

THE SOURCE FOR PROFESSIONAL DEVELOPMENT

2016 INDUSTRY REPORT &
\$ALARY \$URVEY RESULTS

\$35
NOVEMBER/
DECEMBER
2016

training

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FUTURE FOCUS

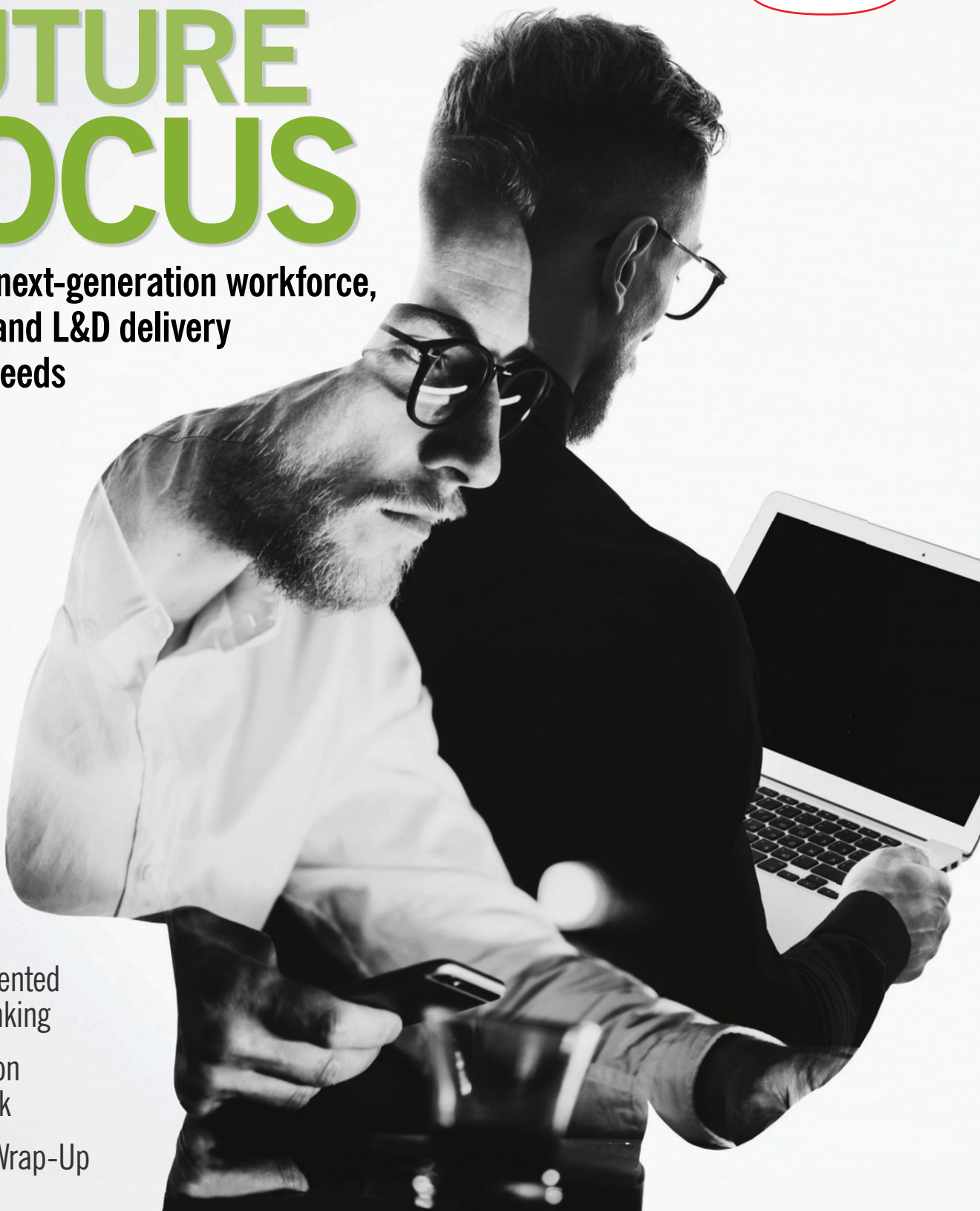
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2016 OLC Wrap-Up



Dip in Dollars

Average trainer salaries in 2015-2016 decreased nearly 3.5 percent to \$79,293, according to *Training* research.

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verage training salaries dipped more than 3 percent to \$79,293 in 2015-2016, according to *Training* magazine's Annual Salary Survey of 1,344 readers. The average increase in salary in the last 12 months (not including a promotion or change of employer) remained at just under 3 percent, the same as in 2014-2015. The majority (54 percent) of respondents typically work between 40 and 44 hours per week. Some 37 percent of respondents said their salary was low relative to their responsibilities, while another 48 percent said it was equitable. Eleven percent (up 2 percent from last year) believe they are well paid relative to their responsibilities. Some 57 percent of respondents said they received a bonus in 2015, and 60 percent are eligible for one this year. The average cash bonus was \$8,414, down from \$10,603 the year before.

