

2024 State of the Industry

Talent Development Benchmarks and Trends

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The logo for the Association to Advance Collegiate Schools of Business International (AACSB), featuring the lowercase letters "atd" in a bold, white, sans-serif font.

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A Note From the Sponsor



We are at a pivotal moment in history. The rapid emergence of AI and other technological advancements is reshaping the workforce, and while these innovations offer extraordinary opportunities to improve outcomes, they also raise a critical question: What is the role of humans in a world increasingly dominated by machines?

The answer lies in embracing a fundamental human advantage that both differentiates us from technology and ensures we leverage technology effectively—awareness.

At Insights, we believe that awareness is the catalyst for impact. It's the foundation upon which growth and success are built. Whether it's understanding one's strengths, identifying opportunities for improvement, or adapting to the needs of others, activating awareness empowers individuals and teams to excel. It ensures we can offer the right supports and pathways to meet employees where they are and help them succeed.

Onboarding is an essential area where we can become more efficient and effective by activating awareness and supporting personalized approaches for each employee.

In an era where one-size-fits-all training no longer suffices, organizations that tailor their development programs to individual needs are better positioned to accelerate learning and drive performance. Personalized learning pathways help organizations chart bespoke journeys for each employee and create a direct link between personal and business growth.

More than 10 million people from the world's leading organizations have experienced the transformative power of Insights Discovery profiles. To learn how to leverage the human advantage to support your teams today, visit insights.com/state-of-awareness.

About Insights

Insights Learning & Development is a global organization working with some of the world's biggest companies, helping their people increase awareness of self, improve relationships, and solve real and pressing business issues.

Insights Discovery uses a simple and memorable four color model to help people understand their style, their strengths and the value they bring to the team. We help people communicate with impact and become more effective teams by putting people right at the heart of everything we do.

Insights' purpose is to create a world where people truly understand themselves and others and are inspired to make a positive difference in everything they do. Our people are guided by our values of making a difference, delivering results, working together, enabling success, and enjoying the journey.

Data Sources

Data Presentation

In the *2024 State of the Industry* report, you'll find some significant updates compared with previous versions of the report, as well as a whole new look. But the critical data points that are staples to this benchmarking resource remain—you'll still find average direct expenditures, learning hours used, TD staffing numbers, cost per learning hour, content distribution and delivery methods, technology in training, and on-the-job learning. This year, you'll also find information about TD departments and details on measuring the impact of learning. The appendix includes breakout data by organization size and industry. We hope that you enjoy these new updates to the report.

ATD publishes the *State of the Industry* report (SOIR) annually. The information presented reflects the organizational data reported for the previous year. Thus, the data in this report represents organizational data submitted for 2023.

Consolidated Responses

The consolidated responses include all the organizations that submitted data for a particular year. To be included, organizations had to submit at least half of the data requested in the survey.

Data Sources

Year	Sample Size	Average Number of Employees
2023	498	12,052
2022	454	8,206
2021	174	14,716
2020	223	13,374
2019	283	15,091



Executive Summary

The statistics presented in this report are based on data reported by 498 organizations representing a diverse range of industries and locations. For a complete description of the participants' demographics, please see the appendix.

Learning Hours

In 2023, the average number of learning hours per employee was 17.4, down from 20.7 in 2022. Organizations in the finance, insurance, and real estate industries had the highest number of learning hours used, averaging approximately 26 hours per employee. Goods producing industries (including natural resources, mining, quarrying, oil and gas extraction, construction, and manufacturing) had the lowest average number of hours used, at approximately 12 hours per employee. More than half of responding organizations forecasted that the number of formal learning hours would stay the same in 2024.

Expenditures

In 2023, the average direct learning expenditure across all participating organizations was \$1,283, which was a \$63 increase from 2022. Direct learning

expenditure can be divided into three broad categories: internal services, external services, and tuition reimbursement. Internal services, which account for 57 percent of TD budgets, include items such as learning department's salaries, travel costs of the learning staff, administrative costs, nonsalary development costs, and nonsalary delivery costs. External services, which make up 27 percent of the TD budget, include consultants, external content development and licenses, and workshops and training programs delivered by external providers. Tuition reimbursement makes up 16 percent of the TD budget.

Education and health services spent the most, at \$1,817 per employee, while trade, transportation, and utilities spent \$905 per employee. As we have seen in the past, small organizations tend to spend more per employee because the costs are spread among fewer people. In this year's study, we found that small organizations (fewer than 100 employees) spent \$2,315 per employee, medium organizations (100 to 2,499 employees) spent \$1,176, and large organizations (2,500 or more employees) spent \$734.



The Talent Development Department

In 2023, the average number of TD staff across all organizations was 55; however, because of the range of organizational sizes, it is useful to understand the average TD department by organization size. Small organizations had an average of seven TD employees, medium organizations had 22, and large organizations had 126.

Approximately a third of organizations said they increased their headcount in 2023, meaning that they added a new position to their department.

Most organizations house their TD function in a TD department, a learning department, or in the HR department. Only 10 percent of organizations said they had a decentralized TD function. Two-thirds said TD was represented in the organization's senior leadership team.

Content Distribution

The most common content areas for training are mandatory and compliance training and new employee orientation.

Large organizations are most likely to have managerial and supervisory training, mandatory and compliance training, communication skills training, IT and systems training, new-employee orientation, and DEI training.

Learning Delivery Methods

Organizations are using a variety of learning methods, including traditional classrooms, online learning, on-the-job training, and learning technologies.

The most common content delivery method was live, instructor-led virtual (online classrooms), which had an average of 68 learners in each session. However the most common answer (the mode) was 20 learners per session.

Small and medium organizations tended to use live, instructor-led traditional classrooms most often and large organizations favored live, instructor-led virtual (online classrooms).

The most common type of on-the-job training was coaching and mentoring. Job aids were a popular training support method—used by 69 percent of organizations.

Common technology-based learning methods included microlearning, simulations and scenario-based learning, and podcasts and videos.

Data and Analysis

Returning to the *2024 State of the Industry* report is information about how organizations use data to make the business case for why TD is important. In 2023, the most common metrics used to measure the learning function's performance included employee satisfaction, employee retention, and customer satisfaction.

Another data point returning to the *2024 State of the Industry* report is information about how organizations measure the success of the learning function. In 2023, the most common metrics used included number of employees trained and number of learning hours delivered.

Introduction

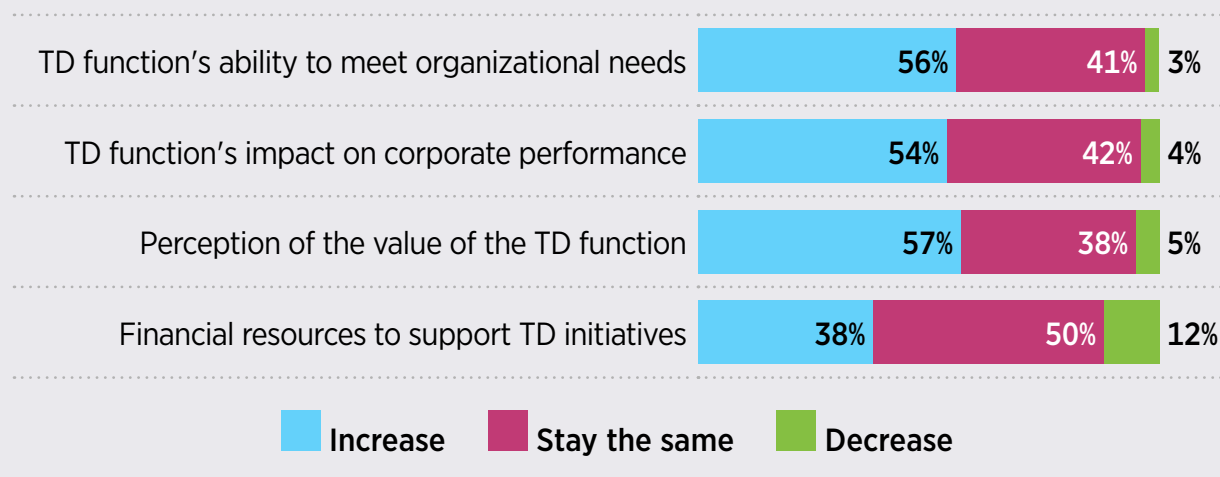
ATD's TD Executive Confidence Index assesses the expectations and forecasts of TD leaders for the next six months on a 100-point scale. In 2019, the last full year that ATD collected data to calculate the TD Executive Confidence Index, the score was 60.6.¹ This year, the Confidence Index was 64.5, which is an increase of 3.9 points.

Higher indices (above 50) reflect a more positive outlook for the learning function, while lower indices are more negative. With a slight increase over 2019, we can see that TD leaders now have a slightly more positive outlook. Questions in the index ask about the health of the TD function, with a focus on four key indicators: the ability to meet TD needs, impact on performance, perceptions of the value of the TD function, and availability of resources.

Fifty-six percent of respondents said their ability to meet organizational needs will moderately or significantly increase over the next six months. Only 3 percent said they expect a decreased ability to meet organizational needs.

The confidence index is 64.5, reflecting a positive outlook for the learning function.

Question: How do you foresee the following aspects evolving over the next six months at your organization?



More than half of respondents said they expect the TD function's impact on corporate performance to moderately or significantly increase over the next six months. Another 4 percent expect it to decrease.

Fifty-seven percent of respondents said they expect the perceived value of the TD function to moderately or significantly increase over

the next six months, while 5 percent said they expect a decrease.

Thirty-eight percent of respondents said they expect to see an increase in financial resources to support TD initiatives over the next six months, and 12 percent expect it to decrease.

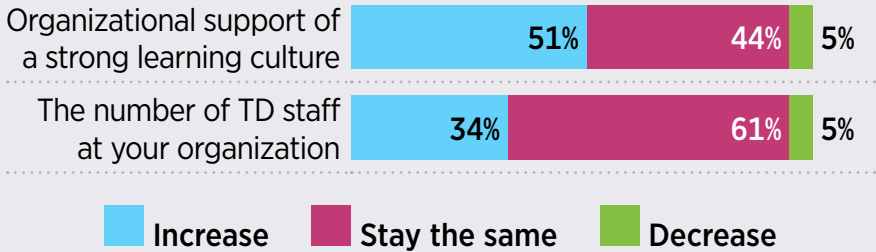
With the expectation of being able to meet organizational needs and an increase in the perceived value of TD, it's unsurprising that half of TD professionals expect an increase in organizational support of a strong learning culture in the future.

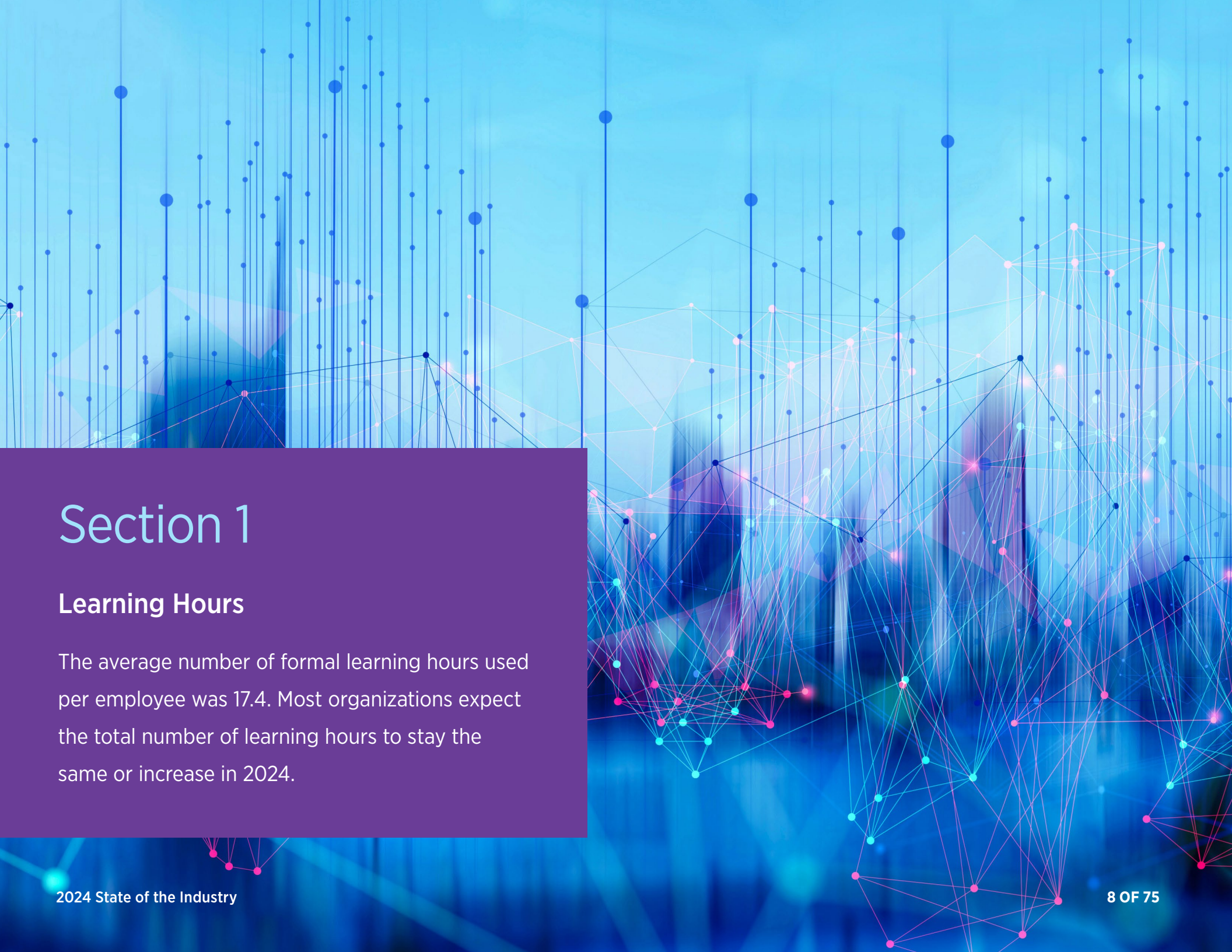
However, despite their positive outlook, TD professionals aren't expecting to see much growth in their departments. Only 34 percent of TD professionals expect to see an increase in the number of TD staff at their organization and 5 percent expect the number to decrease.

With the future of the TD function looking bright, let's reflect on the industry's progress over the past year.

Half of TD professionals expect an increase in organizational support for a strong learning culture in the future.

Question: How do you foresee the following aspects evolving over the next six months at your organization?





Section 1

Learning Hours

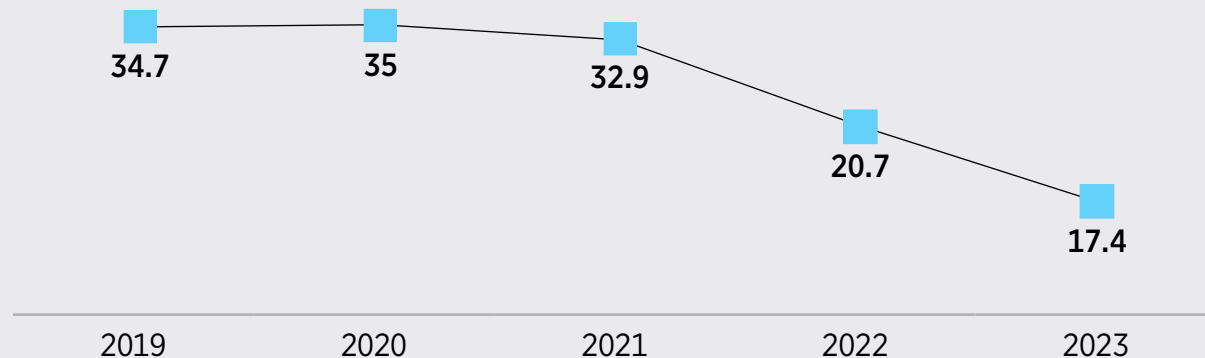
The average number of formal learning hours used per employee was 17.4. Most organizations expect the total number of learning hours to stay the same or increase in 2024.

