

Training and Development at Deloitte: Best Practices in Retaining Top Talent in a Volatile Job Market

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Abstract

In today's volatile job market, characterized by rapid technological change, economic uncertainty, and shifting workforce dynamics, retaining top talent has become a critical challenge for organizations. This paper explores best practices for talent retention in such an unpredictable environment, emphasizing the importance of adaptive leadership, employee engagement, and a supportive organizational culture. Key strategies include offering competitive and flexible compensation packages, fostering continuous learning opportunities, and promoting work-life balance to enhance employee satisfaction and loyalty. Additionally, creating a sense of purpose through meaningful work, transparent communication, and strong career development paths can help to increase commitment, loyalty, and retention rates.

By investing in employee well-being and aligning organizational goals with individual aspirations, companies can cultivate a resilient workforce, ensuring long-term success despite external challenges. The paper also highlights the role of Deloitte as a company that embraces and leads the industry in supporting retention efforts, such as leveraging data analytics to

identify potential retention risks and personalizing employee experiences. Ultimately, a holistic and proactive approach to talent retention is essential for organizations to thrive in a rapidly changing job market.

Keywords: Retaining talent, Deloitte, volatile job market, talent management, training, development, gamification

1. Introduction

Training and development are the most important aspects of onboarding new hires. Having an internal system that can effectively train and educate new hires on their position, company values and expected goals are crucial for any company to survive. To gain a competitive advantage in today's business environment, companies need to harness the power of a diverse workforce through effective coaching and developmental leadership (Uru et al., 2024; Mujtaba, 2014; MacLean, 2013). This is to help meet employees' needs, reduce turnover, and ensure that the customer receives the best service possible (Noe et al., 2022). As the world continues to globalize, there will be a stronger need for employees with diverse skills and backgrounds to effectively meet the requests that will procure clients from the worldwide market (Wesley et al., 2024). These employees will be less likely to benefit from a traditional onboarding process but need more of an innovative development process that captures their attention and motivates them to perform at the level that provides the company with a sustainable competitive advantage.

For firms to be successful in the coming years they will need to focus on constantly expanding their talent pool through traditional leadership and marketing that is innovative and perhaps digital (Subramaniam et al., 2023). This will include refining the diverse talent within the organization that is already hired (Uru et al., 2024; Wesley et al., 2024; Kuppuswamy, 2022). Top talent needs to have the opportunity for career advancement within the organization. If an organization wants to retain the best talent, they need to provide incentives such as career advancement to make them feel positive and optimistic about working for that organization (Kuppuswamy, 2022). Talented people are usually highly driven and competitive. They want to know that the efforts they put in will be rewarded with raises and promotions and see their long-term efforts meet the organization's goals. Talented employees will want to feel like they are enablers of the organization and will want to be encouraged to scale up their performance, innovate and learn (Kuppuswamy, 2022). A department staffed with motivated personnel will on average achieve savings of two-and-a-half times greater than their peers (Saxena, 2013). Additionally, the cost of replacing a high-level employee may be as much as 150% of the departing employee's salary. Talent management is the most critical aspect of any organization supply chain and if that organization fails to recognize and improve their talent management processes, they run the risk of losing the talent war and struggle with business performance in the long term (Saxena, 2013).

Constant expansion of the talent pool is turning out to be critical in the ever-changing employee-driven market in a new post-Covid world of work (Sawar et al., 2021; Mujtaba and Lawrence, 2024). An advantageous approach would be to push and give priority to the digital

workspace for an organization. This will help expand the talent pool and diminish geographic barriers. In addition, organizations are likely to need to work in digital mode in the future with constant threats of lockdowns and disruptions in all activities of life (Khanfar et al., 2024; Mujtaba, 2024). Understanding employees' needs and preferences, 30% of the workforce from developed countries prefer to work from home in the post-pandemic era (Kuppuswamy, 2022; Sarwar et al., 2021). This highlights the need for greater collaborative efforts in the digital environment (Nafei et al., 2025).

Successful corporations that emphasis training and development are the ones that give priority on the amount of time a worker can spend carrying out training. Corporate training is a delicate issue as it involves the workers' motivation to be willing to improve his or her skills to increase productivity (Iacono, et al. 2020). An unmotivated worker will not be very successful throughout the training program which will carry into their work product. Companies such as Deloitte have adopted to some extent a gamification element to improve their completion performance in the training programs (Iacono, et al. 2020). The main advantages this type of learning has provided are a larger amount of engagement, development, creating habits, and growth of social interaction between colleagues. Deloitte saw an 37% increase in the number of users coming back to the portal and an increase in the completion of the company training program (Iacono, et al. 2020).

