



**MORE
FOR
LESS**

Average training salaries plunge \$8,000 in 2011-2012.



The wild ride continues: After rising slightly in 2010-2011, average training salaries nose-dived nearly \$8,000 to an average of \$75,657 in 2011-2012, according to *Training* magazine's Annual Salary Survey of 1,281 readers. The average increase in salary in the last 12 months (not including a promotion or change of employer) rose slightly to 2.81 percent in 2011-2012, up from 2.57 percent in 2010-2011. Some 43 percent of respondents said their salary was low relative to their responsibilities, while another 49 percent said it was equitable. Only 7 percent believe they are well paid relative to their responsibilities. Some 51 percent of respondents said they received a bonus last year, and 55 percent are eligible for one this year. The average cash bonus was \$9,536, down from \$11,272 in 2010-2011.

Despite the steep decrease in average trainer salaries, only 3.2 percent said employers asked them to take a pay cut versus 6.6 percent in 2010-2011. Some 50 percent of respondents said their organization cut budgets in the last 12 months, 4 percent less than in 2010-2011. Travel was slashed by 43 percent of respondents vs. 49 percent in 2010-2011. Some 21 percent froze salaries vs. 30 percent in 2010-2011. And 9.7 percent eliminated bonuses compared with 11.4 percent the year before. Employee layoffs remained virtually the same at 24 percent.

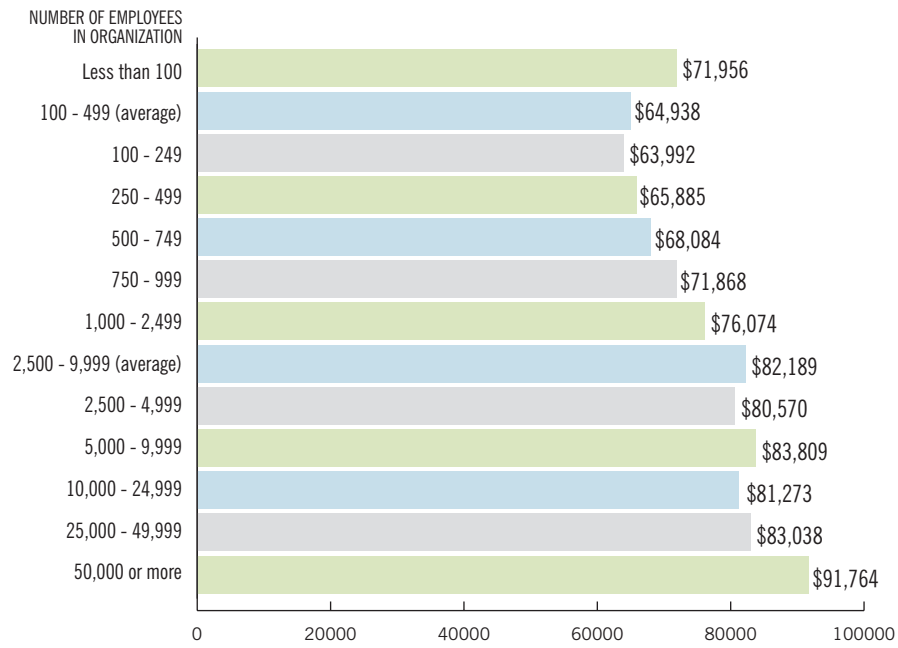
Most training professionals continue to enjoy what they do for a living, with 73.6 percent saying they wouldn't choose another career if they could do it all over again. Of those who preferred other careers, answers ranged from geneticist, horticulturist, optometrist, and computer programmer to acrobat, bail bondsman, pastry chef, and drummer in a rock-and-roll band.