Number of Learning Hours Used Per Employee

The average number of learning hours used per employee was 17.4, down from 20.7 hours in 2022. Over the past few years, we've seen a decrease in the number of learning hours used per employee. Looking back to 2020, when formal learning hours began to decrease, we can see that organizations were increasing the amount of on-the-job training offered. In the 2021 report (which represents 2020 data), only 23 percent of organizations used job shadowing; that number has increased to 60 percent in 2023. Only 8 percent reported using rotational training programs in 2020, but 39 percent report using them in 2023.² This increase in on-the-job learning could potentially be influencing the number of formal learning hours employees are using.

The past five years has seen a downward trend of formal learning hours used.

Learning hours used per employee



Formal Learning Hours

Note that all learning hours discussed in this section refer to time spent on formal learning, which is defined as “planned learning programs that consist of activities within a structured learning setting and includes instructor-led classrooms, instructor-led online training courses, certification programs, workshops, and college courses. There is a curriculum, agenda, and objectives that occur with a pre-established time frame.”³

Calculating Formal Learning Hours Used

Use this equation to calculate the number of learning hours used:

$$\frac{(\text{Length of training in hours} \times \text{number of learners in session}) \times \text{Number of training sessions}}{\text{Total number of FTE employees}}$$

For the numerator (the top portion of the equation), you’ll need to calculate the length of training multiplied by the number of learners in the session for every training program in a year. For example, if you offered 24 three-hour training programs in 2023, and 20 employees took part each time it was offered, your employees used 1,440 learning hours for the year. And if you have 200 employees, this would be an average of 7.2 hours per employee. This is calculated as:

$$\frac{(3 \text{ hours} \times 20 \text{ employees}) \times 24 \text{ training sessions}}{200 \text{ employees}}$$

$$= \frac{1,440 \text{ learning hours}}{200 \text{ employees}}$$

$$= 7.2 \text{ hours per employee}$$



Section 2

Expenditures

The average direct expenditure per employee was \$1,283. The average cost per learning hour was \$123. Most organizations expect their budget to stay the same or increase in 2024.

The 2023 Economy

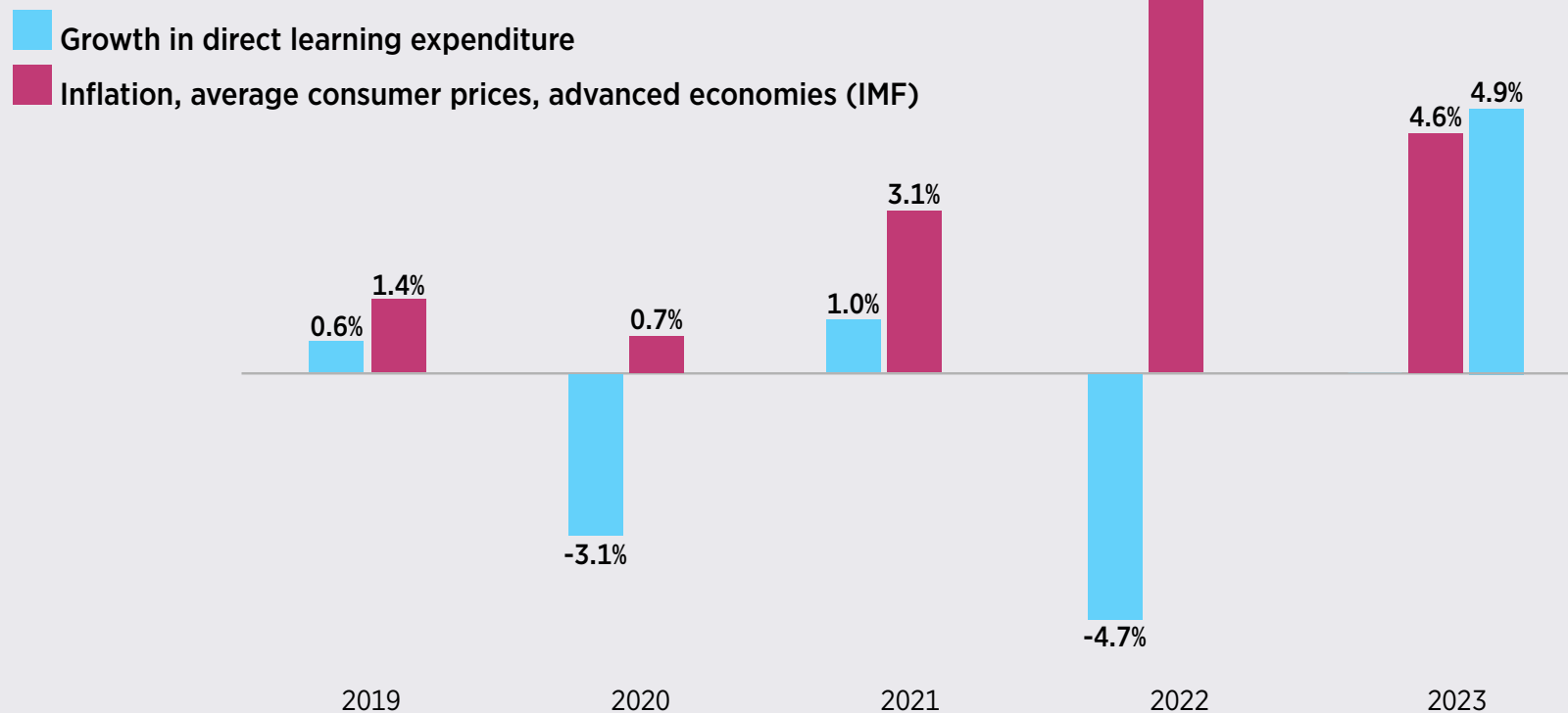
The International Monetary Fund (IMF) found that the global economy contracted 6.8 percent in 2023. ATD also tracks how changes in direct learning expenditure compare to inflation (which reflects changes in the price level of goods and services). Of the participating organizations, more than 90 percent were headquartered in countries classified by the IMF as advanced economies (which usually have a high gross domestic product per

capita and significant industrialization). In 2023, the IMF reported an inflation rate of 4.6 percent for advanced economies.⁴

Inflation increases the costs for businesses and can lead to lower profits. This means that organizations might have to tighten their spending on talent development expenditures and that their budget may not go as far as it has in the past.

In 2023, the growth in direct learning expenditure was consistent with inflation rates.

Growth in direct learning expenditure versus inflation

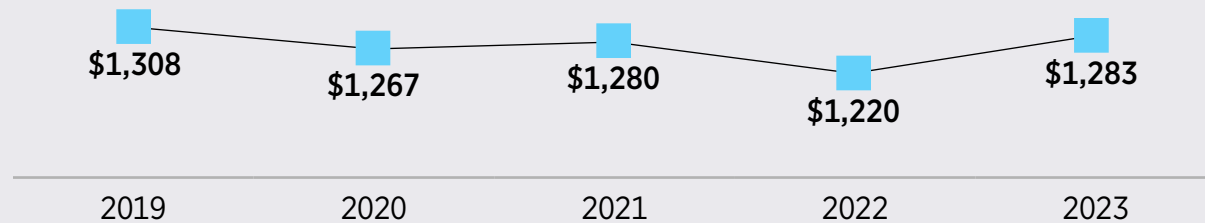


Direct Expenditure per Employee

In 2023, the average direct learning expenditure across all participating organizations was \$1,283. This is a \$63 increase from 2022 when the average spend per employee was \$1,220.

Average direct expenditure per employee has remained consistent over the past 5 years.

Average direct expenditure per employee



Total direct learning expenditure is composed of talent development staff salaries (including taxes and benefits), travel costs for TD staff, administrative costs, nonsalary development costs, delivery costs (such as classroom facilities and online learning technology infrastructure), learning supplier expenses, and tuition reimbursement.

Direct learning expenditure does not include the cost of the learner's travel or lost work time while engaging in learning activities.

Calculating Direct Expenditure per Employee

Use this equation to calculate the average direct expenditure per employee:

$$\frac{\text{Total direct learning expenditure}}{\text{Total number of employees}}$$

To calculate direct expenditure per employee, add up these expenses and divide by your organization's total full-time employees (FTEs). For example, if your total direct learning expenditure was \$500,000 and the number of FTEs was 200, your direct expenditure per employee would be \$2,500:

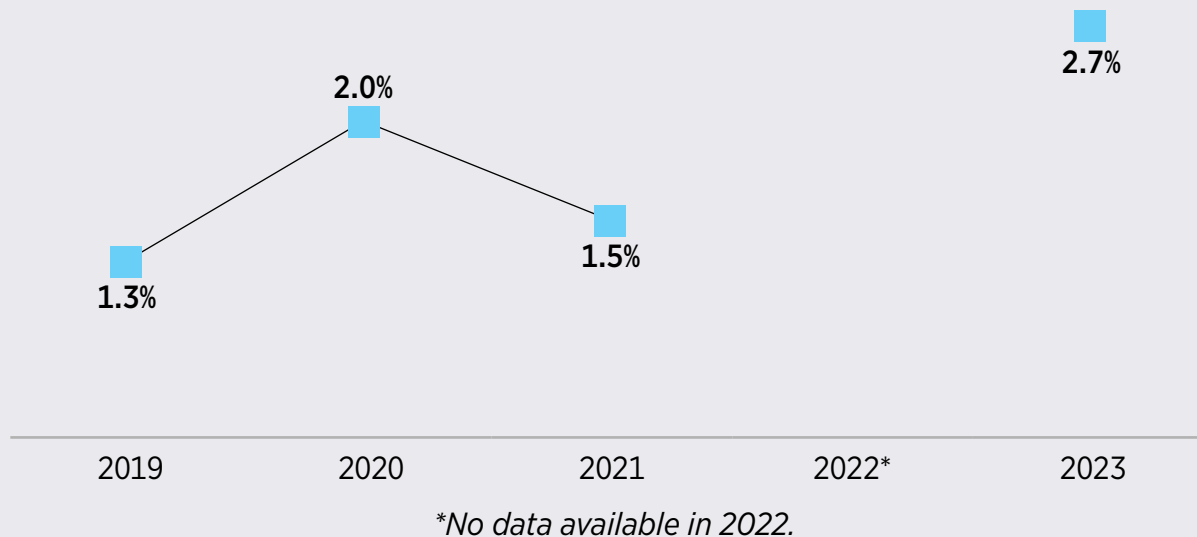
$$\frac{\$500,000}{200 \text{ employees}} = \$2,500 \text{ per employee}$$

Direct Learning Expenditure as a Percentage of Revenue

An indicator of investment in learning is direct learning expenditure divided by total revenue. The ratio in 2023 was 2.7 percent. This is the highest ratio we have seen in the past five years. This indicates organizations are investing a slightly higher percentage of revenue in TD than in the past. This could also mean that organizations were struggling with revenue and that the learning expenditure was a higher percentage of a lower revenue.

Organizations are investing 2.7% of their revenue in learning.

Direct expenditure as a percentage of revenue



Calculating Direct Expenditure as a Percentage of Revenue

Use this equation to determine direct expenditure as a percentage of revenue:

$$\frac{\text{Total direct learning expenditure}}{\text{Total revenue}} \times 100$$

For example, if the learning budget was \$500,000 and total revenue was \$50,000,000, direct expenditure as a percentage of revenue would be 1 percent. This is calculated as:

$$\frac{\$500,000}{\$50,000,000} \times 100 = 1 \text{ percent}$$

Percentage of Learning Expenditure for Tuition Reimbursement

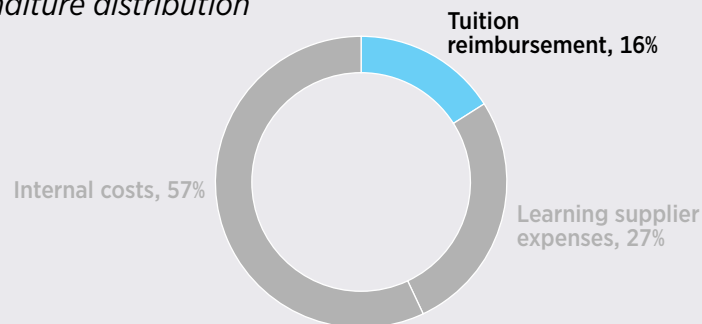
Tuition reimbursement costs include programs and courses at community colleges and universities and continuing professional education or certification.

At the average participating organization, 16 percent of costs were directed toward tuition reimbursement in 2023. The last time ATD collected this data was in 2021, when the average percentage for tuition reimbursement was 9.35 percent. This means that organizations are spending more on tuition reimbursement.

ATD's *2023 Salary and Benefits Report* found that 78 percent of TD professionals had tuition reimbursement benefits at their organization.⁵ This benefit may help organizations recruit new talent, as well as upskill and reskill current employees. Employees benefit by gaining financial assistance, new skills, and the possibility of upward mobility.⁶

16% of the learning expenditure was used on tuition reimbursement.

Expenditure distribution



Calculating Percentage of Tuition Reimbursement Expenditures

Use this equation to determine the percentage of tuition reimbursement expenditures:

$$\frac{\text{Total tuition reimbursement}}{\text{Total direct learning expenditure}} \times 100$$

For example, if the tuition reimbursement budget is \$100,000 and the total learning budget is \$500,000, tuition reimbursement will represent 20 percent of the total learning expenditures:

$$\frac{\$100,000}{\$500,000} \times 100 = 20 \text{ percent}$$

Percentage of Learning Expenditure for Learning Supplier Expenses

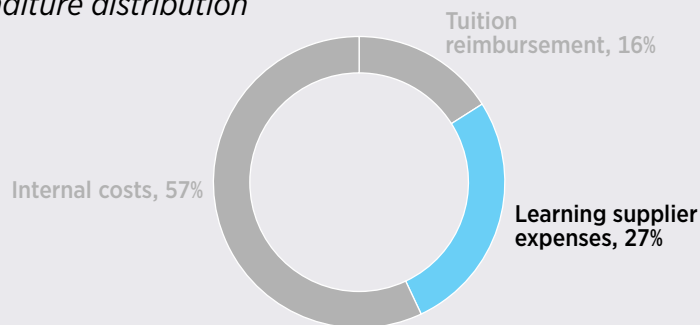
Learning supplier expenses include consultants and services, content development and licenses, and workshops and training programs delivered by outside providers.

Organizations spent 27 percent of their direct learning expenditure on learning supplier expenses in 2023. The last time ATD collected this data was in 2021, when the average percentage for learning suppliers was 28 percent. This means that organizations are spending approximately the same percent of their budget on learning suppliers.

The TD function may benefit from supplementing content development with workshops, training, or hiring a consultant, if that frees up time and energy for other tasks. This can also allow organizations to bring in subject matter experts to help with certain topics.⁷

27% of the learning expenditure was spent on learning supplier expenses.

Expenditure distribution



Calculating Percentage of Learning Supplier Costs

Use this equation to determine the percentage of learning supplier expenses:

$$\frac{\text{Total learning supplier expenses}}{\text{Total direct learning expenditure}} \times 100$$

For example, if learning supplier expenses were \$100,000 and the total learning budget was \$500,000, learning supplier expenses represent 20 percent of total learning expenditures:

$$\frac{\$100,000}{\$500,000} \times 100 = 20 \text{ percent}$$

Percentage of Learning Expenditure for Internal Costs

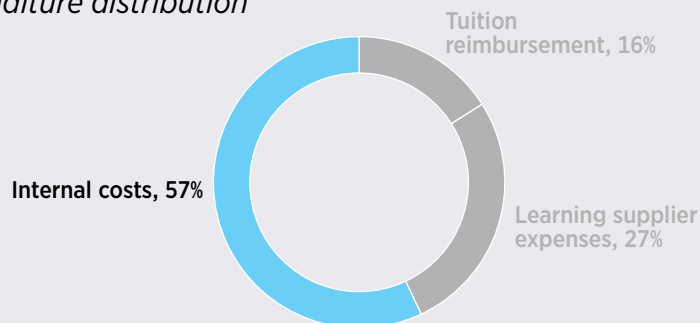
Internal costs represent talent development staff salaries (including taxes and benefits), travel costs for talent development staff, administrative costs, nonsalary development costs, and nonsalary delivery costs (such as classroom facilities or online infrastructure).

Organizations spent 57 percent of their direct learning expenditure on internal costs in 2023. The last time ATD collected this data was in 2021, when the average percentage for internal costs was 62 percent. This means that organizations are spending a little less on internal costs.