IBM applied gamification using a web base application that was applied to three fundamental directives: employee engagement, promoting social behavior, and learning performance (Iacono, et al. 2020). IBM has reported a much stronger outcome in learning and social behavior among its employees. Gamification, like digital twinning and use of robotics technologies (Nafei et al., 2025; Khanfar et al., 2024), represents a promising opportunity to enhance the outcome of employees to produce a virtuous circle that pushes them towards different goals through fun and learning (Iacono, et al. 2020). The integration of fun in the workplace is another evolution towards creating a more potentially positive approach to other contexts such as onboarding, training and development of staff and workers in a company. Creating a fun and inclusive environment that reaches a diverse group of individuals creates intrinsic motivation that enhances their sense of self initiation (Iacono, et al. 2020). In addition, activities that are connected to other people are perceived by that individual as supportive and a sense of relatedness. As new employees are being hired from different cultures and generations such as millennials and Gen Z, training and development are crucial to getting top performance results from these individuals (Mujtaba, 2022).

As organizations continue to evolve and adopt modern technologies, we are seeing more and more trends that are prioritizing ethical behavior, the value of human capital, and effective human resource management to attract and retain competent talent (Mujtaba et al., 2025). By prioritizing human capital, these companies are investing in better compensation, staffing, training and development, and performance management. This all directly affects an employee's confidence, morale, motivation, ethical standards, and ability to provide products and services of value. In today's globally diverse work environment, managers need to ensure employees have the necessary communication and interpersonal skills and resources to effectively perform in their current and future roles (Momand et al., 2024; Langaas and

Mujtaba, 2023; Minenko and Mujtaba, 2024). Companies need to create training and work environments that support employees' work and non-work activities by utilizing modern technology and embracing the quality movement (Khanfar et al., 2024; Mujtaba and Lawrence, 2024). This can mean redesigning the current training system to incorporate new technology and the use of employees working in teams (Noe et al., 2022).

2. Deloitte's Focus on Onboarding

Employee learning is essential to any organization's success. Companies need to create a learning culture, and this is done by addressing the organization's multiple stakeholders and their varying goals, success factors, and political stakes (Heuman & Carr, 2003). Deloitte has done this and much more by tackling each stakeholder individually and determining their needs for success and learning. Enlisting leadership to support and motivate staff is crucial to cultivating a learning culture. Through effective leadership support, Deloitte has created a value proposition that demonstrates understanding of the business and ability to grasp management concerns (Heuman & Carr, 2003). Moreover, Deloitte has continued to reinvest in its employees' training and development throughout the decades to meet the demand and stay in the forefront as an industry leader. Deloitte's success in this endeavor has been seen through its numerous accolades, including best workplace for parents in 2023, and in 2024 it was ranked number 13 by Fortune 100 as one of the best places to work in the United States (Great Place to Work, 2024). What makes Deloitte truly different is how they come together to create a more equitable and prosperous future for generations to come (Deloitte, 2024). To make this happen Deloitte focuses on being an organization where people can thrive with a focus on development, flexibility, and well-being. Deloitte believes that a robust onboarding system is key for talent development and success for each of its new hires by preparing them for their first client projects and positioning them for their careers (Training, 2017).

How employees are valued and rewarded can have a considerable impact on effectiveness, productivity and performance within the organization and the level of service employees are able to provide for the organization's clientele. Career development has had a significant positive association with employee performance (Muthumbi & Kamau, 2021). Several aspects such as training programs, career guidance, mentorship and mobility all help reduce turnover and benefit an employee's performance overall. Employee performance is considered the work quality and quantity achieved by that employee regarding their duties and responsibilities given to them (Muthumbi & Kamau, 2021).

For the employees to be effective they need to be confident in their work and have a training and development program that aides them into becoming a valuable employee. A study conducted by McKinsey & Company suggests that the biggest determinant of a positive return on investment is talent (Kleppe et al., 2023). Over 50% of the CEOs state attracting and retaining talent is among their organization's biggest challenges (Kleppe et al., 2023). In addition, 47% of the CEO's state they have recently or plan on increasing employee training and development activities in their organizations. As one of the largest consulting firms in the world, it is imperative that Deloitte set the standard for how to operate at all levels of business practices. To do this, they must not only have a great training and development

system but one that sets the standard for the rest of the world to follow.

