ATD 2020 *State of the Industry*

The 2020 Report

283 organizations reported on fiscal or calendar year 2019 (last year).

Data and Benchmarking

- The data reported are averages, and participating organizations change from year to year.

- Don't aim to replicate the figures; instead, use them as benchmarks for comparison.

- BEST benchmarking group refers to companies that won ATD BEST awards this year for excellence in TD.

State of the Industry Timeline

Collect data in the spring/early summer

Analyze/clean the data in the late summer

Publish *State of the Industry* in the winter

Direct Learning Expenditure

Includes

- Talent development staff salaries (gross wages including benefits or employer-paid taxes)
- Travel costs for TD staff
- Administrative costs
- Nonsalary development costs
- Nonsalary delivery costs (classroom facilities, online infrastructure, and so on)
- Outsourced activities
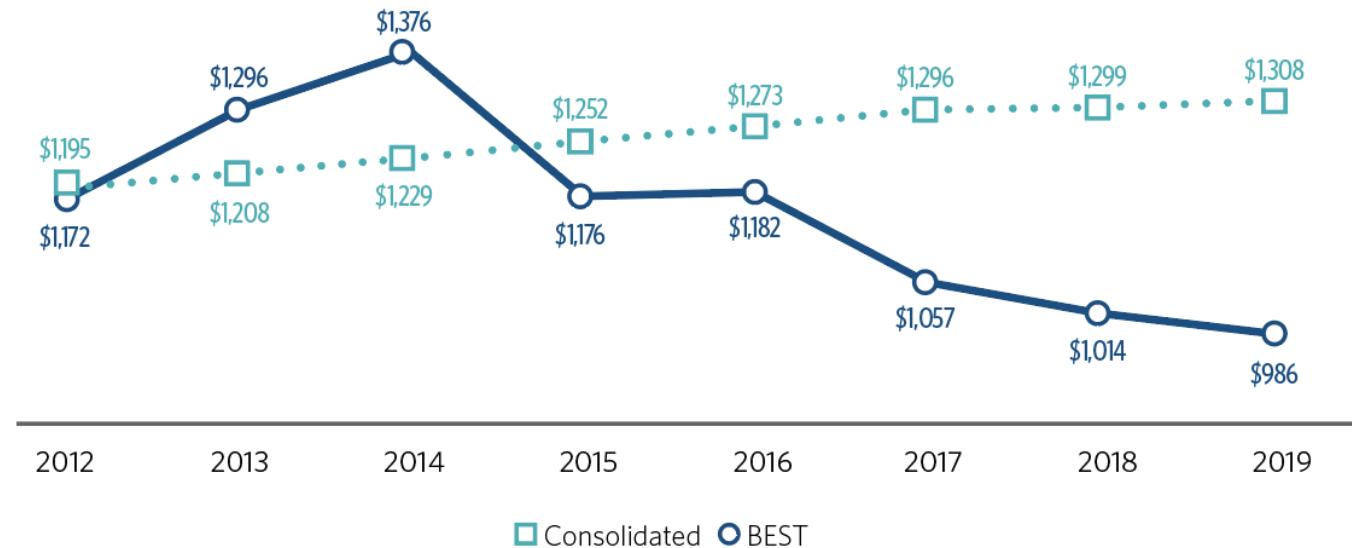- Tuition reimbursements

Does NOT Include

- Learners' travel expenses
- Costs of participants' conference attendance, fees, and travel
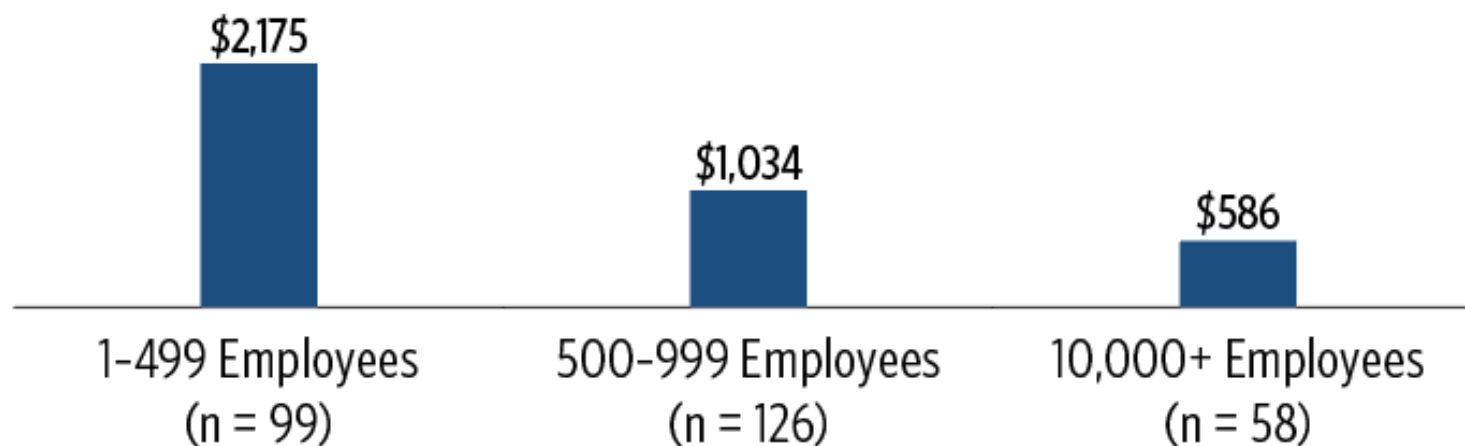- Cost of lost work time while engaged in learning activities