Only 2 percent said employers asked them to take a pay cut in 2015-2016, the same as last year. Some 40 percent of respondents said their organization cut budgets in the last 12 months, 1 percent more than in 2014-2015. Travel was trimmed by 38 percent of respondents' organizations, up from 36 percent. Some 13 percent froze salaries vs. 12 percent in 2014-2015. And 6.4 percent eliminated bonuses, the same as last year. Employee layoffs also remained the same at 24 percent.

Most Training professionals continue to enjoy what they do for a living, with nearly 73 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 animal behaviorist/trainer, interior designer, and bakery owner to medical professional, forensic investigator, and horticulturist.

Training Salaries by Region

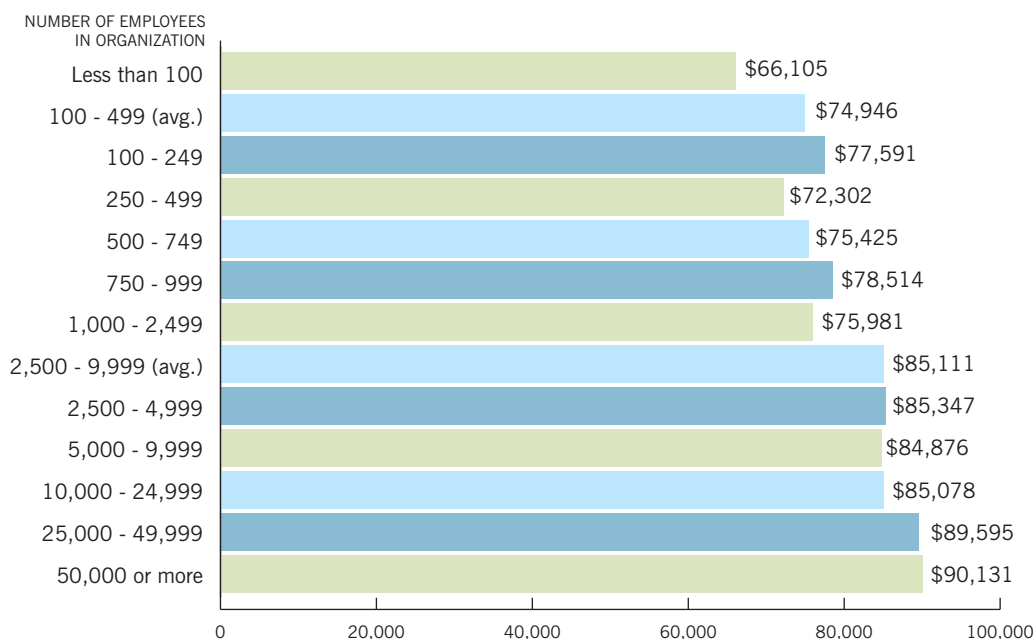
	PACIFIC	MOUNTAIN	CENTRAL	GREAT LAKES	NORTHEAST	SOUTHEAST	CANADA
Regional Average	\$86,216	\$71,638	\$74,021	\$78,794	\$85,254	\$80,256	\$75,917
2015 Regional Average	\$93,820	\$69,381	\$79,979	\$82,991	\$93,025	\$80,340	\$78,922
Executive-level management	\$124,000	\$145,000	\$107,714	\$89,666	\$131,000	\$147,000	N/A
Executive-level training/HRD manager	\$121,800	\$112,708	\$120,077	\$132,768	\$126,182	\$111,831	\$120,833
Training department manager (+5 trainers)	\$106,473	\$92,700	\$101,016	\$96,019	\$90,300	\$96,056	\$85,725
Training department manager (1-5 trainers)	\$88,754	\$83,765	\$78,791	\$83,735	\$99,768	\$82,812	\$68,500
One-person training department	\$81,863	\$56,292	\$70,930	\$74,049	\$81,968	\$75,918	\$65,756
Information technology training manager	\$99,808	\$45,000	\$70,067	\$72,167	\$92,250	\$84,326	N/A
Classroom instructor/trainer	\$76,766	\$60,646	\$56,043	\$67,712	\$65,667	\$60,671	\$67,750
Instructional designer	\$80,511	\$66,682	\$65,374	\$67,526	\$70,459	\$78,101	\$77,854
CBT/Web/multimedia programmer/designer/manager	\$66,900	\$74,869	\$69,300	\$69,854	\$80,530	\$72,480	N/A
Management/career/organizational development specialist	\$95,963	\$76,007	\$84,400	\$82,758	\$92,643	\$84,337	\$60,738
Independent consultant or other "outside" provider of training/HRD goods and services	\$85,800	\$143,000	\$85,333	\$59,000	\$134,000	\$95,188	\$72,000
Personnel manager/specialist	\$62,750	\$56,800	\$67,075	\$115,000	\$57,873	\$57,331	N/A
Line or staff manager other than training/HRD, personnel or IT	\$63,953	\$59,000	\$74,563	\$71,433	\$80,070	\$70,404	\$85,250
Professor/teacher/other education	\$61,000	\$10,000	\$54,543	\$67,105	\$85,500	\$61,833	\$85,000

