Employee Learning: A Discussion on Trends, Innovations and Hot Topics

Wednesday, October 25, 2023 | 1:00 p.m. ET
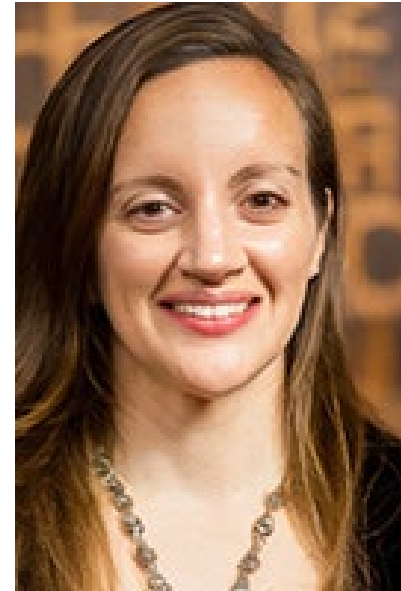
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Presenters

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Organizational Development Manager,
University of Texas Rio Grande Valley

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Assistant Director of Employee
Learning & Engagement,
Vanderbilt University

Agenda

➢ L&D challenges and strategies to mitigate them

➢ Innovative programs & ideas

➢ L&D trends

Recent challenges (from 2022 survey)

Challenges for L&D teams

- L&D staff **capacity** - lack of dedicated staff member, resources needed to fulfill training requests

- Lack of **budget** or funding

- Lack of **support** from administration

Challenges for employees

- **Time**

- Lack of **support** from supervisors

we're "[c]urrently stuck in the push-me/pull-you space of designing programming that employees (staff) say they want, then being unable to get anyone to participate because of perceived or actual lack of time/capacity and lack of supervisor and executive-level support."

Poll Question

L&D Challenges

What do you consider your biggest L&D challenges currently *(select all that apply)*?

- Lack of funding
- Lack of leadership support
- Lack of FTE/dedicated L&D FTE
- Lack of time
- Lack of knowledge
- Low attendance/engagement with offerings
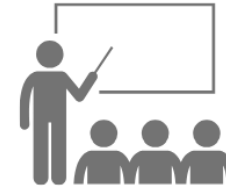
LACK OF FUNDING

Certificate Programs

Collaborate with other institutions (training & presenter sharing)

Consider adding charge

Recruit faculty & staff leaders to present

Tie need for programming to strategic objectives

Ideas to overcome lack of funding

LACK OF SUPPORT

Tie to business objectives and org. goals

Ask high-level leaders to set tone for culture of learning

Explicitly share benefits of participating

Revisit learning/ professional development policies

Ideas to overcome lack of support

Learning and Development Policies

75% of responding institutions did not have a specific policy

Those that did have policies included:

- outlining mandatory training requirements

- setting an allowed number of hours per year for professional development

- outlining a policy for awarding funding or leave for professional development

*See the full report for additional details and links to specific policies
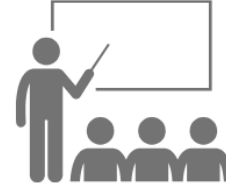
LACK OF FTE/TIME/KNOWLEDGE

Use available online resources

ex: Google ReWork

Hire & train student employees

Train the trainer

Use subject matter experts from campus

Scoring matrix (to prioritize requests)

