

TD Salary and Benefits Report

2023



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2023

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Survey Overview

Target Survey Population

The target population for this research was talent development professionals across different organizations and industries. A total of 482 talent development professionals completed surveys.

Survey Instrument

This report is based on a sub-section of the survey. The entire survey was composed of 65 questions including those related to the demographics of the respondents. For this report, we focused on 32 questions from the survey.

Procedure

ATD Research distributed a link to an online survey to the target population in May and June 2023. The survey closed in June 2023.

Identifying Statistically Significant Differences

This report notes differences between groups. Differences are significant at a level of at least $p < 0.05$. A significance of $p < 0.05$ implies a less than 5 percent probability that the difference is a result of chance and one can be 95 percent confident that the results represent a statistically significant relationship. Some data points are included for informational purposes and no statistically significant differences were found.

Introduction

A 2022 report from the Pew Research Center found that low pay was one of the most common reasons people leave jobs.¹ This same study went on to explain that more than half of employees who left a job were earning more money in their new job. Even though compensation might be a reason some employees leave, it can also be a driving factor for employee recruitment and retention.

“In a competitive market, fair compensation and benefits will always be a differentiator in what makes employees stay,” notes an article from DDI explaining the importance of compensation and benefits.² “Traditional employee benefits like affordable medical care and sufficient time off remain important. But employees consider other benefits in their decision to stay. This includes benefits such as paid parental leave, the option to work remotely, learning stipends, and allowances for home office equipment or use of co-working spaces.”

With the potential to use salary and benefits to recruit and retain employees, ATD Research determined that it was necessary to update our 2019 salary and benefits report for the industry.

Key Findings

Drawing upon a sample of 482 talent development professionals, the *TD Salary and Benefits Report 2023* investigates key questions to provide benchmark data and highlight information about salary and benefits.

- The average talent development salary in 2022 was \$102,161.
- 72 percent of TD professionals received a salary increase in 2022, with an average increase of 7.1 percent.
- 59 percent of TD professionals received non-base pay (such as an annual bonus or incentive pay). The most common non-base pay amount was between \$2,000 and \$9,999.
- The most common employee benefits were health insurance, dental insurance, time off, and vision insurance. The least common were childcare support and college loan or debt relief.

1 K. Parker and J.M. Horowitz, “Majority of Workers Who Quit a Job in 2021 Cite Low Pay, No Opportunities for Advancement, Feeling Disrespected,” Pew Research Center, March 9, 2022, [pewresearch.org/short-reads/2022/03/09/majority-of-workers-who-quit-a-job-in-2021-cite-low-pay-no-opportunities-for-advancement-feeling-disrespected](https://www.pewresearch.org/short-reads/2022/03/09/majority-of-workers-who-quit-a-job-in-2021-cite-low-pay-no-opportunities-for-advancement-feeling-disrespected).

2 M. Smedley, “Top 10 Reasons Why Employees Stay—and the Behaviors Leaders Need to Retain Them,” DDI, August 31, 2022, [ddiworld.com/blog/top-ten-reasons-why-employees-stay](https://www.ddiworld.com/blog/top-ten-reasons-why-employees-stay).

SECTION 1

The Talent Development Professional

When conducting research about salary and benefits, it is important to understand the participant, their role, and their organization.

The Talent Development Professional

Because this report is about salary in US dollars, ATD Research limited eligibility to participate in the survey to only TD professionals living in the United States. Two-thirds of survey participants were members of ATD.

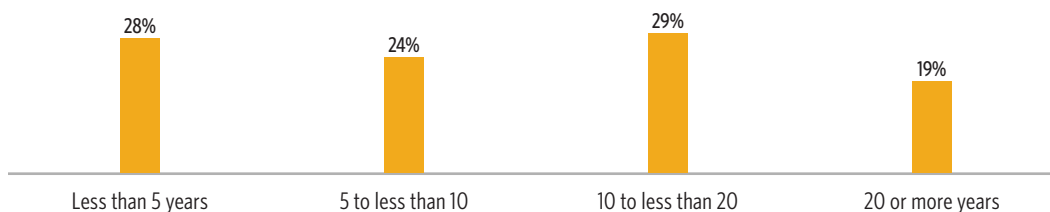
To get a full understanding of professionals in the talent development field, the survey invited participants to select more than one job type if applicable. While all respondents were employed full-time, 2 percent were also self-employed or independent consultants, 2 percent were also students, and less than 1 percent also had a part-time job in talent development or training.

When asked how long they had been in the talent development field, respondents were also asked to include any time they spent in full-time, part-time, or independent consultant roles. The most common response was between 10 and 19 years in the field (29 percent); however, 28 percent of participants were new to the field in the past 5 years and 19 percent had spent more than 20 years in talent development (Figure 1).