The purpose of this study is to identify the importance of having a comprehensive and robust training and development program. This research identifies Deloitte as a company that models what an effective training and development program has and what kind of results can be seen when implemented properly and in a timely manner. This article discusses how Deloitte approaches training and what kind of programs they offer and why they are so effective in building their talent pipeline.

3. History and Purpose

Deloitte is a British multinational professional services network, that was founded in London, United Kingdom in 1845 by William Welch Deloitte. Deloitte specializes in tax, audit, financial advisory, and management consulting with an annual revenue of \$65.9 billion dollars (Deloitte Global, 2024). Considered one of the big four in consulting, Deloitte has more than 415,000 people worldwide in more than 150 countries and territories (Deloitte, 2024). Furthermore, Deloitte has been building on more than 179 years of service with a mission “To make an impact that matters by creating trust and confidence in a more equitable society” (Deloitte, 2024; para. 3).

Over the years Deloitte has won several awards from best company to work for to best company for parents and women. These awards are a testament to the fact that Deloitte is a company that cares about its people and about its business by making investments in areas that really matter. The next section explains some of the more recent awards that the company has won.

Number 13 in 100 Best Companies to work for in 2024. This reward was the results from surveys that measure whether employees feel their leaders are accessible, communicate honestly, and their actions match their words (Great Place to Work, 2024). Furthermore, the survey asks employees if they feel respected, appreciated, supported for their well-being and are provided with opportunities to contribute to the overall success of the organization. In addition, some of the other metrics measured would be fair pay in regards of employee opinion, promotions and opportunities for growth in the company. Top companies usually score very high on many of these metrics by creating a great work atmosphere for their employees. The company is also given an opportunity to discuss their training programs and workplace strategy to create a great work culture (Great Place to Work, 2024).

Number 3 Best Workplace for Parents in 2023. This reward surveys employees who are parents. The survey responses are used to assess the quality and consistency of parent’s experiences (Great Place to Work, 2023). Deloitte has been identified as a company that has a caring and innovative culture that reflects their genuine commitment to their employees’ needs. To be eligible for this reward companies need to provide generous parental leave, adoption benefits, as well as a flexible schedule which can include hybrid and remote options. Additionally, they must provide childcare and substantial healthcare benefits packages for employees to choose from (Great Place to Work, 2023).

Number 4 in Fortune Best Place in Consulting & Professional Services in 2023. To be eligible for this list a company needs to be one of the top professional services and receive

high ratings from its employees. The survey consists of over 127,000 employees responding to a survey about their workplace experience (Fortune, 2023). This survey enables employees to share quantitative and qualitative feedback about their organization's culture by responding to 60 statements on a 5-point scale. The list is analyzed and is based on employee feedback and the extent to which this experience is shared by the full workforce of that company. Companies that create great work experiences for all members of their teams, including full and part time workers and every demographic receive the highest ratings (Fortune, 2023).

Number 16 in Fortune for Best Workplace for Women in 2022. In the best workplaces for women category, nearly 1.2 million employees were surveyed and data from companies representing more than 7 million employees of those over 640,000 were from females (Great Place to Work, 2022). The criteria that were measured focused on roles, quality and consistency of women experiences in the company. In addition, the survey analyzed the balance in gender such as what positions women held throughout the company and their level of representation compared to men. Furthermore, the survey looked at the potential for a woman to rise from different positions throughout the company such as board of directors, C-Suite executives, etc. Some of the criteria to be considered for this list would be to have at least 50 women employed at the time, 20% of them need to be in non-executive manager roles, and at least one executive must be female (Great Place to Work, 2022).

Number 19 in 2022 PEOPLE for Companies that Care. This list acknowledges companies who have succeeded in business while still prioritizing their employees, communities and the environment (Herbst, 2022). In 2021 during the major power crisis in Texas, Deloitte took action to help its more than 6,000 employees affected by the outages. Deloitte team members supplied their colleagues with water, batteries, baby formula, home repairs, cleaning supplies, and alternative housing (Herbst, 2022). This showed that Deloitte doesn't leave any team member behind and is mindful of everyday issues that can happen to its global staff. The support continued even after the storm let up.

Number 67 Best Places to Work Glassdoor. Glassdoor evaluates company reviews shared by current and former employees over the past year to analyze its results for the top 100 companies to work for in modern times. Deloitte has an employee review rating of 4.0 out of 5 stars which is averaged out of 63,374 company reviews on the Glassdoor website (Glassdoor, 2024). This indicates that most employees have had a positive experience working there. In addition, 78% of employees have stated they would recommend Deloitte to a friend (Glassdoor, 2024).