EXCLUSIVE SALARY SURVEY

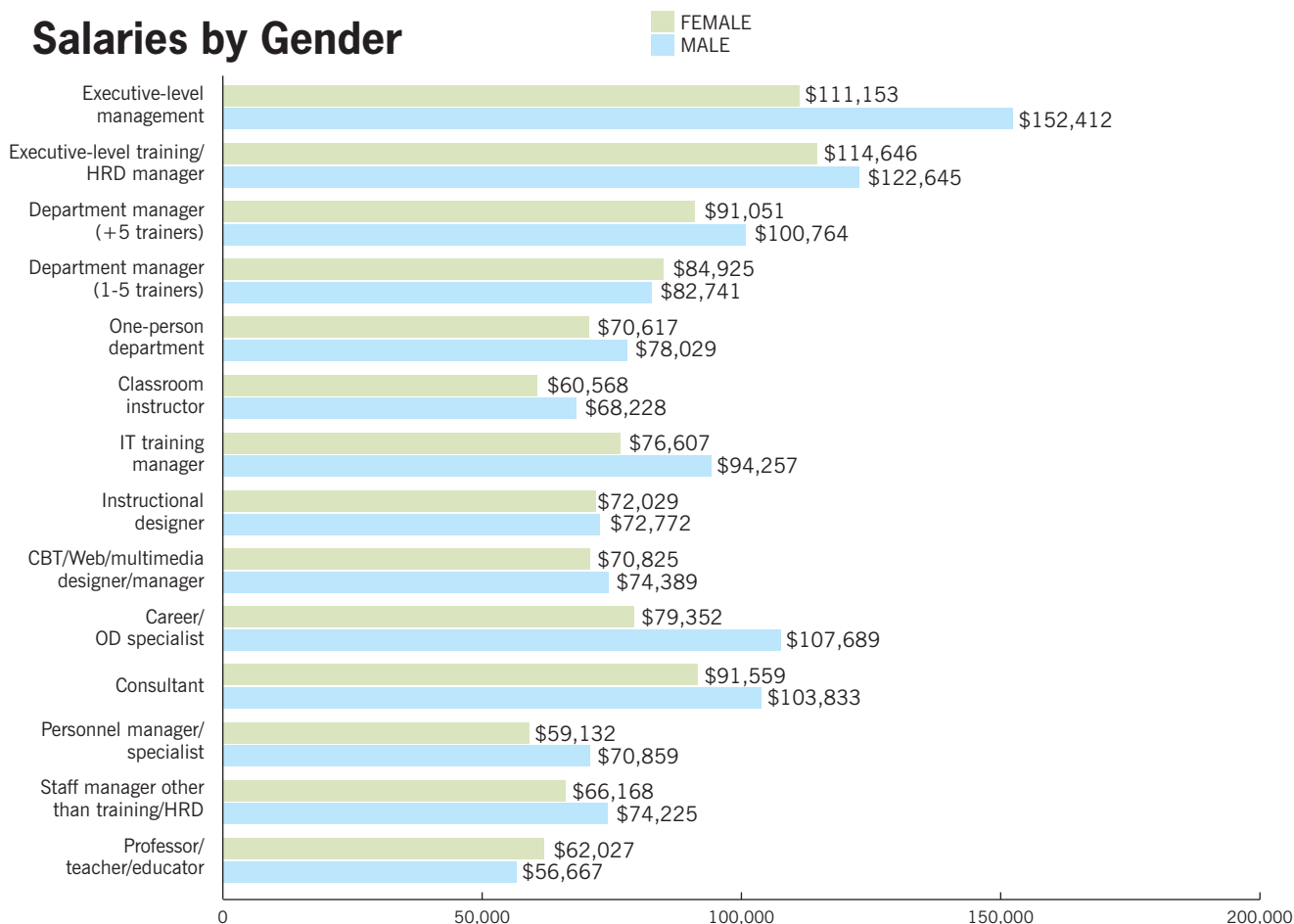
Job Category	Overall Average	2015 Overall Average	Fewer than 100 employees	100-499
Average Salary	\$79,293	\$83,494	\$78,471	\$73,472
Executive-level management (e.g., CEO, CLO, CIO)	\$129,823	\$154,370	\$109,227	\$136,333
Executive-level training/HRD manager - other training managers report to you	\$117,161	\$118,271	\$91,167	\$102,324
Training department manager - more than five full-time trainers/learning specialists report to you	\$95,719	\$95,331	\$75,900	\$101,500
Training department manager - between one and five full-time trainers/learning specialists report to you	\$84,386	\$89,910	\$86,002	\$76,441
One-person training department	\$73,480	\$71,662	\$70,139	\$68,866
Information technology training manager	\$82,836	\$80,080	\$36,400	\$135,500
Classroom instructor/trainer	\$63,230	\$65,846	\$66,089	\$57,725
Instructional designer	\$72,328	\$72,588	\$57,645	\$70,452
CBT/Web/multimedia programmer/designer/manager	\$72,323	\$75,680	N/A	\$56,000
Management/career/organizational development specialist	\$86,760	\$82,128	\$60,069	\$75,700
Independent consultant or other "outside" provider of training/HRD goods and services	\$93,729	\$97,085	\$97,333	\$84,625
Personnel manager/specialist	\$61,330	\$74,122	\$54,450	\$59,214
Line or staff manager other than training/HRD, personnel or IT (e.g., sales, operations, manufacturing)	\$69,278	\$76,876	\$55,393	\$64,458
Professor/teacher/other education	\$59,923	\$74,500	\$40,000	\$46,498
Industry				
Manufacturing	\$83,637	\$88,023	\$46,500	\$75,985
Retail/wholesale/distribution	\$82,967	\$81,278	\$74,700	\$86,424
Finance/banking/real estate/insurance	\$79,626	\$77,019	\$67,194	\$75,251
Business services/hospitality	\$74,951	\$80,058	\$71,219	\$67,512
Communications	\$77,808	\$87,759	\$62,000	\$79,531
Transportation/utilities	\$87,474	\$91,305	N/A	\$75,000
Health/medical services	\$76,045	\$85,896	\$67,668	\$74,445
Educational services/academic institution	\$75,155	\$72,686	\$84,471	\$66,981
Government/military	\$72,168	\$76,708	\$69,156	\$63,600
Consulting	\$98,672	\$111,938	\$101,362	\$93,238
Supplier to the training industry	\$82,721	\$91,617	\$73,229	\$81,682
Gross Sales/Fees				
Less than \$1 million	\$74,307	\$82,599	\$78,006	\$65,938
\$1 million to \$49.9 million	\$71,150	\$74,600	\$79,002	\$69,859
\$50 million to \$399.9 million	\$79,835	\$84,676	N/A	\$84,074
\$400 million to \$999.9 million	\$90,283	\$85,310	\$157,000	\$74,407
\$1 billion to \$9.9 billion	\$84,358	\$91,781	N/A	\$86,397
\$10 billion or more	\$88,307	\$96,039	\$110,000	\$66,450
Education				
No college degree	\$68,362	\$72,249	\$51,722	\$66,303
Associate's degree	\$67,958	\$77,692	\$54,717	\$70,314
Bachelor's degree	\$78,140	\$80,610	\$81,301	\$74,911
Master's degree	\$82,908	\$87,850	\$84,942	\$72,838
Doctoral degree	\$105,567	\$112,802	\$119,671	\$87,592
Years of Experience				
3 years or less	\$60,004	\$67,576	\$47,281	\$56,470
4 to 7 years	\$72,014	\$69,283	\$66,604	\$68,289
8 to 12 years	\$77,411	\$81,108	\$79,319	\$69,282
13 years or more	\$90,221	\$91,371	\$89,345	\$87,420