FIGURE 1

More Than a Quarter of Respondents Had Less Than 5 Years of TD Experience

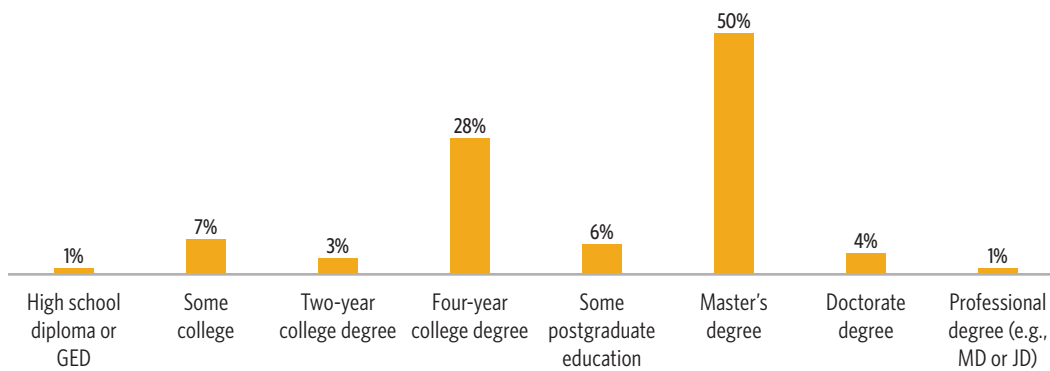
How many years of experience do you have in the talent development or training profession?



Talent development professionals tend to be a highly educated group. More than 90 percent had at least a two-year college degree, and 55 percent had a master’s degree or higher (Figure 2). To provide some perspective, the US Census Bureau’s latest research on the general US population’s educational attainment found that 9 percent had less than a high school diploma; 28 percent had a high school diploma; 15 percent had completed some college; 10 percent had a two-year degree; 23 percent had a bachelor’s degree; and 14 percent had a master’s degree, professional degree, or doctoral degree.³

FIGURE 2
92% of TD Professionals Had at Least a 2-Year College Degree

What is the highest level of education that you have attained?



Almost half of the survey respondents had at least one certificate or certification. Given that the survey was sent to ATD members and professionals associated with ATD, it is unsurprising that the Certified Professional in Talent Development (CPTD) and the Associate Professional in Talent Development (APTD) were among the most common (6 percent and 4 percent, respectively). Other common certifications included the Myers-Briggs Type Indicator (5 percent) and Six Sigma Green Belt (4 percent). In addition, more than 20 percent of respondents had earned some other certificate. According to the US Bureau of Labor Statistics, of the full-time, employed civilian labor force, 25 percent of the population that is 16 years and older has a certification or license.⁴

The Talent Development Role

Respondents were also asked how long they had worked for their current organization—34 percent were new to the company in the past two years. Between 2021 and 2023, the world experienced the Great Resignation; in 2022 alone, more than 50 million Americans

3 US Census Bureau, “Census Bureau Releases New Educational Attainment Data,” February 16, 2023, [census.gov/newsroom/press-releases/2023/educational-attainment-data.html](https://www.census.gov/newsroom/press-releases/2023/educational-attainment-data.html).

4 US Bureau of Labor Statistics, “Labor Force Statistics From the Current Population Survey,” January 25, 2023, [bls.gov/cps/cpsaat49.htm](https://www.bls.gov/cps/cpsaat49.htm).

quit their jobs.⁵ With this in mind, it's unsurprising that more than a third of survey respondents were new to their organization. Almost a quarter of respondents had been with their organization for two to less than five years; 19 percent for five to less than 10 years; and 23 percent for 10 or more years.

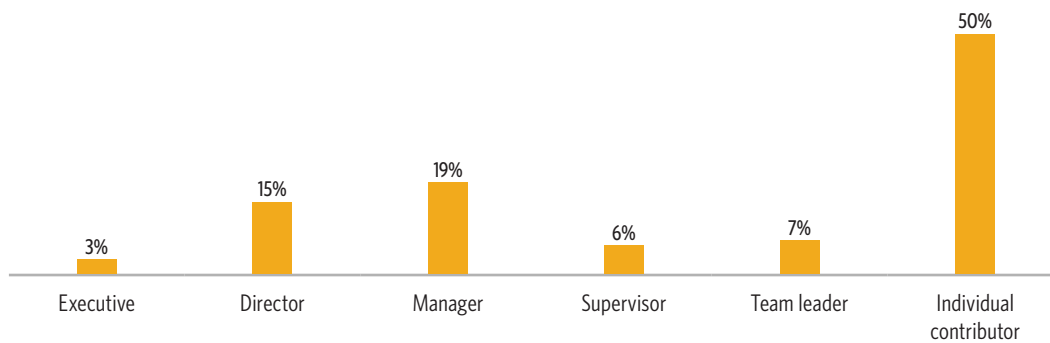
When asked how long they had been in their current role, more than a quarter of participants said they had been in the role for less than a year. More than half had been in the role for one to less than five years, and 15 percent had been in the role for five or more years.