*from Jessica Jones at Arizona

Ideas to overcome lack of FTE/time/knowledge

LACK OF ATTENDANCE/ ENGAGEMENT

Poll Question

Attendance

What trends are you seeing with attendance & engagement *(select all that apply)?*
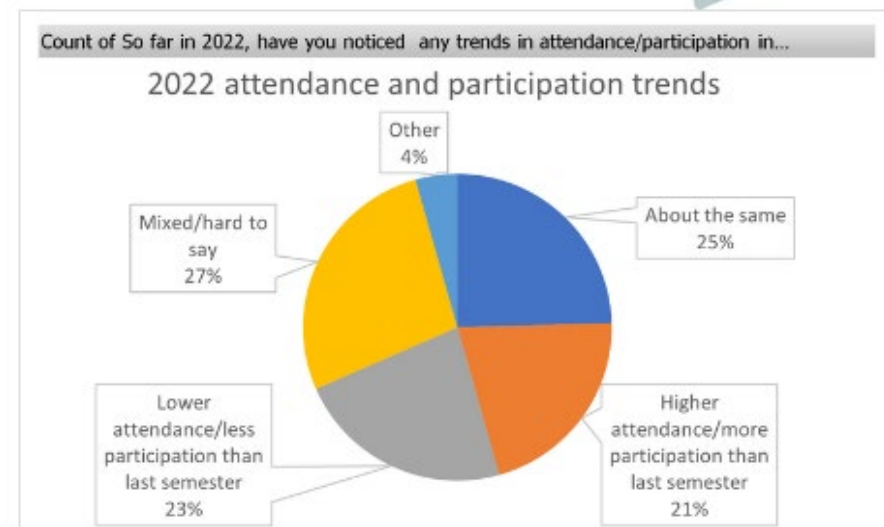
- Low attendance
- High attendance
- No shows (registered but not attending)
- Attending but not participating
- Lack of approval/support to attend
- Workload/capacity (employees say no time for learning)

Trends in Attendance & Participation

Top challenges:

- Time/availability
- Burnout
- Marketing
- Lack of support

Mixed responses – no clear trend

Count of So far in 2022, have you noticed any trends in attendance/participation in...

2022 attendance and participation trends

Other 4%

About the same 25%

Mixed/hard to say 27%

Higher attendance/more participation than last semester 21%

Lower attendance/less participation than last semester 23%

*See the full report for additional details

Consider workloads, time of semester, capacity, for employees

Continue to experiment with modality – virtual, in person, self-paced, microlearning

Encourage supervisory support

Explore accountability – nominations, application process

Explore cohort-based programs and peer-to-peer programs

APPLY

Ideas to overcome lack of attendance/engagement

Poll Question – Modality

What is the **primary** modality for your L&D offerings *(select one)*?

- Virtual synchronous
- Virtual asynchronous
- In-person
- Hybrid
- A mix of all

If you had to choose only one learning experience that you currently offer, which would you say is most meaningful and valuable to your employees?

SHARE IN THE CHAT!

SUCCESSES AND LOOKING FORWARD

Most popular L&D Offerings

Most popular topics:

- management
- leadership
- wellness
- communication

Additional learning experiences offered

Manager/leader training is popular

45 institutions offer some form of coaching

additional learning opportunities include book clubs, LinkedIn Learning challenges, and more

Other than workshops, additional learning experiences offered since 2021

Experience	Count
Internal podcast	6
Other	11
Employee learning week	11
Career development coaching	19
Leadership/executive coaching	23
Mentoring program	23
Staff conference	26
Other coaching	26
Social learning opportunities	35
Leadership development experience	45
Manager/leader training	77

*See the full report for additional details

Recent successes

Flexible and accessible offerings - online offerings popular, including learning paths or curated curriculum

New learning management system or content vendor with increased scope of offerings

Manager or supervisor programs

Peer-to-peer learning opportunities such as supervisor roundtables, Slack workspaces

*See the full report for additional details

*from August 2023 L&D group discussion

Share in the chat!

What else is trending/on the horizon?

SUCCESSES AND LOOKING FORWARD

UTRGV

&

Vanderbilt University

INNOVATIVE INITIATIVES & SUCCESSES

Leadership Competency Model

Aligning all programs

MA in Higher Ed Admin

Leadership Program with a degree!

