

ATD STATE OF THE INDUSTRY

2018





THE 2018 REPORT

**399 organizations
reported on fiscal or
calendar year 2017 (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**

STATE OF THE INDUSTRY TIMELINE

CALENDAR

**Collect data in
Spring/Early
Summer**



**Analyze/Clean
data in Late
Summer**



**Publish *State of
the Industry* in
the Fall**

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**

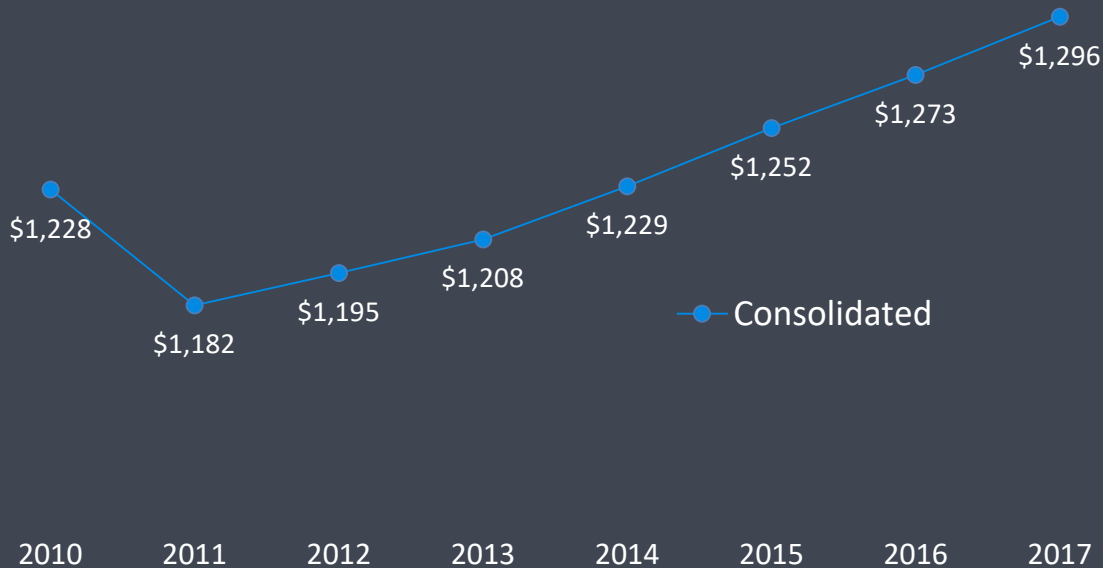
DIRECT LEARNING EXPENDITURE PER EMPLOYEE



- **For the average participating organization, this is up to \$1,296 in 2017 from \$1,273 in 2016 (1.7% growth)**
- **Average 2017 inflation for IMF advanced economies was 1.7%**

