



Professional  
Development Surveys  
2021-2022



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**Terawatt’s research program began in 2020 as a way to understand the difference in how HR leaders and employees viewed professional development benefits.**

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In the 2021 survey, our biggest takeaway was that HR leaders rated their benefits much higher than employees. Also, Black women rated their benefits more poorly than their White counterparts. These results surprised us, and we wanted to learn more.

Since 2021, the issue of the so-called “Great Resignation” has loomed large. While employers we evaluated were aware of the issue and also considered professional development a key-factor in retaining employees, the big story was different on the other side of the survey.

Importantly, BIPOC employees were still more likely to rate their company’s professional development resources lower than White employees or their employers, and they also stated they were more likely to find a different job in the next year than their White colleagues.



**Why is this so important to HR leaders today?**

Because professional development has never mattered more to retention, recruiting, and ultimately innovation. Plus, it turns out one size does not fit all.



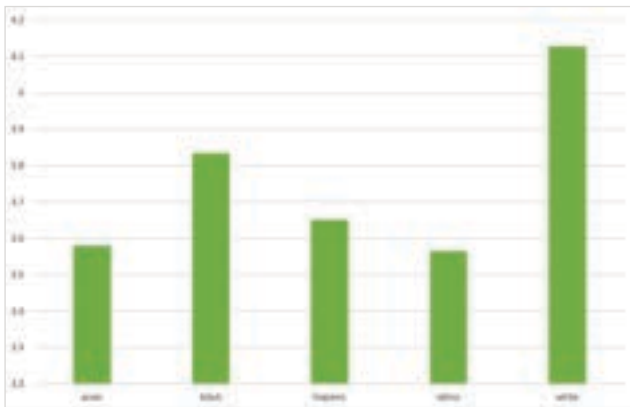
# Employee Data

Responses from employees whose current role consists of at least 25% desk or computer work

## EMPLOYEE Q2

How would you rate your company's professional development resources?

1- Frustrating  
5 - Delightful



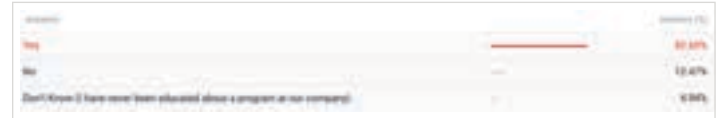
## EMPLOYEE Q4

Do you feel like you have a clear understanding of the career growth opportunities available to you at your current organization?

Gender & Ethnicity	Average Score
Asian	2.86
Black	2.53
Hispanic	2.62
Latino	2.73
White	2.50

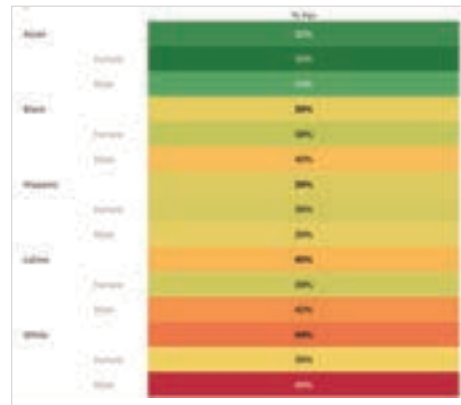
## EMPLOYEE Q1

Does your company provide training, coaching, or other personal/professional improvements as a benefit or a program?



## EMPLOYEE Q3

Have you ever felt that your professional development or career growth has been limited by your ethnicity, sexuality, or gender?

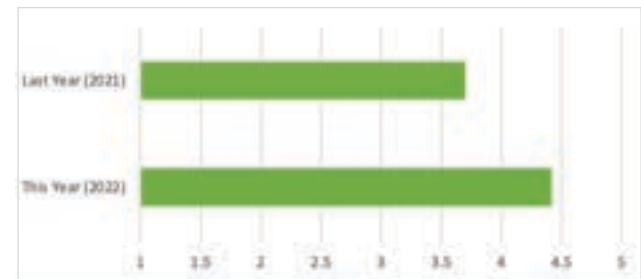


## EMPLOYEE Q5

How important are personal/professional development benefits to you compared to other benefits?