Mixed Reality

AI & Humans together to provide real leadership scenarios

Leadership Institute

4-5 Tier Leadership Development Model

Leadership Competency Model
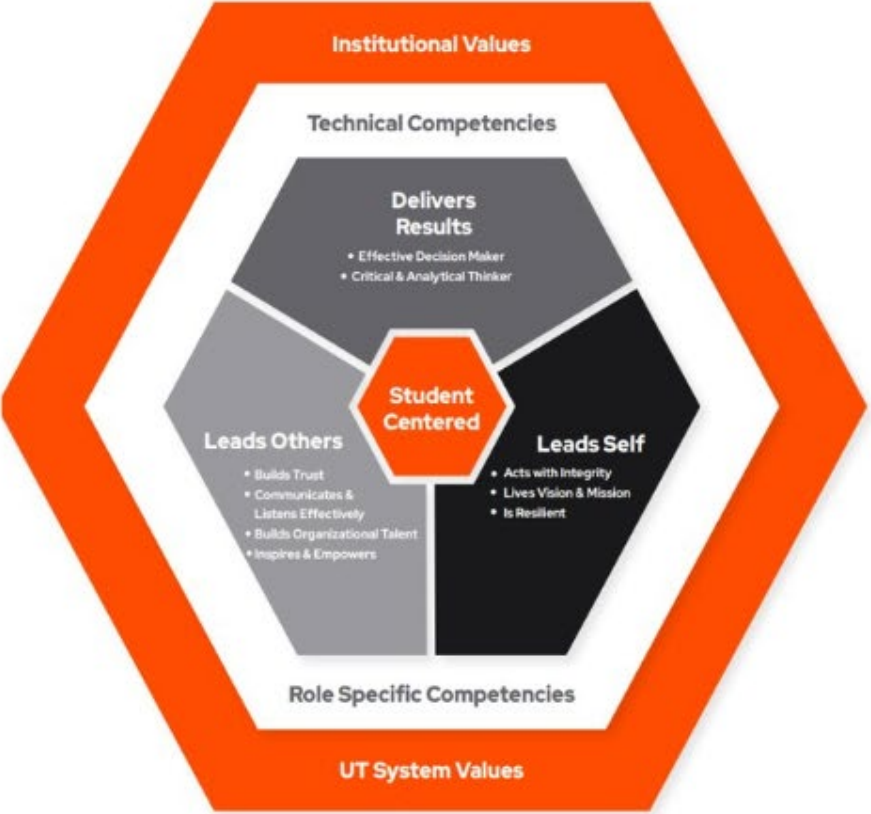
MA in Higher Ed Admin

More than a Master's: A Unique Higher Education Learning Experience
The Master of Arts in Higher Education Administration

Highlights

- 2 employee cohorts (total of 100 - Faculty & Staff)
- Application & Nomination Process
- Fully funded (no cost* to employees meeting eligibility)
- Asynchronous fully online + Biweekly live senior leader talks
- Assigned coach and EI Assessment
- Complete in 1 year
- President Instructor on record – Finance in Higher Ed
- Practicum/Project within UTRGV

* Exceeded allowable IRS education allowance

Mixed Reality Simulation

- 1:1 immersive training simulations with human-powered avatars to practice difficult and high stakes conversation

- Blending AI and live human interaction

- Personalized scenarios and intensity level

Mixed Reality Simulation

Scenario Name: Leadership Institute on the Chopping Block

- **Skill:** Difficult Conversations
- **Topic:** Company budget cuts
- **Vignette:** Two employees have been working on a new leadership institute, that will launch the first cohort in 3 weeks. The Company will be pulling the plug on the institute, due to financial challenges and not enough return on investment on the project.
- **Objective:** 1. Deliver company budget changes, 2. Promote understanding, 3. Reduce frustration and avoid blame between developers
- **Avatars:** Leadership and Development Department,
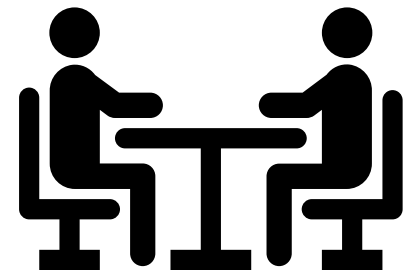- **Participant:** Supervisor