4. Training and Development

Training can help companies gain a competitive advantage by increasing employees' knowledge of foreign competitors and cultures (Mujtaba, 2014). This is advantageous as it gives the employee a larger picture of the company goals and their business objective to effectively compete in their market. Effective training and development ensure employees have the skills needed to work with current and new technology (Noe et al., 2022). Technology will and has always been modified to perform better and more efficiently over time. Depending on the workplace, technology will always be embedded in just about every task an employee will do at some point. Having a proficient understanding of the current

technology used at that employer's business will grant the employee the best advantage to perform their job proficiently. A good training and development program can help employees ensure that the company culture emphasizes innovation, creativity, and learning (Noe et al., 2022). This one is crucial as Americans have built their entire society on innovation, creativity and learning. For any company to stay in business they must be creative and innovative otherwise they will fall behind and become obsolete.

Training and development should prepare employees for teamwork by effectively working with each other, particularly members of underrepresented ethnic groups, foreign born transplants and people with different work experience and backgrounds (Noe et al., 2022; Mujtaba, 2022). Having a cohesive work team is imperative for productivity to be competitive. By working cohesively employees can accomplish more with less interruption and the ability to help each other out when needed. This can be helpful when some teams get larger projects than others and might need a little extra help to meet the timeframe for completion. In addition, training can help enhance employee job security by providing new ways for employees to contribute to the company when their job changes, their interest changes or they need to reskill (Noe et al., 2022). Making employees feel secure in their job role can make a huge difference in motivation. People are not going to be motivated or perform at their best if they are constantly fearful, they might lose their job, or their job will be replaced or outsourced.

Some of the best practices for training and development are giving people an individual experience that caters to their learning needs. We are not all created the same when it comes to learning. Everybody learns differently and everybody requires different types of learning styles to retain information (Mujtaba, 2022). This can be further enhanced by providing people with patience, understanding and resources that are consistently available to them. A trainer should always make themselves available whether it is convenient or not. This will empower the trainees to seek help when needed and give them the confidence to be proactive in their job requirements while also making them feel that they are valued.

Table 1. What Employees Value

What do employees value the most from their employer?		Percentage
1	Culture and Value	24%
2	Senior Leadership	22%
3	Career Opportunities	20%
4	Business Outlook	15%
5	Work-life Balance	13%
6	Compensation and Benefits	12%

Source: Kuppuswamy, 2022.

Modern firms need to understand and adapt to the ever-evolving trends that have emerged from the Covid-19 pandemic. These changes are going to be continuous and resulting in unforeseen changes in the field of business and the practice of human resources departments worldwide (Kuppuswamy, 2022). As the business world continues to evolve, and older

generations retire, businesses must seek out new talent to replenish their ranks. This will include dipping into the younger generation talent pool. For this to be successful human resource departments will need to understand that diversity in the age gap between employees will also mean creating new compensation packages that meet the needs of the new talent and are aligned with federal laws (Mujtaba and Fiedler, 2024).

Companies are going to have to redesign the workplace by placing an emphasis on digital work, artificial intelligence, and digital twinning practices (Khanfar et al., 2024). The creation of the digital workplace is seeing a major uptick and will consistently create challenges for companies that do not embrace at least a hybrid work environment (Mujtaba and Lawrence, 2024). In addition to remote work and work schedule flexibility, companies must also pay attention to what the current workforce values most, such as the ones listed in table 1.

According to data (PwC 2020 HR Tech Survey), compensation and benefits are below the work life balance, which means modern generation of employees prefer more flexibility than raises or additional salary perks. The one size fits all compensation package is no longer valid for retaining talent and contributing to the well-being of the company (Kuppuswamy, 2022).

5. Learning

Another area where many companies are looking to improve their workforce would be through continuous learning which focuses on a learning system that requires employees to understand the entire work system (Noe et al., 2022). This can include gaining new skills, applying them to the job and sharing what they have learned with other employees. Learning can be formal and informal, development and knowledge management. Continuous learning can address performance issues or anticipate future issues that will lead to improved business results. For instance, if a company wants to introduce new software that will enhance a departments ability to schedule meetings, this can be advantageous as it will help the employees be more proficient but also help reduce problems with a learning curve in times when there might be a high volume of meetings that need to be scheduled.

Continuous learning needs to align with the business strategy, it needs to support leaders, create a culture that encourages learning, and provides a wide range of learning opportunities that will help develop the employee over time (Noe et al., 2022). This requires patience to execute and the ability to see the big picture by management. Providing learning opportunities requires time and the company's financial resources for it to be effective. In addition, continuous learning also needs to evolve just like a company and be reevaluated from time to time to be sure it is still delivering results and is effective to most of the workforce. By focusing a portion of training and development on continuous learning, a company is adding value and enhancing its human capital. Human capital includes knowledge, advanced skills and creativity, as well as motivation to deliver high-quality products and services (Noe et al., 2022).