AVERAGE DIRECT LEARNING EXPENDITURE PER EMPLOYEE

FIGURE 1-1: Average Direct Expenditure per Employee

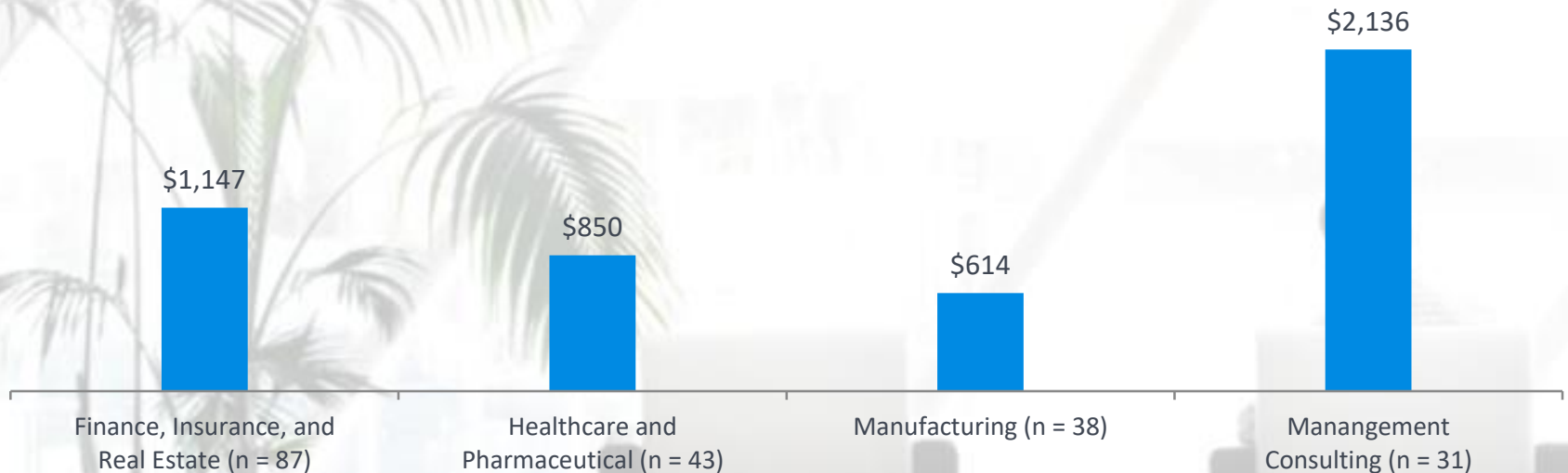




WHAT INFLUENCES
SPENDING?

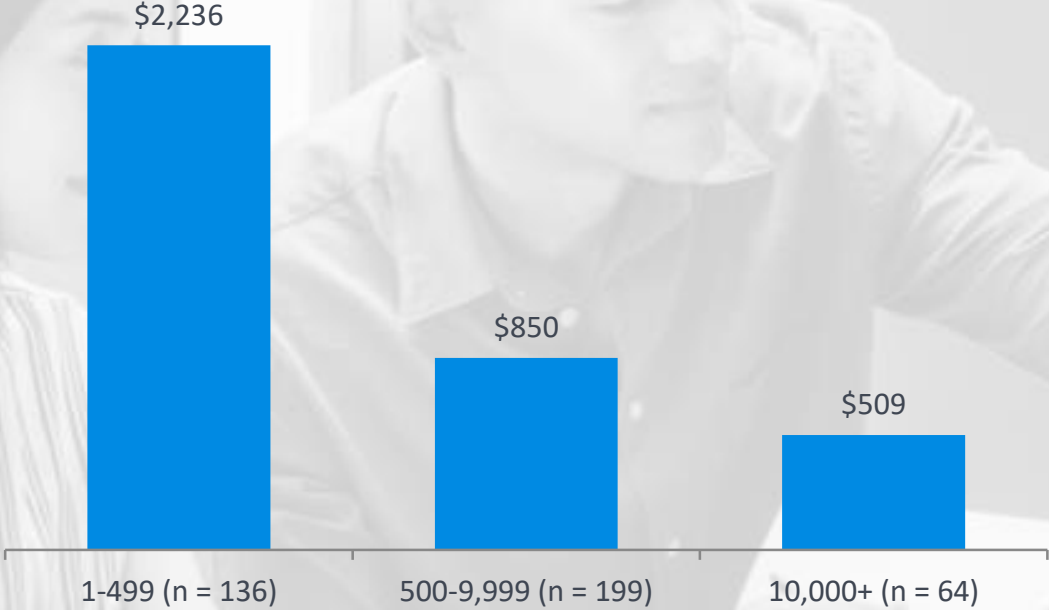
**Industry
Organization Size**

AVERAGE DIRECT LEARNING EXPENDITURE PER EMPLOYEE BY INDUSTRY



There were not enough responses for other industries to report group statistics.

AVERAGE DIRECT EXPENDITURE PER EMPLOYEE BY ORGANIZATION SIZE



Per employee spend drops as the number of employees rises.