500-749	750-999	1,000-2,499	2,500-9,999	10,000-24,999	25,000-49,999	50,000 or more
\$80,577	\$70,968	\$74,874	\$82,729	\$81,853	\$82,854	\$83,042
\$184,667	N/A	\$118,000	\$205,000	N/A	N/A	\$173,333
\$105,750	\$78,325	\$104,544	\$138,341	\$126,886	\$170,000	\$107,083
N/A	\$93,723	\$96,225	\$100,416	\$89,873	\$94,000	\$95,943
\$87,677	\$106,000	\$87,473	\$82,888	\$87,161	\$90,265	\$85,053
\$63,573	\$68,740	\$69,662	\$77,313	\$84,439	\$98,004	\$98,929
\$60,540	N/A	N/A	\$94,280	\$61,495	\$97,500	\$79,000
\$57,549	\$71,100	\$61,014	\$61,203	\$68,701	\$71,729	\$60,823
\$69,291	\$56,194	\$63,526	\$72,695	\$74,987	\$77,333	\$79,400
\$82,40	\$65,000	\$68,734	\$78,094	\$80,394	\$56,304	\$66,996
\$100,220	N/A	\$73,860	\$87,158	\$93,026	\$85,400	\$103,170
\$66,000	\$97,000	N/A	N/A	\$140,000	\$74,000	N/A
\$48,575	\$54,097	\$77,567	\$63,967	\$85,792	\$65,000	\$71,350
\$58,545	\$60,043	\$94,200	\$71,808	\$65,595	\$91,500	\$90,946
\$73,724	\$51,210	\$20,667	\$91,167	\$54,000	\$68,000	\$85,000
\$71,900	\$75,046	\$86,297	\$83,809	\$86,540	\$88,593	\$99,657
\$74,573	\$65,501	\$82,368	\$84,556	\$96,838	\$80,400	\$76,076
\$79,307	\$61,580	\$70,571	\$88,215	\$79,668	\$82,315	\$85,553
\$73,771	\$102,000	\$75,540	\$78,714	\$86,294	\$75,950	\$68,856
\$105,750	\$54,000	\$73,833	\$86,281	\$69,072	\$84,644	\$72,369
\$67,330	\$71,750	\$90,007	\$97,097	\$88,754	\$92,815	\$77,937
\$78,105	\$77,394	\$66,491	\$77,523	\$82,783	\$78,027	\$78,090
\$105,834	\$49,730	\$66,877	\$81,906	\$67,089	\$67,425	\$81,500
\$85,898	\$84,907	\$62,361	\$76,010	\$72,118	\$91,533	\$85,090
\$76,980	\$86,000	\$85,428	\$106,124	\$115,333	\$106,000	\$106,329
\$69,092	\$120,000	\$136,833	\$96,625	\$86,900	N/A	\$81,593
\$66,000	N/A	\$70,000	\$59,420	\$66,000	\$77,000	N/A
\$69,078	\$29,239	\$64,175	\$73,893	\$68,976	\$50,917	\$72,705
\$99,706	\$78,276	\$75,891	\$76,504	\$66,257	\$66,183	\$70,480
\$94,710	\$61,875	\$85,793	\$99,319	\$80,013	\$89,350	\$89,393
\$79,520	N/A	\$86,829	\$83,828	\$86,041	\$88,825	\$77,866
N/A	\$62,500	\$80,833	\$85,361	\$93,188	\$80,027	\$90,354
\$64,863	\$66,363	\$67,265	\$72,708	\$79,093	\$76,431	\$67,742
\$69,374	\$49,256	\$55,910	\$73,700	\$72,228	\$78,938	\$77,025
\$77,197	\$68,748	\$75,500	\$78,584	\$75,592	\$82,660	\$83,992
\$79,740	\$78,361	\$78,392	\$88,059	\$86,034	\$85,118	\$85,342
\$167,250	\$54,000	\$85,693	\$103,840	\$101,183	\$98,750	\$96,917
\$67,658	\$52,638	\$57,942	\$67,916	\$62,382	\$62,177	\$60,305
\$52,606	\$78,812	\$60,586	\$66,735	\$75,977	\$78,137	\$93,070
\$77,730	\$75,240	\$79,813	\$78,576	\$79,043	\$81,463	\$78,366
\$96,850	\$76,906	\$82,311	\$91,895	\$92,632	\$94,706	\$94,240