Leadership Institute

Vanderbilt – recent successes

- **Peer-to-peer learning experiences -** building communities of practice
  - ◦ Manager roundtables (Conversation Circles)
  - ◦ Administrative Professionals Learning Circle
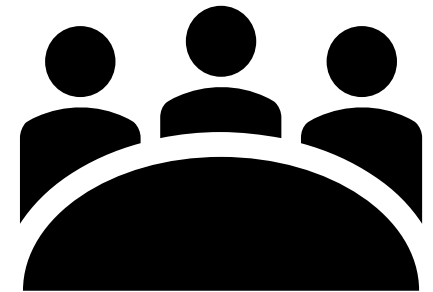
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- **Coaching**
  - ◦ Experiential coaching lab series (open to all employees)
  - ◦ Coaching weaved into leadership development cohort
 - ◦ Small group life/career design coaching

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- ◦ **Flash mentoring program**

Vanderbilt – recent successes

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- **Flash mentoring program**

- **Career growth series**
  - Sessions on resumes, online presence, elevator pitch, networking, and mock interviews
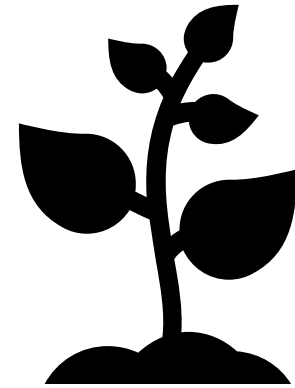
L&D Initiatives from your peers
(from 2023 Annual Conference session)