Training Salaries by Region

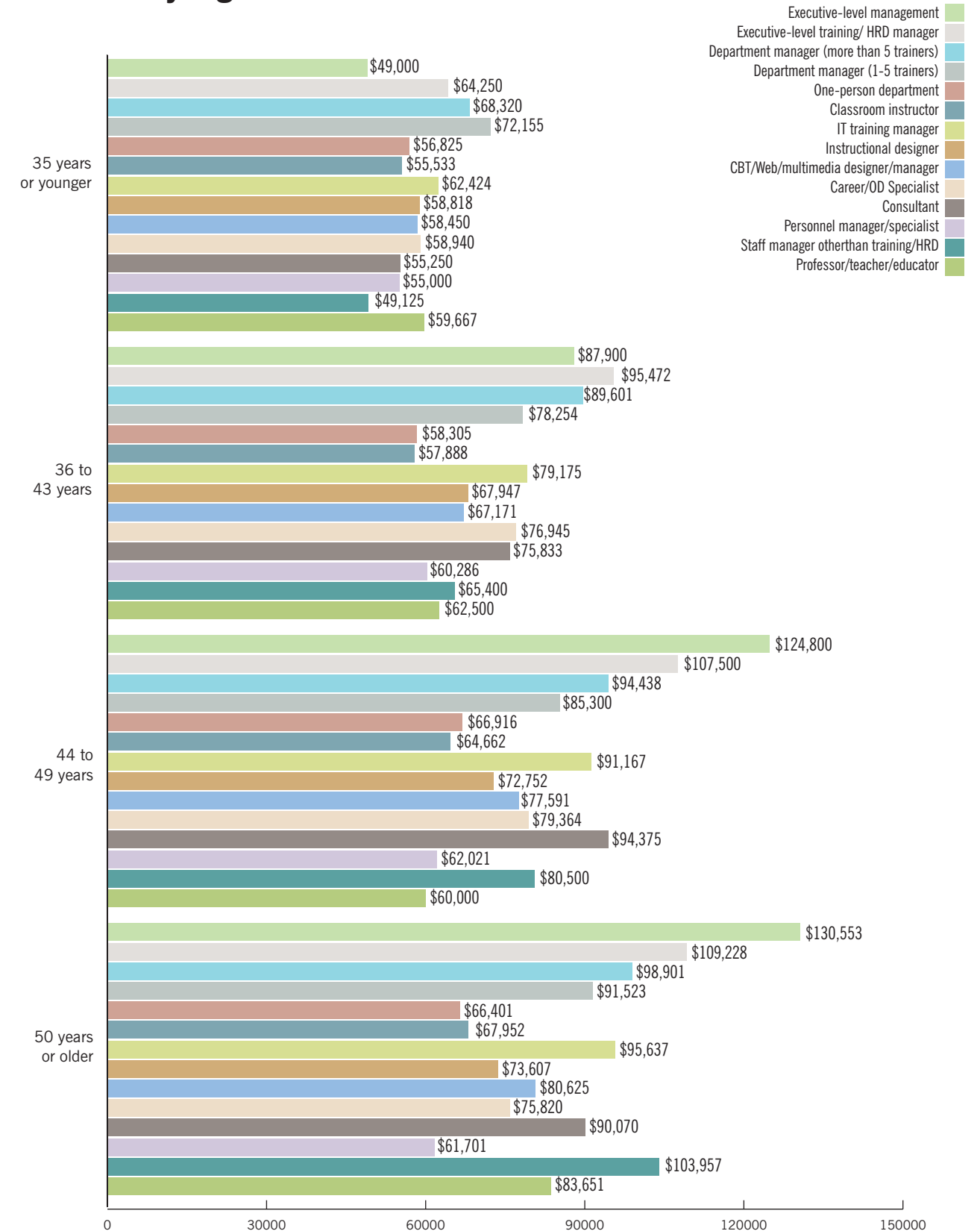
	PACIFIC	MOUNTAIN	CENTRAL	GREAT LAKES	NORTHEAST	SOUTHEAST	CANADA
Regional Average	\$84,571	\$67,734	\$70,857	\$70,482	\$84,985	\$76,287	\$74,013
2011 Regional Average	\$89,158	\$79,394	\$79,201	\$78,385	\$94,358	\$83,421	\$87,567
Executive-level management	\$120,250	\$56,000	\$106,667	\$86,625	\$171,250	\$99,500	\$72,500
Executive-level training/HRD manager	\$120,425	\$112,429	\$117,300	\$96,344	\$99,769	\$101,605	\$81,000
Training department manager (+5 Trainers)	\$102,702	\$99,044	\$80,012	\$86,214	\$112,463	\$91,956	\$82,167
Training department manager (1-5 Trainers)	\$88,614	\$79,466	\$82,334	\$86,535	\$88,633	\$85,292	\$86,443
One-person training department	\$71,125	\$55,386	\$59,647	\$58,085	\$73,554	\$56,353	\$77,900
Information technology training manager	\$88,667	\$62,250	\$74,500	\$94,677	\$86,266	\$90,232	\$80,000
Classroom instructor/trainer	\$73,279	\$54,646	\$56,689	\$58,933	\$71,032	\$61,925	\$56,474
Instructional designer	\$79,688	\$60,499	\$65,149	\$67,256	\$73,256	\$67,917	\$58,475
CBT/Web/multimedia programmer/designer/manager	\$84,167	\$57,510	\$63,215	\$59,750	\$87,214	\$62,533	\$101,500
Management/career/organizational development specialist	\$83,200	\$72,600	\$71,031	\$77,914	\$82,797	\$67,123	\$76,417
Independent consultant or other "outside" provider of training/HRD goods and services	\$87,750	\$78,500	\$91,716	\$64,750	\$83,000	\$92,009	\$77,000
Personnel manager/specialist	\$55,975	\$41,500	\$53,125	\$70,119	\$76,500	\$74,316	\$65,000
Line or staff manager other than training/HRD, personnel or IT	\$116,000	\$72,000	\$106,250	\$73,188	\$69,600	\$96,106	N/A
Professor/teacher/other education	\$42,500	\$70,000	\$87,544	\$59,056	\$63,383	\$131,021	\$85,000