Survey respondents represented a range of roles in their organizations. Eighteen percent were at the executive or director level and had job titles such as chief learning officer, vice president, or director of learning and development (Figure 3). Thirty-two percent of respondents were managers, supervisors, or team leaders with job titles like learning and development manager, training manager, talent development manager, or senior trainer. Individual contributors, with titles like education specialist, instructional designer, training specialist, or learning and development specialist, made up the rest.

FIGURE 3

Half of Respondents Were Individual Contributors

Please indicate your span of control in your organization. (Use the labels below as descriptive headings, not actual job titles.)



Respondents who indicated that their role was a team leader, supervisor, manager, director, or executive were asked how many direct reports they had. The mean (or average) number of direct reports was 3.6 people. The median was two people.⁶

These same respondents were also asked how many indirect reports they had. The average number of indirect reports was 15.7 people, and the median was two.

5 S. Ferguson, "Understanding America's Labor Shortage: The Most Impacted Industries," US Chamber of Commerce, June 9, 2023, [uschamber.com/workforce/understanding-americas-labor-shortage-the-most-impacted-industries](https://www.uschamber.com/workforce/understanding-americas-labor-shortage-the-most-impacted-industries).

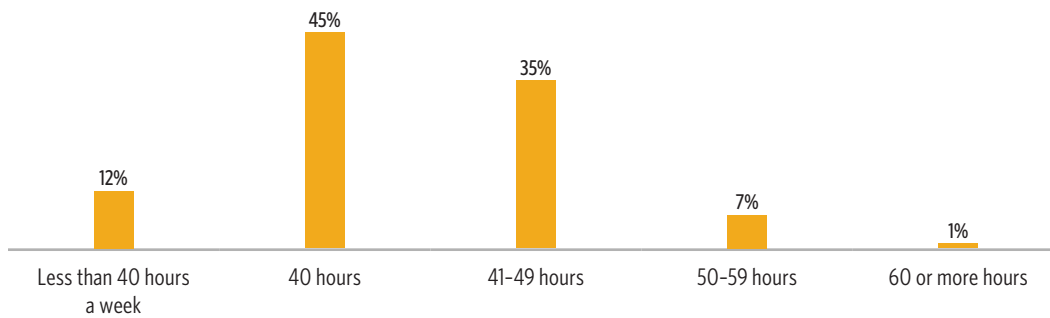
6 Median represents the middle value in a list ordered from smallest to largest.

To understand how busy talent development professionals are, the survey asked how many hours participants worked during an average or typical week. While 12 percent of respondents said less than 40 hours, the most common answer was exactly 40 hours (Figure 4). Some talent development professionals were consistently working more than that—35 percent worked between 40 and 50 hours and 8 percent worked more than 50 hours per week.

FIGURE 4

43% of TD Professionals Worked More Than 40 Hours a Week

Approximately how many hours do you work during the average week for your full-time job?



The Organization

Full-time employees worked all over the United States. ATD Research divided the country into four parts based on regions established by the US Census Bureau (Figure 5).⁷ The South held the largest group of survey respondents (39 percent), followed by the Midwest (25 percent) and West (22 percent). The final 14 percent were from the Northeast.

These results are similar (although a few percentage points different) to data from the 2022 US Census, which found that the South held 39 percent of the population, followed by the West (24 percent), Midwest (21 percent), and Northeast (17 percent).⁸

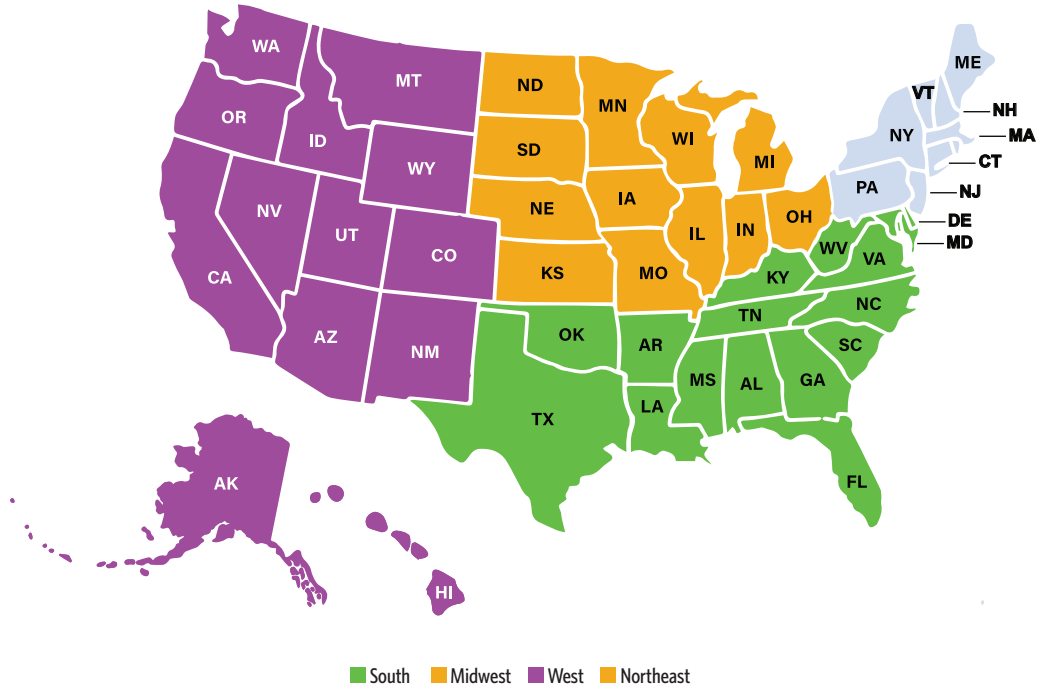
⁷ US Census Bureau, "Census Bureau Regions and Visions With State FIPS Codes," www2.census.gov/geo/pdfs/maps-data/maps/reference/us_regdiv.pdf.