According to the World Economic Forum's *Future of Jobs Report 2023*, "Employers believe that 44 percent of workers' skills will be disrupted in the next five years and that six in 10 staff members will require training before 2027."⁸ With these forecasts, organizations will benefit from an internal TD team that fosters learning and employee development. This will drive organizational performance, productivity, and results.

More than half of the learning expenditure was spent on internal costs.

Expenditure distribution



Calculating Percentage of Internal Costs

Use this equation to determine the percentage of internal costs:

$$\frac{\text{Total internal costs}}{\text{Total direct learning expenditure}} \times 100$$

For example, if internal costs were \$300,000 and the total learning budget was \$500,000, learning supplier expenses would represent 60 percent of your total learning expenditures:

$$\frac{\$300,000}{\$500,000} \times 100 = 60 \text{ percent}$$

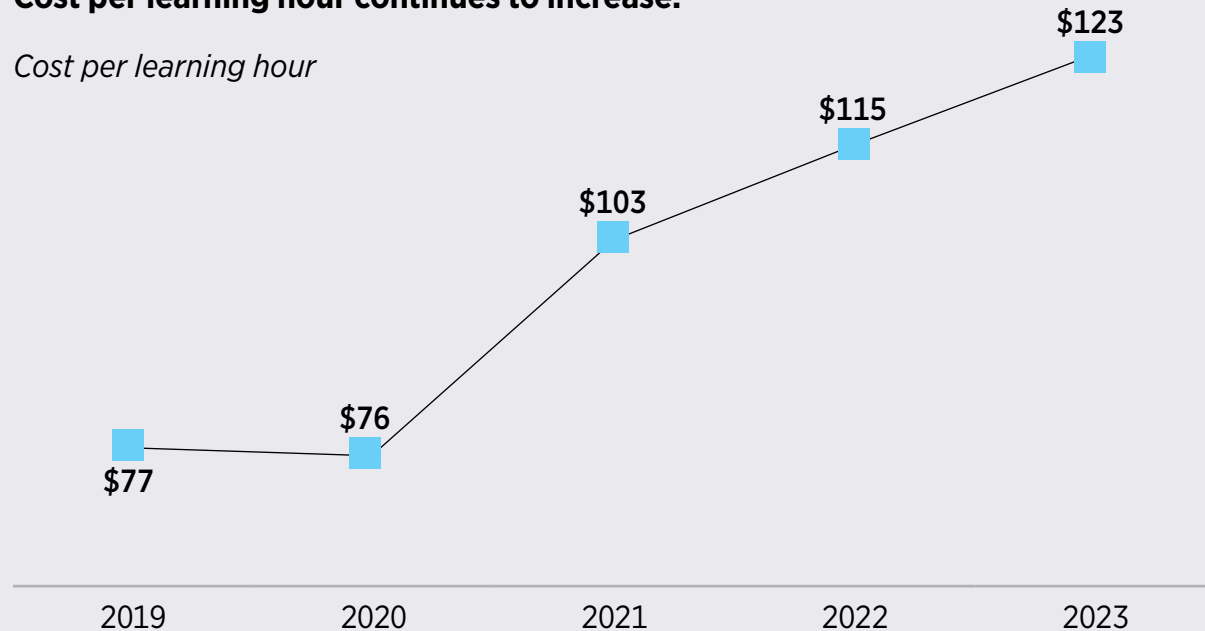
Cost per Learning Hour Used

The average cost per learning hour used in 2023 across organizations was \$123, a slight increase from 2022's average cost of \$115 per learning hour used.

Every dollar is important to an organization's health, but it's also essential for organizations to invest in their workers. When employees receive training, organizations see improved employee retention, increased employee engagement, and more productivity.⁹

Cost per learning hour continues to increase.

Cost per learning hour



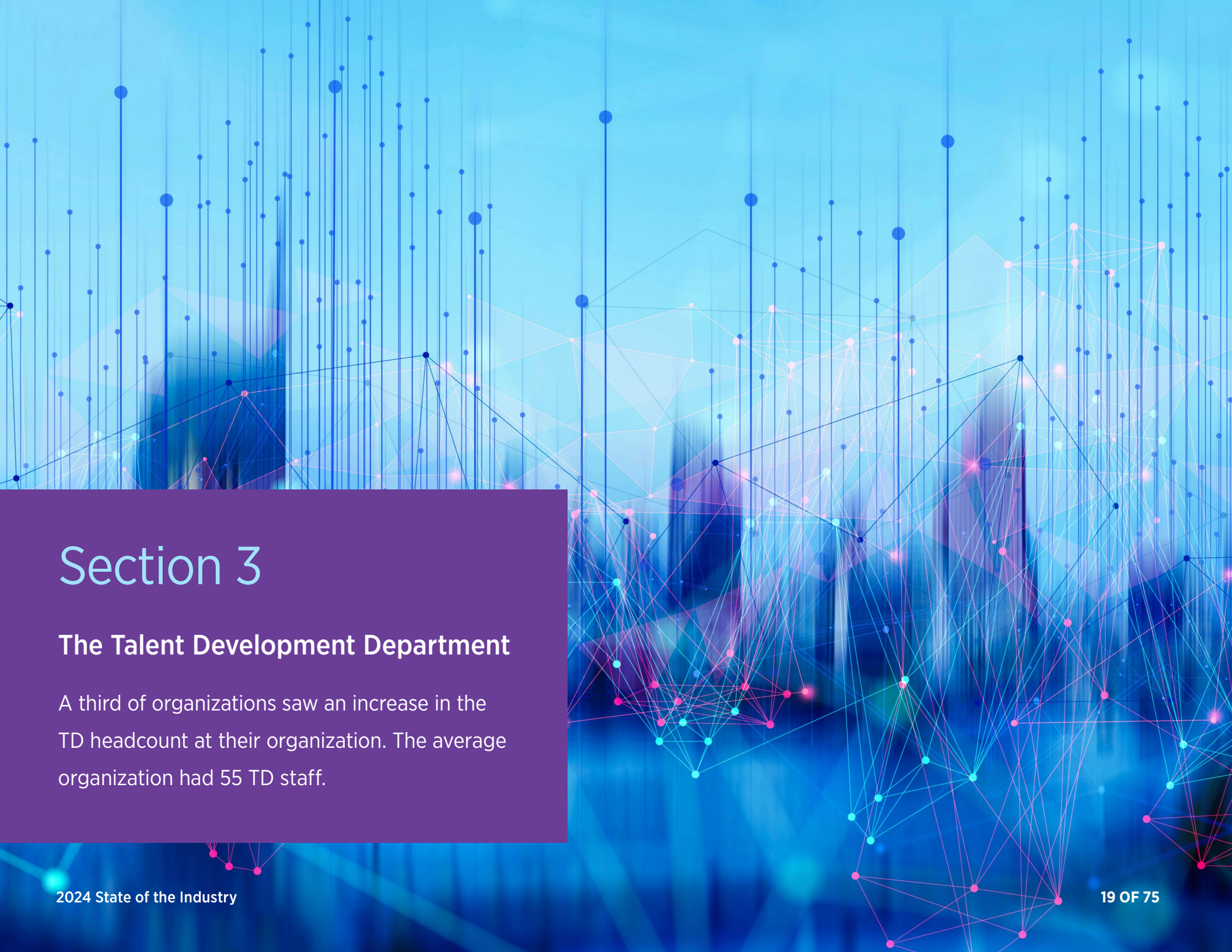
Calculating Cost per Learning Hour Used

Use this equation to determine the cost per learning hour used:

$$\frac{\text{Total direct learning expenditure}}{\text{Total number of learning hours used}}$$

For example, if the total learning budget was \$500,000 and total learning hours used were 1,440, the cost per learning hour would be approximately \$347:

$$\frac{\$500,000}{1,440 \text{ hours}} = \$347 \text{ per learning hour used}$$



Section 3

The Talent Development Department

A third of organizations saw an increase in the TD headcount at their organization. The average organization had 55 TD staff.

TD Staff

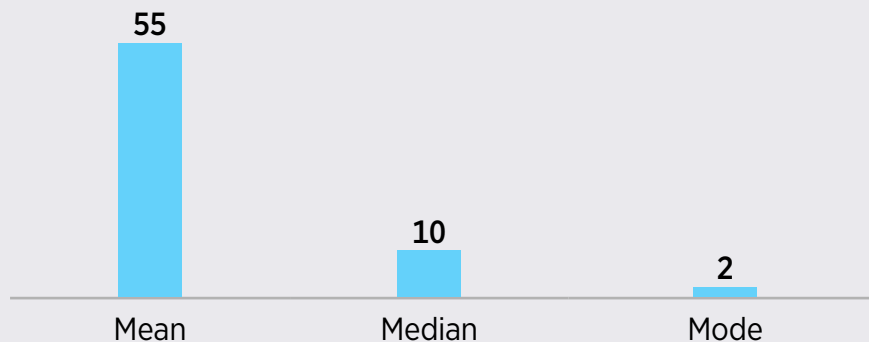
The average number (mean) of TD staff across all organizations in 2023 was 55. For this research, TD staff includes chief talent development and learning officers, learning and training managers, administrative staff, instructional designers, trainers, e-learning developers, evaluators, and performance improvement specialists.

The US Bureau of Labor Statistics determined that there were 41,300 training and development managers in 2022, and projected the industry to grow by 6 percent from 2022 to 2032, which is faster growth than the average for all jobs.¹⁰ Training and development specialist roles were staffed by 385,800 professionals and had similar employment growth projections.¹¹

In some circumstances, calculating the median (middle number) and mode (the number that appears most often in a set of responses) in addition to the average can be helpful, mainly if the data includes very large or very small numbers. The median number of TD staff for all organizations was 10. The most frequent response for the number of TD staff was two.

Although the average organization had 55 TD employees, the most common answer was 2 employees.

Question: What was the number of full-time equivalent TD staff at your organization?



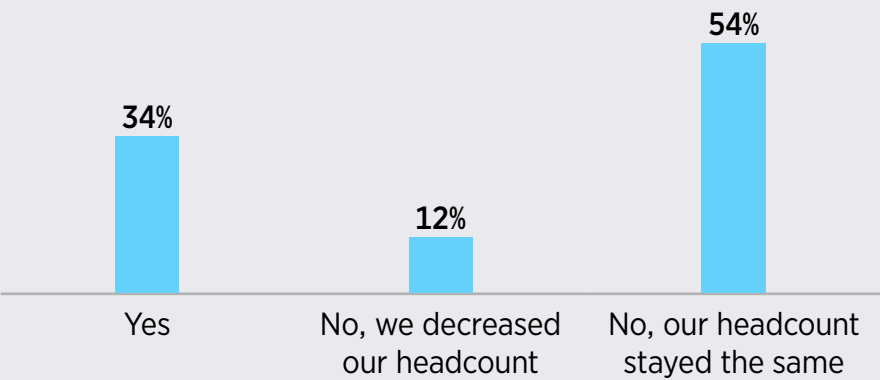
TD Staff Headcount and Employees per TD Staff Member

In 2023, 34 percent of organizations increased their TD staff headcount. This means they added new positions and does not include replacing employees who left the organization or department.

Organizations that added new TD positions increased headcount by an average of five positions in 2023; however, the most common answer (the mode) was one new position. Trainers and facilitators, HR and OD professionals, and instructional designers were the most commonly added positions.

Approximately a third of organizations increased their TD headcount in 2023.

Question: In 2023, did you increase the headcount of your talent development department?



The average number of employees per TD staff member in 2023 was 352.

This number might be higher or lower depending on the use of outsourced training, the use of technology to automate training, the TD budget, and the organizational culture of learning. There is no single correct ratio for an organization’s TD department.

Calculating the Average Number of Employees per TD Staff Member

Use this equation to calculate the average number of employees per TD staff member:

$$\frac{\text{Total number of employees}}{\text{Total number of TD staff members}}$$

For example, if an organization has 200 employees and five talent development staff members, there are 40 staff members for every one TD staff member:

$$\frac{200 \text{ employees}}{5 \text{ TD staff members}} = 40 \text{ staff per TD staff member}$$

TD Department

Every company is organized differently. In some organizations, talent development is a stand-alone department. In others, it is part of the HR department. Talent development is decentralized in other organizations, which means that each department manages its own learning and training.

A centralized talent development department, where TD reports to one leader, benefits from consistent training for all employees. Forty percent of organizations said they have

a dedicated talent development or learning department. Organizations with a centralized TD department may gain a cost advantage due to more efficient planning. An example of centralized talent development is when all managers participate in uniform training across the organization.

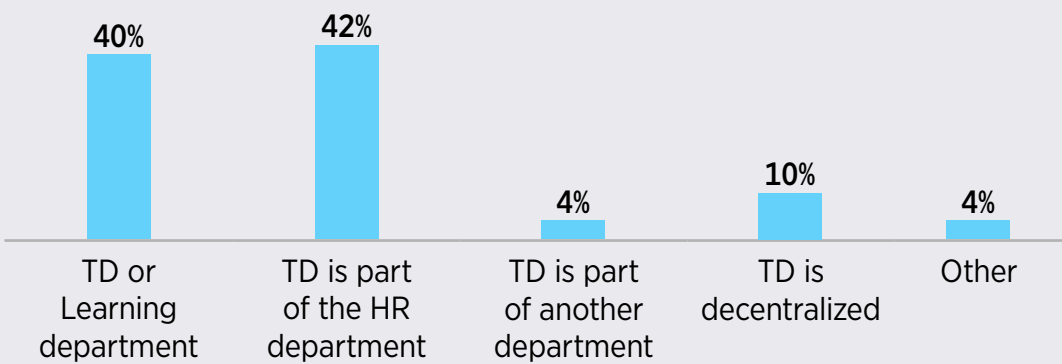
When talent development is part of another department, the most common location is within human resources. Other departments that house TD include continuous

improvement, communications, compliance, quality, marketing, and operations.

In a decentralized talent development function, ownership of learning initiatives falls to the individual business unit or department. The benefit of this model is that employees can tailor their training programs to meet their needs. For example, the accounting department might offer a different manager training program than the marketing department.

40% of organizations have a TD or learning department.

Question: Which of the following best describes where the talent development function occurs in your organization?