Direct Learning Expenditure per Employee

- For the average participating organization, this is up a small amount to $1,308 in 2019 from $1,299 in 2018.
- Growth was less than inflation.

Average Direct Learning Expenditure per Employee

	2012	2013	2014	2015	2016	2017	2018	2019
Consolidated	$1,195	$1,208	$1,229	$1,252	$1,273	$1,296	$1,299	$1,308
BEST	$1,172	$1,296	$1,376	$1,176	$1,182	$1,057	$1,014	$986

□ Consolidated ○ BEST

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Average Direct Expenditure per Employee by Organization Size

Per employee spending 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
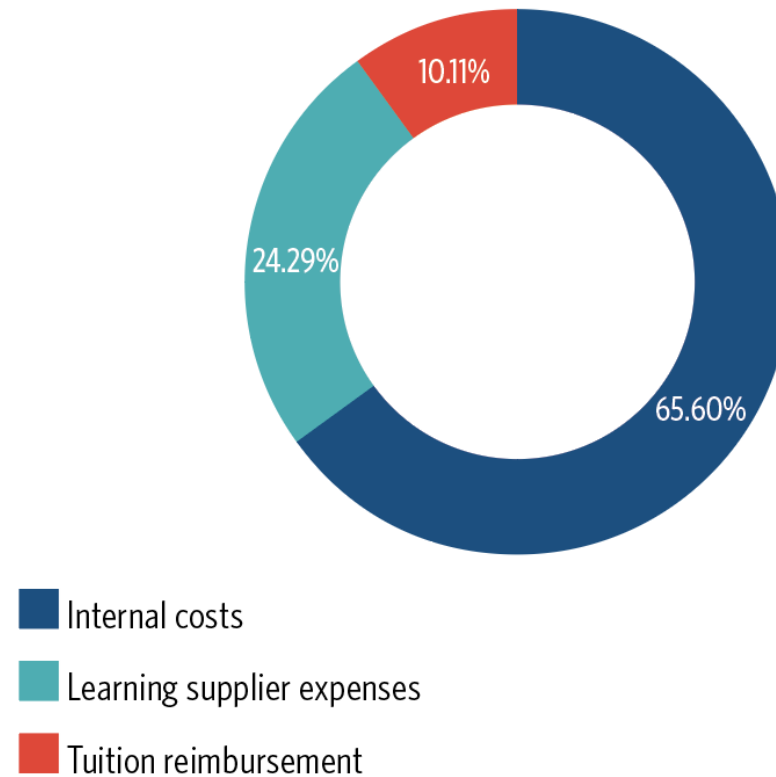- Length of all e-learning content provided