DEFINING HOURS USED

Includes

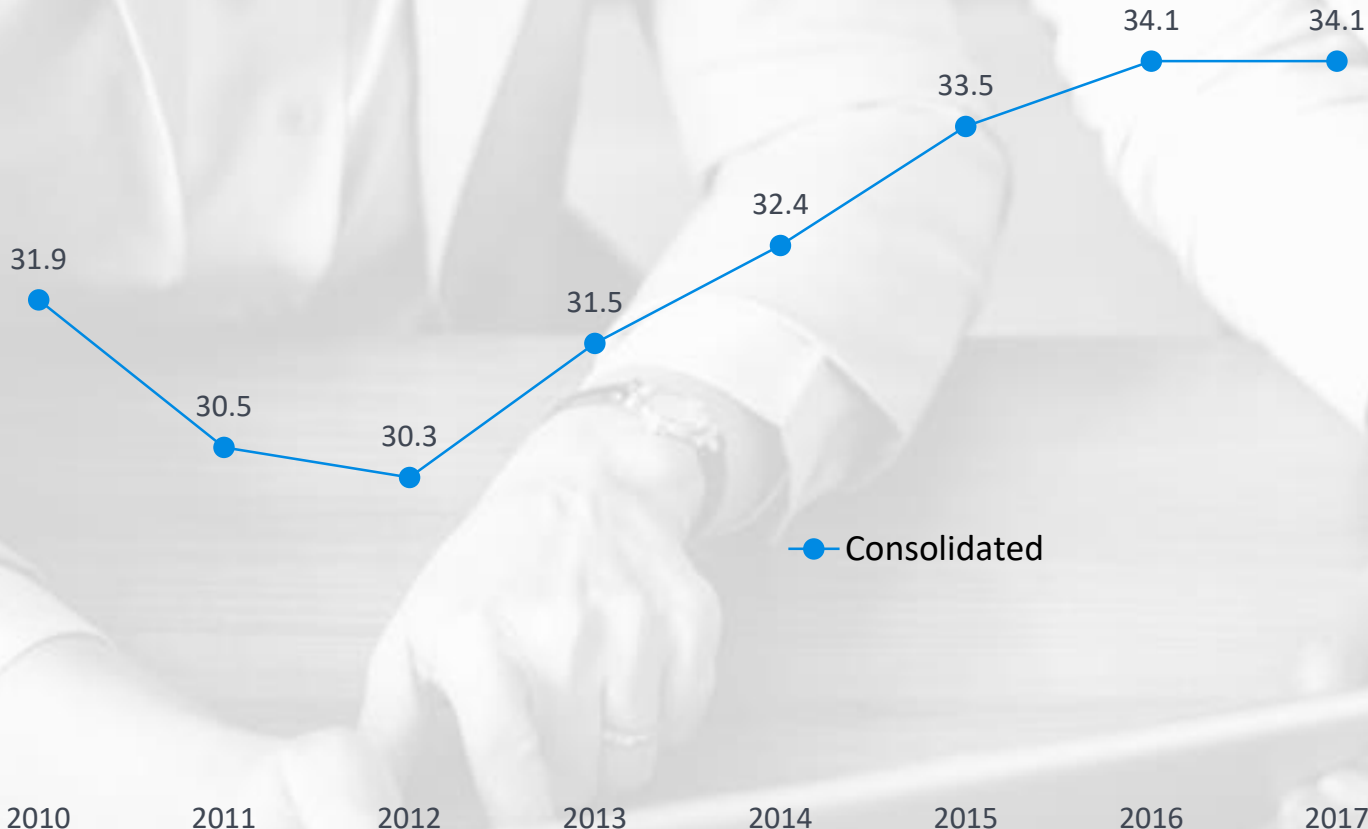
- **Length of live, virtual, and remote classroom courses provided**
- **Length of all self-paced courses, learning objects, and materials provided (online and offline)**
- **Length of all video, audio, and print content provided**
- **Length of all e-learning content provided**

