



# Workforce and Learning Trends

Unlocking the potential of skills-based hiring and talent development

# Trends

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Skills-first approaches sharpen focus on outcomes

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Adaptive learning elevates competency-based education

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# Introduction

The U.S. economy and labor market remain as complex—and perhaps confusing—as ever. The swirl of news on any given day may lead companies and workers to vastly different interpretations of their current circumstances and future prospects.



Over the past year, generative AI captured the public's imagination, but within the workforce its widespread integration and penetration are only beginning, creating speculation, excitement, and some apprehension about how its use will transform the way people work.

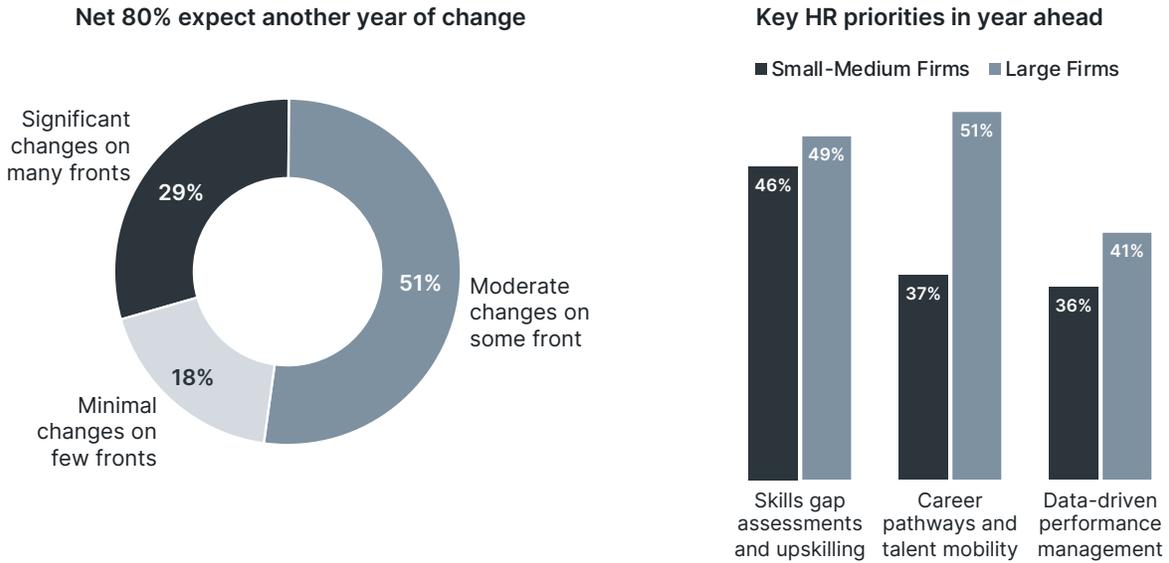
The pendulum swings of worker and employer priorities continue to play out in return-to-office policies, hiring practices, corporate culture, and the meaning of work itself. With Generation Alpha on the horizon, companies will manage ever-greater diverse and unique workforces, and with that will come new opportunities and challenges.

Amidst this environment, it is perhaps unsurprising that human resource (HR) leaders and learning and development (L&D) professionals are focusing intently on bellwether workforce topics—employee experience (EX), skills-based approaches to hiring and development, HR technology systems, AI-enabled innovation, and the interactions across these forces.

Just as workplaces around the world continue to find their post-pandemic footing, more longstanding issues are also evolving in unexpected and exciting ways.

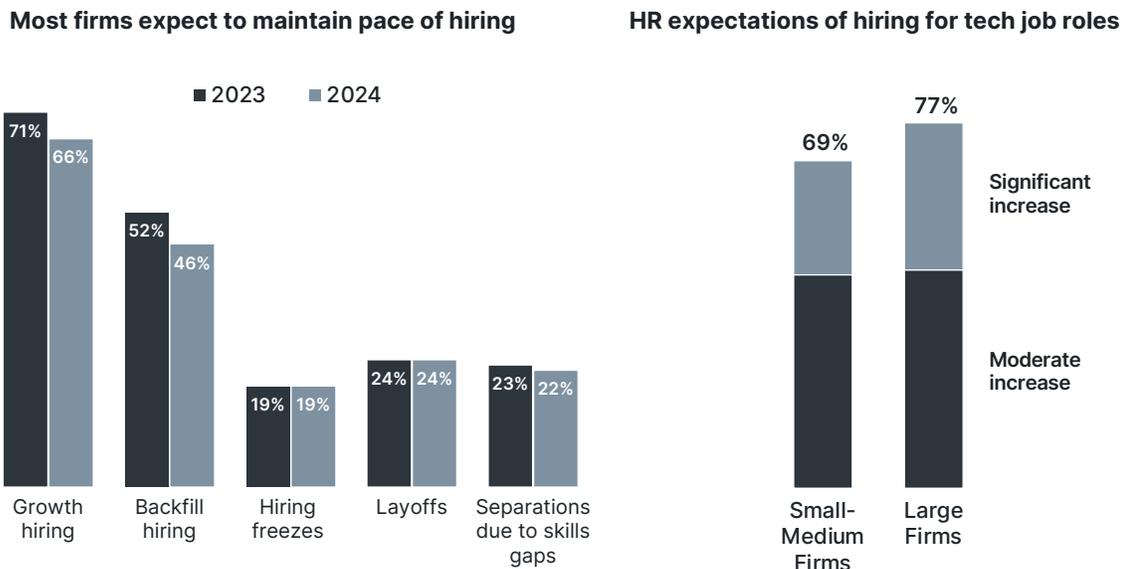
CompTIA's *Workforce and Learning Trends Report* delves into the many facets of these changes as business leaders and workers navigate the year ahead. The report incorporates qualitative insights from subject matter experts along with data from a quantitative survey of nearly 1,200 HR and L&D professionals. See Methodology for details.

## HR professionals navigate change on many fronts



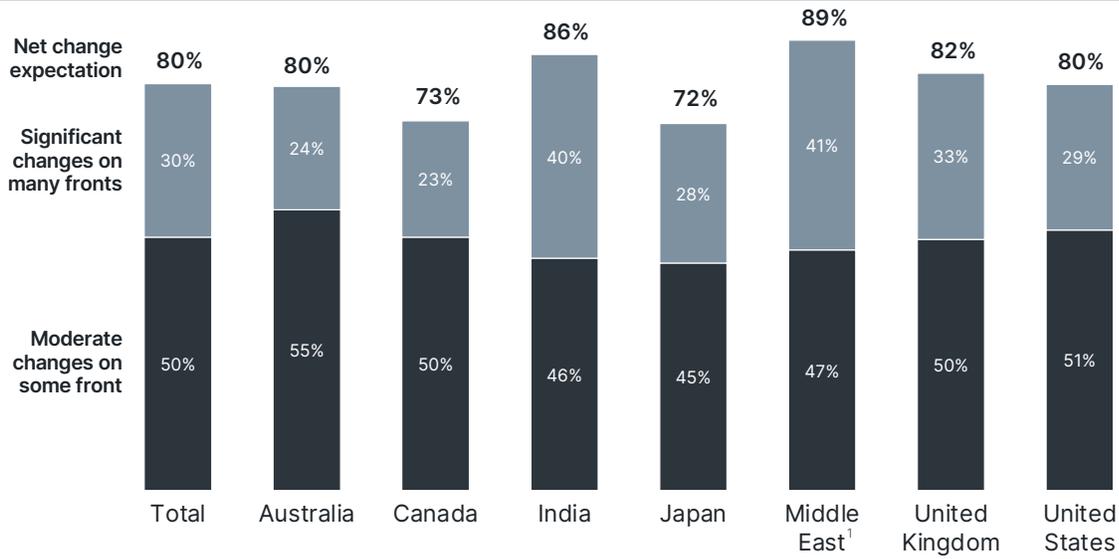
Source: CompTIA Workforce & Learning Trends | n=500 US HR professionals | Unsure or NA responses not shown

## Assessing the net effect of hiring activities



Source: CompTIA Workforce & Learning Trends | n=500 US HR professionals | Unsure or NA responses not shown

## HR leaders across regions of the world expect change on many workforce fronts in the year ahead



Source: CompTIA Workforce & Learning Trends | n=1,158 HR professionals | <sup>1</sup>Middle East representation across sample of countries | Unsure or NA responses not shown

Please see Appendix B for additional international data charts and tables.