⁸ US Census Bureau, "United States Population Growth by Region," census.gov/popclock/data_tables.php?component=growth.

FIGURE 5

The Most Common Region Was the South

In what state do you primarily work for your full-time job? (States were grouped into regions by researcher.)

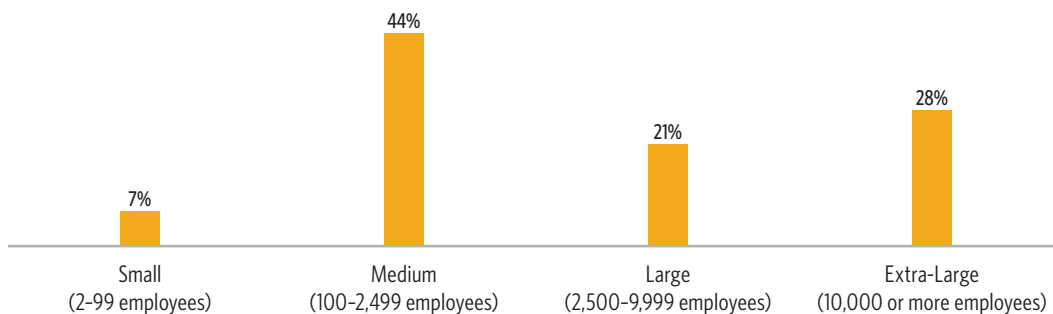


Seven percent of respondents were from small organizations with less than 100 employees (Figure 6). Forty-four percent were from medium organizations with 100 to 2,499 employees; 21 percent were from large organizations with 2,500 to 9,999 employees; and 28 percent were from extra-large organizations with 10,000 or more employees.

FIGURE 6

More Than Half of the Respondents Were From Small and Medium Organizations

What is the size of your organization? (Include full-time equivalent workers across all job functions.)

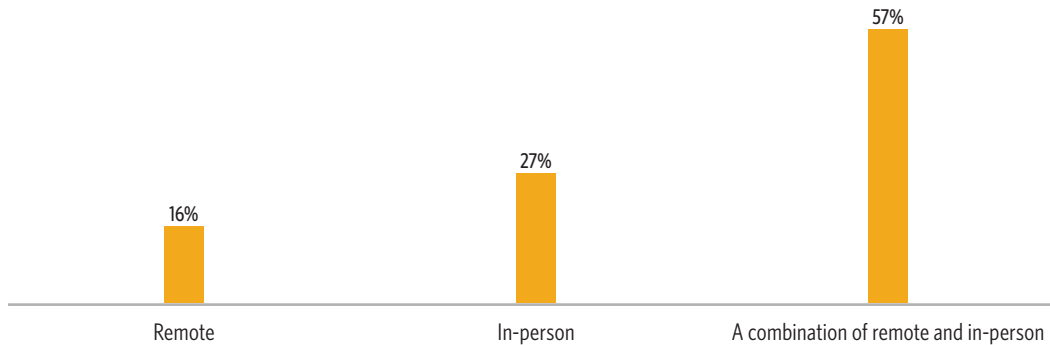


Fifty-seven percent of respondents said that their organization's employees were working a combination of in-person and remote hours (Figure 7). The majority of employees were in-person at 27 percent of responding organizations and 16 percent said the majority of employees were remote.

FIGURE 7

Employees at More Than Half of the Organizations Worked a Combination of Remote and In-Person Hours

At your organization, how do the majority of employees work?