Does NOT Include

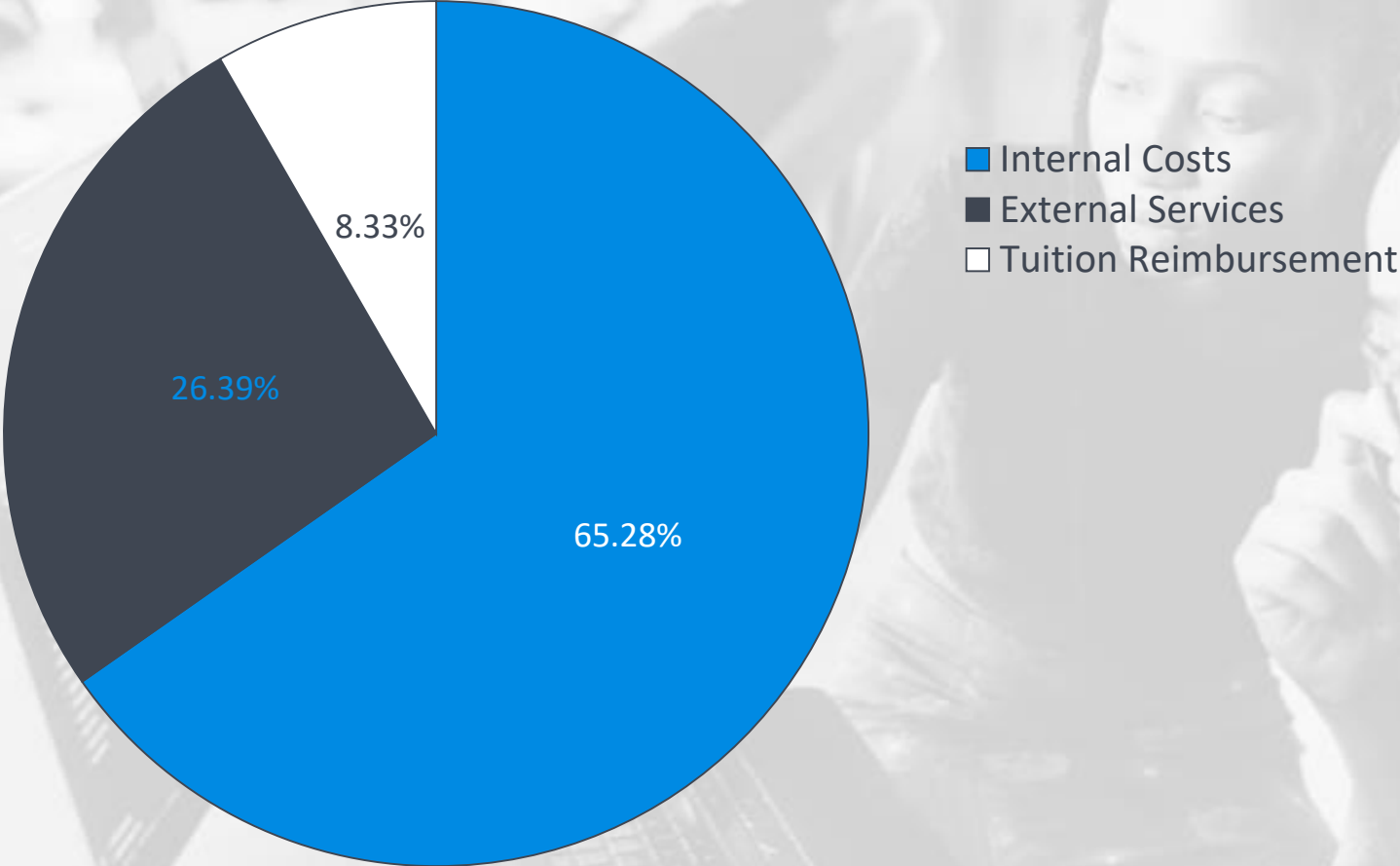
- **Hours of on-the-job training and coaching**
- **Learning and performance support materials embedded in work processes or tools**

QUARTZ

AVERAGE LEARNING HOURS USED PER EMPLOYEE



HOW IS THE EXPENDITURE DISTRIBUTED?