1- Unimportant  
5 - Critical

Average = 3.96 [Last year 3.56]





**EMPLOYEE Q6**

What is the most important benefit a company can offer to its employees?



**EMPLOYEE Q7**

Do you know if your company conducts annual diversity surveys (looking at the makeup of the company and reporting on the distribution of employees by gender and race?)



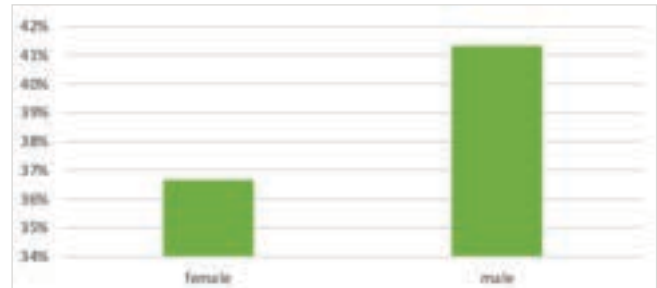
**EMPLOYEE Q8**

Do you think that professional development resources are fairly distributed across all roles in your company?  
 1- Very unfair  
 5- Very fair

Ethnicity and Gender	Average Score
Asian	3.57
Black	3.74
Hispanic	3.72
Latino	3.49
White	4.21

**EMPLOYEE Q9**

Do you think your organization's professional development resources are provided equally to men and women?  
 Female: 36.5%  
 Male: 41.5%





**EMPLOYEE Q10**

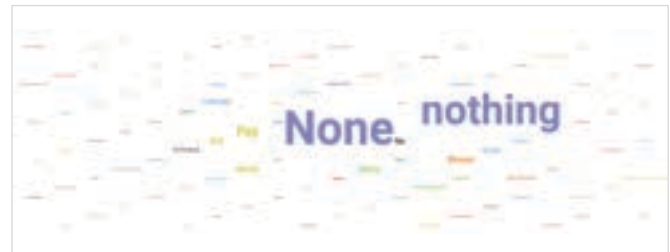
Do you think people of all backgrounds and identities have equitable opportunities to advance their careers in your organization?

1- Not at all  
5 - Absolutely

Ethnicity and Gender	Average Score
Asian	3.70
Black	3.73
Hispanic	3.83
Latino	3.48
White	4.32

**EMPLOYEE Q11**

What is currently the biggest frustration in your career?



**EMPLOYEE Q12**

Do you feel you've been treated fairly in annual reviews and other feedback from your direct manager?

1- No not at all  
5 - Yes, very fairly

Ethnicity	Average
Asian	3.78
Black	3.8
Hispanic	3.88
Latino	3.68
White	4.32

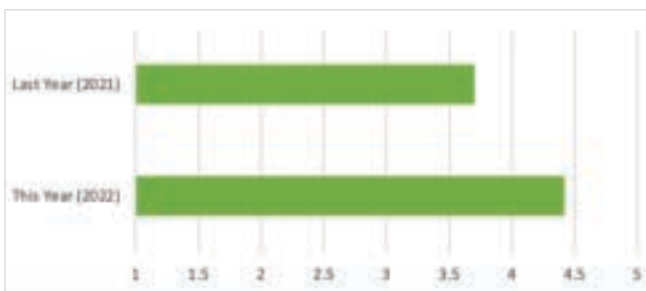
**EMPLOYEE Q13**

Would you recommend your current organization as a great place to work?

Ethnicity and Gender	% of group that said no
Asian	21%
Female	21%
Male	22%
Black	20%
Female	25%
Male	15%

**EMPLOYEE Q14**

On a scale of one to five, how would you rate the following statement: In a year from now, I plan to work at the same company I am working with now.



