HRD in the Fortune 500

The results of a survey of human resource departments in America's top companies reveal what those professionals are really doing and what they think are the crucial issues facing their field.

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Just like other professions today, training and human resource development are feeling the effects of revolution. One would be hard pressed to find a trainer or human resources manager who has a day go by without either using technology for his or her own job or training someone else in a technical area.

And it seems that the only thing HRD professionals enjoy as much as doing their job is talking about it. The field is flooded with surveys, studies, and statistics concerning the salaries paid, the number of employees trained, the dollars spent on programs. But little research has been conducted on the more "technical" practices related to the field of HRD. This is the area of the profession we chose to bring to light in this survey.

The purpose of the study was to survey HRD practices in a number of areas within the *Fortune* 500, specifically focusing on issues such as needs analysis, evaluation, and training methods rather than logistical or demographic issues. The results indicated that HRD professionals in the *Fortune* 500
■ see technological changes as having greater impact on HRD in the future than political, economic, demographic, or social changes;
■ decided that the most important issue in the next five years for them as HRD professionals is "to have an excellent knowledge of the business and strategic plans of the company;"
■ consider that improving communications is the most important training topic for all three areas of management: executive, middle management, and supervisory;
■ overwhelmingly agree that technical training will grow in the next one to three years;
■ see job-posting as the most often used career development method.

Survey sample and breakdown

All of the *Fortune* 500 were contacted, and 280 firms completed questionnaires for a response rate of 56 percent. This rate is even higher when you consider we did get responses from some companies saying they had "no training." The survey forms were completed primarily by senior HRD managers and professionals.

Among the companies that did not complete surveys, the most common reason given was that the organization had no training

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department or person qualified to complete the survey. Other reasons were: company policy prohibits survey participation, firm merged with another company, company no longer in business, organization sends the survey to all of its subsidiaries, and "...we don't trust you—we think you're a marketing firm."

The survey comprised 42 questions that fall into the following categories:
■ HRD management issues
■ executive development
■ supervisory development
■ technical training
■ sales training/development
■ secretarial/clerical training
■ career development
■ organizational development
■ consultants/vendors
■ needs analysis
■ training methods
■ evaluation
■ HRD in general

In each of the following sections, we have listed the question, the scale, the item choices, and the answers. Where a Likert scale was used, the "5 only" and the combined answers for "4 and 5" are listed. One other note: Where percentages are used for answers to some questions, the percentage may not add up to 100 because of respondents not completing that question or because of data entry or "round-off" error.

HRD management issues

1. What do you see as having the greatest impact on HRD in the next decade?

GREAT IMPACT				ALMOST NO IMPACT	
5	4	3	2		1
				5 Only	4 and 5
A. Political				12%	38%
B. Economic				13	77
C. Social				19	57
D. Technological				47	84
E. Demographic				20	60

Survey respondents see technological changes as having the greatest impact on HRD in the next decade. Probably the reason these changes lead the way is the current growth of computer-based instruction and interactive video within the field of HRD. Not only is technology having a great impact on delivery

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methodology, but it's also affecting the preparation of materials. For example, PC graphic units coupled with laser printers allow HRD professionals to make a quality-of-view graph or participant notebook that formerly could only be accomplished by professionals in the graphics field. And these can be accomplished at a fraction of the cost and time.

2. When you think of human resource development, which of the following would you consider to be subparts of the function? (Please check those that apply.)

Training and development	98%
Career development	94
Human resource planning	89
Organization development	86
Staffing/recruiting	72
Organization/job design	70
Employee assistance	57
Personnel research and information systems	55
Compensation/benefits	46
Union/labor relations	40

For those who have debated whether HRD is a subset of HR or HR is a subset of HRD, we thought this question might provide a possible answer. Although we need to look at the debate from some other angles, we do get an interesting view here: Based upon this data, all but the "core" personnel functions of compensation and benefits and union-labor relations get a majority vote for being subsets of HRD. This supports those who debate that HRD is not a subset of HR; and, to the contrary, HR may even be a subset of HRD.

The items for this question were derived from ASTD's "Models for Excellence" study. However, career development was added because of its inherent importance to the area of HRD.