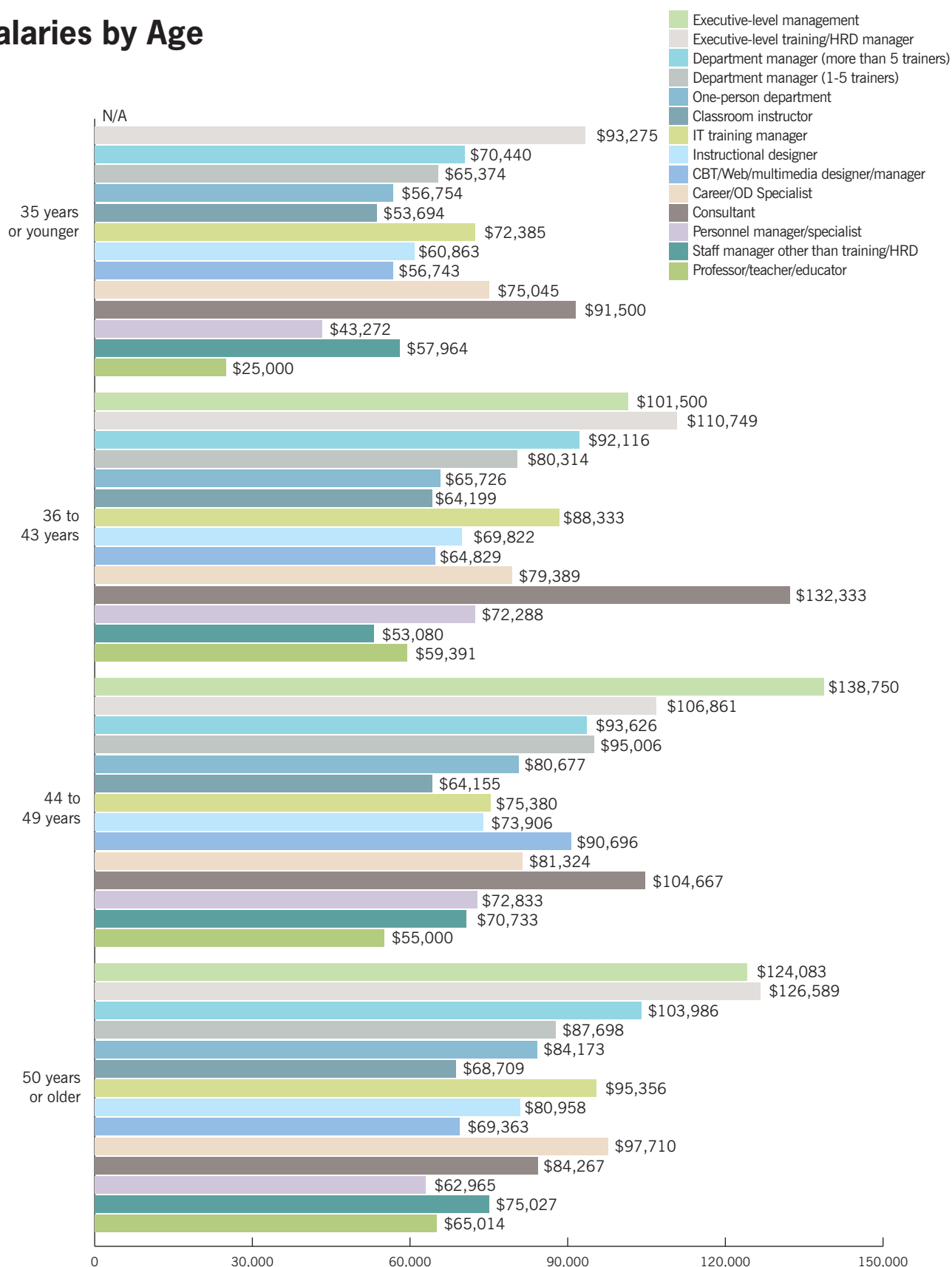
Training Salaries by Number of Employees Trained