Does NOT Include

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

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Average Learning Hours Used per Employee
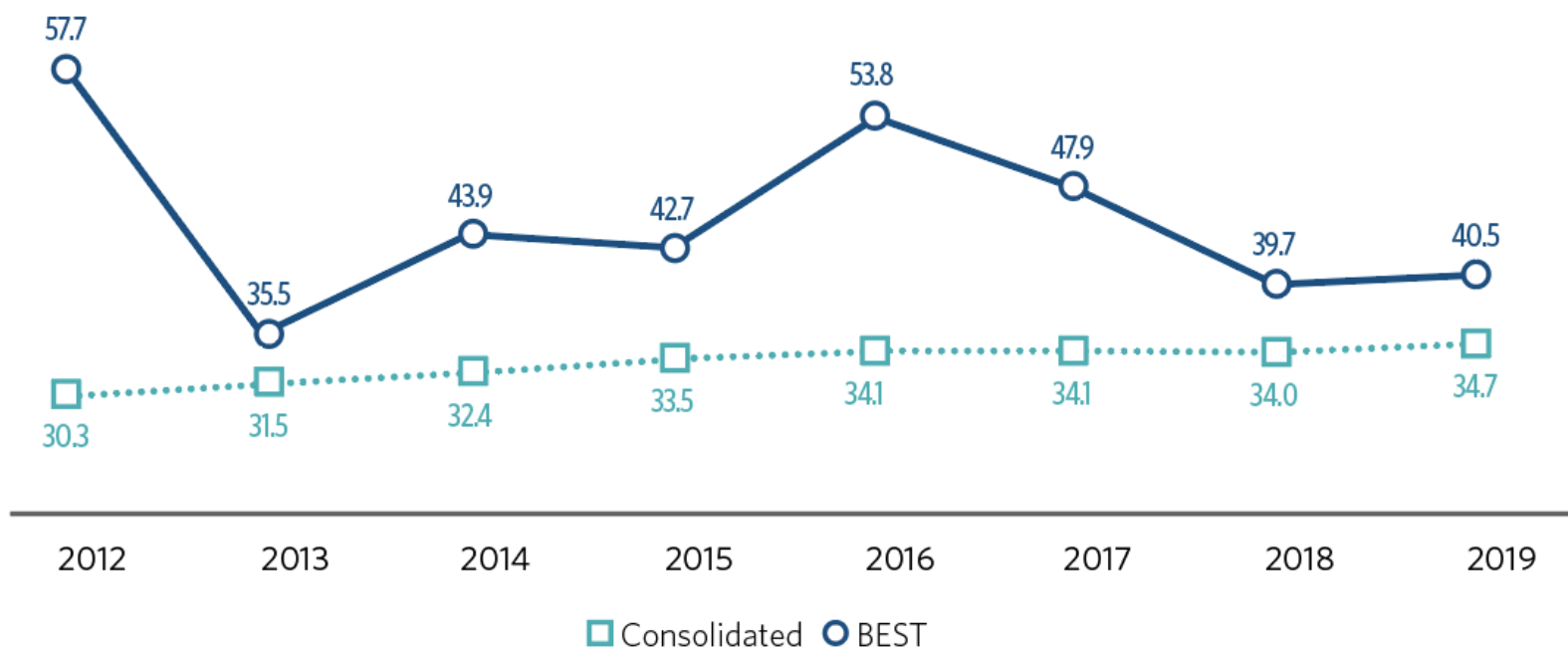
How Is the Expenditure Distributed?

- Internal costs
- Learning supplier expenses
- Tuition reimbursement

10.11%
24.29%
65.60%

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 Top 5 Content Areas

Managerial and supervisory — 13.9%

Mandatory and compliance — 13.2%

Profession-specific or industry-specific — 12.6%

Interpersonal skills — 10.1%

Processes, procedures, and business practices — 9.8%

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Percentage of Hours USED That Are Delivered in the Traditional Live Classroom

Average Percentage of Formal Learning Hours *Available* via Instructor-led Classroom (Consolidated)

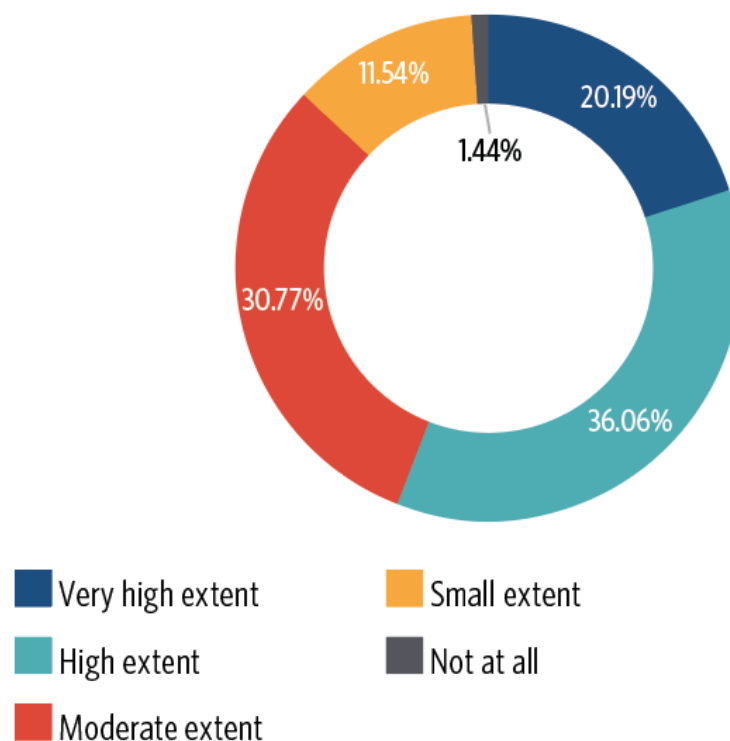| 2012	2013	2014	2015	2016	2017	2018	2019
54.28%	54.62%	50.63%	49.46%	51.16%	53.15%	52.91%	40.96%