- Podcasts

- Employee Learning Week

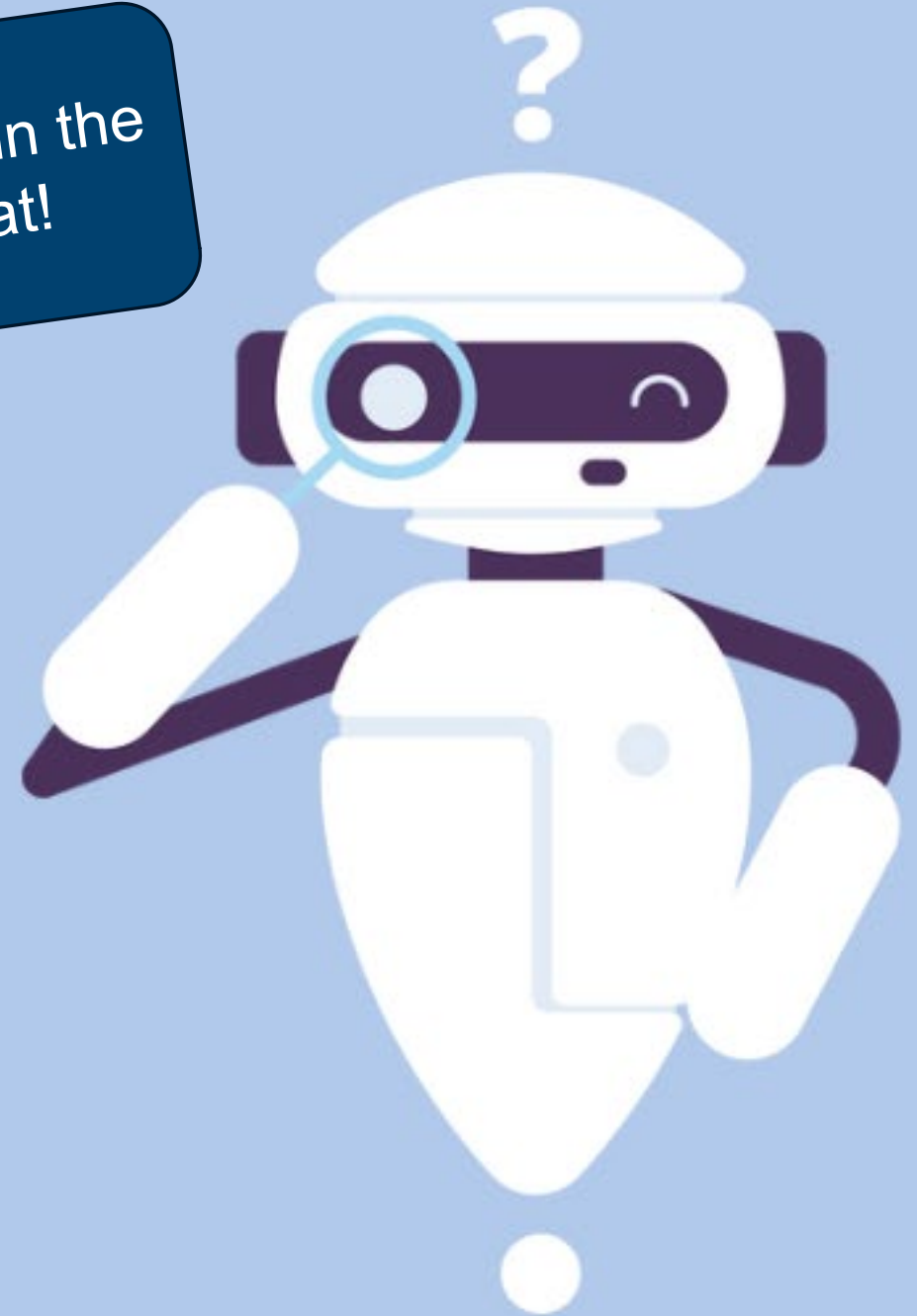- Mentoring Programs

- Peer-to-Peer

- Micro-Credentials

Share in the chat!

2024 loading...

If you could only launch one new L&D initiative in 2024 and be guaranteed full funding and support for it, what would that initiative be?

From the survey

Participants responded to: *If you could only launch one new employee learning and development initiative in 2022 (and have full funding support for it), what would it be and why?*

- **Tiered/skill-level based offerings**, including the journey from aspiring supervisor, to new supervisor, to more seasoned supervisor

- **Specific topics** - wellbeing, mental health, DEIB, emotional intelligence, mindful leadership
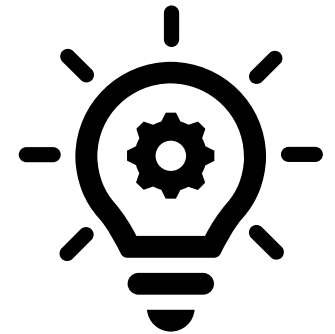
*See the full report for additional details

Insights and predictions for L&D

Participants responded to: *Would you like to share any predictions for learning and development within higher education? What innovations do you see happening soon? What new needs do you see arising?*

- **Delivery** methods - virtual options will continue to be needed for accessibility and flexibility

- **Just-in-time**/on demand learning

- **Microlearning**

- Shifting **strategies** from counseling to coaching, pivoting to meet needs, focusing on whole person learning and development

*See the full report for additional details and links to specific policies

Takeaways
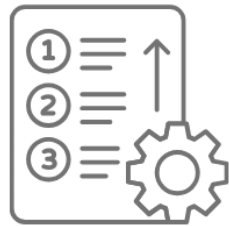
We must continue nudging to **increase** the **prioritization** of L&D

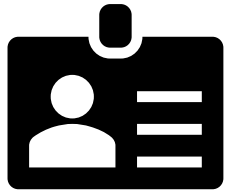We will continue to provide **flexible**, accessible experiences

There's a need for increased support for **career development** for staff

We will continue to see high demand for **managerial**, **supervisory**, and **leadership development**

*See the full report for additional details

Additional resources

Add your information to the L&D spreadsheet at bit.ly/CUPAHR-LD

Join the L&D community in CUPA-HR Connect

Read the 2022 report at https://bit.ly/2022LDHigherEdReport

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Join the L&D Community on CUPA-HR Connect

Connect with at least 1 person from this webinar or the community

Calls to Action