# 1

## Skills-first approaches sharpen focus on outcomes

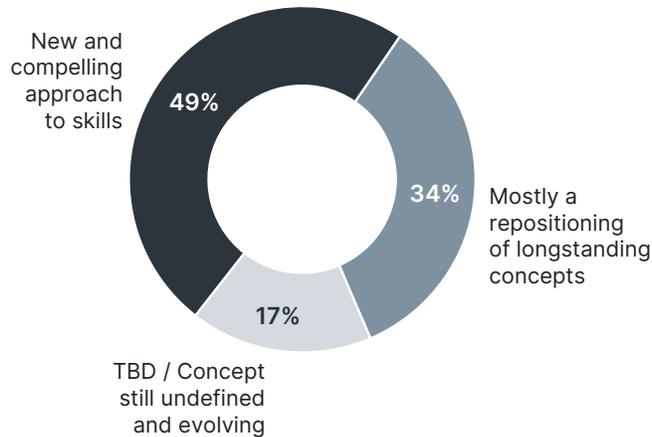


**S**kills-based hiring and related skills-first approaches continue to make waves in workforce discussions. A confluence of recent factors has shifted how HR professionals conceptualize skills-based hiring and a “skills-first” approach. This is evident in the number of prominent companies, such as Apple and Google, or states, such as Pennsylvania or Minnesota, that have announced they will no longer require job applicants to hold a four-year degree to apply. Data from employer job postings confirms this trend is occurring on a macro level with nearly 50% of openings for technology positions not specifying a four-year degree requirement among candidates.<sup>1</sup>

CompTIA's *Workforce and Learning Trends* survey found about half of HR professionals agree a skills-based approach to hiring is a “new and compelling strategy,” rather than simply a repackaging of an older idea. Granted, employers have always sought skilled workers able to get the job done, relying on various direct or inferred measures of skill and competency, but HR professionals now appear to view skills through a fresh lens.

## Skills-based approaches reveal positives and challenges

### HR views of skills-based hiring and related skills-first approaches



### Reported HR challenges with skills-based approaches to hiring and talent development

- 1 Time and cost associated with skills-based hiring
- 2 Concerns with skills assessment fairness
- 3 Concerns skills assessments may not predict successful outcomes on the job
- 4 Challenges validating skills
- 5 Difficulty in de-emphasizing factors such as past work experience or 4-yr degree

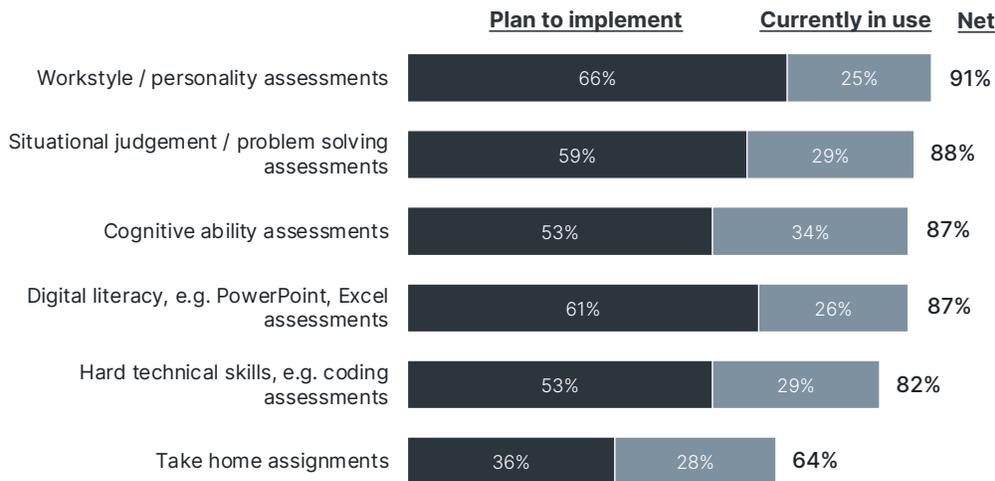
Source: CompTIA Workforce & Learning Trends | n=500 US HR professionals | Unsure or NA responses not shown

While HR leaders across industries largely voice support for skills-based approaches to hiring and talent development, in practice, overt and unconscious barriers remain. Nearly half of HR leaders (48%) reported a perception of increased time and cost, while 40% cited skills validation as a challenge. On the assessment front, concerns over fairness and predicting future performance and outcomes were also cited.

Disconnects may occur within organizations at the final job offer stage, for example, when a hiring manager reverts to legacy beliefs and a bias toward degrees, pedigree, and hiring “someone like themselves.” Job posting data tends to bear this out, showing an evident gap between employer recruiting practices via job postings and actual hiring, although rates will vary by job role.<sup>2</sup>

These results do not necessarily mean companies are insincere in their pursuit of skills-based hiring, but instead underscore the range of hurdles in operationalizing skills-based approaches. There is a deceptive complexity in not only understanding skills in the context of a job role spanning layers of distinct and intertwined skill sets, but also the job tasks associated with those skills.

## Use of skills assessments ramps up



Source: CompTIA Workforce & Learning Trends | n=500 US HR professionals | Unsure or NA responses not shown

Of course, no approach will ever be able to fully capture a candidate's knowledge, skill, and abilities – especially in the difficult-to-measure area of soft and professional skills. As discussed in the AI trend section of this report, innovation spanning all facets of assessing and developing skills is progressing fast and furiously. Experimentation and pilot projects are quickly giving way to full product use of AI across the HR function. Resume screening tools, virtual assistants and chatbots, and real-world workplace simulations are just some of the tools coming to market.

Yet it remains to be seen whether an additional overlay of tools can produce better outcomes. If the hiring process becomes a series of obviously automated, artificial interactions, then candidates with the most developed professional network might draw on their connections to “skip the line” of AI, so to speak, and connect directly with the person who will make the hiring decision. If so, these technological interventions will also fail to sufficiently disrupt the status quo.

Progressing in parallel is the growth of performance-based certification exams to test both knowledge and skill. The hybrid approach of assessments coupled with industry-recognized certifications to validate skills will continue to gain traction among hiring employers.

**“It is not enough to view skills-based hiring as a checkbox concept; outcomes must follow.”**

# Performance-based certifications improve hiring efficiency

Year over year, survey respondents express increased use of certifications in the hiring process. There's been a 6% increase in those who say certifications are a "significant" factor in their candidate review process. In addition, only 17% of respondents reported they do not consider certificates as a relevant factor in their hiring processes. An increasing number also indicates the primary reason they rely on certificates is to ensure candidates have the requisite skills for the specific job role. This year, about half of all respondents indicated they valued certificates for this purpose, as opposed to achieving other objectives with these tools, like fulfilling regulatory requirements.

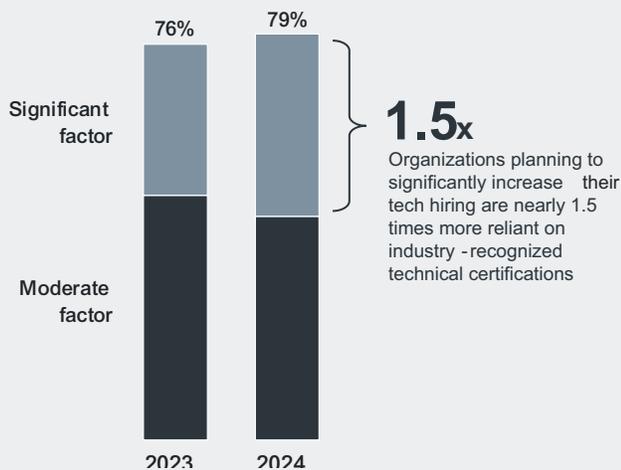
# 82%

Industry-recognized technical certifications factor heavily into companies hiring tech talent

Source: CompTIA Workforce & Learning Trends

## HR professionals increase reliance on industry-recognized technical certifications

### Certifications factor into identifying and evaluating candidates during hiring process



### Top areas of value provided by industry-recognized technical certifications

- 1 Alignment to specific job roles, skills or competencies
  - 2 Meet regulatory requirements / compliance needs
  - 3 More up-to-date assessment of technologies than 4-yr degrees
  - 4 Time savings in skills-based hiring evaluations of candidates
  - 5 Industry-recognized validation is important to company philosophy
- } +4 point increase vs. 2023 rate

Source: CompTIA Workforce & Learning Trends | n=500 US HR professionals | Unsure or NA responses not shown

# 2

## Adaptive learning elevates competency-based education



**A**daptive learning, in short, elevates the user-centric approach to learning. It transforms corporate training and development into a bottom-up endeavor, as opposed to the traditional top-down model in which management creates the learning objectives and the sequential programs each learner must move through.