3. What do you think is the most important issue in the next five years for you as an HRD professional?

EXTREMELY IMPORTANT			NOT IMPORTANT AT ALL	
5	4	3	2	1
			5 Only	4 and 5
A. Keeping in touch with the clients' needs			59%	88%
B. Having an excellent knowledge of the business and strategic plans of the company			54	92
C. Effectively measuring and evaluating the HRD results			23	65

Here we pulled together three difficult choices between important items frequently mentioned in HRD circles. As you can see, it was somewhat of a toss-up between A and B. "Effectively measuring and evaluating results" was a distant third to "Keeping in touch with our clients" and "Knowing our company's business."

4. In your opinion, whose responsibility is the development of human resources? (Distribute 100 percent.)

A. Line management	63%
B. Human resource development professionals	37

Had we asked this question 10 years ago, the results may have been just the opposite of those above. We think this split reflects the realistic view of seasoned HRD professionals. In today's world, if HRD is to thrive, line management must be involved and see the development of human resources as their responsibility. If line managers see HRD as a critical part of managing, as opposed to

perceiving it as primarily a human resources professional responsibility, HRD is much less vulnerable to being seen as dispensable during economic droughts and political earthquakes.

Executive development

5. Do you now have a formal executive development program/system in place?

A. Yes	51%
B. No	37

6. Who does this function directly report to in the organization?

A. CEO/president	7%
B. VP human resources/personnel	32
C. Director executive/management development or training	13
D. Other	6

7. How often are the following executive development methods used in your organization?

ALMOST ALWAYS			ALMOST NEVER	
5	4	3	2	1
			5 Only	4 and 5
A. University-based executive program			9%	19%
B. Other external executive educational programs			5	19
C. Job rotation/ multifunction			5	21
D. Coaching/mentoring			6	20
E. Internal executive education programs			13	26
F. Job rotation/ multibusiness or -products			4	15
G. Special task forces			3	12

8. Which of the following topics is most important in your executive training?

EXTREMELY IMPORTANT			NOT IMPORTANT AT ALL	
5	4	3	2	1
			5 Only	4 and 5
A. Strategic planning			23%	38%
B. Team building			17	35
C. Improving productivity			19	43
D. Improving employee relations			13	34
E. Improving communications			24	42
F. Developing performance standards			8	24
G. Financial management			14	34
H. Problem solving and decisions making			16	36
I. Improving marketing techniques			8	25
J. Management by objectives			7	18

Questions 5 through 8 give us some insight into what is happening regarding executive development. A slight majority do have executive development but many do not. Most of those that do have executive development have the function reporting directly to the vice president of human resources.

At first glance, internal executive education programs are the strongest of the methods used. However, when we combine both

external executive education methods (A and B), external alternatives may be used more than internal programs.

Overall, when we compare how much is being done to develop executives (question 7) with development for middle managers (question 10), we don't see quite as much being done at the executive level. Yet, middle managers around the country express a need for more of the executives to engage in training of some type. Our sense is that there is a trend toward more executive training in the country and that we will see growth in this area in the years to come.

Finally, in question 8 it appears that "improving productivity" is still a foremost priority in executive development and "improving communications" is also rated on top. It is our interpretation that this high rating for improved communications reflects the trend of recent years to increase the competitive edge through maximizing the human resources within the organization as opposed to continuing to maximize gains through capital resources.

Managerial development

9. Do you have training for middle managers?

A. Yes	91%
B. No	6

10. How often are the following development methods used in your middle-management training?

	ALMOST ALWAYS			ALMOST NEVER	
	5	4	3	2	1
			5 Only	4 and 5	
A. University-based executive program			4%	10%	
B. Outside seminars			5	27	
C. Job rotation			3	22	
D. On-the-job coaching/training			19	51	
E. In-house seminars			32	66	
F. Special task forces/projects			5	23	

11. Which of the following topics is most important in your middle-management training?

	ALMOST ALWAYS			ALMOST NEVER	
	5	4	3	2	1
			5 Only	4 and 5	
A. Coaching and training			26%	54%	
B. Conflict management			11	35	
C. Management by objectives			13	42	
D. Selection techniques			6	27	
E. Improving productivity			32	64	
F. Improving communications			43	73	
G. Improving employee relations			29	61	
H. Developing performance standards			20	50	
I. Problem solving and decisions making			25	64	
J. Team building			27	58	

Nearly all the responding companies have middle management training (91 percent), and they are using in-house seminars (66 percent) as the primary developmental method. "On-the-job coaching/training" follows as the second most common develop-

ment method ahead of "outside seminars" and other methods. So the majority of the training for middle managers within the *Fortune* 500 is being done inside the organization, not outside. It is being done primarily through in-house seminars and the other methods listed in question 10 (see C, D, F).