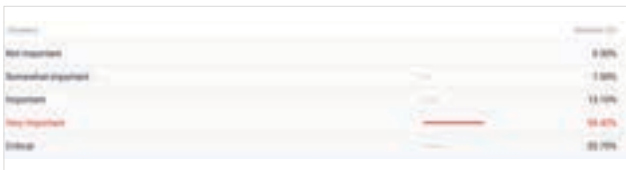


# Employer Data

Responses from employers who are responsible for or have some decision making power in one of the following areas for the company as a whole: employee learning and development, company-offered benefit, leadership training, or career coaching.

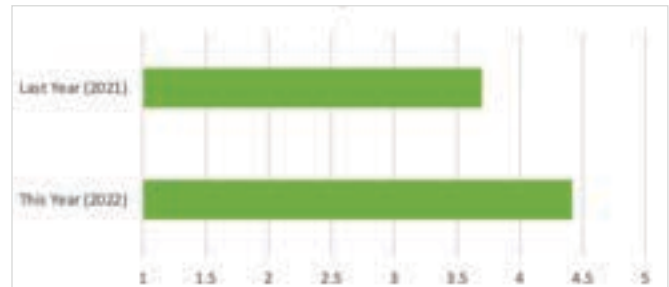
## EMPLOYER Q2

How important do you think professional development is to employee recruitment?  
 1- Not important  
 5 - Critical



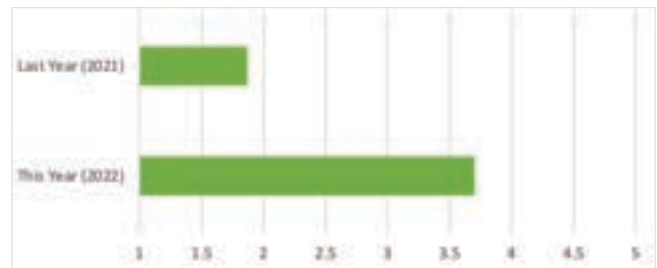
## EMPLOYER Q1

How important do you think offering professional development is to employee retention?  
 1- Not important  
 5 - Critical  
 Average = 4.42 [Last year 3.7]



## EMPLOYER Q3

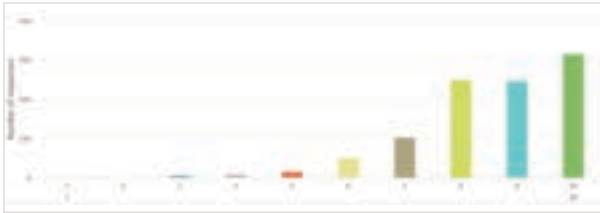
Do you think your organization is investing enough in its employees' professional and personal development?  
 1- Yes, we have the best program possible  
 5 - We need to invest much more  
 Average = 3.7 [Last year 1.87]





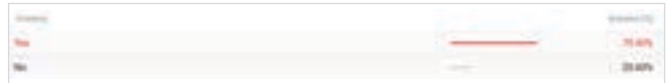
**EMPLOYER Q4**

On a scale of 1-10, how much impact do you think your professional development program has on your business' success?



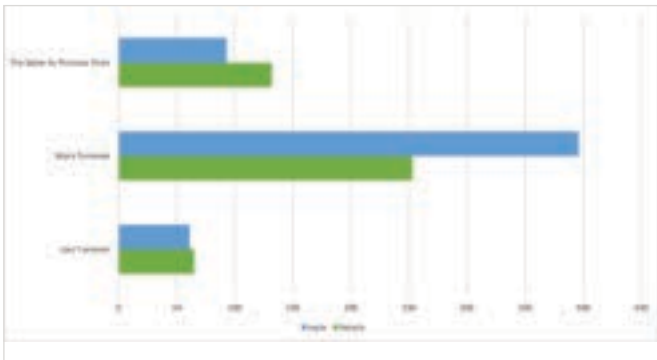
**EMPLOYER Q5**

Do you have specialized business groups for your underrepresented employees? For example, an ERG or a BRG?