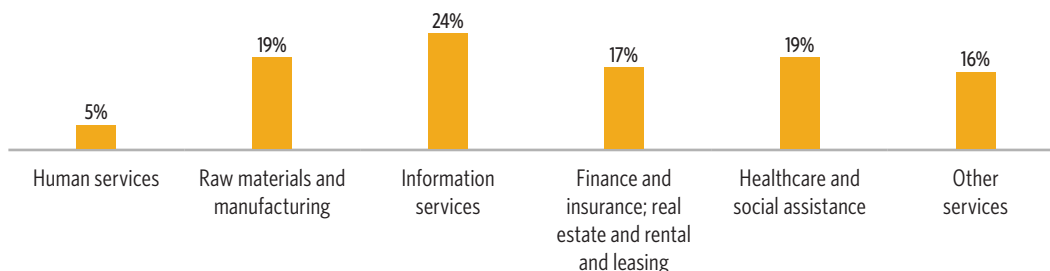


Respondents were from a variety of industries (Figure 8). The most common industry (24 percent) was information services (which is a combination of education, information, management of companies, public administration and professional, scientific, and technical services). In addition, 19 percent were from healthcare and social assistance and 19 percent were from raw materials and manufacturing (which is a combination of agriculture, forestry, fishing, hunting, construction, manufacturing, mining, quarrying, oil and gas extraction, transportation, warehousing, utilities, and wholesale trade industries). Five percent were from human services, including accommodations, food service, business support, waste management, arts, entertainment, recreation, and retail trade.

FIGURE 8

Respondents Were From a Variety of Industries

In what industry does your organization primarily operate?



SECTION 2

Full-Time Pay

To understand the talent development industry in 2023, ATD Research asked survey respondents to provide information about their pay at their full-time position.

Survey respondents were asked if they were paid a salary or an hourly wage. More than nine in 10 talent development professionals were paid a salary, and 7 percent were paid an hourly wage (Figure 9).

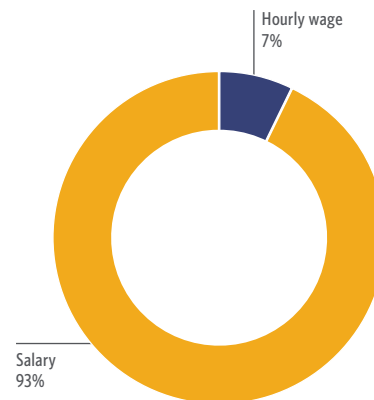
Salary Information for Full-Time TD Professionals

The mean 2022 salary for respondents was \$102,161. The median was \$95,000. The mode was \$120,000.⁹

Table 1 shows a breakdown of average TD salaries by years of experience, region, span of control, organization size, work schedule, industry, and certification. Although there are no statistically significant differences within each group, this report includes each one to provide additional context for talent development professionals. Any statistically significant differences are labeled with an asterisk (*).

FIGURE 9
The Majority of Respondents Were Paid a Salary

Are you paid an hourly wage or a salary?



Hourly Rates for Full-Time TD Professionals

TD professionals who were paid an hourly rate were also invited to participate in the 2023 salary study. Only 35 respondents (7 percent of the sample) indicated they were paid an hourly rate. This is a small sample size, so readers should be aware of the increased chances for flaws in the averages. The average wage for this report's small sample of hourly TD professionals was \$38 per hour. Respondents' answers ranged from \$20 to \$77 per hour.

⁹ Mode represents the value that appears most often in the data set.

TABLE 1

The Average Base Salary Was \$102,161

What was your annual base salary in US dollars in 2022?

	Mean Salary
All full-time survey respondents	\$102,161
By Span of Control*	
Executives and directors	\$142,320
Supervisors, managers, and team leaders	\$103,205
Individual contributors	\$85,844
By Total Years of Experience in Talent Development*	
Less than 5 years	\$81,892
5 to less than 10 years	\$101,103
10 to less than 20 years	\$112,688
20 or more years	\$118,493
By Certification*	
Respondents that hold any certification	\$112,017
Respondents without a certification	\$92,762
By Employees Work Schedule	
Remote	\$106,529
A combination of remote and in person	\$101,950
In person	\$100,119
By Region	
Midwest	\$91,547
South	\$101,865
West	\$108,779
Northeast	\$110,332
By Industry	
Human services	\$94,553
Healthcare and social assistance	\$98,371
Finance, insurance, and real estate	\$100,571
Information services	\$103,420
Raw materials and manufacturing	\$103,875
By Organization Size	
Small or medium	\$98,502
Large	\$106,643
Extra large	\$105,768

*Comparisons with statistically significant differences within the groups

Pay Increases and Non-Base Pay

Nearly three-quarters of respondents said their salary increased during 2022, and 26 percent said it stayed the same (Figure 10). Only 2 percent of respondents received a decrease in pay during 2022. Of respondents who received a salary increase, the mean increase was 7.1 percent. The median was 5 percent and the mode was 3 percent.

FIGURE 10

The Majority of Respondents Received an Increase in Base Salary During 2022

Which of the following best describes your base salary during 2022?



Nearly three in five full-time employees received some form of non-base pay (for instance, an annual bonus or incentive pay; Figure 11). The most common amount of non-base pay was between \$2,000 and \$9,999 (Figure 12). In addition, 20 percent of respondents received less than \$2,000 and 3 percent earned a non-base pay of \$50,000 or more.