In question 11, we see that improving communications (73 percent) is the most important training topic for middle management. Improving productivity (64 percent) along with problem solving and decision making (64 percent) are tied for second. The high emphasis on improving communications, productivity, and problem solving and decision making may reflect a "back to basics" trend in training.

Supervisory development

12. Do you have training for first-line supervisors?

A. Yes	93%
B. No	5

13. How often are the following development methods used in your company's supervisory training?

	ALMOST ALWAYS			ALMOST NEVER	
	5	4	3	2	1
			5 Only	4 and 5	
A. University-based program			?%	?%	
B. Vocational technical programs			?	?	
C. Other outside seminars			?	?	
D. In-house seminars			?	?	
E. On-the-job coaching/training			?	?	
F. Job rotation			?	?	

14. Which of the following topics is most important in your supervisory training?

	EXTREMELY IMPORTANT			NOT IMPORTANT AT ALL	
	5	4	3	2	1
			5 Only	4 and 5	
A. Improving communications			61%	85%	
B. Improving employee relations			46	79	
C. Improving productivity			47	81	
D. Coaching and training			29	63	
E. Developing performance standards			16	48	
F. Problem solving and decisions making			16	53	
G. Team building			25	52	
H. Conflict management			13	41	
I. Improving union relations			14	40	
J. Selection techniques			7	20	

Slightly more of the companies say they have training for first-line supervisors (93 percent) than have training for middle managers (91 percent) and both are much higher than that of executive training (51 percent).

A special note here: Question 13 asked "How often are the following development methods used in your company's supervisory training?" Unfortunately, the question developed an error in data entry and the data is unavailable to report here.

Question 14 indicates again that improving communications (85 percent) and improving productivity (81 percent) are the most important topics for supervisory training. So in all three levels of training—executive, middle management, and supervisory—these

two items consistently rank as the most important training topics within *Fortune*-500 HRD departments. In future surveys, we may need to explore in more detail what people specifically mean by improving communications and productivity.

Technical training

15. What percentage of the total training in your company is technical training in comparison to all other training (such as management training and sales training)?

A. Technical training	44%
B. All other training	56

16. Do you expect technical training needs to grow, decline, or remain the same in your company in the next one to three years?

A. Grow	74%
B. Decline	2
C. Remain the same	22

17. How often are these technical training sources used by your company?

ALMOST ALWAYS			ALMOST NEVER	
5	4	3	2	1

	5 Only	4 and 5
A. In-house seminars	40%	65%
B. Outside trade associations	3	18
C. Outside universities	2	11
D. Outside vocational tech schools	2	11

A large percentage of all the training being done in the *Fortune* 500 today is technical training. Survey respondents expect it to grow (74 percent) in the next one to three years. This would appear to be consistent with our earlier item (question 1), in which we found that technology is expected to have a great impact on HRD. Just as training methods themselves will become more technical, the types of courses required will be those that teach employees how to use new technological innovations such as computers, robots, and lasers.

Where is this training being done? As pointed out in question 17, the bulk of the technical training inside the *Fortune* 500 is being done through "in-house seminars," as opposed to outside services.

Sales training/development

18. Do you have sales training in your company?

A. Yes	75%
B. No	17

19. Which of the following topics is of most importance in your sales training?

EXTREMELY IMPORTANT			NOT IMPORTANT AT ALL	
5	4	3	2	1

	5 Only	4 and 5
A. Knowledge of customer's decision process	25%	52%
B. Knowledge of selling strategies and tactics	38	62
C. Knowledge of how to communicate inside and outside the organization	25	53
D. Knowledge of company's philosophies and strategies	15	43
E. Knowledge of political and other external influences on the market	5	19
F. Knowledge of future trends within the market	15	37
G. Product or service knowledge	52	66

20. How often are the following development methods used in your company's sales training?

ALMOST ALWAYS			ALMOST NEVER	
5	4	3	2	1

	5 Only	4 and 5
A. University-based program	1%	3%
B. Vocational technical programs	0	2
C. Other outside seminars	4	15
D. In-house seminars	42	61
E. On-the-job coaching/training	29	55
F. Job rotation	7	16

Three-fourths of the *Fortune*-500 survey respondents say they have sales training. The most often used methods for sales training are in-house seminars (61 percent) and on-the-job coaching/training (55 percent). Probably the most interesting finding regarding sales training is found in question 19, in which we queried what the most important sales training topics are. Product or service knowledge came out the highest (66 percent) followed by knowledge of selling strategies and tactics (62 percent). It would seem logical for these two items to come out the highest. What is interesting is that the "communication" theme (item C) again scores high, even slightly ahead of "knowledge of customer's decision processes."