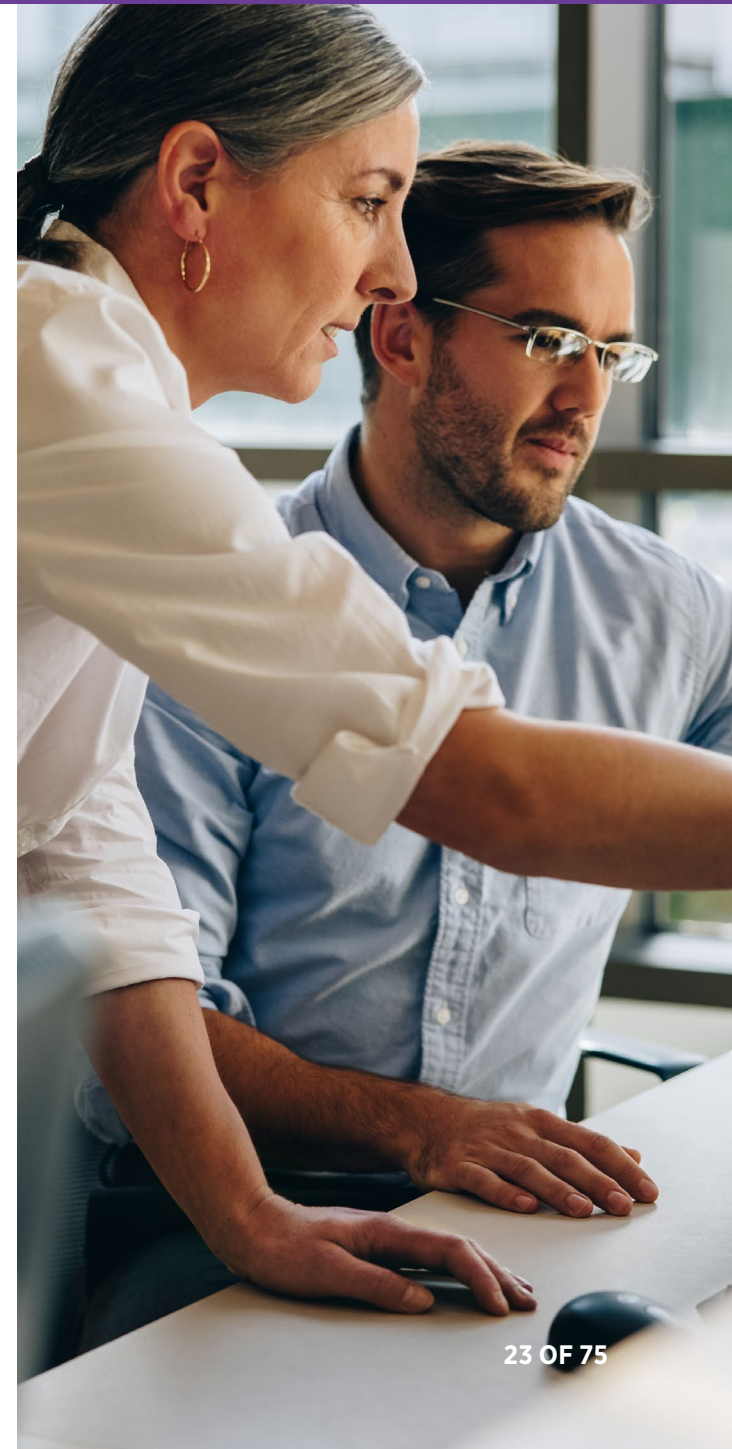
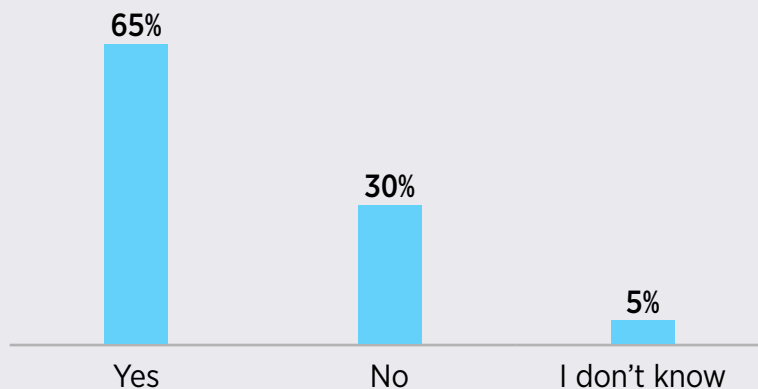
TD Representation on the Senior Leadership Team

Two-thirds of organizations said TD is represented in their organization's senior leadership team.

Strong senior leadership teams have common elements, including a shared purpose, the right people, a solid process, and strong performance.¹² When TD is included in this leadership group, it can provide expertise on how to use talent development to achieve organizational goals. It also gives the TD function a deeper understanding of the business strategy.

Nearly two-thirds of TD functions are represented in their organization's senior leadership team.

Question: Is the talent development function represented in the organization's senior leadership team?





Section 4

Content Distribution

The two most common content areas for training are mandatory and compliance training and new-employee orientation.

Content Distribution

Having explored efficiencies and expenditures, the *2024 State of the Industry* report turns to the subjects covered by the learning portfolio. ATD Research asked respondents to report if their organization's learning portfolio included 13 common content areas:

- Executive development training
- Managerial and supervisory training
- Sales training
- Customer service training
- Mandatory and compliance training
- Communication skills training
- Information technology and systems training
- New-employee orientation
- Product knowledge training
- Artificial intelligence (AI) technical skills training
- AI practical skills training
- Diversity, equity, and inclusion (DEI) training
- Teamwork training



Leadership Training

Leadership training can include executive development and training for managers and supervisors.

In 2022, 89 percent of organizations provided managerial and supervisory training. This stayed the same in 2023. Nearly half (47 percent) of organizations expect to offer more training on this topic in the future, while 2 percent expect to offer fewer opportunities.

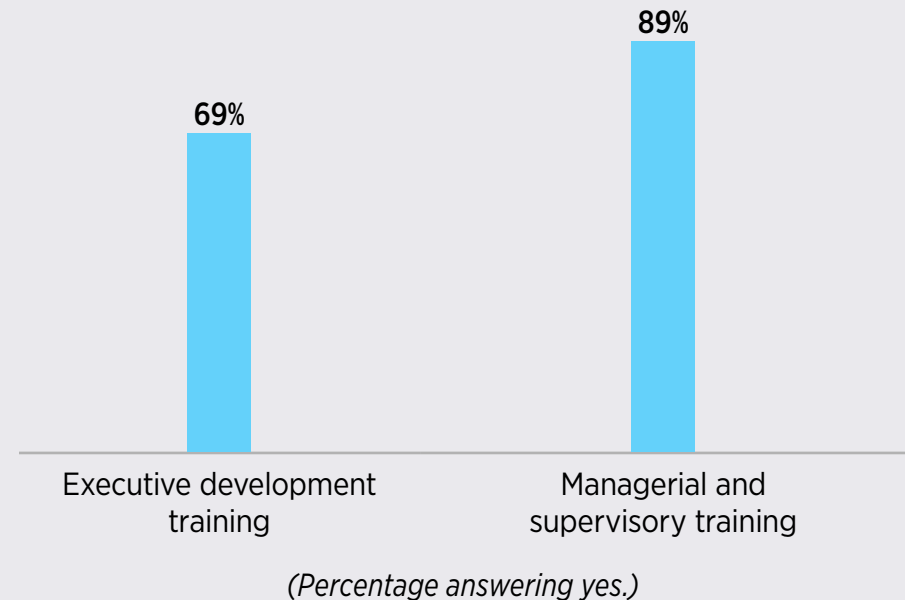
Previous ATD research has found that communication skills, feedback, and performance management are common topics in new manager training programs.¹³

In 2022, 74 percent of organizations provided executive development opportunities. This decreased slightly, to 69 percent, in 2023. Slightly more than 35 percent of organizations expect to provide more training on this topic in the future, and only 1 percent expect to offer less training on this topic.

Previous ATD research has found that organizations commonly include content on communication skills, goal setting, and teamwork in their leadership training programs.¹⁴

Most organizations offer leadership training.

Question: Does your organization provide learning content opportunities on the following topics?



Department-Specific Training

Some organizations provide specific training for salespeople and customer service representatives.

In 2022, 83 percent of organizations provided customer service training. This decreased to 76 percent in 2023. Forty-three percent of organizations expect to provide more training on this topic in the future, whereas 3 percent expect their offerings to decrease.

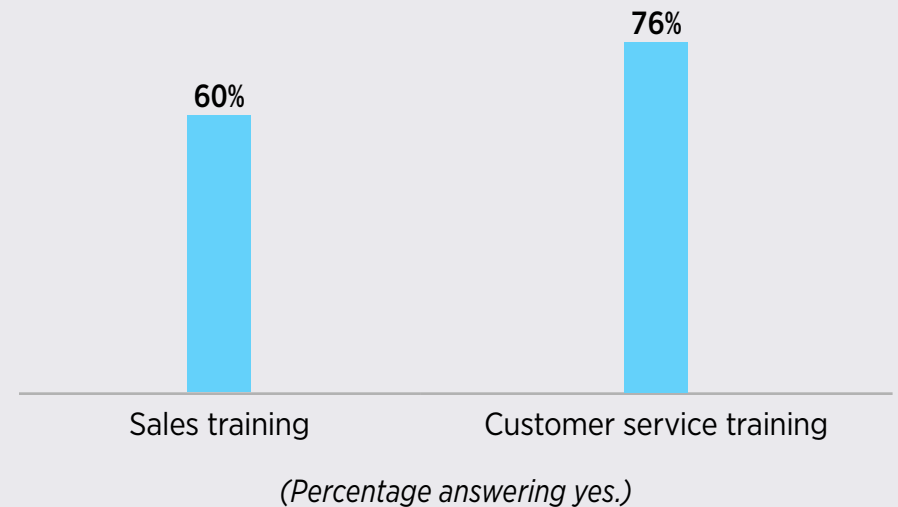
Product knowledge, computer and phone systems, company policies and procedures, communication skills, empathy, and listening skills are common topics in customer service training.¹⁵

In 2022, 67 percent of organizations provided sales training; this decreased to 60 percent in 2023. More than 40 percent of organizations expect to provide more training on this topic in the future, while 2 percent plan to offer fewer opportunities.

Common topics in sales training include knowledge, strategy, skills, and tools.¹⁶

Some organizations offer specific training for certain roles or departments.

Question: Does your organization provide learning content opportunities on the following topics?



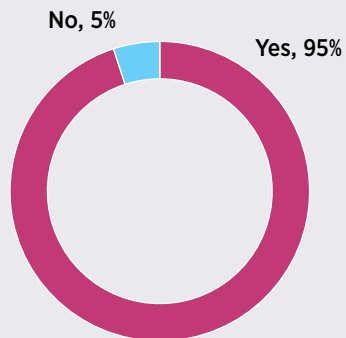
Mandatory and Compliance Training

Mandatory and compliance training was provided at 95 percent of organizations in both 2022 and 2023. A third of organizations expect to offer more training on this topic in the future, while 2 percent expect to offer less.

The mandatory and compliance training category includes occupational safety and health training, sexual harassment training, and cyber awareness and data privacy training, as well as compliance training specific to certain industries, such as finance and healthcare.

The majority of organizations have mandatory or compliance training.

Question: Does your organization provide learning content opportunities on mandatory and compliance training?



Interpersonal Training

Interpersonal training can include communication and teamwork skills.

Three-quarters of organizations offer training on communication skills and 45 percent plan to increase the amount of training offered on this topic in the future. Just 3 percent of respondents said their organization plans to decrease training in this area.

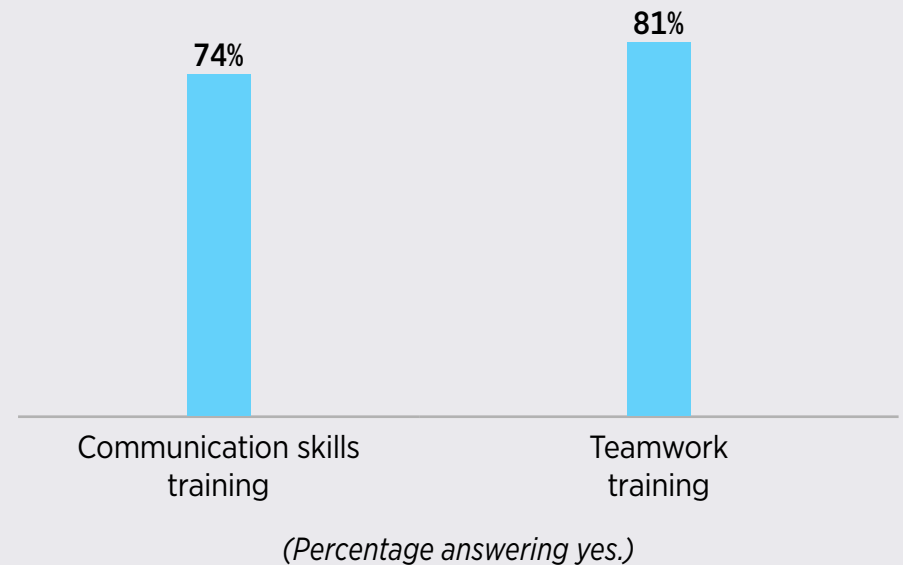
It's unsurprising that organizations are focusing on communication. According to a recent study by Grammarly, knowledge workers spend 88 percent of their work week communicating.¹⁷

Four in five organizations offer teamwork skills training and 41 percent plan to increase their offerings on this topic in the future. Only 2 percent plan to decrease the amount of teamwork training opportunities they offer.

Important teamwork skills include communication, active listening, collaboration, empathy, and responsibility.¹⁸

Most organizations offer interpersonal training opportunities.

Question: Does your organization provide learning content opportunities on the following topics?



General Employee Training

General employee training may include information technology and systems, new-employee orientation, and product knowledge. This content is typically provided to all employees, regardless of their role or department.

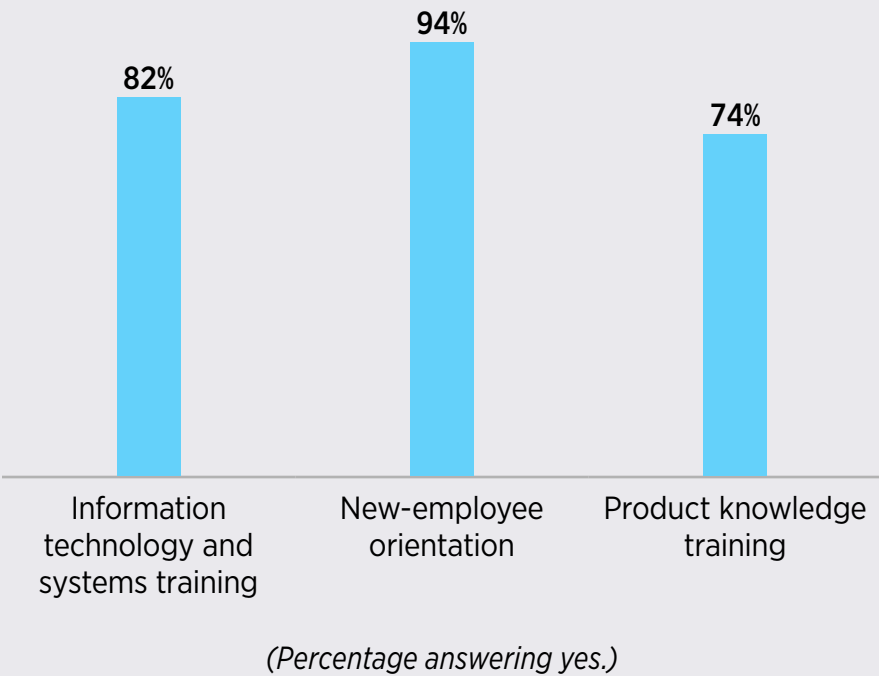
In 2022, 85 percent of organizations provided information technology and systems training. This decreased slightly, to 82 percent, in 2023. In the future, 39 percent of organizations plan to increase the amount of training offered on this topic, while 3 percent plan to decrease it.

The number of organizations providing new-employee orientation fell slightly from 96 percent in 2022 to 94 percent of organizations in 2023. In the future, 37 percent of organizations plan to increase the amount of training offered on this topic, and 2 percent plan to decrease it.

In 2022, 81 percent of organizations provided product knowledge training. This decreased to 74 percent of organizations in 2023. Thirty-seven percent of organizations plan to increase the amount of training offered on this topic in the future, while 3 percent plan to decrease their offerings.

Most organizations offer general employee training.

Question: Does your organization provide learning content opportunities on the following topics?



Artificial Intelligence Training

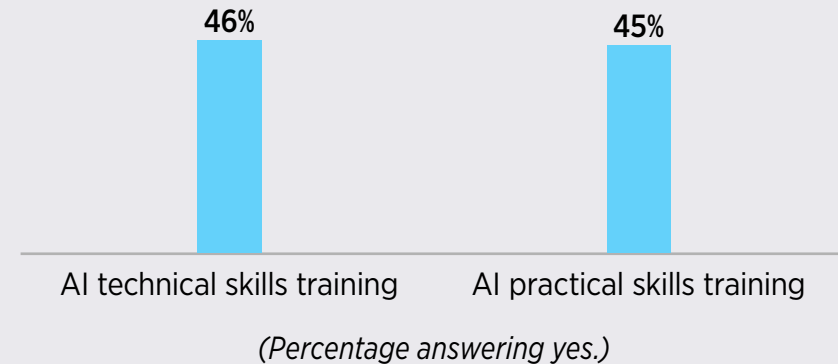
This year, the *State of the Industry* survey included questions about training staff on using artificial intelligence. Respondents were asked if their organization provided AI technical skills training or AI practical skills training. AI technical skills training includes topics on machine learning, programming languages, natural language processing, and other technical AI topics. Practical AI skills training, on the other hand, includes topics on prompt writing, problem solving with AI, AI ethics, and other practical AI topics.

Nearly half (46 percent) of respondents said their organization provided AI technical skills training; 45 percent said their organization provided AI practical skills training. Sixty-three percent said they expect their organization to increase the amount of technical skills training in the future, and only 1 percent plan to decrease their offerings. Three in five respondents said they expect their organization to increase the amount of practical skills training in the future.

Leaders and employees agree that AI is important. Nearly four in five leaders say their company needs to adopt AI to stay competitive, and more than 75 percent of employees think they need AI skills to remain competitive in the job market.¹⁹

Nearly half of organizations offer AI training.