What has been seen over the years from various corporations that provide training and development initiatives are improved results in customer service because of better product and service knowledge, as well as improved employee engagement by ensuring employees'

needs are addressed in current job roles and allowing them future growth opportunities within the company (Noe et al., 2022). In addition, giving all employees the opportunity to grow and develop in their careers can be a strong motivating factor in creating loyalty and better working relations. Enhanced innovation and creativity capture insight and information from knowledgeable employees. Furthermore, efficient training and development programs can encourage teamwork, collaboration creativity and knowledge sharing among employees (Noe et al., 2022). This is where progress begins, and a company that actively pursues innovation and creativity will inspire the human resources asset to be the best in their field. Growth in global markets would be another positive result from a strong training and development system. Training and development can provide useful knowledge that can help employees learn about foreign markets and how best to approach them for further business development. In addition, preparing managers and employees for global leadership positions and cross-cultural training of expatriates can provide a sustainable competitive advantage for multinational corporations (Mujtaba, 2014).

6. Strategic Onboarding

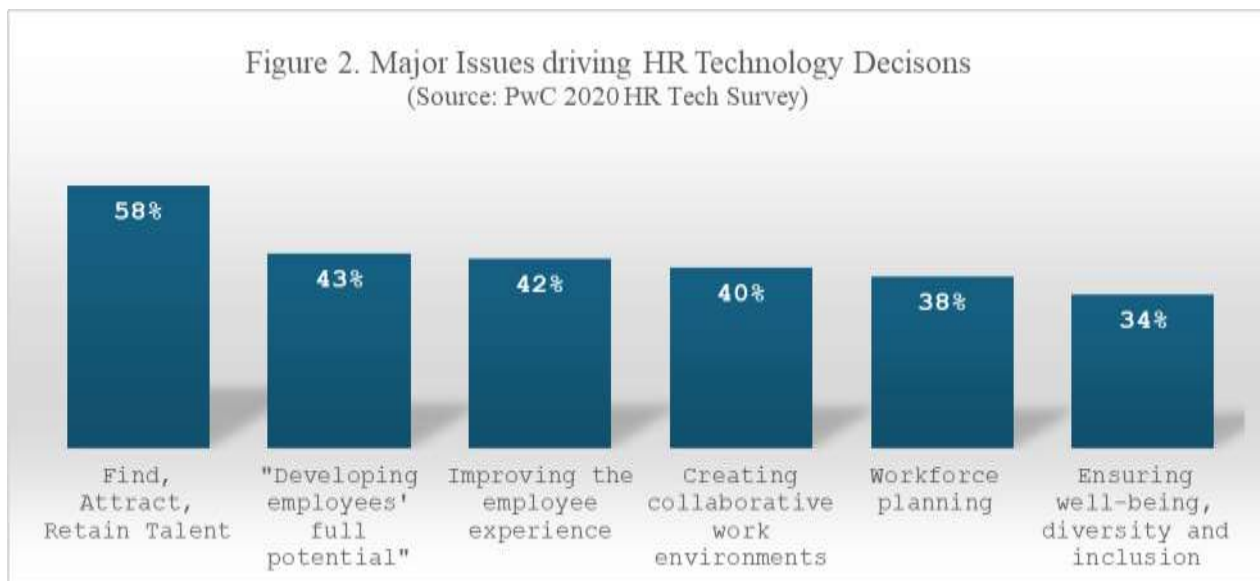
New employees who are going through the onboarding process are in a transition process of learning the company culture, responsibilities and where they fit in. During this transition process they can be vulnerable and might experience a sense of inconvenience while being trained. This is partly the employer's fault by appointing a few select individuals to train the new staff. These trainers are also expected to not only train the new employees but are also expected to be productive members and continue to carry out their duties as well as conduct on-the-job training. This can be very conflicting, especially in the initial parts of training, when a trainee will need more one-on-one help as they are assimilating into the work culture and job. Like all new investments it is prudent to watch over those human resources investments, especially in the initial stages of onboarding and training. Hiring, onboarding and training is a costly endeavor that should not be minimized or quantified. Patience and understanding will be the key to creating value and being a productive member of the team. In addition, making a training and onboarding process that is unique to the individual employee will be far more beneficial than just reworking the tried-and-true process that companies have held onto for the last several decades. Invest in employees and they will take care of the company.