SERVICES AND REIMBURSEMENT

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

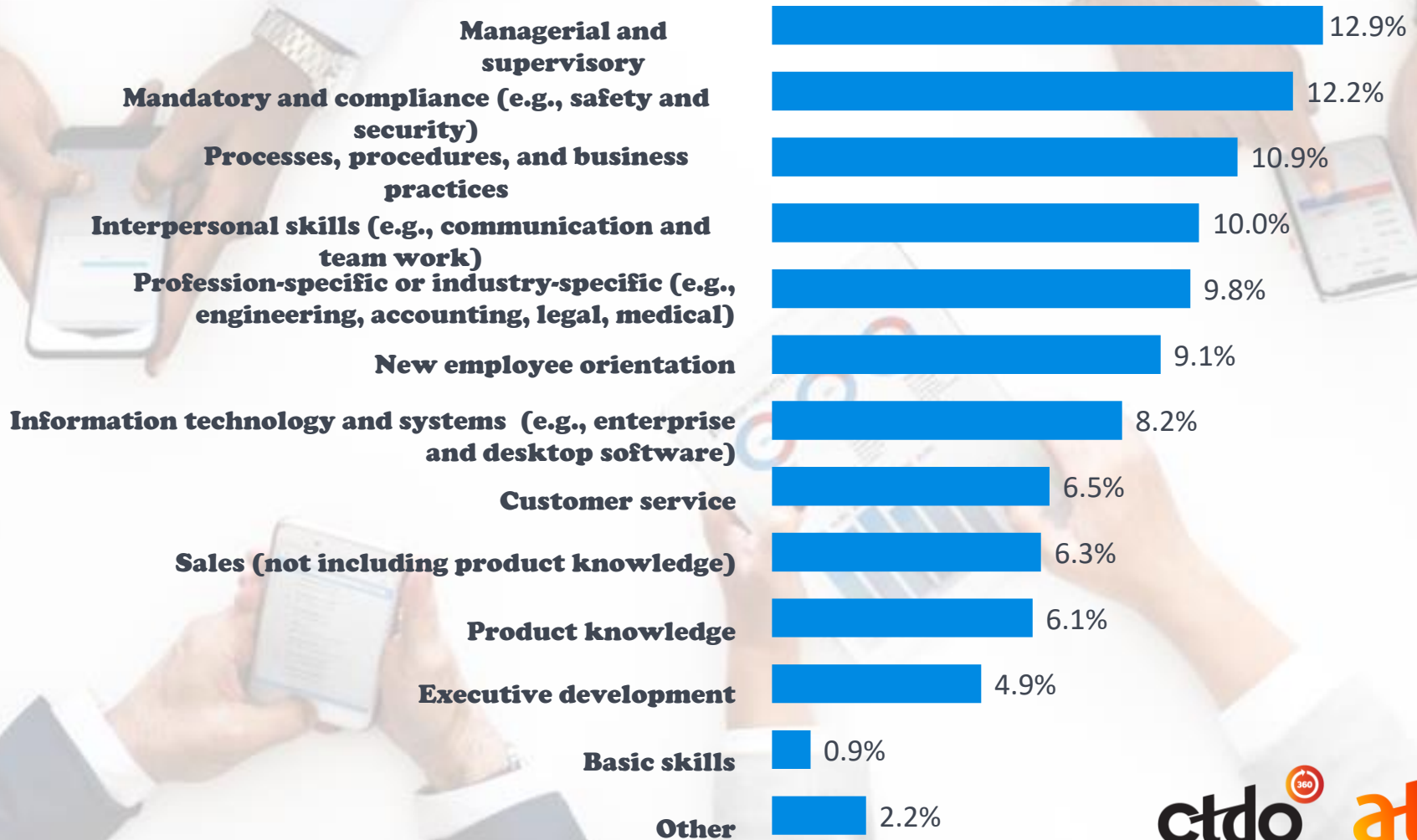
- **Training courses provided by vendors and consultants**