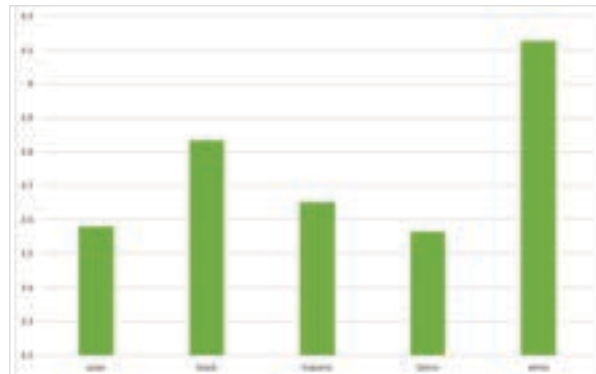
**EMPLOYER Q6**

In the past year, what kind of employee turnover have you experienced in your company compared to previous years?



**EMPLOYER Q7**

How would you rate your professional development program compared to other businesses in your industry?  
 1- Worse than competitors  
 5 - Best in the industry



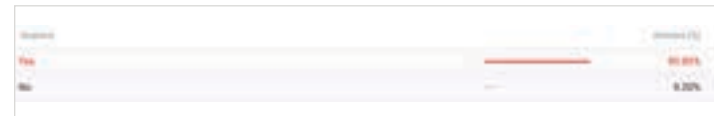
**EMPLOYER Q8**

After the changes in employment and hiring during the COVID-19 pandemic, do you think the strength of your professional development program is more or less important to the success and morale of your company?



**EMPLOYER Q9**

Does your company provide personalized guidance, professional development, or coaching to your underrepresented employees?





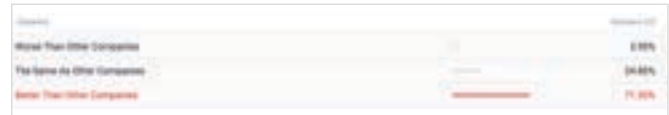
**EMPLOYER Q10**

Does your company produce and publicly share a diversity report?



**EMPLOYER Q11**

In areas of representation and diversity in your company at all levels of management, how do you believe your company is doing?



**EMPLOYER Q12**

What percentage of your senior leadership are women?

**40.5%**

**EMPLOYER Q13**

What do you believe is the most important benefit you can offer your employees at this time?







## Main Takeaways

1

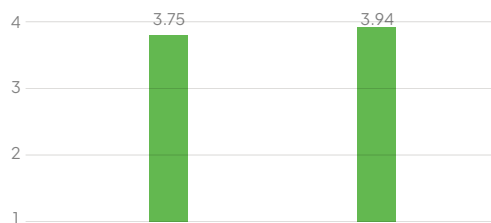
### Underrepresented groups are less satisfied with professional development.

There are significant differences in how underrepresented groups rate the quality and access to professional development programs and opportunities for growth within an organization. BIPOC rated their likelihood of being at the same company a year from now 13% lower than White respondents. Women also reported that they were much less likely to remain in their current roles than their male counterparts.

2

### Men in leadership positions have a higher opinion of their representation efforts than women leaders.

81% of men reported they thought their company was doing better than other companies in representation in leadership, whereas 59% of women felt their company was doing better than other companies.



3

### Employers think that investment in professional development programs is even more critical this year.

When asked how much more they needed to invest in their programs than what they are currently investing, the score was 65% higher than in 2021.

4

### Of the companies surveyed, women leaders reported less turnover in 2021.

Overall, about 65% of businesses reported having more turnover in 2021 than in previous years. However, when we broke down the respondents by gender, male leaders reported significantly more turnover than women, whereas women actually had higher numbers of reporting less or the same turnover than male respondents.



# Takeaways that we weren't expecting (and we'll dive into next year)

1

## What is it about programs that aren't fair?

While it was clear that underrepresented groups were rating programs as lower and reporting fewer growth opportunities, we're now curious about the why. Is it because oftentimes professional development is tied to job offers and negotiations, so the resources given are lower, just like pay? Or are there issues in management that perpetuate reduced access to minorities? For the 2023 survey, Terawatt will try to dive deeper into "why" so companies can know what to watch out for.