The lowest ranking went to "knowledge of political and other external influences on the market," which is consistent with the overall view in question 1 where we found that the respondents see political impacts as having less effect on the future of HRD than other such impacts.

Secretarial/clerical training

21. Do you have secretarial/clerical training in your company?

A. Yes	56
B. No	34

22. How often are the following development methods used in your company's secretarial/clerical training?

ALMOST ALWAYS			ALMOST NEVER			
5	4	3	2	1		
			5 Only	4 and 5		
A. University-based program			0%	2%		
B. Vocational technical programs			1	6		
C. Other outside seminars			2	10		
D. In-house seminars			23	37		
E. On-the-job coaching/training			21	35		
F. Job rotation			3	8		

23. The most important issue with regard to secretarial/clerical training in the next one to three years will be

EXTREMELY IMPORTANT			NOT IMPORTANT AT ALL		
5	4	3	2	1	
			5 Only	4 and 5	
A. Keeping pace with the new technology			25%	46%	
B. Keeping in touch with their bosses/and clients' needs			15	42	
C. Increasing their organizational and time management skills			17	43	
D. Increasing their interpersonal and communication skills			23	45	
E. Effectively handling personal stress			9	25	

Over half the respondents (56 percent) say their companies have secretarial training. Here again, the most often used methods are in-house seminars and on-the-job coaching/training. As pointed out in question 23, the most important issue for secretarial/clerical training in the next one to three years is "keeping pace with the new technology." All the items except "effectively handling personal stress" appear to be regarded about equally in importance. Again, we note the strong showing of the importance of training in interpersonal and communication skills.

The following are a few consistent themes emerging from questions 5 through 23:

■ an emphasis on improved productivity and improved communication;

■ the rising need for technical training as well as the impact of technology on the profession of HRD;

■ a realization that most of the training in the *Fortune* 500 is being done in-house, not outside, regardless of whether it is at the executive or the secretarial level.

Career development

24. Do you have career development systems in your organization?

A. Yes	62%
B. No	28

25. Please indicate which of the following career development methods are being used in your company.

ALMOST ALWAYS			ALMOST NEVER			
5	4	3	2	1		
			5 Only	4 and 5		
A. Career development seminars			8%	14%		
B. Testing and counseling services			2	8		
C. Career pathing			5	15		
D. Job design			3	12		
E. Job posting			23	36		
F. Mentoring systems			4	13		

26. Please indicate which of the following career development methods are used most often within your organization for developing employees on their *current* job.

ALMOST ALWAYS			ALMOST NEVER			
5	4	3	2	1		
			5 Only	4 and 5		
A. On-the-job coaching/training			35%	51%		
B. Related seminars			6	8		
C. Job enrichment			2	12		
D. Job enlargement			3	18		
E. Job design			2	7		

Most of the companies say they have career development (62 percent). But it appears that they are not using the career development methods to any great extent except in regard to job-posting. Since so many companies do have career development—and, as was pointed out in question 2, it is definitely considered a subset of HRD—it would appear that ASTD needs to include this as a separate function in future competency studies.

Question 26 presents an interesting dilemma. It seems logical that on-the-job coaching/training would be used most often to develop people on their current jobs; however, look how low "related seminars" comes out (8 percent), especially in view of the fact that in previous questions in-house seminars generally has ranked as the highest method of internal training. Could it be that many training seminars are generic in nature and not necessarily perceived as being related to the current job? We need to explore this in future studies.

Organizational development

27. Do you have an organizational development function/department?

A. Yes	47%
B. No	41

28. Is it a separate function/department from training and development?

A. Yes	12%
B. No	38

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29. How often are these organizational development interventions used in your organization?