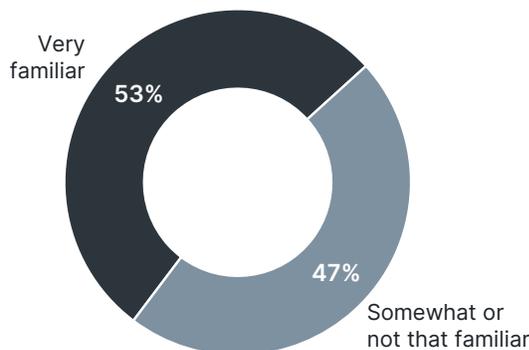
The precursors and adjacencies to adaptive learning—personalized, self-paced, or mastery learning—date back many years. Today, the tools of adaptive learning provide a far more dynamic and rich experience for learners. Artificial intelligence is still in its early stages in this field but will undoubtedly accelerate these elements many times beyond current capabilities. As seen time and again, however, raw technology alone is never enough to achieve desired results. Teachers, instructional designers, creative content developers, UI/UX specialists, psychometricians, and more must round out the team of contributors to harness the power of technology to achieve learning results.

## What is adaptive learning?

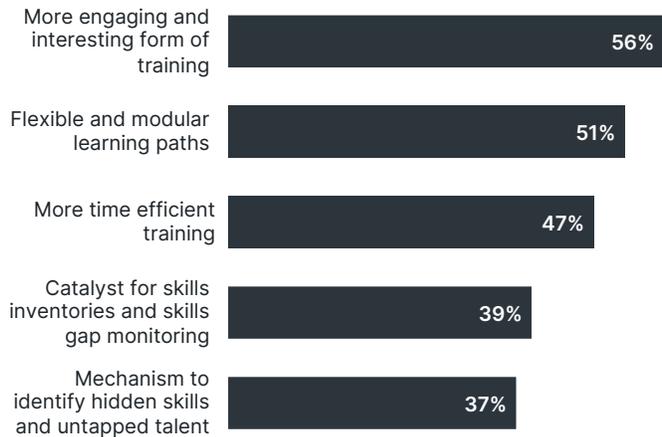
Adaptive learning uses data and analytics to automatically adjust an individual's learning experience based on their performance and behavior. The system adapts to the needs of each student, providing personalized recommendations tailored to their strengths, weaknesses, and anticipated career trajectory. Educational activities range from interactive simulations to multimedia presentations, quizzes, and games. Students receive targeted feedback on their performance, allowing them to identify areas where they need to focus. Adaptive learning aspires to keep the learner in the right mindset for optimal learning, a space where the material is neither too easy nor too hard. Stay tuned for future developments with adaptive competency learning from CompTIA's innovation lab.

### Innovation elevates adaptive learning concepts

#### Familiarity with concept of adaptive learning



#### Positive facets of adaptive learning approaches



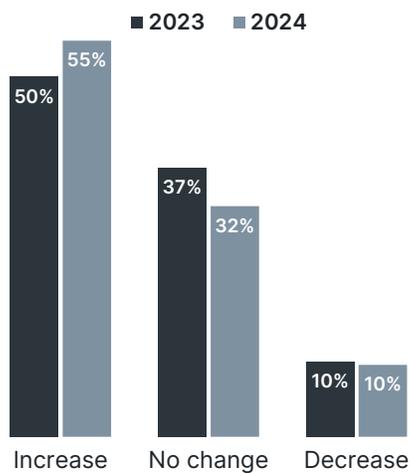
Source: CompTIA Workforce & Learning Trends | n=500 US HR professionals | Unsure or NA responses not shown

Adaptive learning shows exciting promise, but it will require supporting processes, including training for HR and L&D professionals, before programs are deployed. If adaptive learning modules are simply let loose across an organization, they may create more problems than they solve for both learners and management teams. Because adaptive learning flips the script for both management and the learner, each may relinquish some of their power to dictate the curriculum they want—or think they want—based on perceived skills strengths, and weaknesses.

To reach its full potential, adaptive learning will also require a significant amount of data and computing capacity, which can be challenging and expensive to develop, implement, and maintain. Even if smaller organizations opt for a third-party solution, they will still need to create a thoughtful and specific plan to guide their adaptive learning program. Otherwise, they risk replicating existing training and development curricula, but at a greater cost.

### Budget allocation for training and development expected to increase

**HR expectations in year ahead for spending on staff training and development**



**Training modality expectations**



Source: CompTIA Workforce & Learning Trends | n=500 US HR professionals | Unsure or NA responses not shown



# 3

## Digital fluency grows in scope and career value



**A**s a response to the internet revolution of the 1990s, digital literacy became the watchword to describe the new sets of skills workers would need in the tech-enabled workplace. As the digital age marched on with higher level skills requirements, the goal among many employers transitioned to digital fluency.

The shift from literacy to fluency is not merely a rhetorical one; it has important real-world implications. Whereas digital literacy signals the ability to use various tools, digital fluency refers to the ability to compare, contrast, and analyze different tools, applications, and software solutions. For example, a digitally literate worker can smoothly switch between their company's preferred email client, word processing tools, group messaging app, and web browsers. A digitally fluent worker can identify which tool is most effective to achieve a particular business outcome and can suggest new tools and protocols as their job evolves.

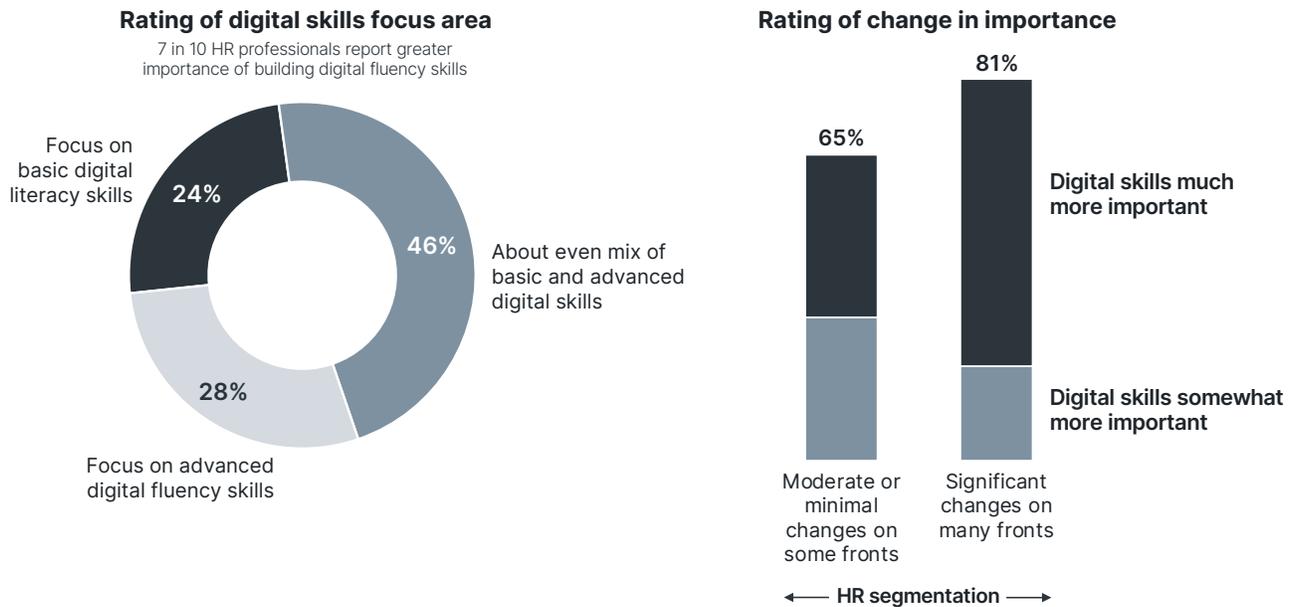
# 7 in 10

HR leaders expect digital literacy skills to become even more important in the year ahead

Source: CompTIA Workforce & Learning Trends

In relatively short order, the concept has gained tremendous currency. In this year's *Workforce and Learning Trends* survey, almost 70% of respondents indicated digital fluency continues to increase as an important capability within their organizations (with the remaining segment indicating the already high level of importance remains at its current level).

## Digital literacy and fluency skills take on new importance



Source: CompTIA Workforce & Learning Trends | n=500 US HR professionals | Unsure or NA responses not shown

Digital fluency has become an especially sought-after attribute within today's tech environment, in which companies increasingly rely on proprietary software and third-party tools. Given the complex patchwork of tech in use, most employers understand prospective employees won't have hands-on experience with proprietary tools exclusive to their company. Instead, they prioritize job candidates who can get up to speed on these new tools quickly. A digitally fluent employee can do just that, whether the software is something they have yet to encounter or is something that has yet to be invented.

Significant segments of the economy, especially many small- or medium-sized businesses, continue to modernize and digitally transform. The path for many of the workers within these organizations may begin with foundational digital literacy skills and then progress to more advanced digital fluency skills over time.