Salaries by Gender



Salaries by Age



What Employees Want

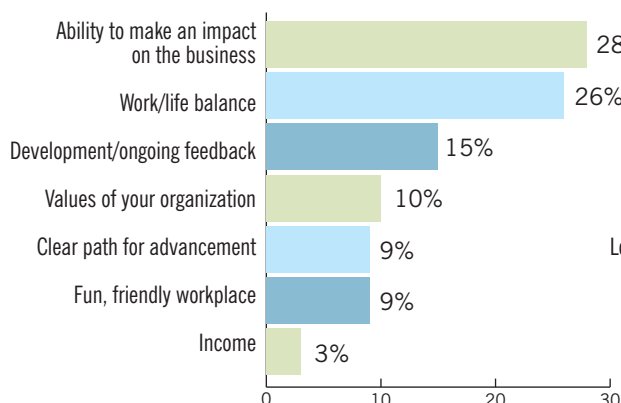
Much has been written about what employees want when it comes to salaries and benefits. Here is some additional recent research to supplement our Salary Survey that delves into what makes employees want to come to work.

Korn Ferry Futurestep Survey: Millennials in the Workplace

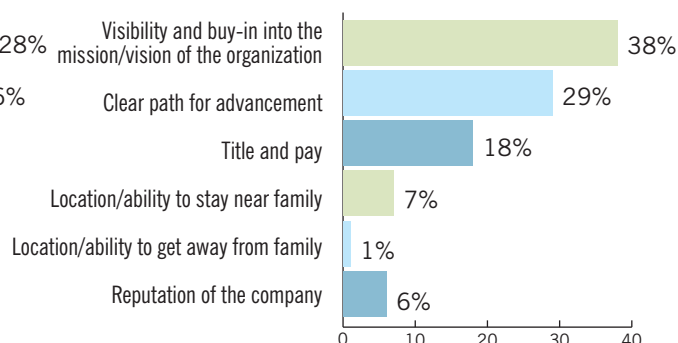
(nearly 900 responses; www.futurestep.com)

“Making an impact” tops the list of what matters most to Millennial talent—income comes in last.

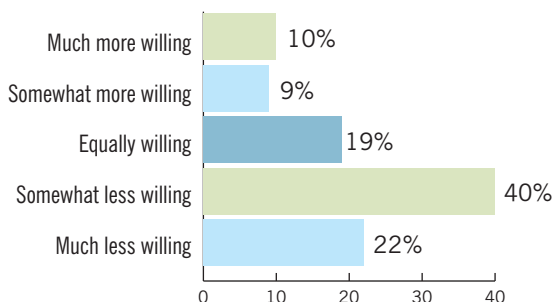
What matters most to your Millennial employees?



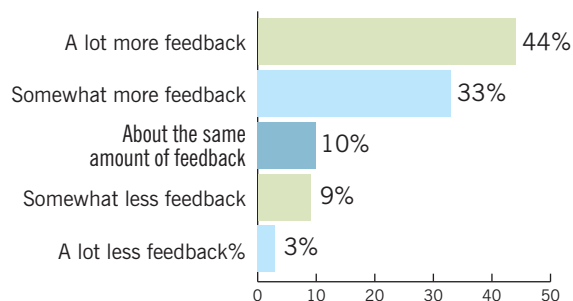
What's the top reason a Millennial will choose one job over another?