	ALMOST ALWAYS			ALMOST NEVER	
	5	4	3	2	1
			5 Only	4 and 5	
A. Team building			12%	27%	
B. Survey feedback			9	19	
C. Intergroup			3	14	
D. Process consultation			7	20	
E. Third-party consultation			6	15	
F. Education and training			21	40	
G. Technostructural			1	4	
H. Grid organization			0	1	
I. Planning and goal setting (MBO)			13	29	
J. Individual coaching and counseling			13	30	
K. Career and life planning			2	8	

Nearly half the respondents say they do have an organizational development function (47 percent), and of those that do have the function the bulk of them say that it is not a separate function from training and development. In question 29, we wanted to get a sense of how much different organizational development interventions were being used. The results seem to indicate that many of the interventions are not used that much. Those used most, according to our respondents, are "Education and training" (40 percent) and "Individual coaching and counseling" (30 percent). A suspicion we have is that because the survey respondents are primarily training and development people as opposed to organizational development people, there may have been a bias towards those interventions with which they were the most familiar. We will have to explore this in future years' surveys.

Consultants/vendors

30. Do you use external consultants for your human resource development programs?

A. Yes	85%
B. No	9

31. What percentage of your total human resource development is delivered by external consultants or training sources?

27%

32. How often are external consultants and training firms used for the following in your company?

	ALMOST ALWAYS			ALMOST NEVER	
	5	4	3	2	1
			5 Only	4 and 5	
A. Executives			23%	48%	
B. Middle managers			5	21	
C. First-line supervisors			1	9	
D. Sales personnel			2	14	
E. Technical personnel			2	21	
F. Secretarial/clerical			21	8	

33. Will your company's use of external consultants increase, decrease, or remain the same in the next one to three years? (Check one)

A. Increase	29%
B. Decrease	13
C. Remain the same	49

Fortune-500 respondents say they do use consultants (85 percent), but they say only about 27 percent of the total training is delivered by external consultants.

Question 32 indicates that the bulk of respondents' use of consultants is being done with executives (48 percent), with middle managers (21 percent) and technical personnel (21 percent) tied for second. This finding is consistent with the fact that many training and development departments do not have the status or credibility within their own organizations to train the executives and, so, hire outside consultants to do this work.

In question 33, we see that almost half (49 percent) the respondents expect their company's use of external consultants to remain the same. And those that expect their use to increase outnumber those that expect the use to decrease by a 2 to 1 margin. So those of you who are consultants can look forward to staying at about your present level and possibly even seeing some increase in business.

Needs analysis

34. How often are the following needs analysis methods used in your organization?

	ALMOST ALWAYS			ALMOST NEVER	
	5	4	3	2	1
			5 Only	4 and 5	
A. Interviews			25%	51%	
B. Group discussion			7	33	
C. Questionnaires/surveys			14	36	
D. Observation			20	53	
E. Informal discussion			27	63	
F. Analysis of records and reports			11	32	

One of the study's most interesting findings was revealed by this question. "Informal discussions" was rated as the highest used needs analysis method and "Observation" (53 percent) the next highest. With all the emphasis on more "scientific" needs analysis methods, one would have expected to see other methods rate higher than the informal methods. On the other hand, it is our experience that the need for training in many organizations is so strong—and in some cases so obvious—that often there is no justification for a more formal needs analysis method. In addition, even when a more formal needs analysis method is used, seasoned training professionals realize that the informal discussion is often needed to gain the necessary commitment from the clients to accomplish a project or program.

Training methods

35. How often are the following training methods used in your organization?

ALMOST ALWAYS		ALMOST NEVER		
5	4	3	2	1

	5 Only	4 and 5
A. Case study	9%	33%
B. Conference method (discussion)	27	62
C. Lecture with questions	18	40
D. Business games	7	22
E. Films/videos	31	35
F. Programmed instruction (books)	4	14
G. Role plays	16	44
H. Computer-assisted instruction (CAI)	1	4
I. Audiocassettes	2	7
J. Interactive video	1	7

Another interesting finding surfaced here. We did not expect "Films/videos" to rate as the highest training method (65 percent) ahead of "Conference method" (62 percent) and other methods. One possible explanation for this is that a number of major training firms in the country today (such as DDI, Zenger-Miller, and ODI) do use film and video as the integral part of many of their major program modules.

Another interesting point from this question's findings: With all the emphasis on the new technological training methods of CAI (computer-aided instruction) and interactive video, it appears that these methods are not yet a major force in today's training programs. On the other hand, the combination of conference method, videos, and role plays is strong in current training methodology.