Question: Does your organization provide learning content opportunities on the following topics?



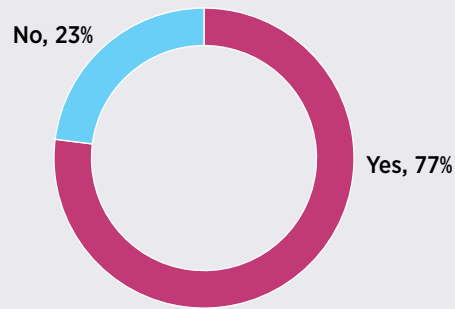
Diversity, Equity, and Inclusion Training

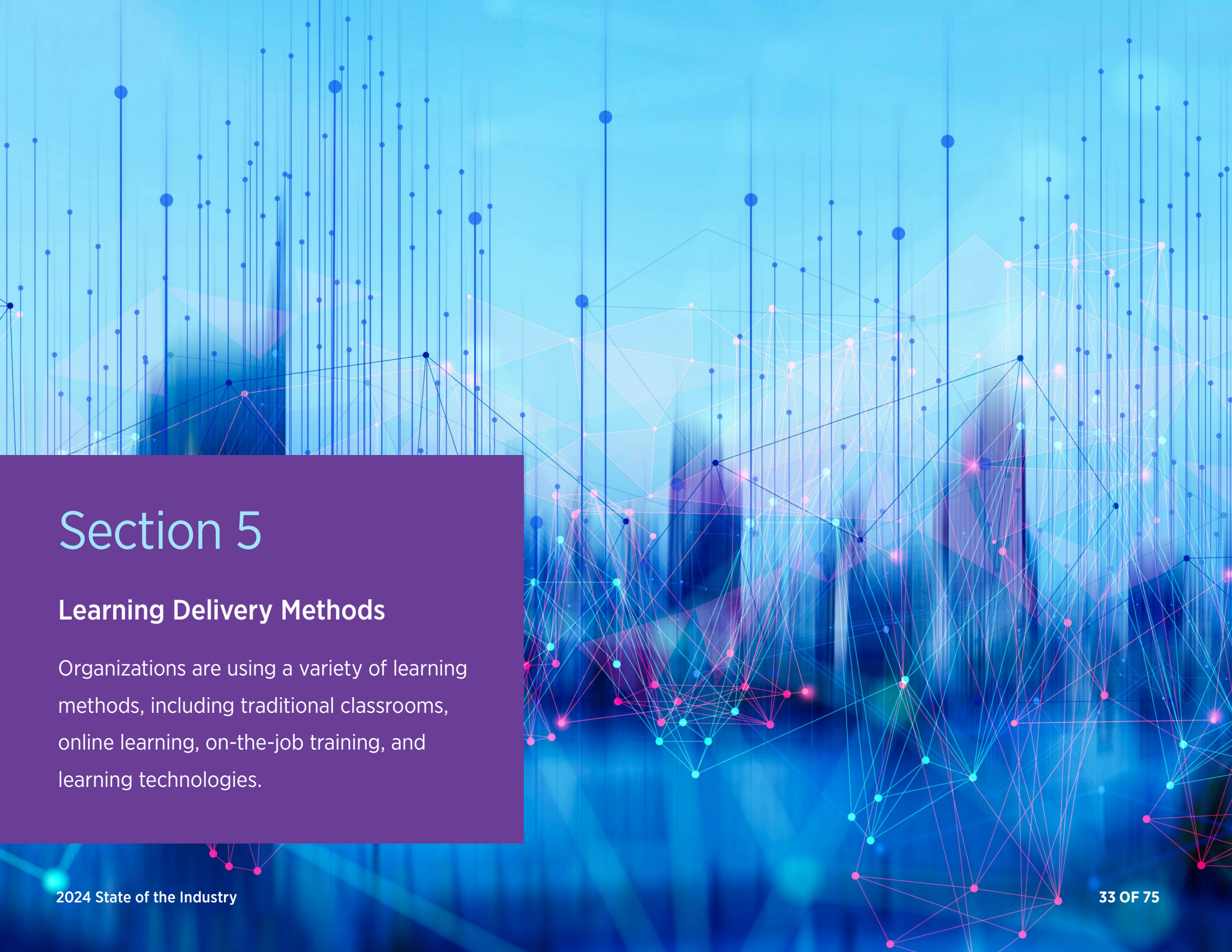
The *State of the Industry* also asked about DEI training for the first time in the 2024 survey. More than three-quarters of participants (77 percent) said their organization provided DEI training in 2023. In addition, 40 percent said they plan to increase the amount of training in this area in the future, while 4 percent plan to decrease their offerings.

In a previous ATD study, approximately half of TD professionals said leaders at their organization supported DEI&B education.²⁰

Many organizations offer DEI training.

Question: Does your organization provide learning content opportunities on diversity, equity, and inclusion?





Section 5

Learning Delivery Methods

Organizations are using a variety of learning methods, including traditional classrooms, online learning, on-the-job training, and learning technologies.

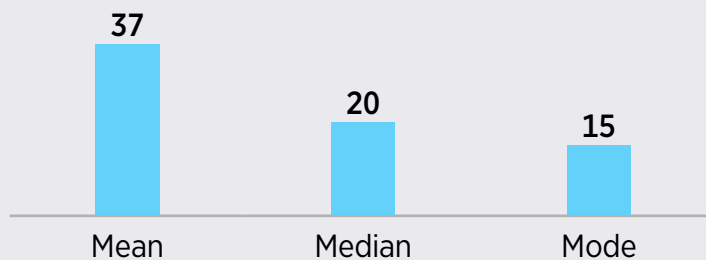
Live, Instructor-Led Traditional Classrooms

Sixty-six percent of organizations are using live, instructor-led traditional classrooms. When US learners were asked which type of training they preferred, 33 percent selected live, instructor-led traditional classrooms.²¹

The average class size for live, instructor-led traditional classrooms is 37 learners.

The average instructor-led traditional classroom training had 37 learners.

Question: When your organization hosted live instructor-led traditional classroom training, approximately how many learners were in the average class?



Live, Instructor-Led Virtual Classrooms

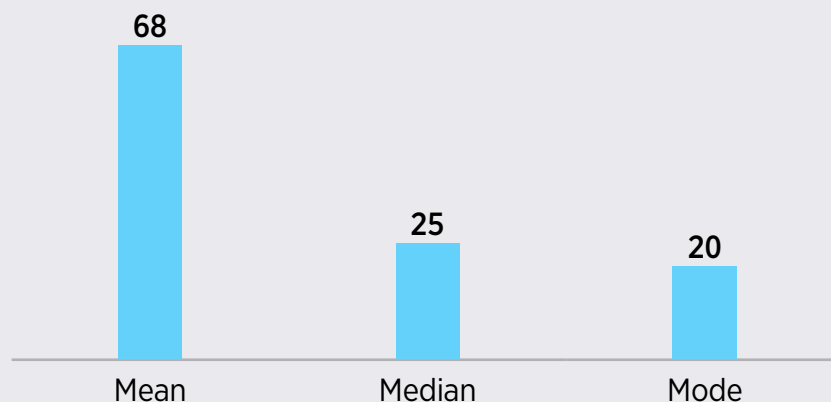
Sixty-eight percent of organizations are using live, instructor-led virtual classrooms. Live, instructor-led virtual training is popular because learners can access it from anywhere as long as they have an internet connection. In addition, sessions can be recorded in case a participant is absent, and it allows organizations to reduce their overall carbon footprint.²²

When asked which type of training they prefer, 15 percent of US learners said live instructor-led virtual classrooms.²³

The average class size for the live, instructor-led virtual classrooms is 68 learners.

The average live instructor-led virtual classroom had 68 learners.

Question: When your organization hosted live instructor-led virtual (online) classroom training, approximately how many learners were in the average class?



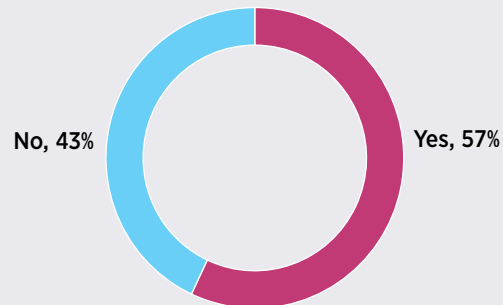
Asynchronous E-Learning

Fifty-seven percent of organizations use asynchronous or self-paced e-learning. The benefits of asynchronous e-learning include that participants can learn at their own pace and when it is convenient for them.

Twenty-three percent of US learners said they prefer asynchronous e-learning.²

More than half of organizations use asynchronous e-learning.

Question: Were formal learning hours or training delivered at your organization through asynchronous e-learning?



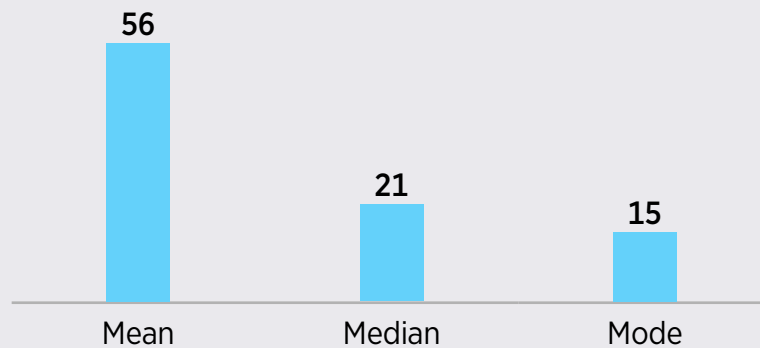
Hybrid Learning

Fifty-five percent of organizations use hybrid learning. Hybrid learning is when traditional and virtual classrooms are facilitated simultaneously. Fifteen percent of US learners said they prefer hybrid learning.²⁵

The average class size for hybrid learning is 56 learners.

The average hybrid training program had 56 learners.

Question: When your organization hosted hybrid training, approximately how many learners were in the average class?



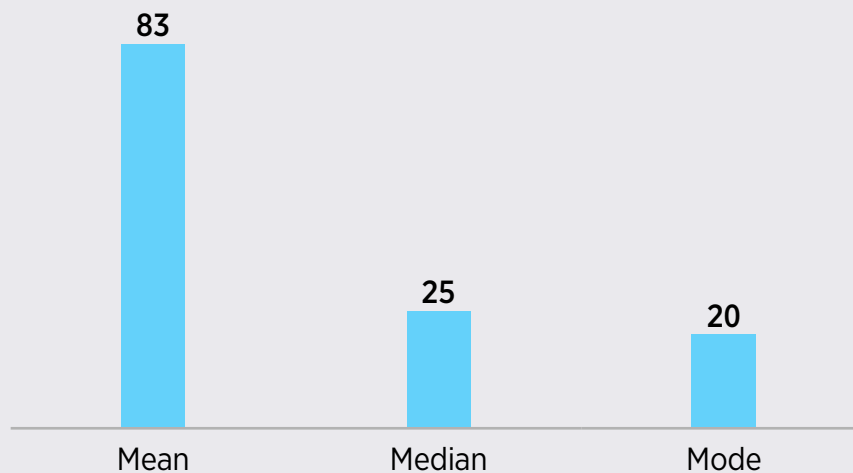
Blended Learning

Fifty-three percent of organizations are using blended learning. Blended learning is a combination of synchronous and asynchronous learning. Thirteen percent of US learners said they prefer blended learning training opportunities.²⁶

The average class size for blended learning is 83 learners.

The average blended learning training program had 83 learners.

Question: When your organization hosted blended learning, approximately how many learners were in the average class?



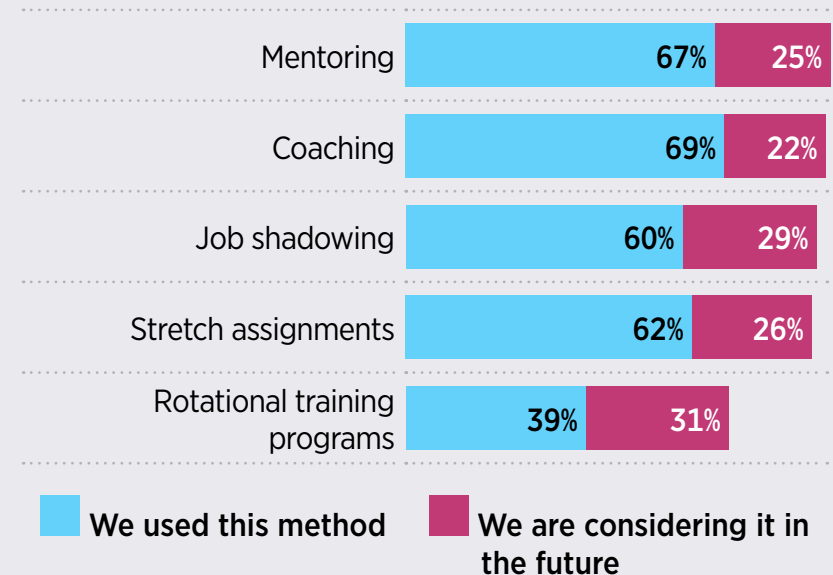
On-the-Job Learning

The learning hours discussed thus far have referred to formal learning hours, which are stand-alone hours not embedded in work activities. Recognizing that this data doesn't capture valuable on-the-job development experiences, the *2024 State of the Industry* also includes a comprehensive snapshot of learning during work. For the purposes of this report, *on-the-job training* is defined as a delivery system that dispenses training to employees as needed.²⁷

- **Coaching**, as defined by the International Coaching Federation, “is partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.”²⁸
- **Mentoring** is “a development opportunity that encompasses receiving valuable information, wisdom, guidance, and feedback from an experienced individual to gain an understanding of organizational culture and unwritten norms.”²⁹
- **Job shadowing** is “when an employee works alongside a professional in a certain field or department to observe requirements firsthand.”³⁰
- **Stretch assignments** are “a development opportunity that occurs by conducting a specific task or project to develop expertise beyond a regular routine and to expand experience.”³¹
- **Rotational training programs** are “an employment strategy that lets people move among different jobs with the same company as part of a job design or redesign process.”³²

Many organizations offer on-the-job learning opportunities.

Question: Did your organization use the following learning methods to develop employees?

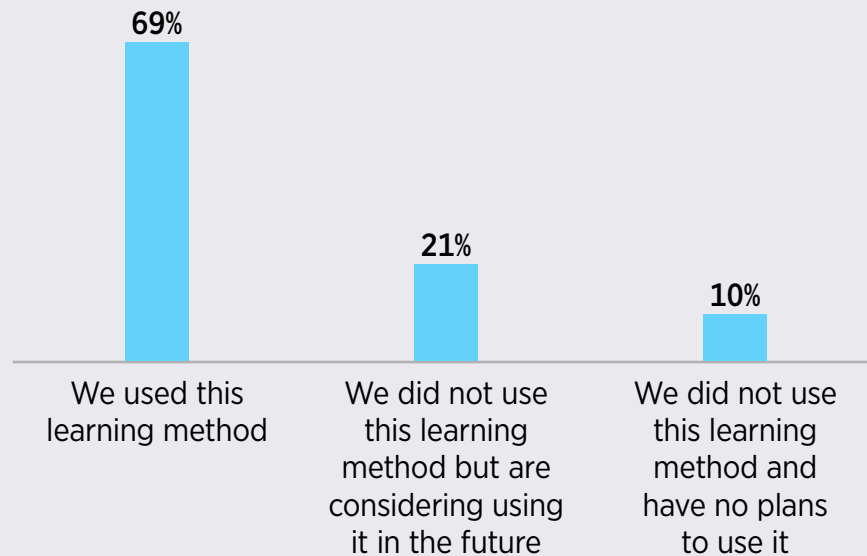


Job Aids

This year, ATD Research added a question about job aid use to the *State of the Industry* survey. *Job aids* are “a tool that provides guidance about when and where and how to carry out tasks and steps. Job aids reduce the amount of recall needed and minimize errors. They may take the form of checklists, video demonstrations, and audio instructions.”³³ Nearly 70 percent of organizations use job aids, and 21 percent are considering adding them in the future.

Many organizations use job aids.

Question: Did your organization use job aids to develop employees?