Despite the strategic importance of attracting, retaining and maximizing the productivity of top talent, there are far too many companies who fall short on the onboarding and training process (Stein & Christiansen, 2010). Many companies invest as much or more in new labor every year as they do in their manufacturing infrastructure (Stein & Christiansen, 2010). Annual recruitment and intake have become the normal course of most businesses. A strategic onboarding process will align with the firm's primary business strategy. The programs need to be designed to set up employees for success, as well as meet the needs of the company to have staff become productive quickly (Stein & Christiansen, 2010). A successful program will dive deep into company culture and teach new hires what is vital to the organization's success. It will teach them how to be successful in their role and how their role is a vital part of the organization's success.

Furthermore, successful programs teach the company's business model and the competitive environment of the business market. In addition, new employees need to know the intricacies of how their department works with others to create good customer experience and achieve the long-term goals of the company. This will help ensure the staff is motivated and inspired to adjust changes and will remain enthusiastic. Moreover, giving employees a robust and strategic onboarding process will ensure that they contribute to higher levels which will give the company a competitive advantage that can produce top bottom-line results (Stein & Christiansen, 2010).

According to McKinsey & Company, the most important corporate resource over the next 20 years would be smart, sophisticated businesspeople who are technologically literate, globally astute, and operationally agile (Beechler & Woodward, 2009). As shown in Figure 2, key issues driving human resource technology decisions include finding, attracting, and retaining top talent in today's digital workplace. Additional issues driving technology decisions include such factors as developing employees' potential and improving their work experience.

Talent can be summed up as the sum of a person's abilities, intrinsic gifts, skills, knowledge, experience, intelligence, judgement, attitude, character, and drive (Beechler & Woodward, 2009). In addition, talented people are teachable and can learn and grow with the digital world.



Deloitte has been recognized over the years to be one of those companies that delivers a successful onboarding process to its new hires. They have done this by providing many different programs targeted for their diverse workforce. Some of these programs are meant for initial hires to current employees offering them continuous support and resources to continue to develop and enhance their careers and productivity. Some of the programs that Deloitte has offered for new hire training and current employee development are Deloitte University, New Hire Resource Center, and Future Leaders Programs.

7. Talent Management

Talent management is a continuous process that includes the acronym RESPECT, which the beloved singer Tina Turner popularized in her performances, and if applied consistently, can really increase the productivity and retention of current talent.

- **Relate** to your employees.
- **Engage** and communicate.
- **Support** personal needs.
- **Personalize** their development.
- **Encourage** them.
- **Compensate** fairly.
- **Trust** them more.

When employees feel they are a part of the big picture they perform as if they are a major stakeholder in the organization. A talented employee needs to feel valued and if workers do not see that opportunity at the hiring organization, they will either become disengaged entirely or seek alternative employment options.

Global talent management refers to the process of utilizing international human resource activities to attract, develop and retain individuals with high levels of human capital, consistent with strategic direction of multinational enterprises in a dynamic, and highly competitive environment (Tarique & Schuler, 2013). Organizations should conduct regular talent meetings to develop a clear strategy to increase available talent and be prepared for a variety of business changes and talent needs. The talent review meeting should be designed to review performance, career potential and discuss possible vacancies. In the current marketplace employees are like free agents and behave like a mobile investor of his/her human capital (Saxena, 2013). For companies to win the talent war management needs to adopt a strategic talent management approach, because “*Winning or losing a good recruit is like winning or losing a customer, you have got to succeed*”, according to Steve Ballmer, CEO, Microsoft (Saxena, 2013).

8. Deloitte University

The competition for talent is intense and in response to this, Deloitte has made a substantial investment in state-of-the-art facilities around the world. In 2011 Deloitte opened Deloitte University (DU) which cost approximately \$300 million dollars (Kleppe et al., 2023). Deloitte University is meant to provide a centralized support operation that will improve employee recruitment, retention, foster collaboration, and provide opportunities for enhanced employee training (Kleppe et al., 2023). Deloitte University’s collaborative environment brings together thought leaders, fosters conversations, and builds cutting edge capabilities that help enhance and build Deloitte’s talent pipeline. Furthermore, Deloitte markets Deloitte University as a facility where clients can receive training and enrichment, and where relationships between employees and clients can be fostered (Kleppe et al., 2023).