Job Category	Overall Average	2011 Overall Average	Fewer than 100 employees	100-499	500-749	750-999	1,000-2,499	2,500-9,999	10,000-24,999	25,000-49,999	50,000 or more
Average Salary	\$75,657	\$84,142	\$71,905	\$65,527	\$70,543	\$70,063	\$73,285	\$76,598	\$79,414	\$85,346	\$86,309
Executive-level management (e.g., CEO, CLO, CIO)	\$119,767	\$127,202	\$90,063	\$93,000	\$190,000	N/A	\$146,500	\$159,250	\$189,500	\$294,000	N/A
Executive-level training/HRD manager - other training managers report to you	\$104,470	\$124,811	\$94,700	\$86,500	\$105,750	N/A	\$91,293	\$110,738	\$88,449	\$122,389	\$120,782
Training department manager - more than five full-time trainers/learning specialists report to you	\$93,084	\$98,614	\$118,400	\$74,211	\$88,500	\$58,445	\$78,625	\$91,949	\$102,808	\$102,600	\$114,278
Training department manager - between one and five full-time trainers/learning specialists report to you	\$85,036	\$86,301	\$76,550	\$74,995	\$72,177	\$70,134	\$90,219	\$81,551	\$89,054	\$90,059	\$110,758
One-person training department	\$62,390	\$71,512	\$50,171	\$59,298	\$58,645	\$66,457	\$65,505	\$73,825	\$66,248	\$69,844	\$76,526
Information technology training manager	\$88,921	\$85,165	\$45,000	\$60,500	\$116,000	\$115,833	\$66,000	\$84,996	\$87,660	\$134,000	\$87,133
Classroom instructor/trainer	\$61,741	\$65,653	\$69,156	\$50,710	\$65,839	\$59,650	\$57,242	\$62,929	\$64,385	\$63,288	\$66,813
Instructional designer	\$68,676	\$74,691	\$60,781	\$62,161	\$59,887	\$74,078	\$67,627	\$65,492	\$71,906	\$71,460	\$79,506
CBT/Web/multimedia programmer/designer/manager	\$70,933	\$81,009	\$64,500	\$52,667	N/A	N/A	\$52,550	\$70,409	\$80,800	\$86,833	\$77,209
Management/career/organizational development specialist	\$73,897	\$81,675	\$61,250	\$70,245	N/A	\$58,000	\$66,404	\$70,475	\$84,625	\$79,000	\$87,744
Independent consultant or other "outside" provider of training/HRD goods and services	\$85,623	\$96,888	\$96,682	\$78,500	N/A	N/A	\$98,600	\$72,778	\$74,250	\$84,667	\$87,625
Personnel manager/specialist	\$60,815	\$73,492	\$55,038	\$58,035	\$51,125	N/A	\$70,111	\$66,500	\$73,500	N/A	\$55,750
Line or staff manager other than training/HRD, personnel or IT (e.g., sales, operations, manufacturing)	\$85,702	\$80,296	\$68,083	\$104,893	\$34,500	\$68,500	\$93,667	\$88,700	\$70,000	N/A	\$94,150
Professor/teacher/other education	\$75,573	\$76,684	\$28,750	\$61,333	\$83,000	\$60,000	\$70,000	\$101,495	\$67,500	N/A	N/A
Industry											
Manufacturing	\$84,656	\$90,540	\$65,570	\$78,419	\$71,786	\$65,833	\$72,261	\$76,078	\$94,238	\$111,671	\$96,467
Retail/wholesale/distribution	\$68,799	\$86,969	\$61,583	\$58,177	\$82,795	\$45,250	\$71,066	\$77,146	\$70,641	\$70,167	\$69,161
Finance/banking/real estate/insurance	\$77,647	\$79,740	\$71,920	\$67,546	\$76,787	\$123,400	\$70,113	\$79,352	\$84,765	\$73,801	\$87,670