Professional Association Activities

The *2024 State of the Industry* also added a question about financial support for conference attendance and professional association membership. Nearly two-thirds of respondents said their organization provides employees with financial support to attend professional conferences.

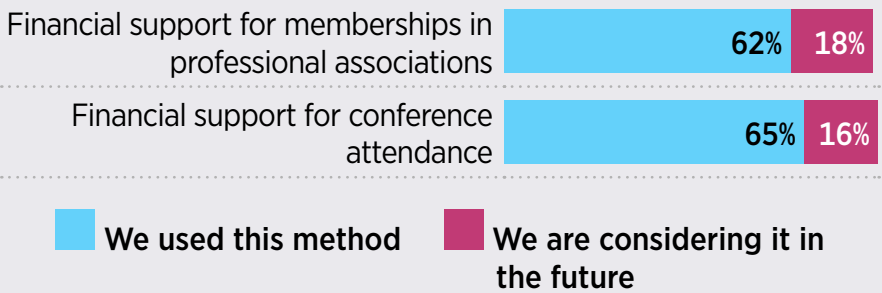
Conference attendees learn new insights, hear about hot topics in the field, and are able to network with industry peers. These experiences provide the employee with the opportunity for professional growth.³⁴

Sixty-two percent of respondents said their organization provides financial support for employees to join professional associations.

Professional associations offer training opportunities to upskill employees and keep members abreast of industry trends. Employees can also network and meet other professionals through a professional association. Finally, employees can get involved in the industry by serving on committees or attending conferences.³⁵

Most organizations provide support for professional associations.

Question: Did your organization use the following learning methods to develop employees?



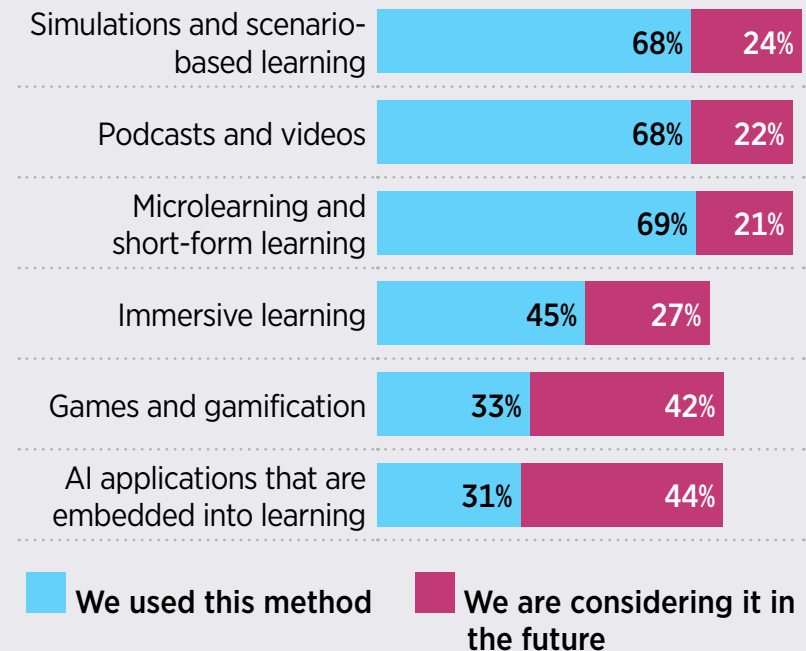
Technology-Based Learning Methods

ATD Research asked organizations whether they used six technology-based learning methods:

- **AI applications** embedded into learning experiences. AI is defined as “the ability of a machine to simulate human cognitive processes, such as perceiving, reasoning, learning, interacting with the environment, problem-solving, and creativity.”³⁶
- **Games and gamification**, which is defined as “the application of typical elements of game playing to the design of development initiatives. It is used as either the optimal learning approach or as a technique to encourage engagement.”³⁷
- **Immersive technologies** “such as augmented reality, virtual reality, or a combination allow learners to be immersed so that they are, or feel like they are, experiencing the actual learning environment.”³⁸
- **Microlearning and short-form learning**, which is a way to “enhance learning and performance in the most efficient and effective manner possible through short pieces of content.”³⁹
- **Podcasts and videos**. Podcasts are defined as “a series of digital media files distributed over the internet using syndication feeds for playback on portable media players and computers.”⁴⁰ Videos are defined as “a one-way delivery of live or recorded full motion pictures.”⁴¹
- **Simulations and scenario-based learning**, which is defined as “a self-contained immersive environment the learner interacts with the learn or practice skills or knowledge.”

Technology-based learning methods are commonly used by some organizations.

Question: Did your organization use the following technology-based learning methods to develop employees?





Section 6

Data and Analysis

Organizations use a variety of metrics to measure the performance and success of the learning function. Some common metrics include employee satisfaction and retention.

Measuring the Learning Function's Performance

For the first time in more than 10 years, the *State of the Industry* survey asked respondents to share how they were using data to make the business case for the importance of talent development.

Participants were asked whether their organizations used different metrics to measure the performance of learning (or if they used the metric for other reasons).

When this data was last reported in the *2009 State of the Industry*, it was only given for BEST Award winners. The BEST Awards “recognize organizations that demonstrate enterprise-wide success as a result of employee talent development. . . . Established in 2003, the BEST Awards Winners’ Circle includes small and large private, public, and not-for-profit organizations from around the world.”⁴² Given that the data was only reported for this high-performing group, we expect percentages to be lower when reporting data for all organizations participating in this year’s study. In addition, industry trends have likely changed between 2009 and 2024.

In 2009, the most common metrics used by BEST Award winners were the ability to retain employees, employee satisfaction, customer satisfaction, and sales and revenue. In 2023, the most common metrics used by organizations in the study included employee satisfaction, employee retention, and customer satisfaction.



Employee Engagement

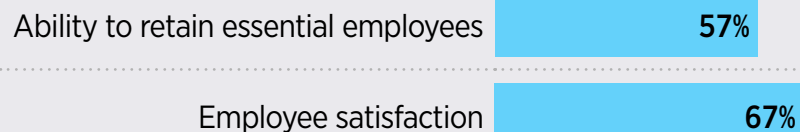
In 2009, 92 percent of BEST Award winners used employee satisfaction to measure the performance of the learning function. In 2023, 67 percent of organizations used this data.

In 2009, 95 percent of BEST Award winners used employee retention. In 2023, 57 percent of organizations used this data.

Employees leave organizations for a variety of reasons, including burnout, poor compensation, and unsupportive managers. Another critical reason employees leave is a lack of opportunity for growth or development. According to PWC, more than a third of job candidates said they would take a pay cut for the opportunity to upskill or reskill.⁴³

Common metrics used by organizations include employee satisfaction and retention.

Question: Did your organization use the following metrics to measure the learning function's performance?



(Percentage answering yes.)



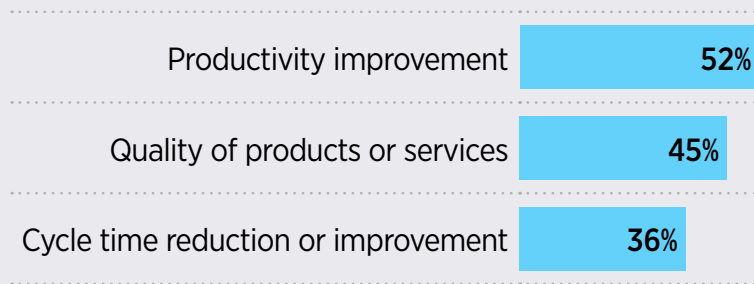
Products

In 2009, 62 percent of BEST Award winners used cycle time reduction or improvement to measure the performance of the learning function. In 2023, 36 percent of organizations used this data. *Cycle time* is defined as “the total amount of time a team spends working on a project to produce products or services, from beginning to completion.”⁴⁴ The benefits of calculating cycle time include understanding efficiency, finding areas of improvement, and showing productivity. Providing employees training could potentially improve cycle time.

Other metrics organizations use to measure the learning function’s performance are productivity improvement and quality of products or services. In 2023, 52 percent and 45 percent of organizations used this data, respectively.

Approximately half of organizations use productivity improvements to measure the performance of the learning function.

Question: Did your organization use the following metrics to measure the learning function’s performance?



(Percentage answering yes.)

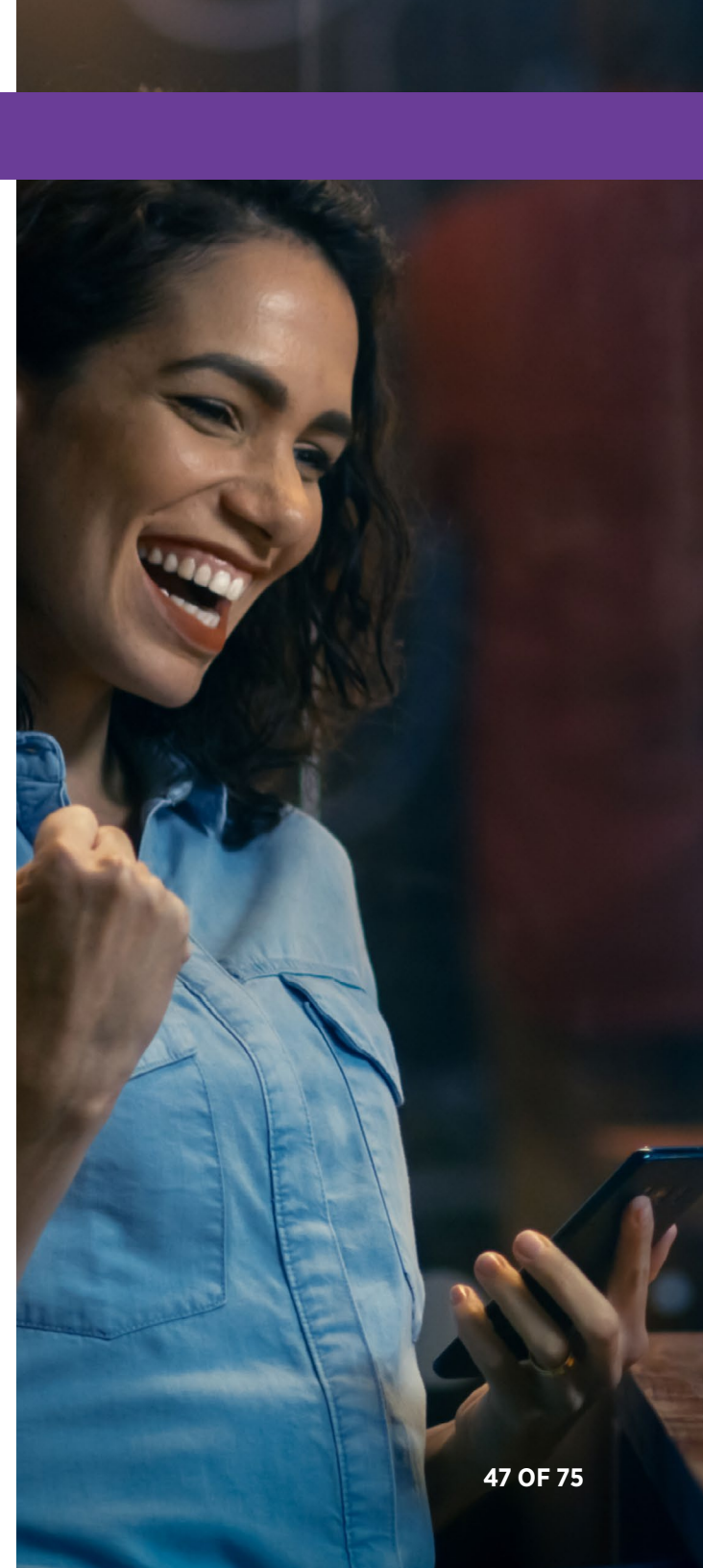
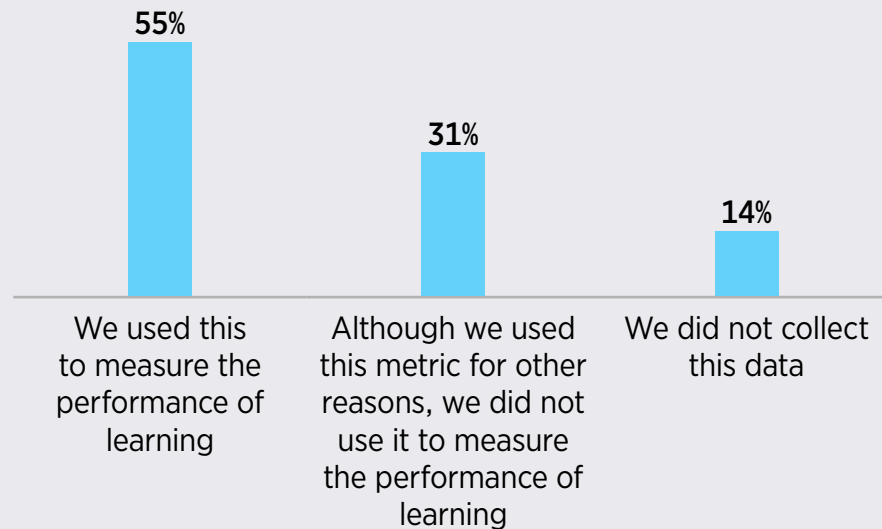


Customer Satisfaction

With 76 percent of organizations providing training on customer service, it's foreseeable that many would use customer satisfaction to measure the learning function's performance. In 2009, 90 percent of BEST Award winners used customer satisfaction as a measure of learning effectiveness. In 2023, 55 percent used this data.

Approximately half of organizations use customer satisfaction as a measure of learning effectiveness.

Question: Did your organization use customer satisfaction to measure the learning function's performance?



Profits and Revenue

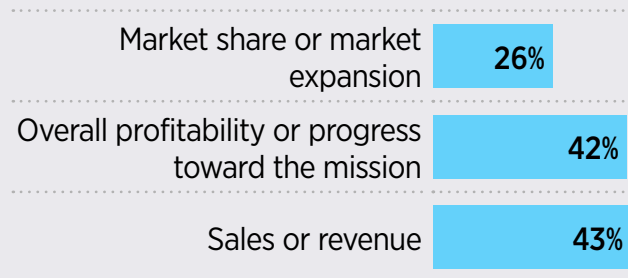
Market share is defined as the “proportion of total sales in an industry controlled by a particular business.”⁴⁵ In 2023, 26 percent of organizations used market share as a metric to measure the learning function’s performance.

Overall profitability (or for some organizations, progress toward the mission) was used by 85 percent of BEST Award winners in 2009. In 2023, 42 percent of organizations were using it as a metric to measure the learning function’s performance. *Profitability* is “the extent to which a company earns a profit.”⁴⁶

In 2009, 90 percent of BEST Award winners said they used sales or revenue to measure the performance of the learning function. In 2023, 43 percent of respondents said they rely on sales and revenue for this purpose.

Less than half of organizations use market share, profits, or revenue as a metric to measure the learning function’s performance.

Question: Did your organization use the following metrics to measure the learning function’s performance?



(Percentage answering yes.)



Measuring the Success of the Learning Function

Another data point returning to the *2024 State of the Industry* report is information about how organizations measure the success of the learning function.

In 2009, the last time this data was reported in the *State of the Industry*, the most common metrics for measuring the success of the learning function were the number of employees trained, content delivery costs, and time to employee readiness or competence.

In 2023, the most common metrics were the number of employees trained and the number of learning hours delivered.



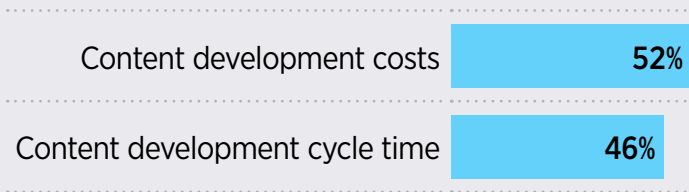
Content Development

In 2009, 77 percent of BEST Award winners used content development costs to determine the success of the learning function. In 2023, 52 percent tracked content development costs.

In 2009, 67 percent of BEST Award winners used content development cycle time; in 2023, 46 percent of organizations used this metric. Robyn Defelice, in partnership with ATD, found that content type can influence how long it takes to develop training products. For example, instructor-led, in-person classroom training programs took an average of 48 hours to create, whereas a full e-learning course took 82 hours to create.⁴⁷

Approximately half of organizations use content development costs or cycle time to measure the success of the learning function.