Since the opening of Deloitte University there has been a consistent improvement in client relations and retention. In addition, Deloitte University has affected human capital positively

by creating more organizational identification among its employees (Kleppe et al., 2023). After a thorough analysis of reviews from Glassdoor, Deloitte employee's language is consistent with relatively higher organizational identification prior to the opening of Deloitte University. In addition to tax and audit quality, Deloitte's consulting revenue has grown substantially which represents about 45% of the firm's total revenue in 2022 (Kleppe et al., 2023). Deloitte's investment in Deloitte University has improved the human capital for the firms' employees by increasing revenue, obtaining new and old clients, and providing a stronger sense of organizational identity among its employees. Deloitte has been considering an additional expansion to Deloitte University by building a new Deloitte University campus in Japan. This is evidence that their program is effective as they have seen the vast benefits of having a robust training program and physical facility that fosters learning, development and networking among its employees and clients.

9. New Hire Resource Center

In 2016 Deloitte launched its talent development program called New Hire Resource Center (NHRC) for their tax professionals. The program helps the new hires become self-sufficient from day one by offering them personalized, comprehensive training that is available 24/7 (Training, 2017). The NHRC program is personalized on each new hire's profile so they can find the content most relevant to their specific needs (Training, 2017). The New Hire Resource Center covers topics such as Deloitte's strategy, day-to-day work process, and available tools (Training, 2017). New hires can interact with the software by creating a personalized screen and liking and sharing topics of interest or helpful improvement. This helps the new hire create a social connection with other new hires as well as current employees. Furthermore, the New Hire Resource Center helps employees apply tax processes, tools and current technology that Deloitte uses. In addition, the NHRC helps build a strong internal network of peers, coaches and team members, along with leverage leading practices to cultivate and maintain strong client relationships (Training, 2017).

The NHRC helps perform client engagement, and proactively manage their own career development and performance. This is really a game changer for the employees who actively want to improve as they are getting valuable feedback about their personal performance and areas on where they can improve without waiting to have a formal review by their supervisor. The system allows all employees the ability to connect and collaborate with their fellow practitioners. In addition, the NHRC program offers bi-weekly check-ins with team leaders, curriculum reinforcement and a knowledge management tool system that is available 24/7 (Training, 2017). The knowledge management tools provide continuous learning through reinforcement beyond onboarding experience. This is a wonderful feature as it allows new hires to continue to learn and develop themselves throughout their role with the company. Often onboarding and training programs are comprised of a timeframe that doesn't always allow the time necessary to truly absorb all the information that is needed or could be of benefit in adding additional layers of proficiency.

Since the inception of the NHRC, Deloitte has seen a positive impact in two key areas which are enhanced new hire onboarding experience and increased practitioner capabilities

(Training, 2017). Giving new hires on-demand access to the NHRC resources has allowed them to “onboard” at a more manageable pace to optimize application and performance. Furthermore, new hires have greater self-sufficiency which helps them become client-ready much sooner and to a greater degree than with previous training programs (Training, 2017). Deloitte audit quality had a reduction of 43% of misstatements for clients. Which was down by 4% from the prior year. This has enhanced the level of service Deloitte provides to its clients along with greater proficiency it runs its projects (Training, 2017). Moreover, Deloitte now has better individual and team engagement and performance. All of which creates a stronger work culture and happier employees as they feel self-empowered to find resources in a much quicker and more convenient way.

10. Future Leaders Programs

The future leader’s program is a combination of several programs in one. All these programs are provided to enhance an open, inclusive, and flexible culture that grants a wide array of growth opportunities (Deloitte, 2024). These programs empower employees to take a more active role in their career projection and provide Deloitte with a pipeline of mixed high-performing professionals. One branch of the Future Leaders Program is the Emerging Leaders Development Program (ELDP), which is designed to help prepare high performing minority managers and senior managers for the next stage in their career. The program focuses on building skills in effective development, strategic risk-taking and building professional networks (Deloitte, 2024). In addition, the program offers each participant an assigned partner, principle or managing director mentor who commits at least two years to help drive the career of the participant to new levels (Deloitte, 2024). Another branch of the program is the Women’s Leadership Program which is designed to help prepare incredibly talented women for the next phase in their career. The program offers women external coaching, sponsorship, 360 feedback. In addition, the program focuses on business development, executive presence, negotiations, individual strength, and career management (Deloitte, 2024).

The future leader’s program has made several positive advancements for minorities and women. Asian promotions have increased by 27.2% in 2022. African Americans have seen a 5.7% increase in promotions over the course of 2022 fiscal year. In addition, Middle Eastern and North African have seen a 0.9% increase in promotions over the course of 2022. The percentage of female professional decreased from 48.7% in 2022 to 47.7% in 2023, however, female promotion remains above overall female representation (Deloitte, 2023).