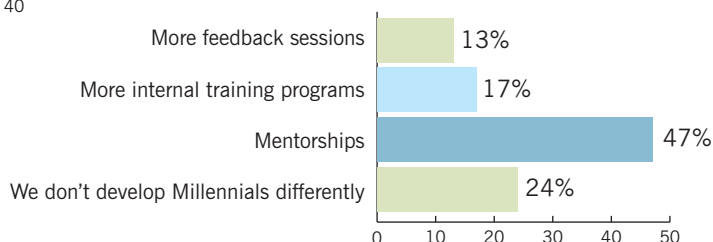
Compared to other generations, how willing are Millennials to work longer hours/weekends?



Compared to other generations, how much feedback do Millennials need?



What is the top way your company develops your Millennial employees differently than older employees?



Incentive Federation's Incentive Marketplace Estimate Research Study

(conducted in partnership with Intellective Group in St. Louis; responses from 1,400 business executives; <http://www.incentivefederation.org>)

The non-cash incentives market grew 17% since the last market estimate study in 2013.

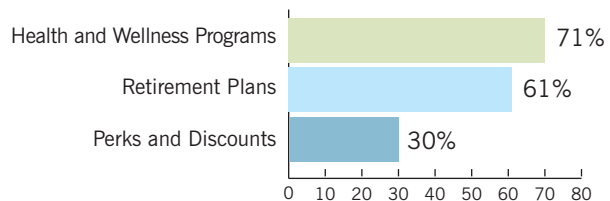
- 84% of U.S. businesses spend \$90 billion annually on award points, gift cards, trips and travel, and merchandise to reward sales staff, employees, channel partners, and customers.
- Overall, the businesses spend \$14.4 billion annually on incentive travel and \$75.6 billion on award points, merchandise and gift cards to reward sales staff, employees, channel partners, and customers.
- Employee rewards and corporate gifts are the most prevalent forms of non-cash incentives, with 72% of businesses having both types of programs.
- Non-cash sales incentive programs are present in three of five U.S. businesses, and non-cash customer loyalty programs are used in 45% of firms, while 41% of firms use non-cash channel programs.
- Gift cards are the most prevalent reward type in all programs except customer loyalty, which has a similarly high incidence of award points. Trips and travel is highest within sales programs and lowest within customer loyalty. Merchandise use is highest in channel programs.

Toluna QuickSurveys Employee Benefits Survey

(responses from 920 professionals)

Some 46% of respondents report that they're dissatisfied with their company's employee benefits. Here's what they are looking for.

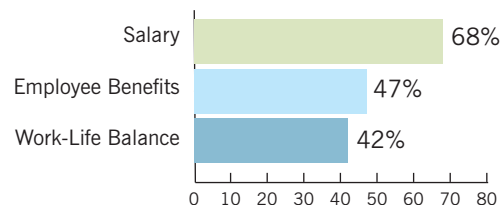
Most Important Employee Benefit



Parental Leave/Vacation Usage

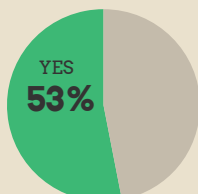
- 72% of respondents have utilized parental leave, while 36% of those respondents were only given 1 to 3 weeks of time away from the office. This 36% compares to 23% of companies that grant 4 to 7 weeks for parental leave.
- 48% are comfortable with 1 to 2 weeks of vacation time annually.
- Only 9% of respondents prefer as many as 5 to 6 weeks off, while 36% want 3 to 4 weeks.

Reasons for Choosing a New Job

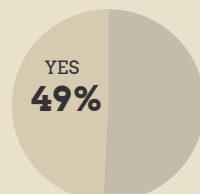


DID YOU NEGOTIATE YOUR SALARY?