FIGURE 11

Nearly 60% of Full-Time Employees Received Non-Base Pay in 2022

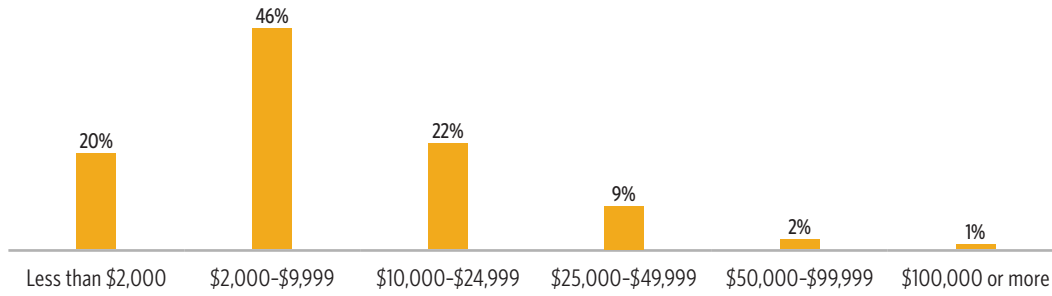
Did you receive any non-base pay (e.g., annual bonus or incentive pay) from your employer during 2022?



FIGURE 12

When Full-Time Employees Received Non-Base Pay,
Two-Thirds Received Less Than \$10,000

Which of these describes your non-base pay (e.g., annual bonus or incentive pay) in US dollars in 2022?



SECTION 3

Benefits

Organizational benefits make up an important piece of the employee compensation package. These benefits can improve employee productivity, engagement, and retention.¹⁰ Most organizations offered traditional benefits (such as health insurance, life insurance, and paid time off), but in an effort to recruit and retain top talent, some organizations were also starting to offer less traditional benefits.

According to research from the Employee Benefit Research Institute, “employees agree that their employers have a responsibility to ensure they are physically, emotionally, and financially well, but fewer than half rate their employer’s efforts highly in these areas.”¹¹ This means that employers may need to review their compensation and benefits packages to confirm that they are providing physical, emotional, and financial support to employees.

To this end, ATD Research provided a list of traditional and nontraditional benefits and asked survey respondents to select which ones their organization provided (Figure 13).

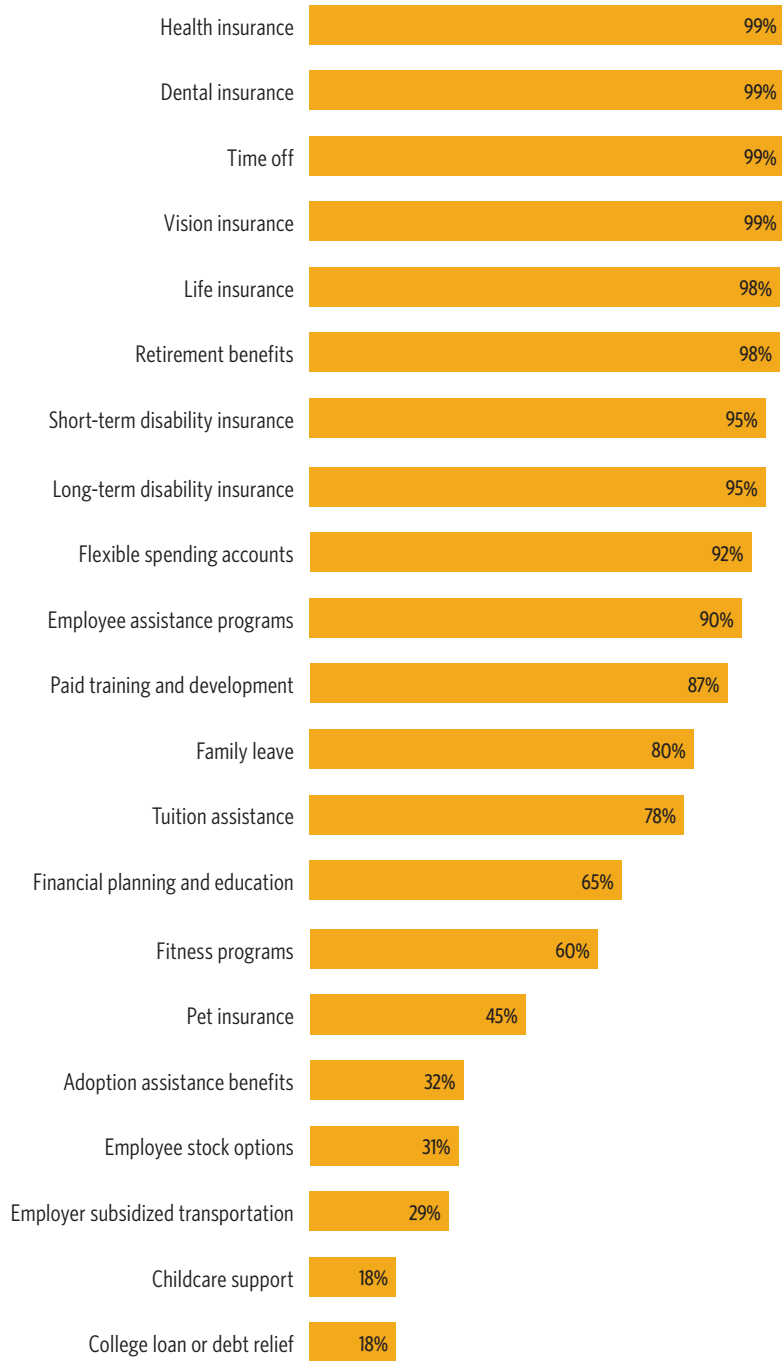
10 K. Haan and C. Bottorff, “Employee Benefits in 2023: The Ultimate Guide,” *Forbes*, June 14, 2023, forbes.com/advisor/business/employee-benefits.

