continue to foster collaboration between agencies through CLO Council & other avenues.	3/11/2015 8:16 AM
13	More e- learning interactions, better PR; get out to their client base more defectively- either live or electronically or virtually	3/11/2015 6:59 AM
14	Mandate training hours to be a government employee. Too many supervisors say they can't spare employees to be in training or taking online courses.	3/10/2015 6:46 PM
15	We receive "guidance" that often times is not back up by consequences for lack of implementation	3/10/2015 4:02 PM
16	Help agencies pool and prioritize resources across agency and enterprise silos.	3/10/2015 2:28 PM

**Q27 Please share any other comments on the state of training and education in the federal government.**

Answered: 7 Skipped: 19

#	Responses	Date
1	We are in the midst of an environment that is changing. But, this has increased collaboration and may have increased the quality of the training that is provided. We are prioritizing and also changing our approach to accomodate millenials who are entering the workforce. There is greater emphasis on involvement by leaders in training, and on learning by doing as well as mentoring. I think we are headed in some exciting new directions that will be beneficial and reflect changes that are needed to match the resource constraints we face.	3/20/2015 1:58 PM
2	It is too complex to procure training services, especially with vendors we have relationships with. Training should be like ordering supplies with little or no competition needed and outside the procurement process.	3/18/2015 2:56 PM
3	What is the obsession with OPM? Agencies need to stand on their own expertise and experience. OPM is not a factor in Federal HR anymore. We have 30 years of dealing with the civil service system, most of us get it by now.	3/12/2015 11:42 AM
4	Would like to know what is the actual costs spent on training yearly within the Federal Government.	3/11/2015 8:27 AM
5	If the learning & development community is not a key player in addressing the issue of employee engagement across the federal government, we should hang it up. We're needed now and our agencies and our people are expecting us to step up.	3/11/2015 8:16 AM
6	It has become a nice to do activity and not a necessary one to keep our skills up. If it is mandated and rewarded, it will happen.	3/10/2015 6:46 PM
7	We are moving the bar slowly, fighting other critical priorities within the agency.	3/10/2015 4:02 PM