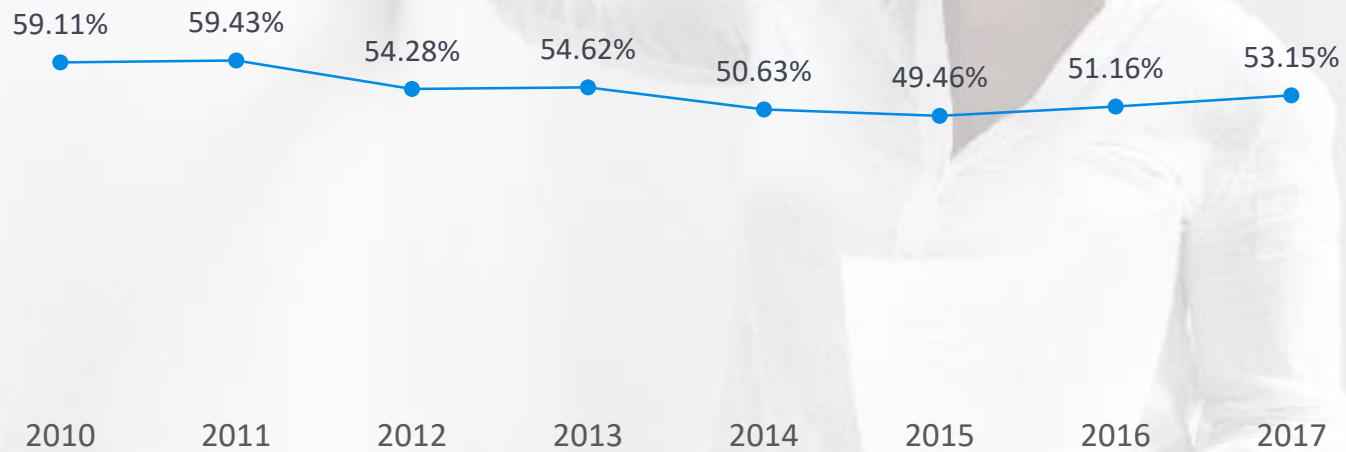
OFFERINGS

- **What is being offered?**
- **How is it being delivered?**

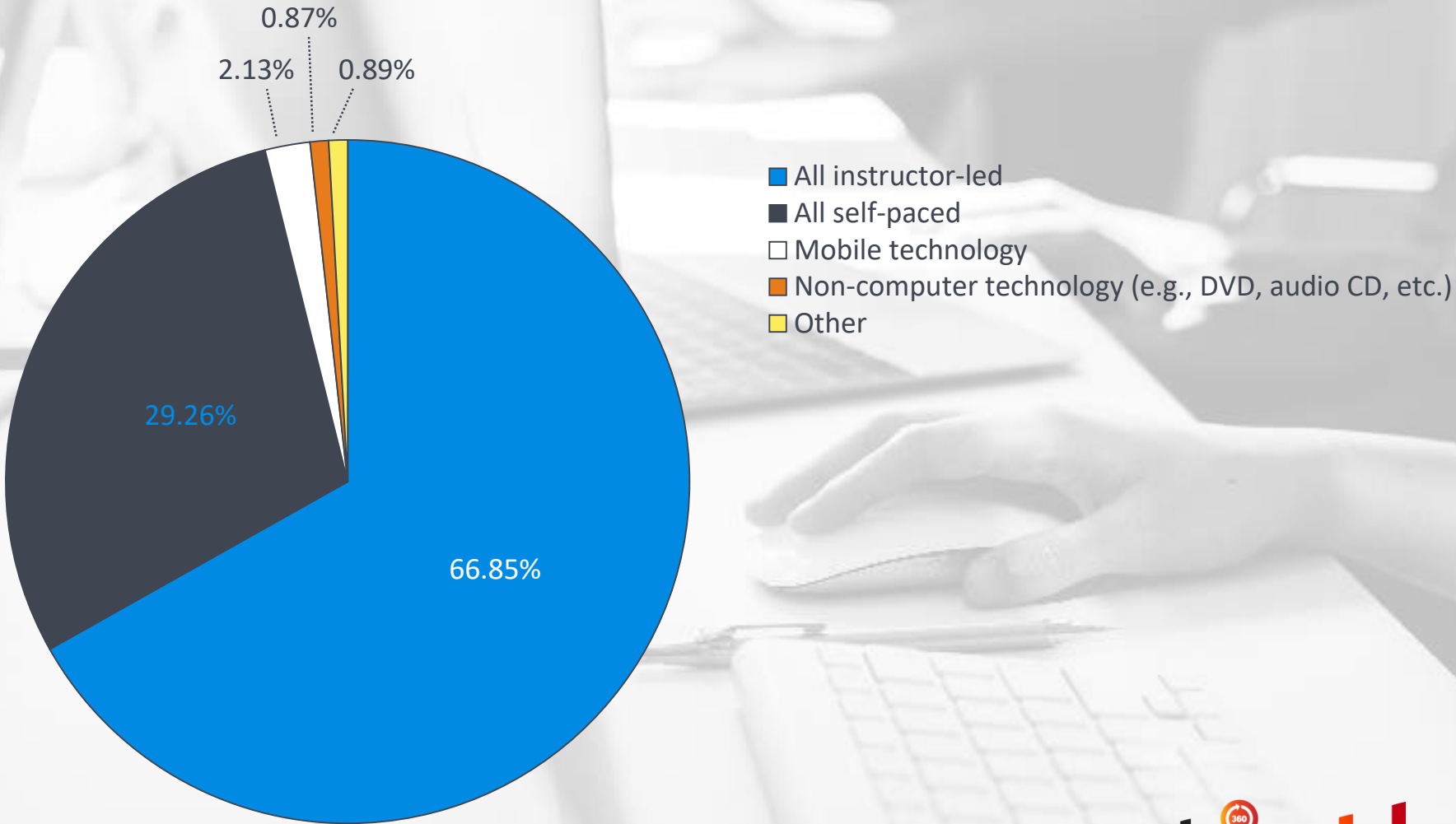
PERCENT OF PORTFOLIO DEDICATED TO KEY CONTENT AREAS