11 Employee Benefits Research Institute (EBRI), “2022 Workplace Wellness Survey,” 2022, ebri.org/health/Workplace-Wellness-Survey.

FIGURE 13

Nearly All Organizations Offered Health, Dental, and Vision Insurance

Which of the following insurance benefits does your employer currently offer?



Insurance

According to the Integrated Benefits Institute, poor health costs US employers \$575 billion and 1.5 billion days of lost productivity.¹² Having health, dental, and vision insurance is important to help employees stay healthy.

Nearly every surveyed organization provided health, dental, and vision insurance (99 percent, respectively). In addition, 95 percent of organizations offered short-term and long-term disability insurance.

Ninety-eight percent of respondents said their organization provided life insurance. This is an increase of 3 percentage points from the response in ATD's 2019 salary survey.

Less than half of organizations offered pet insurance to their employees. According to Nationwide, offering pet insurance can show employees that an organization cares about the well-being of their pets. It can also allow pet owners to be more focused on work and less stressed knowing that costs are covered if their pet has an emergency.¹³

Time Off

Nearly all participants (99 percent) said their organization provided time off, which was defined as paid time-off, vacation, or sick time. This is unchanged since ATD's 2019 salary report. A *Forbes* study found that taking vacations can increase mindfulness, improve heart health, reduce stress, boost brainpower, and improve sleep.¹⁴

In addition, 80 percent of organizations provided family leave as a benefit. Family leave goes beyond just maternity leave and supports employees who need to take time off to care for children, aging parents, or partners. According to ADP, this benefit keeps employers competitive to recruit and retain top talent.¹⁵

Financial Benefits

According to the Employee Benefit Research Institute, six in 10 employees are moderately or highly concerned about their financial well-being, with top concerns around retirement savings, emergency savings, and monthly bills.¹⁶ A study by PwC found that financially

12 Integrated Benefits Institute, "Poor Health Costs US Employers \$575 Billion and 1.5 Billion Days of Lost Productivity Per Integrated Benefits Institute," December 7, 2020, news.ibiweb.org/poor-health-costs-us-employers-575-billion.

13 Nationwide Insurance, "4 Reasons to Consider Pet Insurance as an Employee Benefit," nationwide.com/lc/resources/small-business/articles/pet-insurance-as-an-employee-benefit.

14 C. Castrillon, "Why Taking Vacation Time Could Save Your Life," *Forbes*, May 23, 2021, forbes.com/sites/carolinecastrillon/2021/05/23/why-taking-vacation-time-could-save-your-life.

15 C. DiStasio, "Paid Family Leave: Why It's Essential and How to Design an Effective Policy," ADP, adp.com/spark/articles/2022/06/paid-family-leave-why-its-essential-and-how-to-design-an-effective-policy.aspx.

16 EBRI, "2022 Workplace Wellness Survey."

stressed employees are more likely to look for a new job.¹⁷ With this in mind, financial benefits are important to employee well-being.

Ninety-two percent of respondents had access to flexible spending accounts. This is down one percentage point from the 2019 study, when 93 percent of respondents had this benefit.

Ninety-eight percent of respondents had access to retirement benefits, which is a two-percentage point difference from the 2019 study, when 96 percent of respondents had retirement benefits. According to the Employee Benefit Research Institute, nearly two in three employees referred to their retirement savings plan as the most important reason they either stayed at their current job or left for a new job.¹⁸

More than three-quarters of respondents received tuition assistance. This is down two percentage points from the 2019 study, when 80 percent of respondents received tuition assistance. Employers and employees benefit from tuition assistance. Organizations may find that it helps with recruiting new talent, and it can upskill and reskill current employees. Employees benefit by receiving financial assistance, new skills, and the possibility of promotion.¹⁹

Less than one in five organizations offered college loan or debt relief assistance to employees. According to the Employee Benefit Research Institute, nearly one in five employees have student loan debt.²⁰ The average household has \$101,915 in debt, spread between a mortgage, home equity lines of credit, student loans, auto loans, credit cards, retail cards, and personal loans.²¹ These loans may be influencing employee productivity. According to PwC, more than half of financially stressed employees spend three or more hours per week at work dealing with or thinking about their personal finances.²²

Twenty-nine percent of organizations provided employer-subsidized transportation. This dropped seven percentage points since 2019, when it was at 36 percent.