## HR rating of growth in importance of digital skill domain at their organization

	Overall	Small Firms	Medium Firms	Large Firms
Cybersecurity	72%	75%	72%	71%
Artificial Intelligence (AI)	65%	62%	61%	72%
Data and analytics	63%	57%	63%	66%
Hardware, devices, peripherals, etc.	62%	61%	59%	65%
Applications, e.g. productivity, CRM, etc.	62%	63%	58%	64%
Coding	46%	42%	42%	52%

HR professionals at large firms assign relatively higher prioritization in developing digital AI literacy skills. In contrast, small firms assign relatively higher prioritization to cybersecurity skills.

Source: CompTIA Workforce & Learning Trends | n=500 US HR professionals | Unsure or NA responses not shown



# 4

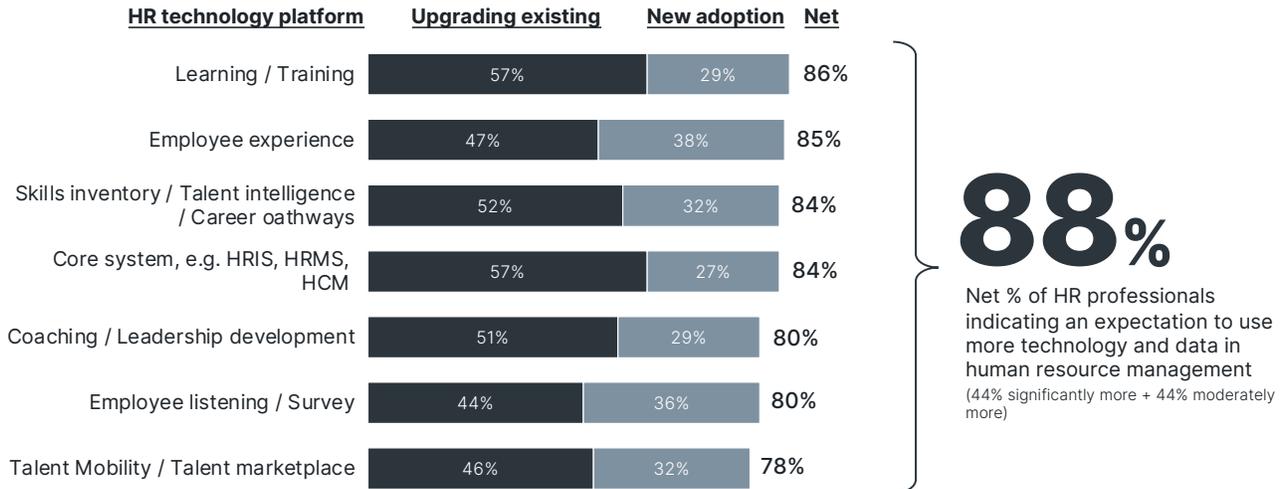
## HR tech alignment with people and process takes center stage



As the responsibilities of HR departments have evolved, so also has the suite of software these departments use—their so-called “tech stack.” Both have grown from a predominantly administrative function to becoming a fully integrated hub for strategic planning. Today’s HR tech stack includes software that can handle recruitment, onboarding, performance management, learning and development, employee engagement, compensation and benefits, and more. Now, just about everything done at work, from scheduling a meeting to analyzing a spreadsheet, intersects with HR systems. According to industry analysts, the average large company currently maintains about 80 different HR applications.<sup>3</sup> Ideally, these tools work together seamlessly to streamline HR workflows, increase efficiency, and enable data-driven decision-making.

In practice, however, ensuring that all of these tools work together efficiently—and deliver valuable insights—has proven challenging. As the buzz around the HR tech stack increases, so do the expectations placed on it. For example, to realize the enormous promise of adaptive learning, every tool in the HR tech stack needs to be aligned so organizations can predict what skills they need, identify which workers have already mastered them, and determine which employees are most capable of filling any gaps.

## HR strives to align technology with people and process



Source: CompTIA Workforce & Learning Trends | n=500 US HR professionals | Unsure or NA responses not shown

These systems could also be able to identify employees who feel unchallenged or those who feel burnt out, thereby improving retention and elevating workplace culture. Developers envision a workplace in which the HR system can recommend and structure every employee's learning, developmental activities, job moves, and even day-to-day activities. AI systems built on neural nets and large language models will likely slowly replace legacy systems, but this transition will take time and resources.

Taken together, these developments make it clear the technology undergirding HR departments will become increasingly complex. How will they store large amounts of disparate data, integrate various systems, and perform the kind of sophisticated analysis necessary to better understand such high-level issues as turnover, retention, pay equity, internal mobility, and skills acquisition?

Indeed, these are thorny questions without easy answers. Increasingly HR professionals must do more than select software tools. They must truly understand the evolution of the technology itself, and they must advance a vision for how their organization will use technology productively and responsibly to optimize the entire business.

## HR tech platform investment priorities among large firms

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### HR tech platform investment priorities among large firms

[net intent to upgrade existing platform or adopt new]

- 1 Core HR System, e.g. HRIS, HRMS, HCM [86%]
- 2 Employee Experience Platform [85%]
- 3 Skills Inventory / Talent Intelligence / Career Pathways Platform [85%]
- 4 Learning / Training Platform [82%]
- 5 Coaching / Leadership Platform [82%]

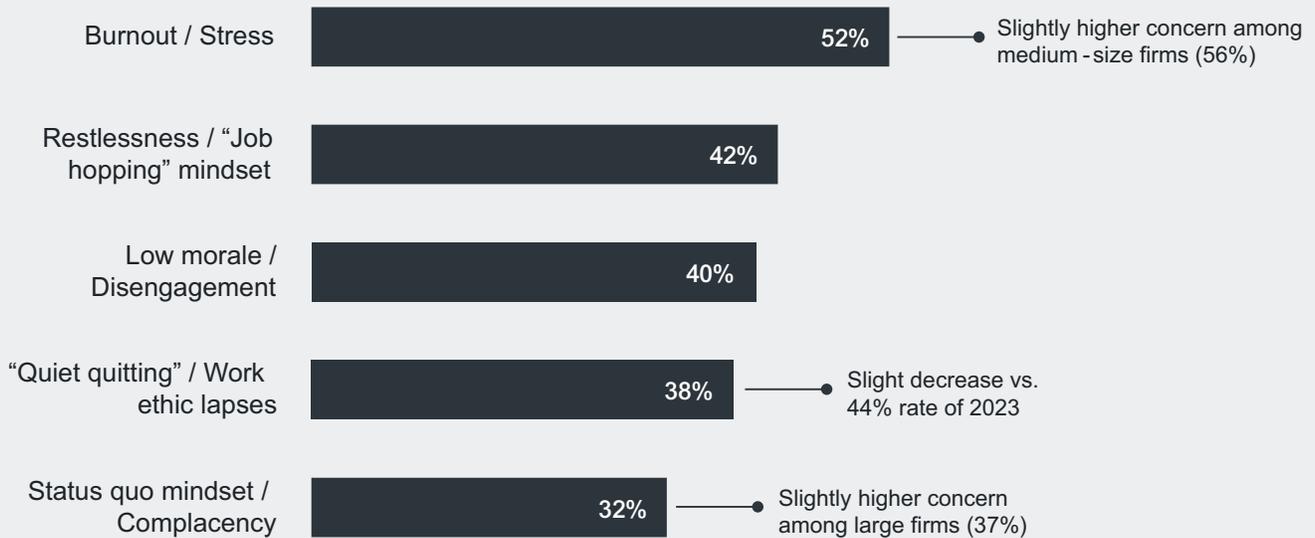
Source: CompTIA Workforce & Learning Trends | n=500 US HR professionals | Unsure or NA responses not shown



# Next normal of work arrangements

In 2023, many companies hoped to reinstate pre-pandemic workplace conditions, seeking to bring their employees back to the office on a far more regulated schedule. Heading into 2024, it seems evident these initiatives have mostly fallen short, and employees have more leverage than anticipated. A substantial portion of these workers do not want to return to their previous routine. Gartner reports over half of workers would look for a new job if their flexible working was impacted.<sup>4</sup> If last year the focus was on compelling employees back to the office, this year the goal has shifted to finding the right balance between flexibility and time in the office.