Ethnicity and Gender	Average Score
Asian	3.70
Black	3.73
Hispanic	3.83
Latino	3.48
White	4.32

2

## Do larger companies see more turnover?

While the 2022 survey wasn't trying to get large enough sample sizes to break down turnover by company size, we saw that companies 1000 employees and larger were reporting more turnover than smaller companies.

COMPANY SIZE (BY EMPLOYEES)	% MORE TURNOVER
50-100	54%
101-250	54%
251-500	60%
500-1000	73%
1001-5000	68%
5000+	69%



## About the Survey

Terawatt surveyed 1,000 employers and 1,540 employees from mid to large-sized companies to evaluate sentiments about professional development program investments and qualities and to dive deeper into differences in opinion from underrepresented groups. Before the full survey, a test survey with open-ended questions was sent out to 250 respondents for each group (employer and employee) to evaluate the best way to formulate questions. Terawatt's goal was to gain an understanding to see if there were differences in opinion on both fairness and quality of programs between groups.

### Audience Selection

- Individuals for both surveys were 25 years and older
- Individuals based in the U.S.
- Employed for wages with at least 25% of desk/computer work
- Employers were management-level and had responsibility for professional development programs at their organization

### Demographic Information

- For both the employer and the employee survey, the industry was kept open, and respondents came from almost every major industry. The two most common industries for employers were finance and insurance (15%) and information services and data (10%). The most common industries for employees were health care and social assistance (12%) and education, finance, and insurance (10, 9%), respectively
- On ethnicity compared to previous years, a sample size quota was applied to the employees based on a calculation of minimum sample size after comparing the working force for those ethnic groups within "white collar" jobs in the U.S.
- Employers did not have quotas applied for race or gender. The distribution of gender was 55% male and 45% female, which is more balanced than leadership roles as a whole in the U.S., and employers were 81% White population distributions fairly closely.



## Calculations Explanations

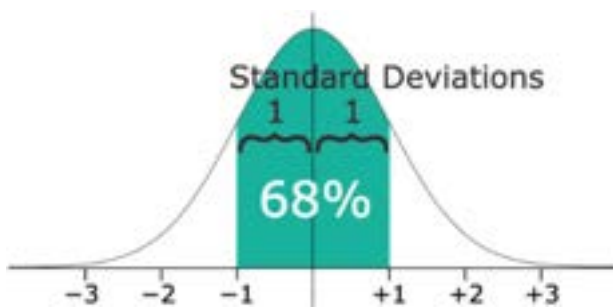
The analysis of this survey used a variety of methods to interpret the data. The survey questions were either multiple choice or Likert scale (1–5) in nature. Observations were drawn from the overall percentages, cross-tab analysis, and standard deviation/averages from the Likert scales.

### Average Scores

While there is some debate in the stats community about whether you can average a Likert scale, in this case, the average of the sentiments was used in pairing with other analysis methods like standard deviation and the coefficient of variation.

### Likert Scale Analysis – In Detail

For our Likert scales, we used a variety of benchmarks to get the full picture of the data. For these scales, it was important to understand not only the average response but also the spread of the responses. Were sentiments consistent across all respondents? Or were they more varied. To start, the scales were evaluated as a whole before the responses were broken down by other questions.



### Standard Deviation

In simple terms, the standard deviation is how spread out the responses were on a curve. The score relates to how spread out the responses are based on expected spreads for a typical curve. It's expected that 68% of values will be plus or minus 1 standard deviation.

### Z-Score

Z scores are calculated using the standard deviation and a value's relationship to the mean score. It's used to observe variability, where the standard deviation is simply illustrating the spread of the data. For a Likert scale of 5, the normal distribution puts the peak of the curve at 4. Meaning that on average, respondents to a 5-point Likert scale will end up with a mean of responses at 4 out of 5. This gives us something to compare our responses to.

