2017 ATD State of the Industry
The 2017 Report

299 organizations reported on fiscal or calendar year 2016 (last year)
Data and Benchmarking

• The data reported here are averages and participating organizations change from year to year
• Don’t aim to replicate the figures; instead, use them as benchmarks for comparison
Direct Learning Expenditure

**Includes**

- Talent development staff salaries (gross wages including benefits or employer-paid taxes)
- Travel costs for TD staff
- Administrative costs
- Non-salary development costs
- Non-salary delivery costs (classroom facilities, online infrastructure, etc.)
- Outsourced activities
- Tuition reimbursements

**Does NOT Include**

- Learners’ travel expenses
- Costs of participants’ conference attendance, fees, and travel
- Cost of lost work time while engaged in learning activities
Average Direct Learning Expenditure per Employee

- 2009: $1,081
- 2010: $1,228
- 2011: $1,182
- 2012: $1,195
- 2013: $1,208
- 2014: $1,229
- 2015: $1,252
- 2016: $1,273
Average Direct Learning Expenditure per Employee by Industry

- Finance, Insurance, and Real Estate (n = 59): $964
- Healthcare and Pharmaceutical (n = 34): $916
- Management Consulting (n = 33): $1,967
- Manufacturing (n = 20): $461
Average Direct Expenditure per Employee by Organization Size

Per employee spend drops as the number of employees rises.
Defining Hours Used

**Includes:**
- Length of live, virtual, and remote classroom courses provided
- Length of all self-paced courses, learning objects, and materials provided (online and offline)
- Length of all video, audio, and print content provided
- Length of all e-learning content provided

**Does NOT Include:**
- Hours of on-the-job training and coaching
- Learning and performance support materials embedded in work processes or tools
Average Learning Hours Used per Employee

34.1 hours is a little more than 4 days per year
How is the Expenditure Distributed?

- Internal Costs: 61.37%
- External Services: 25.88%
- Tuition Reimbursement: 12.75%
External Services

**Includes:**
- Consultants and services
- Content development and licenses
- Workshops and training programs delivered by external providers

**Does NOT Include:**
- Tuition reimbursement for education programs at educational institutions

Tuition Reimbursement

**Includes:**
- Community college courses and programs
- University courses and programs
- Continuing professional education or certification

**Does NOT Include**
- Training courses provided by vendors and consultants
### Percent of Portfolio Dedicated to Key Content Areas

<table>
<thead>
<tr>
<th>Area</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managerial and supervisory</td>
<td>13.7%</td>
</tr>
<tr>
<td>Mandatory and compliance (e.g., safety, security)</td>
<td>10.8%</td>
</tr>
<tr>
<td>Processes, procedures, and business practices</td>
<td>10.4%</td>
</tr>
<tr>
<td>Sales (not including product knowledge)</td>
<td>8.9%</td>
</tr>
<tr>
<td>New employee orientation</td>
<td>8.2%</td>
</tr>
<tr>
<td>Profession-specific or industry-specific (e.g., engineering, accounting, legal, medical)</td>
<td>8.0%</td>
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<tr>
<td>Information technology and systems (e.g., enterprise and desktop software)</td>
<td>7.9%</td>
</tr>
<tr>
<td>Interpersonal skills (e.g., communication, team work)</td>
<td>7.8%</td>
</tr>
<tr>
<td>Executive development</td>
<td>6.9%</td>
</tr>
<tr>
<td>Customer service</td>
<td>6.7%</td>
</tr>
<tr>
<td>Product knowledge</td>
<td>6.0%</td>
</tr>
<tr>
<td>Basic skills</td>
<td>2.9%</td>
</tr>
<tr>
<td>Other</td>
<td>1.8%</td>
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</tbody>
</table>