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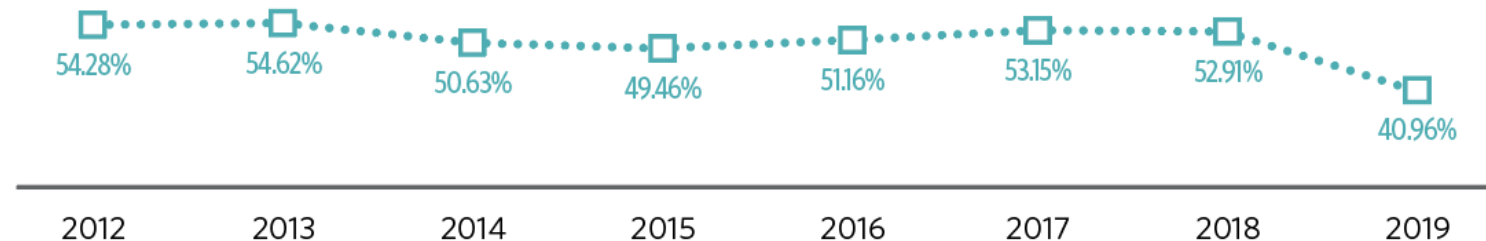
Technology Explains Decline in Traditional Classroom

- E-Learning: Now 26 percent of hours available
- Virtual Classrooms: Now 19 percent of hours available
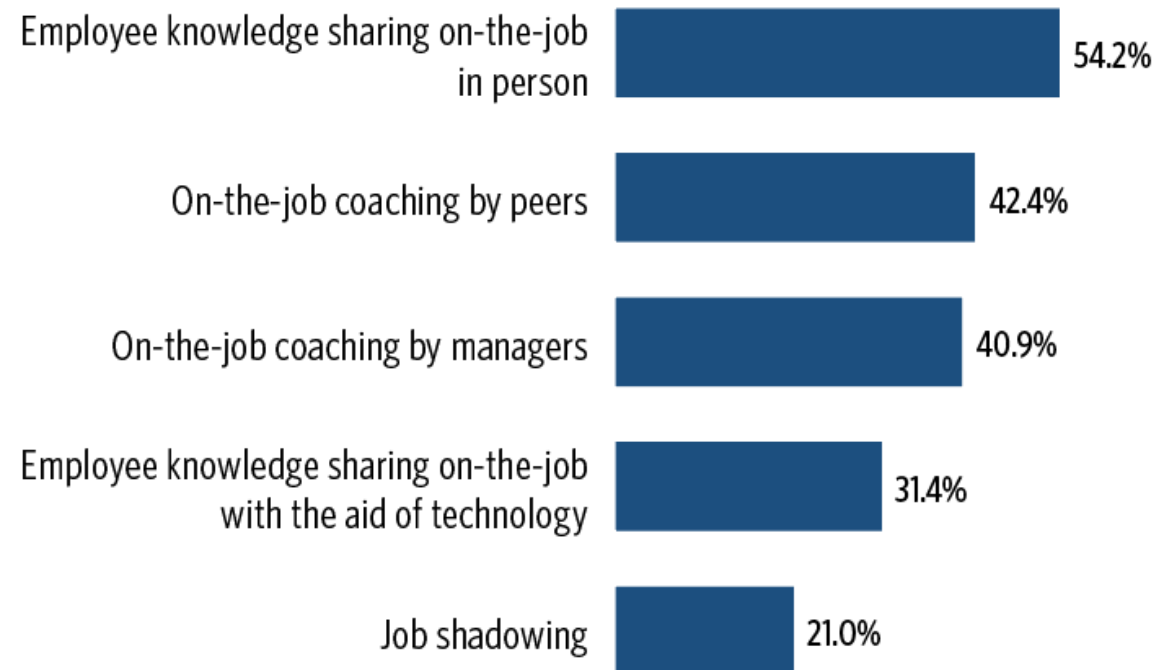
On-the-Job Learning

Definition: Learning that is embedded in work activities

Examples: On-the-job coaching, knowledge sharing on-the-job, job shadowing, job rotations, "stretch" assignments, apprenticeships, and so forth

Extent to Which Organizations Emphasized On-the-Job Learning

■ Very high extent	■ Small extent
■ High extent	■ Not at all
■ Moderate extent	

20.19%
36.06%
30.77%
11.54%
1.44%

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Organizations That Used Top 5 Types of On-the-Job Learning to a High or Very High Extent

Employee knowledge sharing on-the-job in person	54.2%
On-the-job coaching by peers	42.4%
On-the-job coaching by managers	40.9%
Employee knowledge sharing on-the-job with the aid of technology	31.4%
Job shadowing	21.0%

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