## Staff retention and productivity concerns remain HR focus



Source: CompTIA Workforce & Learning Trends | n=500 US HR professionals | Unsure or NA responses not shown

# 5

## Navigating the promise and limitations of generative AI in the workplace



It is not an exaggeration to say the release of OpenAI's ChatGPT took the country by storm. In shockingly short order the niche discussions of artificial intelligence and machine learning turned to sweeping proclamations of a new AI era transforming every facet of the workplace and economy. Unfortunately, this was also accompanied by a propensity toward sensationalist hype, including claims that AI rivals the discovery of fire or electricity in terms of its profound potential impact.<sup>5</sup>

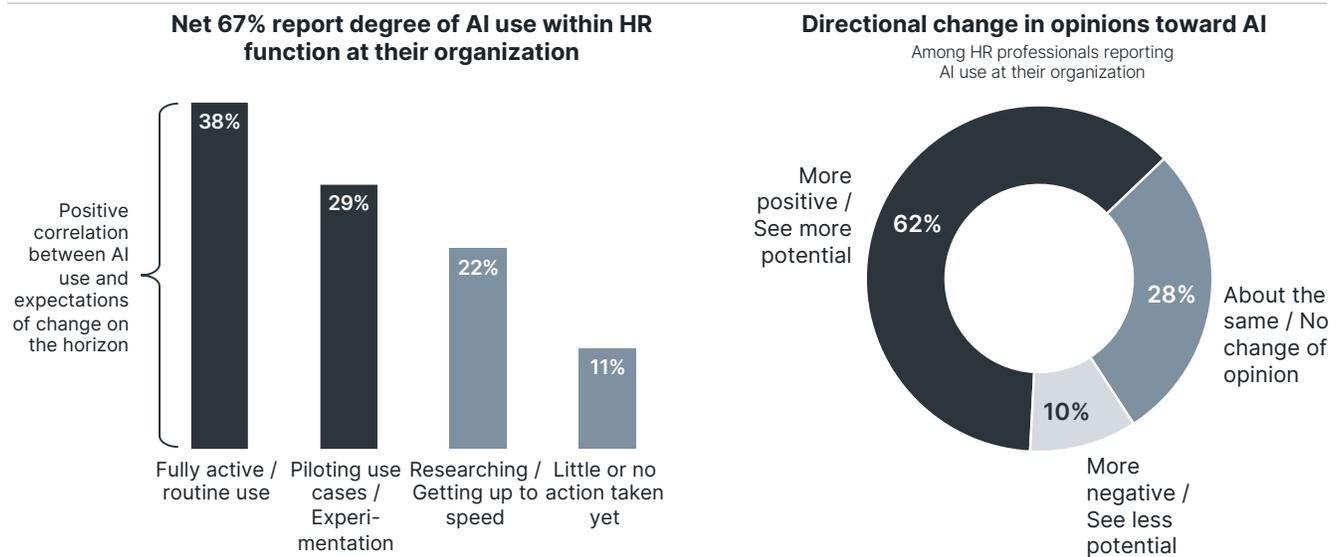
In the not-too-distant past, the widespread adoption of the internet was also once considered a revolutionary technology. Its advent, adoption, and integration into every workplace created, transformed, and—yes, even—destroyed many bedrocks and conventions of work life. Smartphones, mobile apps, cloud computing, big data, the internet of things (IoT), blockchain, 5G, cryptocurrency, and many other technologies have all been described in sweeping and at times apocalyptic terms. Some greatly exceeded expectations while others fell well short.

Predictions of generative AI's impact on the workforce rest on many assumptions. Dire warnings of mass displacement and dystopian threats to the human race are not uncommon. But the reality is far more nuanced.

CompTIA research explores these attitudes and finds many workplaces growing more open to and excited by the innovations promised by AI. Corroborating CompTIA's finding of positivity among HR professionals, in a survey of over 25,000 workers from around the world, Oliver Wyman Forum found relatively little skepticism of AI at this early stage. More than 60% of respondents in their survey agreed generative AI could deliver significant cost savings and improvements.<sup>6</sup>

Such responses reflect a widely held belief that generative AI will enable companies to do more with less and can empower employees to achieve more meaningful objectives within a shorter period.

### Navigating the promise and limitations of generative AI in the workplace



Source: CompTIA Workforce & Learning Trends | n=500 US HR professionals | Unsure or NA responses not shown

The hopeful view is that generative AI will enable workers to reclaim more time to do more meaningful work. Most knowledge workers today are inundated with a constant flow of digital information, the result of always-on communications and work that goes wherever you go. With its twin powers of being able to analyze tremendous amounts of data and also create tailored responses for specific situations, generative AI can help knowledge workers productively contend with the onslaught of information that comes their way. By automating certain structured tasks, generative AI can boost knowledge workers' cognitive capacity to handle higher level and more fulfilling tasks.

Yet overwhelmingly most of these benefits remain on the horizon only. Although some large companies have deployed AI tools within their organizations, most companies are still only “playing around” with generative AI. Usage is mostly unstructured and informal, coming from the ground up and not yet part of a systematized workflow. As such, the *Workforce and Learning Trends* survey showed only 38% of respondents are using AI routinely, and 51% are in the early planning stages of implementation. In addition, three-quarters of organizations do not have comprehensive strategies in place to provide positive worker outcomes and experiences.<sup>7</sup>

For now, generative AI in the workplace exists more in potential than in reality. The tipping point for generative AI in the workplace is likely to occur when the technology is incorporated more broadly into enterprise software packages. Until then, adoption and implementation will be more piecemeal and exploratory. But after that point, many experts expect adoption to be rapid, widespread, and significant.

Please see CompTIA research for additional AI insights from the perspective of technology professionals, business leaders, job seekers and more.

**1 in 2**

HR leaders expect no aggregate change in employment levels due to AI, with job gains and losses evening out; remaining respondents skew towards net gains or net losses

Source: CompTIA Workforce & Learning Trends



## Preparing for Generation Alpha and the next phase of intergenerational work

A near-constant point of discussion among HR professionals is how generational shifts affect the workplace. Today, as Gen Z is joining the workforce, organizations are beginning to look ahead to the arrival of Generation Alpha, born between 2010 and 2024 and poised to enter the workforce en masse in the next five to seven years. Globally, it is expected this will be the largest generation in history, projected to exceed 2 billion people. By the time the last of Generation Alpha is born, Gen Z will likely have overtaken the baby boomers in the workforce.<sup>8</sup> Traditional norms and expectations are being challenged as younger generations demand greater flexibility, more remote work options, and a more inclusive environment.

Although it is difficult to characterize a generation that is still literally in its infancy, one helpful frame of reference is the oldest members of Generation Alpha were born the year the iPad debuted. The entire generation knows only social media tools driven by powerful algorithms. Perhaps most notably, Generation Alpha's early school years occurred during COVID-19 shutdowns, so online interactions are commonplace ways of conveying information and sustaining meaningful connections. These young people have not had as much practice with interpersonal interaction and will likely show strong preferences for asynchronous digital communication. Finally, Gen Alpha is the first generation in the US in which the white population is a minority share, consisting of 48% of the cohort, compared to 51% for Gen Z, 55% for millennials, 60% for Gen X, and 72% for baby boomers.<sup>9</sup>

## Buzzword Watch

By design, buzzwords elicit a reaction. Sometimes the reaction is an eyeroll in response to the unnecessary labeling of everything that then snowballs out of control due to keyword tagging and SEO. In other situations, it may be a shoulder shrug of confusion at insider jargon or the repackaging of longstanding concepts with new terminology. Putting aside these minor amusements – or annoyances, depending on your perspective—buzzwords do often provide some new kernel of insight into how workers or organizations are thinking and behaving.

Buzzwords and terms making the rounds in news stories and social media references include:

- Workfluencer
- Unretiring
- Quiet managing
- Productivity theater
- Talent debt
- Feedforward
- Dry promotion
- Coffee badging
- Quittok (loud quitting)
- Shift shock
- Empathy gap
- Bottleneck boss
- AI washing
- Universal Design for Learning (UDL)

For more HR and workforce buzzwords, see articles such as [“54 trending HR buzzwords.”](#)

# Methodology

The CompTIA Workforce and Learning Trends study incorporates subject matter expertise from CompTIA's team of world- renowned learning, development and research professionals. The quantitative component of the study consists of an online survey completed by 500 United States HR and L&D professionals with representation across industry sectors; and by 693 international HR and L&D professionals. The complete dataset totals 1,193 survey respondents. Data was collected during mid-January to mid-February 2024.

As with any survey, sampling error is present and will be higher for subsegments of the dataset. While non-sampling error cannot be accurately calculated, precautionary steps were taken in all phases of the survey design, collection and processing of the data to minimize its influence.

Firm size classification by staffing count:

10-99	Small firms
100-499	Medium firms
500-999	Large firms
1,000+	Very large firms

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# About CompTIA

The Computing Technology Industry Association (CompTIA) is the world's leading information technology (IT) certification and training body. CompTIA is a mission-driven organization committed to unlocking the potential of every student, career changer or professional seeking to begin or advance in a technology career. Millions of current and aspiring technology workers around the world rely on CompTIA for the training, education, professional certifications and thought-leadership that give them the confidence and skills to work in tech.