Evaluation

36. How often are the following evaluation methods used in your company?

ALMOST ALWAYS		ALMOST NEVER		
5	4	3	2	1

	5 Only	4 and 5
A. Course evaluation form filled out by learner at end of course	73%	86%
B. Course evaluation form filled out by instructor at end of coursre	12	23
C. Evaluation by boss, peers, or subordinate	8	23
D. Follow-up evaluation by participants	7	16
E. Follow-up questionnaire by participants	5	14
F. Use of pre- or post-tests	6	15
G. Use of business data records	5	12

37. What percentage of the skills learned in a course are lost without follow-up coaching?

69%

This question reveals a response that is sad but true: Still the most often used method of evaluation is the "happy sheet" course evaluation filled out by learners at the end of a course (86 percent). It has been our own experience that most HRD professionals want to do a better job of evaluation, but receive little or no support from the organization to do anything more than end-of-course evaluations. And so, with demands on our time and a full plate already, we know better but do not make more sophisticated evaluation a high enough priority. And at some point in time it comes back to haunt us because we do not have the hard data to support continuance of a program during tough economic times or when a more scrutinizing client correctly identifies our data as weak and subjective.

HRD in general

38. Wht percentage of the total HRD monetary resources is dedicated to the following areas in your company? (Distribute 100 percent.)

A. Executive development	10%
B. Middle manager development	20
C. First-line supervisory development	20
D. Sales training	13
E. Technical training	19
F. Secretarial/clerical	5

39. Which of the following technological advances are being used for training in your company? (Please check those applicable.)

A. Satellite TV networks	9%
B. Teleconferencing	19
C. Interactive video	36
D. Computer-assisted instruction (CAI)	44
E. Electronic workbooks	3
F. Artificial intelligence	8

40. How credible (according to people in your organization) are the following functions?

EXTREMELY CREDIBLE		NOT CREDIBLE AT ALL		
5	4	3	2	1

	5 Only	4 and 5
A. Human resources	9%	44%
B. Operations/manufacturing	25	73
C. Finance/accounting	21	59
D. Marketing/sales	13	45
E. Engineering/R&D	18	55

41. The top HRD positions in your company typically have been filled:

ALMOST ALWAYS		ALMOST NEVER		
5	4	3	2	1

	5 Only	4 and 5
A. from those within the HRD function inside your company	28%	56%
B. from those within the HRD function but outside your company	11	22
C. from those outside the HRD function but within your company	6	16
D. from those outside the HRD function and outside your company	0	1

42. If you were to rank your company with regard to HRD efforts in comparison to the other *Fortune*-500 companies, where would you place it? (Check one.)

A. Top third	31%
B. Middle third	38
C. Bottom third	29

In this last section, we asked some questions that we thought were intriguing, but did not fit into any other section.

We thought answers to question 38 would give us some idea of how the monetary resources are being distributed for various training categories. This did not surprise us. What will be interesting is to track this over the years to see if it fluctuates or remains about the same.

In question 39, we wanted to see how much the state-of-the-art HRD technology is being utilized. As you can see, CAI (44 percent) and interactive video (36 percent) rated the highest. One caution here: Because of the way the question was worded, we only know that a certain percentage of the respondents say their companies are using these technologies; we still do not know *how much* they are being used within the companies. In future surveys, we will make efforts to answer the quantity question as well.

We had not seen a question like 40 asked in other questionnaires, and yet our sense is that this is a common question among informal HRD circles. Most HRD professionals *think* they have the answer but we wanted to attempt to verify it. We expected to see the human resources function come out the lowest, but we wish it had not. It is our opinion that the credibility of HRD has risen in recent years, but we have no comparative data to prove it. We will have to see how this alters in future years. One other note: When this data was presented at the ASTD convention this year, some of the professionals there suggested we now call it HRD rather than HR because of the data found in question 2 of this study. Their sense was that HRD has better credibility than does the term or function of HR.

In question 41, we wanted to verify how top HRD positions typically are filled. Here, again, we found no surprises. The positions generally filled first are from within the internal HRD function and, if not, at least from within the HRD function from outside the company.

In question 42, we were surprised but pleased by the results. The even distribution among the top, middle, and bottom does add some credibility to the survey sample because we had a good balance of perspectives. The results may also indicate that we are striving as a profession to achieve a better position despite the fact that not all of us are there yet.