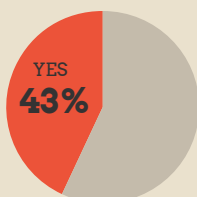
5,000+ TECH EMPLOYEES RESPONDED

COMPARISON BY **ETHNICITY**

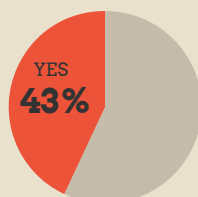
Caucasian



Asian or Pacific Islander



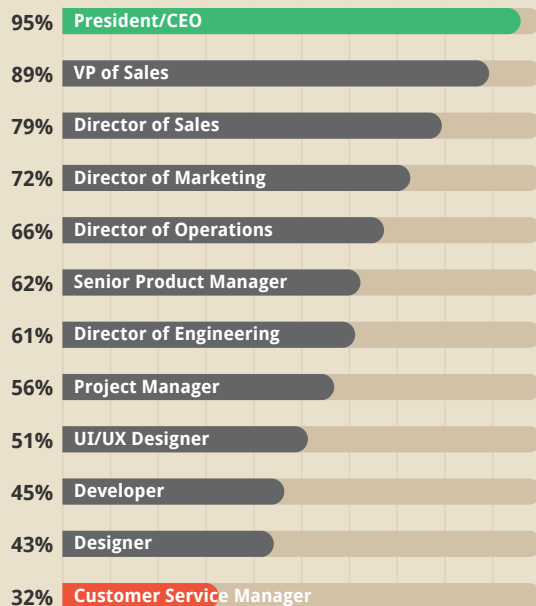
Hispanic or Latino



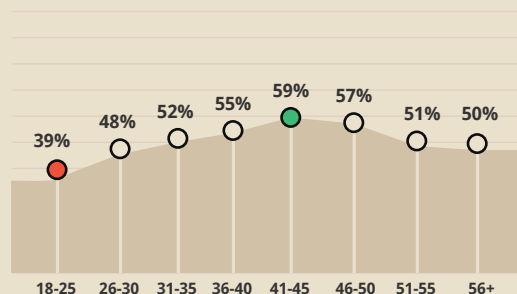
African American

COMPARISON BY **JOB TITLE**

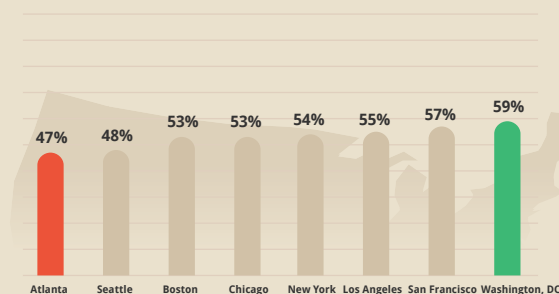
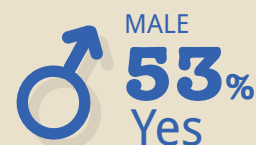
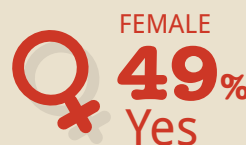
* % who responded "Yes"

COMPARISON BY **AGE**

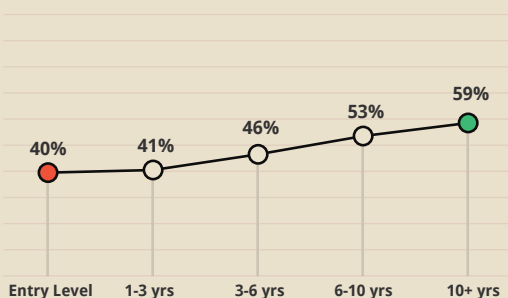
* % who responded "Yes"

COMPARISON BY **CITY**

* % who responded "Yes"

COMPARISON BY **GENDER**COMPARISON BY **EXPERIENCE**

* % who responded "Yes"

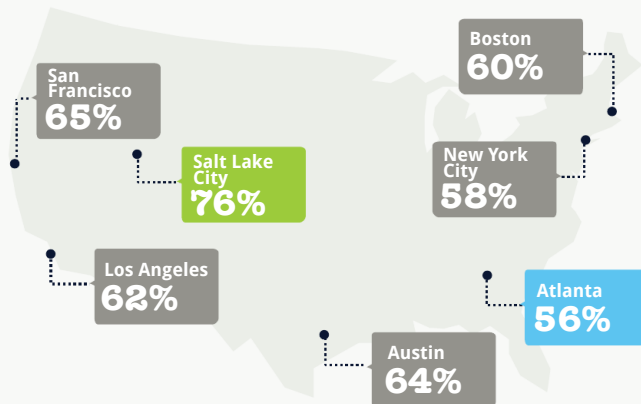


ARE YOU EXCITED ABOUT GOING TO WORK?

12,500+ TECH EMPLOYEES RESPONDED

COMPARISON BY CITY

* % who responded "Yes"



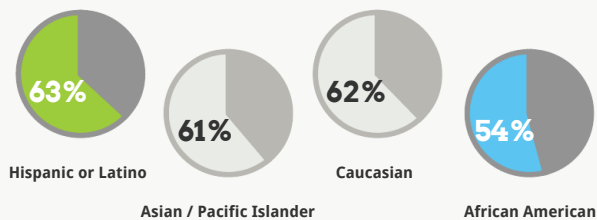
COMPARISON BY GENDER

* % who responded "Yes"



COMPARISON BY ETHNICITY

* % who responded "Yes"



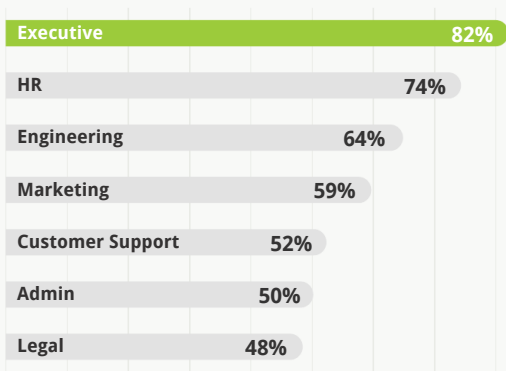
COMPARISON BY JOB TITLE

* % who responded "Yes"



COMPARISON BY DEPARTMENT

* % who responded "Yes"



COMPARISON BY EDUCATION LEVEL

* % who responded "Yes"