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# Credits

Writing contributions by:

Elizabeth Stockton, Clear Sharp Writing

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# Appendix A

## Assessing the net effect of hiring activities segmentation by firm size



Source: CompTIA Workforce & Learning Trends | n=500 US HR professionals | Unsure or NA responses not shown

## Staff retention and productivity concerns remain HR focus

Perceived factors or expectations among job candidates that could potentially contribute to challenges in filling positions

	Overall	Small Firms	Medium Firms	Large Firms
Work-life balance / EX expectations	58%	53%	58%	60%
Salary / benefit expectations	58%	53%	61%	58%
Remote work or flexible work expectations	49%	43%	49%	53%
Career advancement expectations	43%	39%	43%	45%
Corporate culture / Purposeful work expectations	31%	30%	27%	35%

Source: CompTIA Workforce & Learning Trends | n=500 US HR professionals | Unsure or NA responses not shown

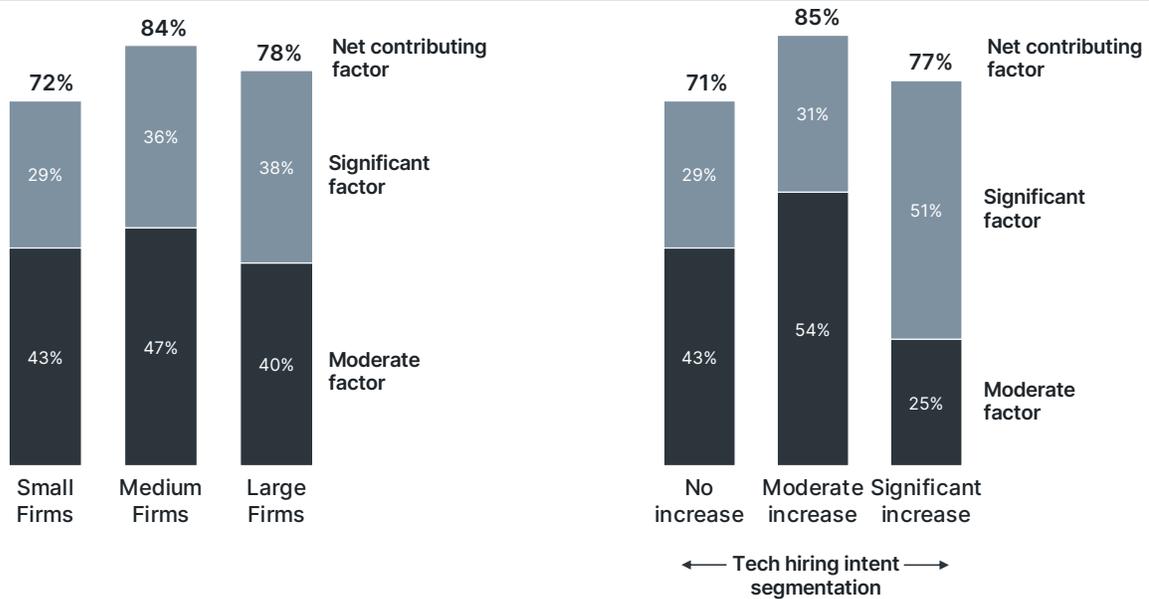
## Reported use of assessments during the hiring process

Note: use may be situational based on job level or job type

Assessment Type	Small Firms		Medium Firms		Large Firms	
	Doing	Planning	Doing	Planning	Doing	Planning
Workstyle / personality	61%	32%	64%	25%	69%	20%
Digital literacy, e.g. PowerPoint, Excel	64%	23%	60%	28%	61%	27%
Situational judgement / problem solving	59%	28%	56%	31%	62%	28%
Cognitive ability assessments	46%	42%	53%	35%	58%	28%
Hard technical skills, e.g. coding	46%	34%	49%	30%	60%	26%
Take home assignments	34%	34%	32%	27%	42%	26%

Source: CompTIA Workforce & Learning Trends | n=500 US HR professionals | Unsure or NA responses not shown

## How industry-recognized technical certifications factor into hiring process

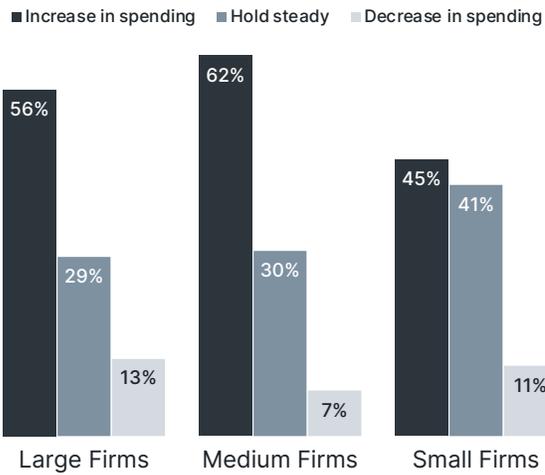


Source: CompTIA Workforce & Learning Trends | n=500 US HR professionals | Unsure or NA responses not shown

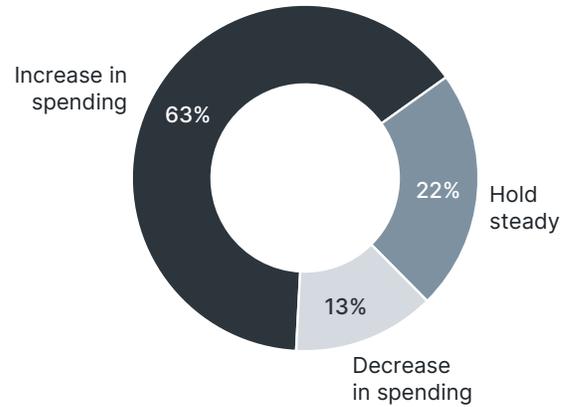
## Majority of companies plan to increase or hold training spending steady

### Spending intent for staff training and development

During 2024 time period



### Training spending segmentation by companies planning significant tech hiring



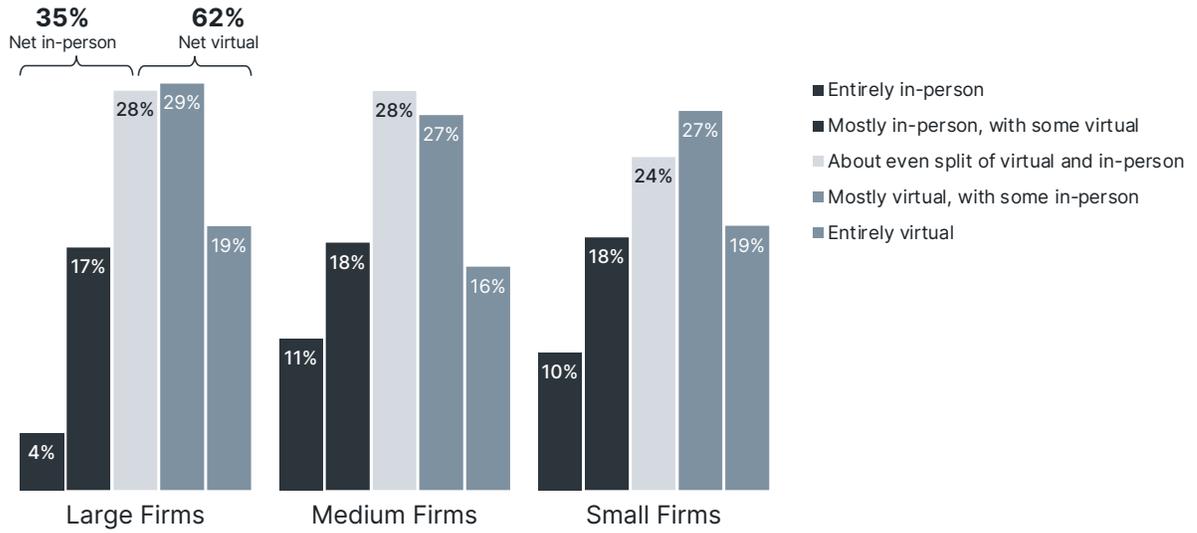
Source: CompTIA Workforce & Learning Trends | n=500 US HR professionals | Unsure or NA responses not shown

## Reported challenges and limitations in evaluating training and development efficacy

	Overall	Small Firms	Medium Firms	Large Firms
Quantifying impact of training on productivity/quality	44%	40%	42%	49%
Connecting training to business outcomes	44%	47%	38%	48%
Identify training efficacy metrics and how to track them	44%	44%	45%	44%
Calculating training ROI over time	35%	29%	38%	37%
Not having benchmarks or peer comparisons to provide context	31%	33%	29%	33%
Conveying training importance/value proposition to senior leadership	29%	24%	31%	31%

Source: CompTIA Workforce & Learning Trends | n=500 US HR professionals | Unsure or NA responses not shown

## Corporate training modality utilization in year ahead



Source: CompTIA Workforce & Learning Trends | n=500 US HR professionals | Unsure or NA responses not shown