Question: Did your organization use the following metrics to measure the success of the learning function?



(Percentage answering yes.)



Employees

In 2009, 92 percent of BEST Award winners tracked the number of employees trained. In 2023, 85 percent of organizations tracked this metric. Although it can be easier to track and calculate this metric, it should be noted that while attendance can show how many people participated, it will not tell leaders how effective a training program was.

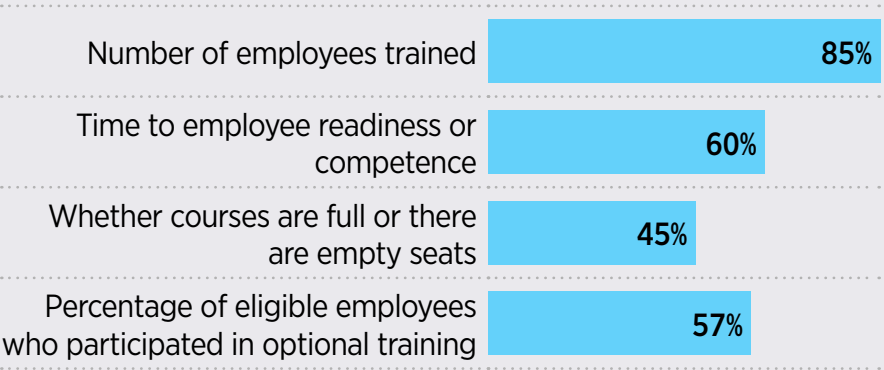
In 2009, 74 percent of BEST Award winners tracked the time to employee readiness or competence. In 2023, 60 percent of organizations used this metric.

The number of “empty seats” in a training course is another metric used by some organizations. This metric is incorporated into the calculation for the number of learning hours used. In other words, the calculation only includes the number of people who took the training course, and doesn’t account for the number of people who chose not to take it.

Similar to calculating the number of empty seats, some organizations track the percentage of eligible employees who participated in optional training. This gives organizations data on whether employees are taking extra training courses that aren’t mandated for their job.

A common metric to determine success is tracking the number of employees trained.

Question: Did your organization use the following metrics to measure the success of the learning function?



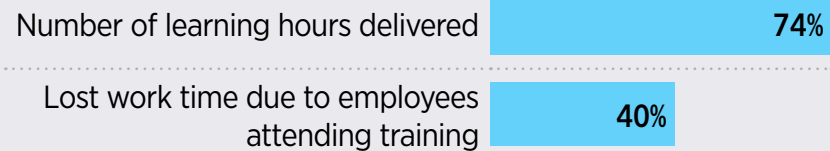
(Percentage answering yes.)

Learning Hours

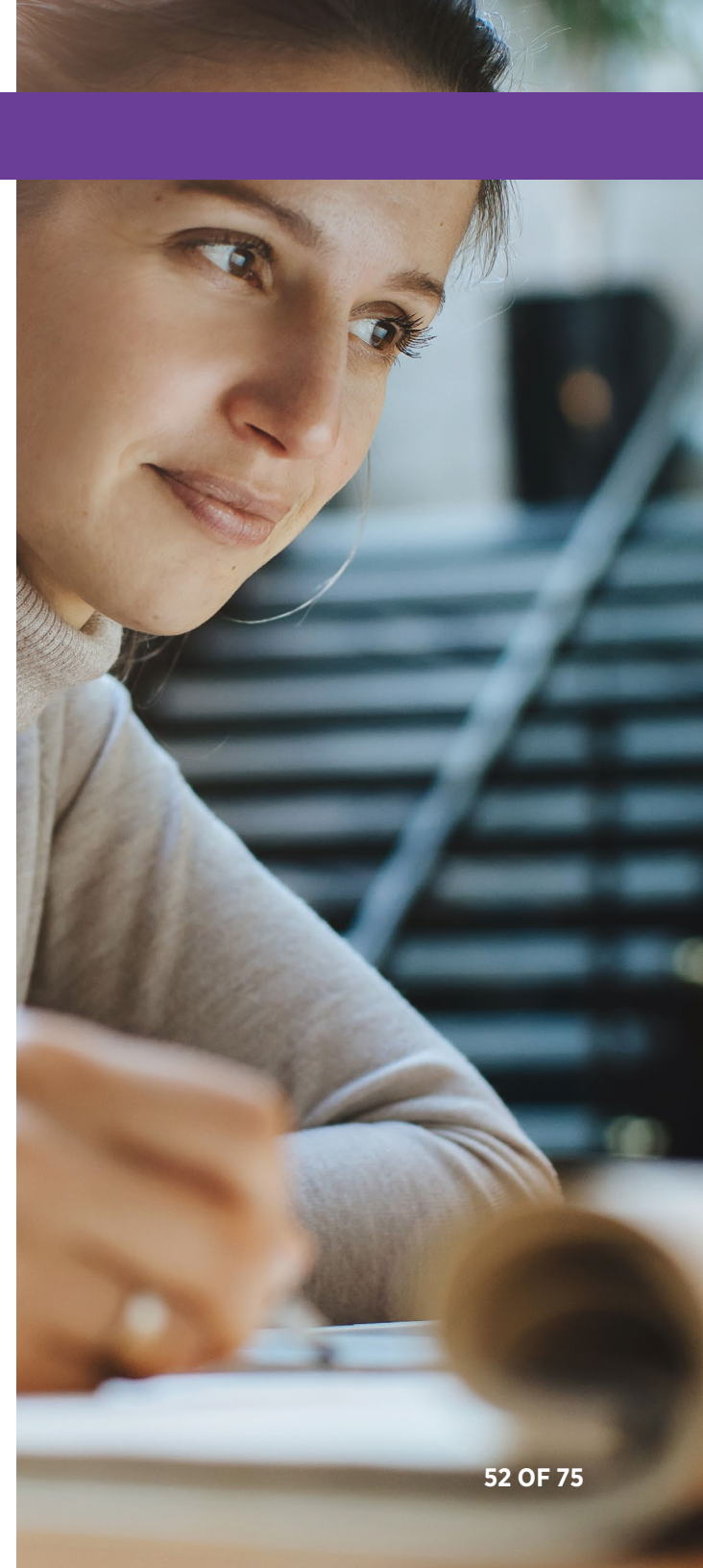
In 2023, 74 percent of organizations used the number of learning hours delivered as a measure of success. Lost work time due to employees attending training is another method that 40 percent of organizations used. For employees to attend formal learning programs, they have to take time away from their jobs. Organizations can track this information to understand the additional costs of training.

Number of learning hours delivered is a common measure of success.

Question: Did your organization use the following metrics to measure the success of the learning function?



(Percentage answering yes.)



Conclusion and Looking Ahead

In 2023, the average direct learning expenditure per employee was \$1,283, up from \$1,220 in 2022. The average number of formal learning hours used per employee was 17.4 in 2023, which is a slight decrease from 20.7 in 2022.

When using this data for benchmarking, ATD Research makes the following suggestions:

- Note that the data reported here are averages and that participating organizations change from year to year.
- Don't aim to replicate the presented data. Instead, observe trends over time and use the information as a benchmark to compare your data and trends.
- When possible, use the data reported by industry and type, which will more closely mirror your organization.

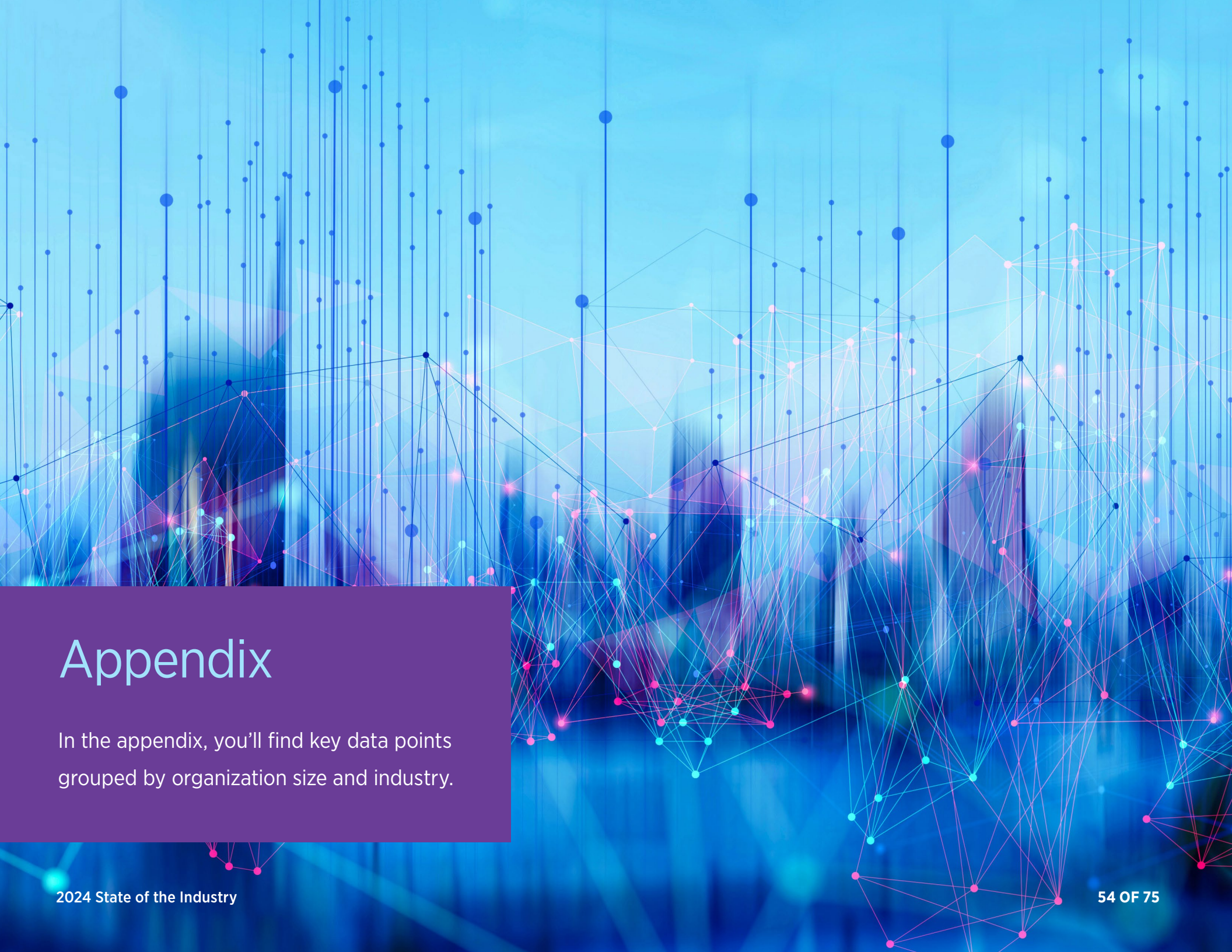
This report looked at data from 2023. In 2025, ATD Research will collect data from organizations on their learning expenditures and activities for 2024.

ATD Research suggests that some of the developments from this year's *State of the Industry* are here to stay, particularly the

importance of on-the-job training. As noted earlier, the number of organizations using on-the-job training continues to rise. Organizations should determine if this is a viable option to consider implementing.

AI is also a hot trend in talent development. AI is important in talent development in two different ways. First, organizations want to train employees on best practices and how to use AI, and second, talent development professionals are using AI to be more productive in their own roles. We believe this trend will continue into 2025.

When asked to consider the future of talent development, respondents were optimistic about the future of learning in their organizations, believing the TD function's perceived value, ability to meet organizational needs, and impact on corporate performance will increase over the next six months.



Appendix

In the appendix, you'll find key data points grouped by organization size and industry.

Small Organizations (n = 72)

Less Than 100 Employees

Learning Hours and Expenditures

Learning hours used per employee	22 hours
Average direct expenditure per employee	\$2,315
Cost per learning hour used	\$146
Percentage of learning expenditure used for tuition reimbursement	18%
Percentage of learning expenditure used for learning supplier expenses	30%
Percentage of learning expenditure used for internal costs	52%

TD Staffing

Number of full-time equivalent TD staff	
Mean	7
Median	4
Mode	1
Employees per TD staff member	11

Content Distribution

Executive development training	68%
Managerial and supervisory training	81%
Sales training	55%
Customer service training	78%
Mandatory and compliance training	90%
Communication skills training	69%
Information technology and systems training	72%
New-employee orientation	85%
Product knowledge training	75%
AI technical skills training	48%
AI practical skills training	44%
Diversity, equity, and inclusion training	63%
Teamwork training	81%

Content Delivery Methods

	Using This Method	Mean Class Size
Live, instructor-led traditional classroom	54%	17
Live, instructor-led virtual classroom	44%	21
Asynchronous e-learning	32%	n/a
Hybrid learning	42%	16
Blended learning	31%	18

On-the-Job Learning

Stretch assignments	56%
Rotational training programs	32%
Job shadowing	66%
Mentoring	59%
Coaching	65%
Job aids	50%
Financial support for memberships in professional associations	52%
Financial support for conference attendance	60%

Technology-Based Learning Methods

Immersive learning	46%
AI applications that are embedded into learning	34%
Simulations and scenario-based learning	62%
Microlearning and short-form learning	59%
Games and gamification	24%
Podcasts and videos	57%

Measuring the Learning Function's Performance

Employee satisfaction	67%
Employee retention	54%
Cycle time reduction or improvement	31%
Productivity improvement	50%
Quality of products or services	54%
Customer satisfaction	56%
Market share and market expansion	25%
Overall profitability or progress toward the mission	50%
Sales or revenue	44%

Measuring the Success of the Learning Function

Content development cycle time	56%
Content development costs	44%
Percentage of eligible employees who participated in optional training	53%
Whether courses are full or there are empty seats	49%
Time to employee readiness or competence	43%
Number of employees trained	65%
Lost work time due to employees attending training	43%
Number of learning hours delivered	63%

Medium Organizations (n = 225)

100–2,499 Employees

Learning Hours and Expenditures

Learning hours used per employee	14 hours
Average direct expenditure per employee	\$1,176
Cost per learning hour used	\$115
Percentage of learning expenditure used for tuition reimbursement	16%
Percentage of learning expenditure used for learning supplier expenses	26%
Percentage of learning expenditure used for internal costs	58%

TD Staffing

Number of full-time equivalent TD staff	
Mean	22
Median	7
Mode	2
Employees per TD staff member	156

Content Distribution

Executive development training	65%
Managerial and supervisory training	88%
Sales training	55%
Customer service training	72%
Mandatory and compliance training	96%
Communication skills training	71%
Information technology and systems training	83%
New-employee orientation	97%
Product knowledge training	71%
AI technical skills training	44%
AI practical skills training	39%
Diversity, equity, and inclusion training	75%
Teamwork training	77%

Content Delivery Methods

	Using This Method	Mean Class Size
Live, instructor-led traditional classroom	68%	29
Live, instructor-led virtual classroom	66%	45
Asynchronous e-learning	56%	n/a
Hybrid learning	53%	50
Blended learning	50%	70

On-the-Job Learning

Stretch assignments	60%
Rotational training programs	37%
Job shadowing	60%
Mentoring	65%
Coaching	64%
Job aids	70%
Financial support for memberships in professional associations	65%
Financial support for conference attendance	70%

Technology-Based Learning Methods

Immersive learning	41%
AI applications that are embedded into learning	29%
Simulations and scenario-based learning	63%
Microlearning and short-form learning	69%
Games and gamification	30%
Podcasts and videos	71%

Measuring the Learning Function's Performance

Employee satisfaction	62%
Employee retention	56%
Cycle time reduction or improvement	33%
Productivity improvement	50%
Quality of products or services	40%
Customer satisfaction	49%
Market share and market expansion	27%
Overall profitability or progress toward the mission	40%
Sales or revenue	45%

Measuring the Success of the Learning Function

Content development cycle time	41%
Content development costs	46%
Percentage of eligible employees who participated in optional training	56%
Whether courses are full or there are empty seats	43%
Time to employee readiness or competence	58%
Number of employees trained	86%
Lost work time due to employees attending training	42%
Number of learning hours delivered	71%

Large Organizations (n = 148)