The future leaders’ programs have helped with recruitment and attrition rates overall by increasing representation in Asian workers by an average of 14% (Deloitte, 2023). African American recruitment and attrition rate went up by 5.4%. Middle Eastern / North African recruitment and attrition rate went up by 0.3%. In addition, Hispanic recruitment attrition rate went up by 4.9% (Deloitte, 2023). Although these numbers are not a dramatic difference, they do show that Deloitte is doing something right by offering programs that matter. By creating leadership programs designed to give minorities and females an edge into becoming the next leaders of tomorrow, they are ensuring a much brighter future for them and generations of

underrepresented workers to come.

11. Recommendations

Deloitte's training and development programs can shine a lot of insight into other company training programs. What employers can gain from taking a closer look at how Deloitte trains its new hires and continuously provides learning opportunities for its current workforce is a priority in human capital. Deloitte has created training programs and development programs that target new hire, women, minorities, and anyone else who wants to have a long and healthy career with continuous growth potential. This is shown through its various programs and by which they are implemented. For instance, the New Hire Resource program is easily reproduced by offering new associates access to programs when they need it and offering resources that are helpful.

Companies need to prioritize training and development if they want to compete in today's digital global marketplace. This would require looking at employees as long-term investment. Making learning continuous and providing resources, and relevant tools that can cultivate a learning environment. This needs to resonate at all levels of a company and not just human resources. Many companies see turnover as a continuous and ongoing system. What they should be asking is what can be done to keep their best workers from leaving? What studies and other companies, including Deloitte, have shown is that by creating a positive relationship with their supervisor and colleagues, employees improve their skills and share in the financial success that their labors help generate, which are key to creating long term employee retention and loyalty (Foote et al., 2014; MacLean, 2013). In addition, making sure employees feel appreciated and valued can go a long way. This can be done by acknowledging employees' efforts in their work, ideas and other areas that create improvement in the organization.

Companies that compete in today's global marketplace need to have a team of diverse individuals who represent various unique markets and who have a learning culture that cultivates diversity and growth among their employees. This will require offering more than one program to be competitive. Focusing on more than one avenue, such as minorities, women, growth among its divisions through learning and development are key to a rich and productive diverse workforce (Mujtaba, 2023). And what Deloitte does that really sets them apart is to constantly reevaluate their programs and see which ones work and which ones do not. This might require tweaking the programs or doing a complete overhaul and getting a new one in. The point is that there is a lot that can be done when it comes to training and development. We believe that employee development starts when formal training ends and managers must serve as caring and developmental coaches. Companies that want to succeed will need to prioritize and invest in continuous learning and development programs for their entire team of employees if they want to compete and be sustainable in today's global marketplace.

Future researchers can research and assess the usage of Deloitte's training program in other organizations nationally and internationally to observe and reflect on how these practices might evolve in response to emerging trends in the job market or artificial intelligence

advancements in technology.

12. Summary

According to a McKinsey Global Institute study, employers required 16 to 18 million more college educated workers in 2020 than were available (Keller & Meaney, 2017). This left many companies unable to fill the necessary roles and made recruitment much more competitive amid a global Covid-19 pandemic. In addition, most of these roles were not filled with top talent. Deloitte created a value proposition that shows that learning provides staff with professional development, earns client respect, and plays an important role in staff morale. When it comes to learning, there is no one size that fits all. In the current marketplace we have a wide assortment of employees with different backgrounds, customs, beliefs and so on. All of which can provide unique and innovative skills to their employers. It is the job of the employer to encourage these employees to be their creative selves. This can be done by creating a comfortable work and learning environment for them to grow and blossom. To do this they need to offer accessible training programs and visible development opportunities that can really create employee productivity, satisfaction, and high levels of retention.

If nature has taught us anything by nursing and cultivating a tree, it will bear fruit that can feed an entire family or sometimes a village. Imagine what a whole orchard can do. Firms must take advantage of the new generation's leadership abilities to change the ever-present issue of employee turnover. Along with having a competitive starting salary and a robust benefits package, firms can also retain employees through a comprehensive training and development program that nurtures relationships among its coworkers that can stimulate growth and innovation. Relationships play an irreplaceable factor in employee retention and a firm that can foster positive relationships will see the highest rate of retention. According to Andrew Blocher, the Chief Financial Officer of Federal Investment Trust, "Successful onboarding demonstrates the financial impact that the onboarding process can have on your organization and how to improve your return on investment" (Stein & Christiansen, 2010, p. 19).

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