Business services/hospitality	\$80,677	\$93,911	\$76,250	\$71,911	\$66,643	\$81,831	\$91,535	\$74,006	\$66,064	\$99,833	\$90,665
Communications	\$68,832	\$79,452	\$55,000	\$68,481	N/A	\$64,700	\$50,000	\$64,357	\$82,548	\$61,429	\$70,888
Transportation/utilities	\$76,549	\$94,015	\$60,125	\$65,878	\$73,750	\$75,250	\$70,415	\$80,408	\$83,322	\$54,864	\$87,357
Health/medical services	\$76,888	\$87,140	\$67,532	\$57,676	\$69,500	\$58,567	\$66,033	\$81,279	\$77,401	\$84,033	\$91,661
Educational services/academic institution	\$66,846	\$71,553	\$75,090	\$55,539	\$64,477	\$59,480	\$65,856	\$68,338	\$68,357	\$114,667	\$76,400
Government/military	\$74,810	\$84,693	\$68,485	\$67,517	\$56,830	\$56,516	\$75,455	\$73,334	\$84,249	\$98,604	\$92,757
Consulting	\$83,942	\$95,169	\$83,161	\$87,630	\$106,000	\$59,000	\$84,000	\$84,650	\$72,500	\$80,000	\$91,633
Supplier to the training industry	\$77,738	\$83,219	\$70,683	\$67,337	\$76,735	\$79,375	\$89,000	\$85,895	\$61,167	\$112,963	\$72,859
Gross Sales/Fees											
Less than \$1 million	\$70,382	\$74,505	\$72,843	\$62,278	N/A	\$17,500	\$104,800	\$71,000	\$54,650	N/A	N/A
\$1 million to \$49.9 million	\$68,157	\$76,832	\$72,510	\$63,679	\$67,918	\$75,449	\$67,516	\$67,098	\$82,903	\$66,750	\$65,263
\$50 million to \$399.9 million	\$73,372	\$84,011	\$53,000	\$73,315	\$75,966	\$69,929	\$76,663	\$73,757	\$66,950	\$71,799	\$68,360
\$400 million to \$999.9 million	\$76,763	\$80,996	\$69,000	\$72,911	\$79,667	\$54,000	\$81,323	\$77,164	\$72,194	\$76,628	\$71,960
\$1 billion to \$9.9 billion	\$82,894	\$97,150	\$39,000	\$58,779	\$72,167	\$73,000	\$72,702	\$86,033	\$84,671	\$89,032	\$83,552
\$10 billion or more	\$91,573	\$102,302	N/A	N/A	N/A	\$39,000	\$71,088	\$85,879	\$92,159	\$101,918	\$91,392
Education											
No college degree	\$65,620	\$67,354	\$58,655	\$58,428	\$54,264	\$84,486	\$57,708	\$72,426	\$73,444	\$51,232	\$71,007
Associate's degree	\$62,365	\$68,396	\$45,305	\$58,534	\$58,453	\$71,667	\$56,788	\$73,106	\$58,436	\$73,000	\$69,250
Bachelor's degree	\$72,573	\$80,800	\$72,676	\$66,849	\$66,811	\$69,088	\$72,691	\$69,532	\$78,646	\$83,483	\$79,186
Master's degree	\$80,501	\$92,227	\$74,069	\$67,749	\$72,664	\$63,575	\$79,220	\$81,566	\$82,177	\$93,783	\$93,651
Doctoral degree	\$98,431	\$99,922	\$105,500	\$60,331	\$98,617	\$73,500	\$94,984	\$101,295	\$112,660	\$86,967	\$112,844
Years of Experience											
3 years or less	\$59,323	\$70,881	\$50,332	\$56,833	\$43,877	\$62,600	\$58,943	\$63,110	\$67,709	\$62,085	\$71,066
4 to 7 years	\$67,448	\$76,285	\$68,405	\$63,355	\$58,730	\$57,290	\$63,340	\$72,142	\$69,739	\$76,089	\$65,616
8 to 12 years	\$74,804	\$78,581	\$73,074	\$68,384	\$67,617	\$61,060	\$71,636	\$76,019	\$77,811	\$82,918	\$83,539
13 years or more	\$85,542	\$92,815	\$82,107	\$70,990	\$91,622	\$82,817	\$82,099	\$82,495	\$87,547	\$102,369	\$101,415

Training Salaries by Number of Employees Trained



Salaries by Age



Salaries by Gender