PERCENTAGE OF HOURS AVAILABLE THAT ARE DELIVERED IN THE TRADITIONAL LIVE CLASSROOM



AVERAGE PERCENTAGE OF HOURS AVAILABLE BY DELIVERY METHOD

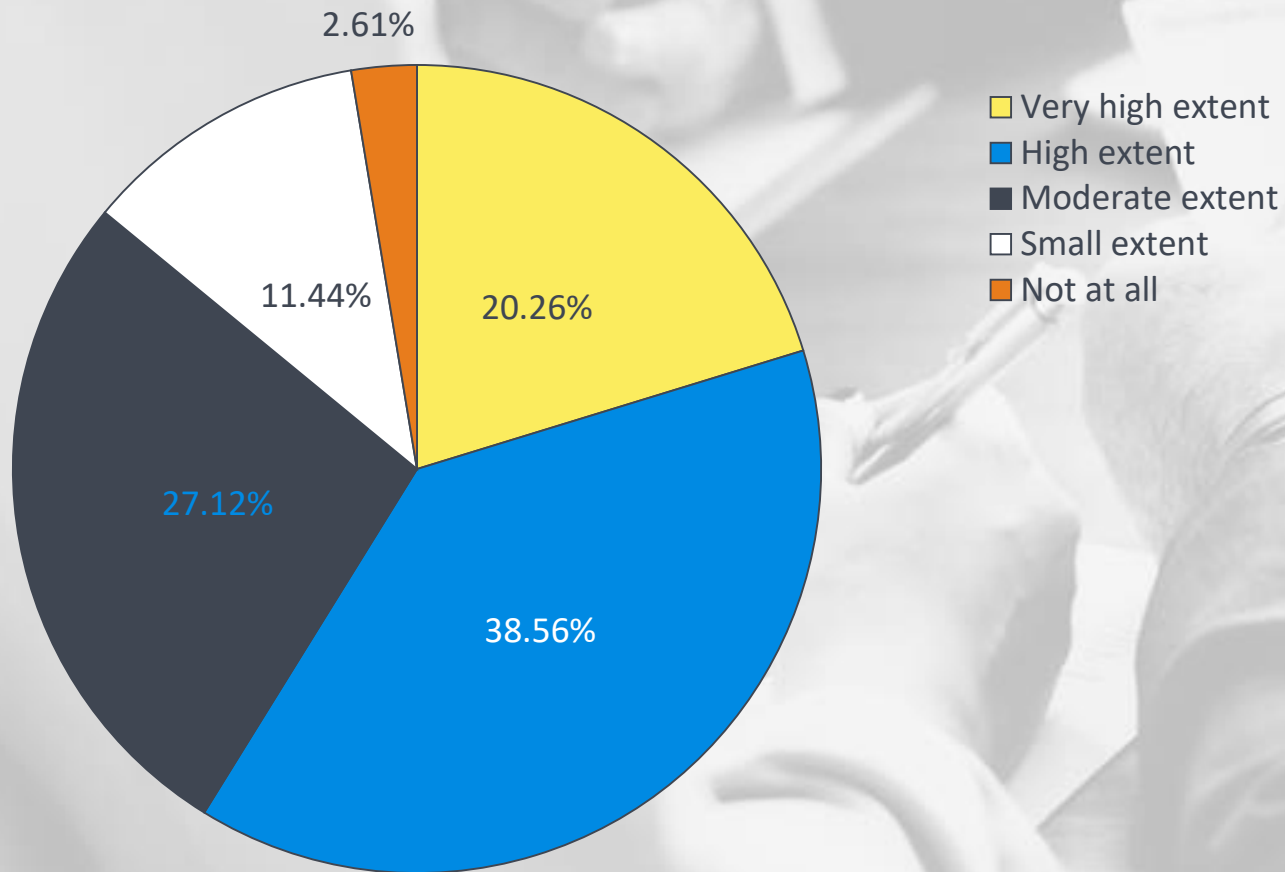




ON-THE-JOB LEARNING

- **Definition: Learning that is embedded in work activities**
- **Examples: On-the-job coaching, knowledge sharing on-the-job, job shadowing, job rotations, “stretch” assignments**

EXTENT TO WHICH ORGANIZATIONS EMPHASIZED ON-THE-JOB LEARNING



ORGANIZATIONS THAT USED DIFFERENT TYPES OF ON-THE-JOB LEARNING TO A HIGH OR VERY HIGH EXTENT