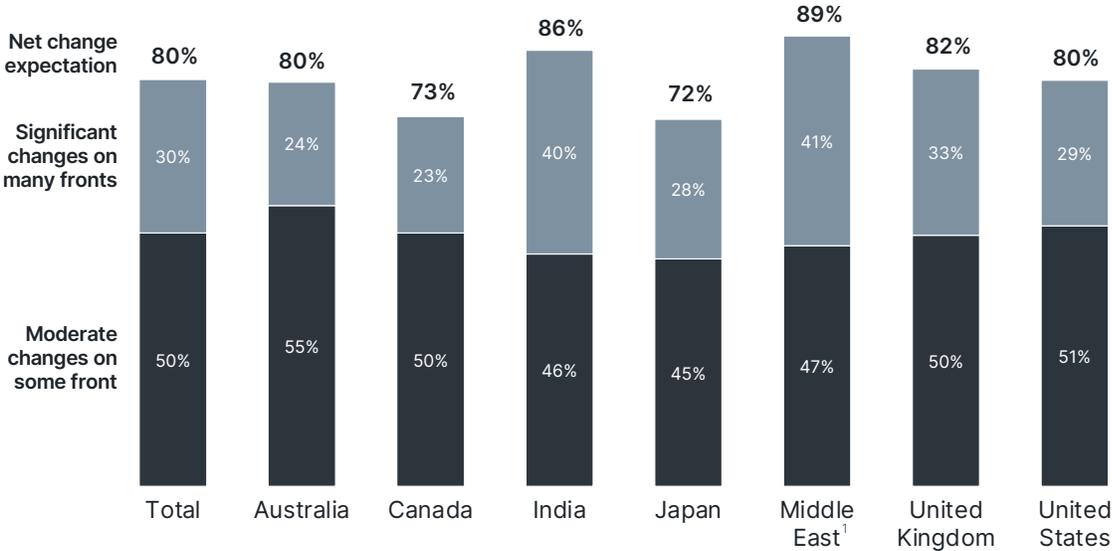
# Appendix B

## Top level strategic HR priorities in the year ahead

	Total	Australia	Canada	India	Japan	Middle East <sup>1</sup>	United Kingdom	United States
Leadership and manager development	57%	60%	44%	67%	62%	63%	54%	56%
HR technology systems	52%	51%	41%	70%	37%	57%	50%	53%
Skills gap assessments and upskilling/reskilling	50%	49%	41%	64%	51%	54%	46%	50%
Career pathways and internal talent mobility	44%	48%	36%	59%	33%	41%	44%	45%
Data-driven performance management	40%	31%	33%	54%	35%	47%	42%	40%

Source: CompTIA Workforce & Learning Trends | n=1,158 HR professionals | <sup>1</sup>Middle East representation across sample of countries | Unsure or NA responses not shown

## HR leaders across regions of the world expect change on many workforce fronts in the year ahead



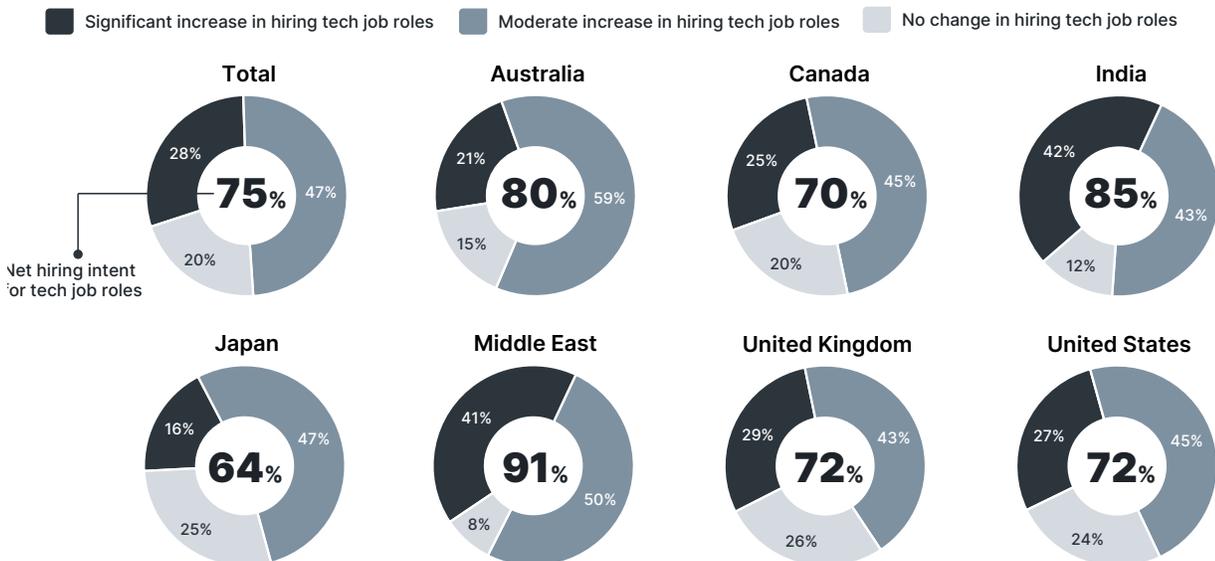
Source: CompTIA Workforce & Learning Trends | n=1,158 HR professionals | <sup>1</sup>Middle East representation across sample of countries | Unsure or NA responses not shown

## Planned hiring activity in the year ahead

	Total	Australia	Canada	India	Japan	Middle East <sup>1</sup>	United Kingdom	United States
Growth hiring	66%	69%	57%	66%	63%	73%	67%	66%
Backfill hiring due to retirements, departures	51%	63%	42%	64%	66%	53%	41%	46%
Hiring freezes	21%	26%	17%	37%	13%	17%	19%	19%
Layoffs due to cost cutting, economic factors	27%	36%	21%	50%	22%	22%	22%	24%
Terminations due to skills gaps, shifts in job role prioritization	23%	29%	14%	46%	13%	20%	20%	22%

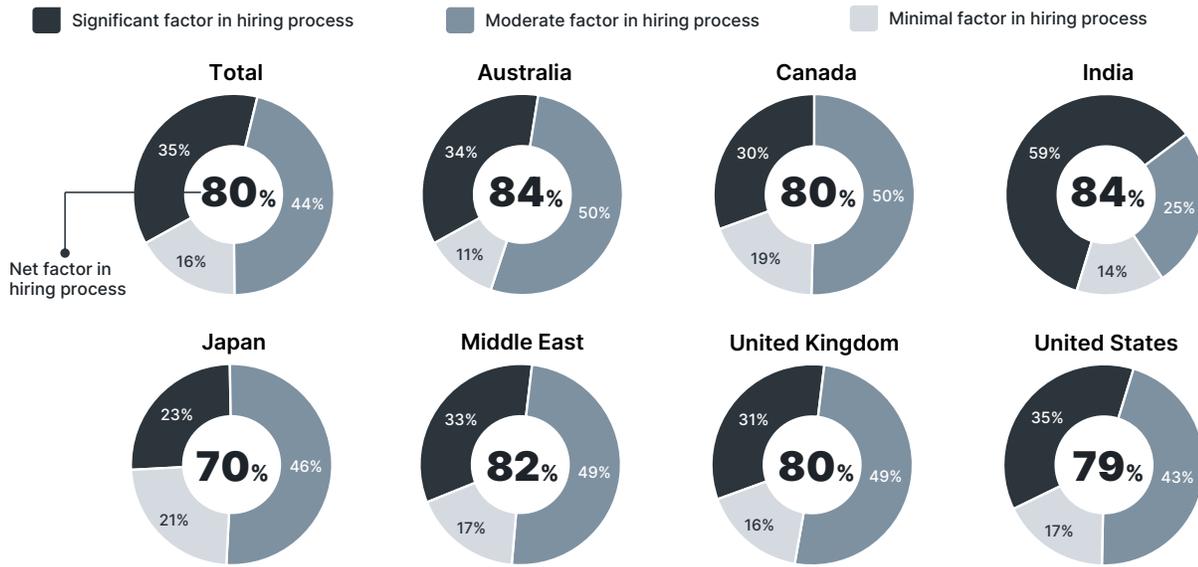
Source: CompTIA Workforce & Learning Trends | n=1,158 HR professionals | <sup>1</sup>Middle East representation across sample of countries | Unsure or NA responses not shown