Eighteen percent of employees had access to childcare support, which includes on-site daycare and partial or complete childcare cost coverage. This dropped three percentage points from 2019, when 21 percent of employees were offered this benefit. The US

17 C. Staeger, "2022 PwC Employee Financial Wellness Survey," PwC, 2022, [pwc.com/us/en/services/consulting/business-transformation/library/assets/pwc-2022-employee-financial-wellness-survey-results.pdf](https://www.pwc.com/us/en/services/consulting/business-transformation/library/assets/pwc-2022-employee-financial-wellness-survey-results.pdf).

18 EBRI, "2022 Workplace Wellness Survey."

19 Indeed Editorial Team, "Tuition Reimbursement: Meaning, Benefits, and FAQs," Indeed, December 15, 2022, [ca.indeed.com/career-advice/finding-a-job/tuition-reimbursement-meaning](https://www.indeed.com/career-advice/finding-a-job/tuition-reimbursement-meaning).

20 Employee Benefits Research Institute (EBRI), "Student Loan Debt: Region and Industry," EBRI Fast Facts, August 18, 2022, [ebri.org/docs/default-source/fast-facts/ff-442-studentloan-18aug22.pdf](https://www.ebri.org/docs/default-source/fast-facts/ff-442-studentloan-18aug22.pdf).

21 C. Horymski, "Average Consumer Debt Levels Increase in 2022," Experian, February 24, 2023, [experian.com/blogs/ask-experian/research/consumer-debt-study](https://www.experian.com/blogs/ask-experian/research/consumer-debt-study).

22 Staeger, "2022 PwC Employee Financial Wellness Survey."

Department of Labor says that the average childcare price for one child currently ranges from \$5,357 to \$17,171 in 2022 dollars (adjusted from 2018 data), depending on the provider type, child's age, and county population. This is between 8 percent and nearly 20 percent of the median family income.²³ Nearly one in five employees say more benefits to help with caregiving would be valuable to them as a employee benefit.²⁴

Thirty-one percent of organizations provided stock options to employees, which was down one percentage point from the 2019 study, when 32 percent of organizations provided this benefit.

Nearly a third of organizations provided adoption assistance benefits to employees.

Nearly two-thirds of organizations provided financial planning and education benefits to employees. According to research by SHRM, 16 percent of working Americans rated financial planning benefits as one of the most important benefits they received from their employer. This same study also found that more than half of working Americans said personalized financial education was important to them.²⁵

Other Benefits

Eighty-seven percent of respondents received paid training and development as a benefit from their organization. Training and development can increase retention, engagement, and productivity.²⁶

Three in five organizations offered fitness programs, which included free or subsidized gym membership, an on-site gym, or fitness classes, as a benefit. This was down by six percentage points from the 2019 study, when 66 percent of organizations offered this benefit.

Nine in 10 organizations offered an employee assistance program (EAP), which can help improve employees' health and well-being. ADP says that employers may experience reductions in healthcare costs, employee turnover, workplace violence, and unplanned leaves of absence by implementing an EAP.²⁷

23 L.C. Landivar, N.L. Graf, and G.A. Rayo, "Childcare Prices in Local Areas: Initial Findings From the National Database of Childcare Prices," Women's Bureau, U.S. Department of Labor, January 2023, dol.gov/sites/dolgov/files/WB/NDCP/WB_IssueBrief-NDCP-final.pdf.

24 EBRI, "2022 Workplace Wellness Survey."

25 Society for Human Resource Management (SHRM), "Unlocking the Full Potential of Financial Wellness Benefits," SHRM, shrm.org/hr-today/trends-and-forecasting/research-and-surveys/Pages/Unlocking-the-Full-Potential-of-Financial-Wellness-Benefits.aspx.

26 Energage, "Benefits of Employee Training and Development," Top Work Places, June 14, 2023, topworkplaces.com/benefits-of-employee-training-development.

27 ADP, "EAP Benefits," ADP, adp.com/resources/articles-and-insights/articles/e/eap-benefits.aspx.

Conclusion

Salary and benefit reports can be a useful resource for employees and employers. Employees can benchmark their own salary to ensure that they are earning a fair income. They can also compare their benefits to what other professionals are receiving. Employers can use this information to verify that they are offering competitive compensation packages.

About the Author and Contributors

atd 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. Learn more at [TD.org](https://www.td.org).

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.



Rocki Basel, PhD, is the associate director of ATD research services and served as the author of this report. She

provides oversight and direction for all of ATD's internal and external, industry-specific, and market research services.



Caroline Cope is a senior researcher for ATD and served as an editor for this report.



Melissa Jones is the manager of ATD Press and served as an editor for this report. She edits and manages the production

process for ATD research reports and books.



Katy Wiley Stewts is a production editor for ATD and served as an editor of this report.



Shirley E.M. Raybuck is a senior graphic designer for ATD and served as the designer for this report.



Association for
Talent Development
1640 King Street
Alexandria, VA 22314
td.org