### Coefficient of Variation

The final score we used to evaluate our scales is the coefficient of variation. Higher values on this scale indicate higher variability. It's an easier scale to interpret than standard deviation alone.

### Cross-Tab Analysis

To compare questions to each other, we used a cross-tab analysis method. This made it possible to see sentiments across sub-groups within the data. For example, we took the responses from the question "does your company provide professional development resources" and compared it to the "How would you rate your company's resources" to see if different responses felt differently about their programs.



## Terawatt is your group coaching marketplace.

At Terawatt, we believe in spreading love. That's why we offer online group masterminds for employee cohorts led by world-class coaches.

Because everyone deserves a good coach, not just the C-Suite.

In Terawatt masterminds:

- HR leaders save by splitting the cost of the coaches market rate
- Employees benefit from personalized feedback
- Companies grow when teams connect to one another in real-time for water-cooler moments

Instead of hiring new employees, why not coach the ones you are with?

## Get in touch

Are you a coach who'd rather transform lives than market yourself? Maybe you've created some amazing content or developed a method you'd like to share with rising professionals? Are you an HR leader looking for ways to offer external coaching to all of your employees, not just the C-Suite? Do you work at a company that supports professional development in theory but doesn't offer coaching for the employees that need it the most?

We (really do) look forward to hearing from you!

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Terawatt stands against all forms of oppression and White supremacy.



## Good coaching will attract and retain your dream employees. And we can prove it.

Since 2020, Terawatt has conducted in-depth research for both employees and employers to get deeper into the topic of professional development programs.

What we've discovered is that leaders have a long way to go to catch up with what their employees—especially BIPOC and women—want.

And, turns out, professional development is at the top of the employees' list.

### LOOK AT SOME OF OUR KEY TAKEAWAYS FROM 2021 & 2022:

#### 2022 Main Takeaways

Since 2021, the issue of the so-called “Great Resignation” has loomed large. While employers we evaluated were aware of the issue and also considered professional development a key factor in retaining employees, the big story was different on the other side of the survey.

- 1 Underrepresented groups are less satisfied with professional development.
- 2 Men in leadership positions have a higher opinion of their representation efforts than women leaders.
- 3 Employers think that investment in professional development programs is even more critical this year.

#### 2021 Main Takeaways

In the 2021 survey, our biggest takeaway was that HR leaders rated their benefits much higher than employees. Also, Black women rated their benefits more poorly than their White counterparts. These results surprised us, and we wanted to learn more.

- 1 Employees feel strongly that professional development programs are more important than other benefits.
- 2 Your program may not be as successful as you think. Employers rated their professional development programs higher than employees did.
- 3 If companies don't provide professional development resources, employees rated their satisfaction at the company lower.



## So why is this so important to HR leaders today?

Because professional development has never mattered more to retention, recruiting, and ultimately innovation. Plus, it turns out one size does not fit all.

Instead of the traditional one-on-one coaching relationship that limits the benefits to one recipient and one coach, Terawatt believes in spreading the love.

That's why at Terawatt, we exclusively offer online group coaching led by some of the most impressive and vetted (by us) coaches in the business to give you an affordable way to offer that *oh-so-necessary* professional development.

### In Terawatt Small Group Coaching:

- Employee groups split the cost of the coach's market rate
- Individuals benefit from the dynamic conversation and feedback
- Teams connect to one another in real-time for water-cooler moments and deeper engagement

Because everyone deserves a good coach.

Instead of hiring new employees, why not coach the ones you're with?

## I'm convinced! Now what?

- 1** Gather a group  
Choose people from an Employee Resource Group, an affinity group, management level, or any cohort.
- 2** Select a course  
What are your group's goals? Choose one from our list of courses, or let us know what you need, and we'll create one.
- 3** Book it!  
Pay your deposit online, and voila! Courses for all, coming right up.

If you'd like to learn more about how you can bring courses to your employees, reach out to Francie Jain, our founder, today.