2,500 or More Employees

Learning Hours and Expenditures

Learning hours used per employee	21 hours
Average direct expenditure per employee	\$734
Cost per learning hour used	\$90
Percentage of learning expenditure used for tuition reimbursement	15%
Percentage of learning expenditure used for learning supplier expenses	23%
Percentage of learning expenditure used for internal costs	62%

TD Staffing

Number of full-time equivalent TD staff	
Mean	126
Median	28
Mode	20
Employees per TD staff member	788

Content Distribution

Executive development training	74%
Managerial and supervisory training	98%
Sales training	70%
Customer service training	83%
Mandatory and compliance training	99%
Communication skills training	85%
Information technology and systems training	87%
New-employee orientation	98%
Product knowledge training	78%
AI technical skills training	48%
AI practical skills training	50%
Diversity, equity, and inclusion training	84%
Teamwork training	85%

Content Delivery Methods

	Using This Method	Mean Class Size
Live, instructor-led traditional classroom	73%	66
Live, instructor-led virtual classroom	85%	120
Asynchronous e-learning	56%	n/a
Hybrid learning	53%	95
Blended learning	50%	121

On-the-Job Learning

Stretch assignments	71%
Rotational training programs	42%
Job shadowing	54%
Mentoring	72%
Coaching	75%
Job aids	84%
Financial support for memberships in professional associations	69%
Financial support for conference attendance	65%

Technology-Based Learning Methods

Immersive learning	46%
AI applications that are embedded into learning	30%
Simulations and scenario-based learning	83%
Microlearning and short-form learning	79%
Games and gamification	42%
Podcasts and videos	71%

Measuring the Learning Function's Performance

Employee satisfaction	74%
Employee retention	58%
Cycle time reduction or improvement	43%
Productivity improvement	54%
Quality of products or services	46%
Customer satisfaction	57%
Market share and market expansion	24%
Overall profitability or progress toward the mission	41%
Sales or revenue	42%

Measuring the Success of the Learning Function

Content development cycle time	53%
Content development costs	58%
Percentage of eligible employees who participated in optional training	64%
Whether courses are full or there are empty seats	45%
Time to employee readiness or competence	61%
Number of employees trained	89%
Lost work time due to employees attending training	32%
Number of learning hours delivered	83%

Government (n = 73)

Learning Hours and Expenditures

Learning hours used per employee	10 hours
Average direct expenditure per employee	\$794
Cost per learning hour used	\$132
Percentage of learning expenditure used for tuition reimbursement	18%
Percentage of learning expenditure used for learning supplier expenses	28%
Percentage of learning expenditure used for internal costs	54%

TD Staffing

Number of full-time equivalent TD staff	
Mean	26
Median	12
Mode	5
Employees per TD staff member	155

Content Distribution

Executive development training	67%
Managerial and supervisory training	89%
Sales training	28%
Customer service training	68%
Mandatory and compliance training	92%
Communication skills training	75%
Information technology and systems training	84%
New-employee orientation	90%
Product knowledge training	61%
AI technical skills training	44%
AI practical skills training	48%
Diversity, equity, and inclusion training	83%
Teamwork training	85%

Content Delivery Methods

	Using This Method	Mean Class Size
Live, instructor-led traditional classroom	69%	80
Live, instructor-led virtual classroom	63%	162
Asynchronous e-learning	47%	n/a
Hybrid learning	43%	47
Blended learning	36%	50

On-the-Job Learning

Stretch assignments	62%
Rotational training programs	46%
Job shadowing	53%
Mentoring	65%
Coaching	59%
Job aids	68%
Financial support for memberships in professional associations	71%
Financial support for conference attendance	78%

Technology-Based Learning Methods

Immersive learning	36%
AI applications that are embedded into learning	19%
Simulations and scenario-based learning	71%
Microlearning and short-form learning	59%
Games and gamification	30%
Podcasts and videos	66%

Measuring the Learning Function's Performance

Employee satisfaction	66%
Employee retention	53%
Cycle time reduction or improvement	30%
Productivity improvement	48%
Quality of products or services	43%
Customer satisfaction	59%
Market share and market expansion	18%
Overall profitability or progress toward the mission	38%
Sales or revenue	29%

Measuring the Success of the Learning Function

Content development cycle time	44%
Content development costs	47%
Percentage of eligible employees who participated in optional training	55%
Whether courses are full or there are empty seats	52%
Time to employee readiness or competence	63%
Number of employees trained	88%
Lost work time due to employees attending training	36%
Number of learning hours delivered	77%

Goods Producing Industries (n = 57)

Including natural resources and mining; mining, quarrying, and oil and gas extraction; construction; manufacturing

Learning Hours and Expenditures

Learning hours used per employee	12 hours
Average direct expenditure per employee	\$1,145
Cost per learning hour used	\$136
Percentage of learning expenditure used for tuition reimbursement	21%
Percentage of learning expenditure used for learning supplier expenses	30%
Percentage of learning expenditure used for internal costs	49%

TD Staffing

Number of full-time equivalent TD staff	
Mean	49
Median	14
Mode	2
Employees per TD staff member	415

Content Distribution

Executive development training	83%
Managerial and supervisory training	89%
Sales training	77%
Customer service training	77%
Mandatory and compliance training	96%
Communication skills training	72%
Information technology and systems training	80%
New-employee orientation	96%
Product knowledge training	73%
AI technical skills training	56%
AI practical skills training	50%
Diversity, equity, and inclusion training	73%
Teamwork training	82%

Content Delivery Methods

	Using This Method	Mean Class Size
Live, instructor-led traditional classroom	65%	41
Live, instructor-led virtual classroom	63%	80
Asynchronous e-learning	42%	n/a
Hybrid learning	61%	78
Blended learning	39%	96

On-the-Job Learning

Stretch assignments	65%
Rotational training programs	50%
Job shadowing	67%
Mentoring	77%
Coaching	77%
Job aids	64%
Financial support for memberships in professional associations	54%
Financial support for conference attendance	54%

Technology-Based Learning Methods

Immersive learning	58%
AI applications that are embedded into learning	44%
Simulations and scenario-based learning	62%
Microlearning and short-form learning	65%
Games and gamification	37%
Podcasts and videos	65%

Measuring the Learning Function's Performance

Employee satisfaction	70%
Employee retention	61%
Cycle time reduction or improvement	42%
Productivity improvement	60%
Quality of products or services	54%
Customer satisfaction	53%
Market share and market expansion	39%
Overall profitability or progress toward the mission	51%
Sales or revenue	54%

Measuring the Success of the Learning Function

Content development cycle time	40%
Content development costs	51%
Percentage of eligible employees who participated in optional training	61%
Whether courses are full or there are empty seats	42%
Time to employee readiness or competence	72%
Number of employees trained	90%
Lost work time due to employees attending training	51%
Number of learning hours delivered	74%

Trade, Transportation, and Utilities (n = 46)

Learning Hours and Expenditures

Learning hours used per employee	15 hours
Average direct expenditure per employee	\$905
Cost per learning hour used	\$111
Percentage of learning expenditure used for tuition reimbursement	16%
Percentage of learning expenditure used for learning supplier expenses	25%
Percentage of learning expenditure used for internal costs	58%

TD Staffing

Number of full-time equivalent TD staff	
Mean	77
Median	15
Mode	2
Employees per TD staff member	201

Content Distribution

Executive development training	81%
Managerial and supervisory training	93%
Sales training	81%
Customer service training	83%
Mandatory and compliance training	95%
Communication skills training	83%
Information technology and systems training	88%
New-employee orientation	95%
Product knowledge training	85%
AI technical skills training	59%
AI practical skills training	54%
Diversity, equity, and inclusion training	88%
Teamwork training	85%

Content Delivery Methods

	Using This Method	Mean Class Size
Live, instructor-led traditional classroom	54%	22
Live, instructor-led virtual classroom	61%	77
Asynchronous e-learning	35%	n/a
Hybrid learning	67%	38
Blended learning	35%	182

On-the-Job Learning

Stretch assignments	63%
Rotational training programs	54%
Job shadowing	71%
Mentoring	71%
Coaching	74%
Job aids	63%
Financial support for memberships in professional associations	50%
Financial support for conference attendance	57%

Technology-Based Learning Methods

Immersive learning	57%
AI applications that are embedded into learning	43%
Simulations and scenario-based learning	81%
Microlearning and short-form learning	76%
Games and gamification	38%
Podcasts and videos	74%

Measuring the Learning Function's Performance

Employee satisfaction	67%
Employee retention	61%
Cycle time reduction or improvement	52%
Productivity improvement	63%
Quality of products or services	59%
Customer satisfaction	52%
Market share and market expansion	39%
Overall profitability or progress toward the mission	50%
Sales or revenue	57%

Measuring the Success of the Learning Function

Content development cycle time	63%
Content development costs	63%
Percentage of eligible employees who participated in optional training	57%
Whether courses are full or there are empty seats	41%
Time to employee readiness or competence	70%
Number of employees trained	74%
Lost work time due to employees attending training	41%
Number of learning hours delivered	65%

Financial Services and Real Estate (n = 66)

Learning Hours and Expenditures

Learning hours used per employee	26 hours
Average direct expenditure per employee	\$1,773
Cost per learning hour used	\$125
Percentage of learning expenditure used for tuition reimbursement	14%
Percentage of learning expenditure used for learning supplier expenses	25%
Percentage of learning expenditure used for internal costs	61%

TD Staffing

Number of full-time equivalent TD staff	
Mean	84
Median	9
Mode	3
Employees per TD staff member	159

Content Distribution

Executive development training	61%
Managerial and supervisory training	90%
Sales training	71%
Customer service training	82%
Mandatory and compliance training	100%
Communication skills training	73%
Information technology and systems training	88%
New-employee orientation	98%
Product knowledge training	78%
AI technical skills training	43%
AI practical skills training	29%
Diversity, equity, and inclusion training	75%
Teamwork training	73%

Content Delivery Methods

	Using This Method	Mean Class Size
Live, instructor-led traditional classroom	70%	14
Live, instructor-led virtual classroom	80%	32
Asynchronous e-learning	74%	n/a
Hybrid learning	65%	61
Blended learning	68%	67

On-the-Job Learning

Stretch assignments	65%
Rotational training programs	37%
Job shadowing	69%
Mentoring	63%
Coaching	75%
Job aids	80%
Financial support for memberships in professional associations	71%
Financial support for conference attendance	67%

Technology-Based Learning Methods

Immersive learning	45%
AI applications that are embedded into learning	22%
Simulations and scenario-based learning	62%
Microlearning and short-form learning	71%
Games and gamification	32%
Podcasts and videos	77%

Measuring the Learning Function's Performance

Employee satisfaction	76%
Employee retention	62%
Cycle time reduction or improvement	32%
Productivity improvement	50%
Quality of products or services	44%
Customer satisfaction	53%
Market share and market expansion	21%
Overall profitability or progress toward the mission	36%
Sales or revenue	49%

Measuring the Success of the Learning Function

Content development cycle time	53%
Content development costs	53%
Percentage of eligible employees who participated in optional training	55%
Whether courses are full or there are empty seats	34%
Time to employee readiness or competence	61%
Number of employees trained	88%
Lost work time due to employees attending training	38%
Number of learning hours delivered	80%

Education and Health Services (n = 63)

Learning Hours and Expenditures

Learning hours used per employee	21 hours
Average direct expenditure per employee	\$1,817
Cost per learning hour used	\$122
Percentage of learning expenditure used for tuition reimbursement	17%
Percentage of learning expenditure used for learning supplier expenses	22%
Percentage of learning expenditure used for internal costs	61%

TD Staffing

Number of full-time equivalent TD staff	
Mean	39
Median	10
Mode	6
Employees per TD staff member	376

Content Distribution

Executive development training	64%
Managerial and supervisory training	86%
Sales training	52%
Customer service training	84%
Mandatory and compliance training	96%
Communication skills training	70%
Information technology and systems training	82%
New-employee orientation	93%
Product knowledge training	71%
AI technical skills training	43%
AI practical skills training	43%
Diversity, equity, and inclusion training	76%
Teamwork training	74%

Content Delivery Methods

	Using This Method	Mean Class Size
Live, instructor-led traditional classroom	67%	24
Live, instructor-led virtual classroom	68%	34
Asynchronous e-learning	67%	n/a
Hybrid learning	59%	57
Blended learning	65%	105

On-the-Job Learning

Stretch assignments	75%
Rotational training programs	36%
Job shadowing	75%
Mentoring	68%
Coaching	64%
Job aids	66%
Financial support for memberships in professional associations	50%
Financial support for conference attendance	63%

Technology-Based Learning Methods

Immersive learning	47%
AI applications that are embedded into learning	32%
Simulations and scenario-based learning	71%
Microlearning and short-form learning	68%
Games and gamification	36%
Podcasts and videos	75%

Measuring the Learning Function's Performance

Employee satisfaction	68%
Employee retention	63%
Cycle time reduction or improvement	39%
Productivity improvement	52%
Quality of products or services	46%
Customer satisfaction	51%
Market share and market expansion	21%
Overall profitability or progress toward the mission	42%
Sales or revenue	41%

Measuring the Success of the Learning Function

Content development cycle time	38%
Content development costs	46%
Percentage of eligible employees who participated in optional training	67%
Whether courses are full or there are empty seats	48%
Time to employee readiness or competence	63%
Number of employees trained	84%
Lost work time due to employees attending training	39%
Number of learning hours delivered	68%

Other Service Providing Industries (n = 68)

Including information, professional and business services, and leisure and hospitality

Learning Hours and Expenditures

Learning hours used per employee	17 hours
Average direct expenditure per employee	\$1,291
Cost per learning hour used	\$131
Percentage of learning expenditure used for tuition reimbursement	18%
Percentage of learning expenditure used for learning supplier expenses	26%
Percentage of learning expenditure used for internal costs	55%

TD Staffing

Number of full-time equivalent TD staff		
Mean		56
Median		7
Mode		3
Employees per TD staff member		556

Content Distribution

Executive development training	68%
Managerial and supervisory training	88%
Sales training	73%
Customer service training	80%
Mandatory and compliance training	95%
Communication skills training	68%
Information technology and systems training	73%
New-employee orientation	95%
Product knowledge training	77%
AI technical skills training	48%
AI practical skills training	50%
Diversity, equity, and inclusion training	73%
Teamwork training	82%

Content Delivery Methods

	Using This Method	Mean Class Size
Live, instructor-led traditional classroom	62%	37
Live, instructor-led virtual classroom	63%	57
Asynchronous e-learning	44%	n/a
Hybrid learning	43%	74
Blended learning	52%	82

On-the-Job Learning

Stretch assignments	50%
Rotational training programs	28%
Job shadowing	53%
Mentoring	72%
Coaching	75%
Job aids	60%
Financial support for memberships in professional associations	54%
Financial support for conference attendance	56%

Technology-Based Learning Methods

Immersive learning	50%
AI applications that are embedded into learning	42%
Simulations and scenario-based learning	63%
Microlearning and short-form learning	60%
Games and gamification	25%
Podcasts and videos	68%

Measuring the Learning Function's Performance

Employee satisfaction	66%
Employee retention	61%
Cycle time reduction or improvement	35%
Productivity improvement	57%
Quality of products or services	43%
Customer satisfaction	59%
Market share and market expansion	30%
Overall profitability or progress toward the mission	49%
Sales or revenue	49%

Measuring the Success of the Learning Function

Content development cycle time	46%
Content development costs	51%
Percentage of eligible employees who participated in optional training	52%
Whether courses are full or there are empty seats	55%
Time to employee readiness or competence	55%
Number of employees trained	87%
Lost work time due to employees attending training	48%
Number of learning hours delivered	72%

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About the Author and Contributors

The Association for Talent Development (ATD) champions the importance of learning and training by setting standards for the talent development profession. ATD is the largest, most-trusted organization for the professional development of practitioners in training and talent development, serving a worldwide community with members in more than 100 countries. Since ATD was founded in 1943, the talent development field has expanded significantly to meet the needs of global businesses and emerging industries. ATD's mission is to empower professionals to develop talent in the workplace.

The resources we provide to help talent development professionals increase their impact and effectiveness include our research. ATD's researchers track trends, inform decisions, and connect research to practice and performance. By providing comprehensive data and insightful analyses, ATD's research products, which include research reports, briefs, infographics, and webinars, help business leaders and talent development professionals understand and more effectively respond to today's fast-paced industry.



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