## Hiring intent for tech job roles in the year ahead



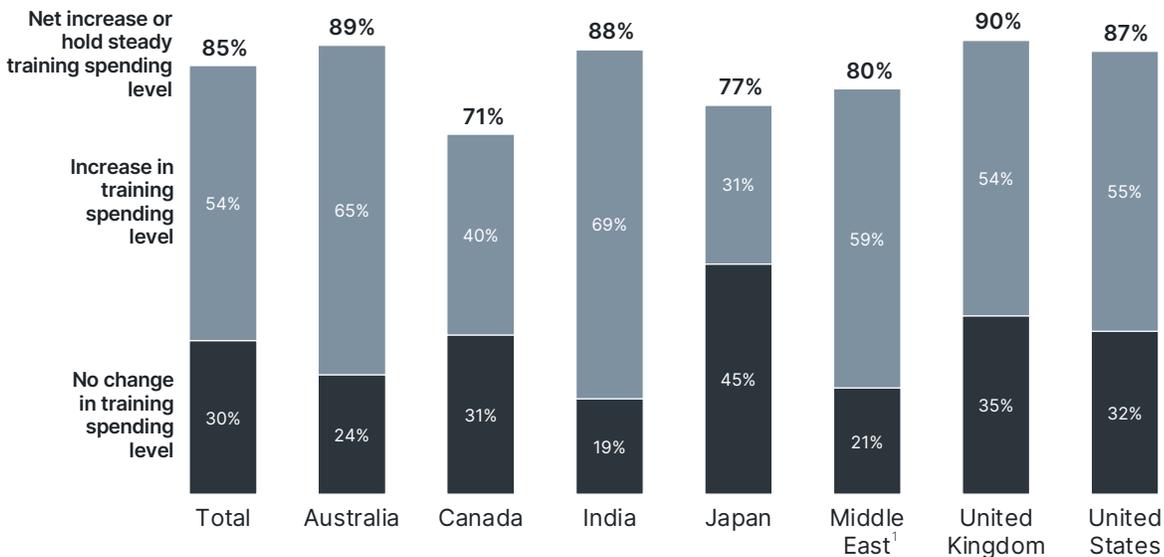
Source: CompTIA Workforce & Learning Trends | n=1,158 HR professionals | <sup>1</sup>Middle East representation across sample of countries | Unsure or NA responses not shown

## Degree industry-recognized technical certifications factor into hiring process



Source: CompTIA Workforce & Learning Trends | n=1,158 HR professionals | 1Middle East representation across sample of countries | Unsure or NA responses not shown

## Expectations for spending on staff training and development



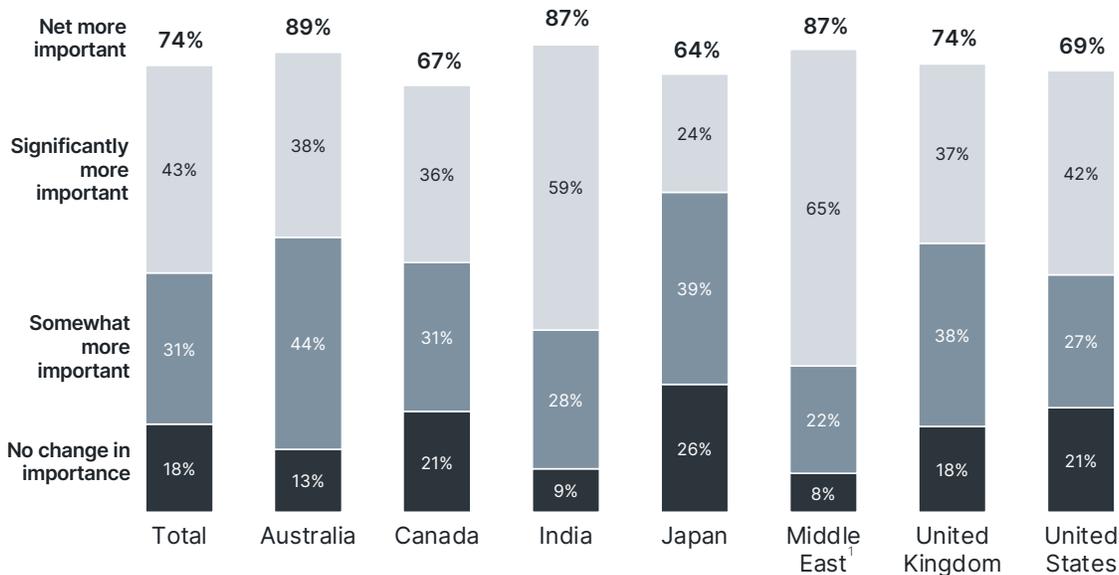
Source: CompTIA Workforce & Learning Trends | n=1,158 HR professionals | 1Middle East representation across sample of countries | Unsure or NA responses not shown

## Reported expectations for corporate training modality use

	Total	Australia	Canada	India	Japan	Middle East <sup>1</sup>	United Kingdom	United States
Entirely virtual training	18%	17%	11%	25%	10%	38%	10%	18%
Mostly virtual, with some in-person	29%	30%	30%	29%	24%	33%	31%	28%
About an even split of virtual and in-person	27%	31%	29%	24%	21%	19%	38%	27%
Mostly in-person, with some virtual	17%	16%	21%	16%	22%	9%	15%	17%
Entirely in-person training	7%	6%	7%	5%	18%	1%	6%	8%

Source: CompTIA Workforce & Learning Trends | n=1,158 HR professionals | <sup>1</sup>Middle East representation across sample of countries | Unsure or NA responses not shown

## Rating of change in importance of digital literacy skills to organization's workforce



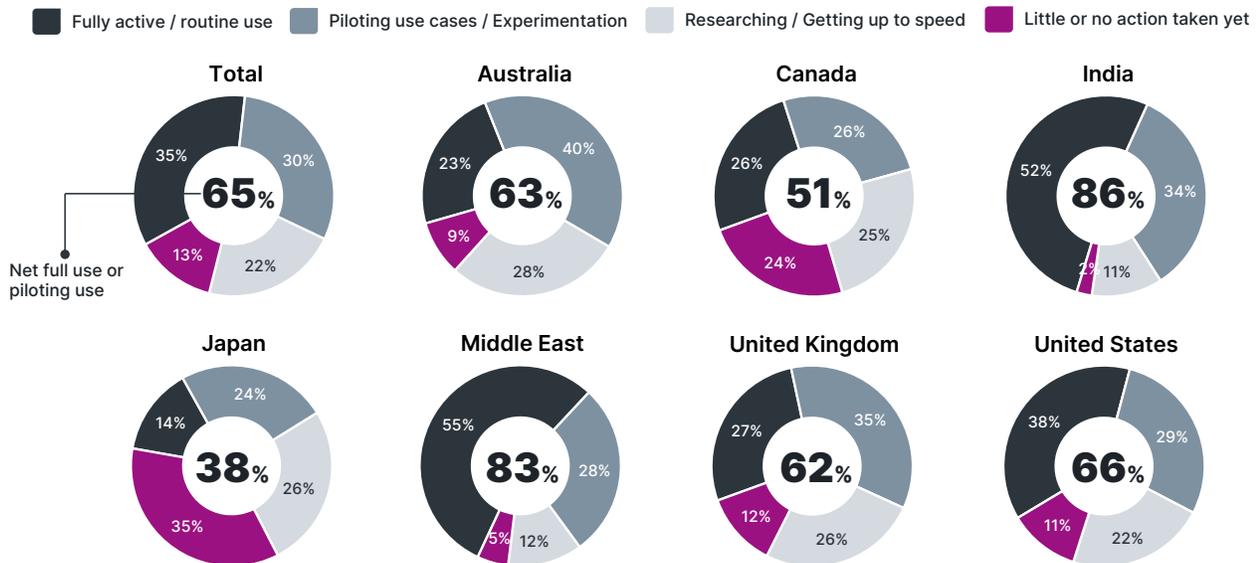
Source: CompTIA Workforce & Learning Trends | n=1,158 HR professionals | <sup>1</sup>Middle East representation across sample of countries | Unsure or NA responses not shown

## Rating of digital literacy skills domains

Digital literacy skills domain	Total	Australia	Canada	India	Japan	Middle East <sup>1</sup>	United Kingdom	United States
Cybersecurity	70%	64%	70%	78%	55%	83%	66%	72%
Artificial Intelligence (AI)	64%	59%	50%	75%	39%	86%	64%	65%
Data and analytics	64%	58%	56%	73%	53%	78%	67%	63%
Hardware, devices, peripherals, etc.	63%	64%	48%	81%	46%	81%	62%	62%
Applications, e.g. productivity, CRM, etc.	61%	55%	48%	74%	48%	75%	61%	62%
Coding	48%	40%	45%	72%	37%	67%	40%	46%

Source: CompTIA Workforce & Learning Trends | n=1,158 HR professionals | <sup>1</sup>Middle East representation across sample of countries | Unsure or NA responses not shown

## Reported use of AI-enabled tools in some HR or talent management/development capacity



Source: CompTIA Workforce & Learning Trends | n=1,158 HR professionals | <sup>1</sup>Middle East representation across sample of countries | Unsure or NA responses not shown



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