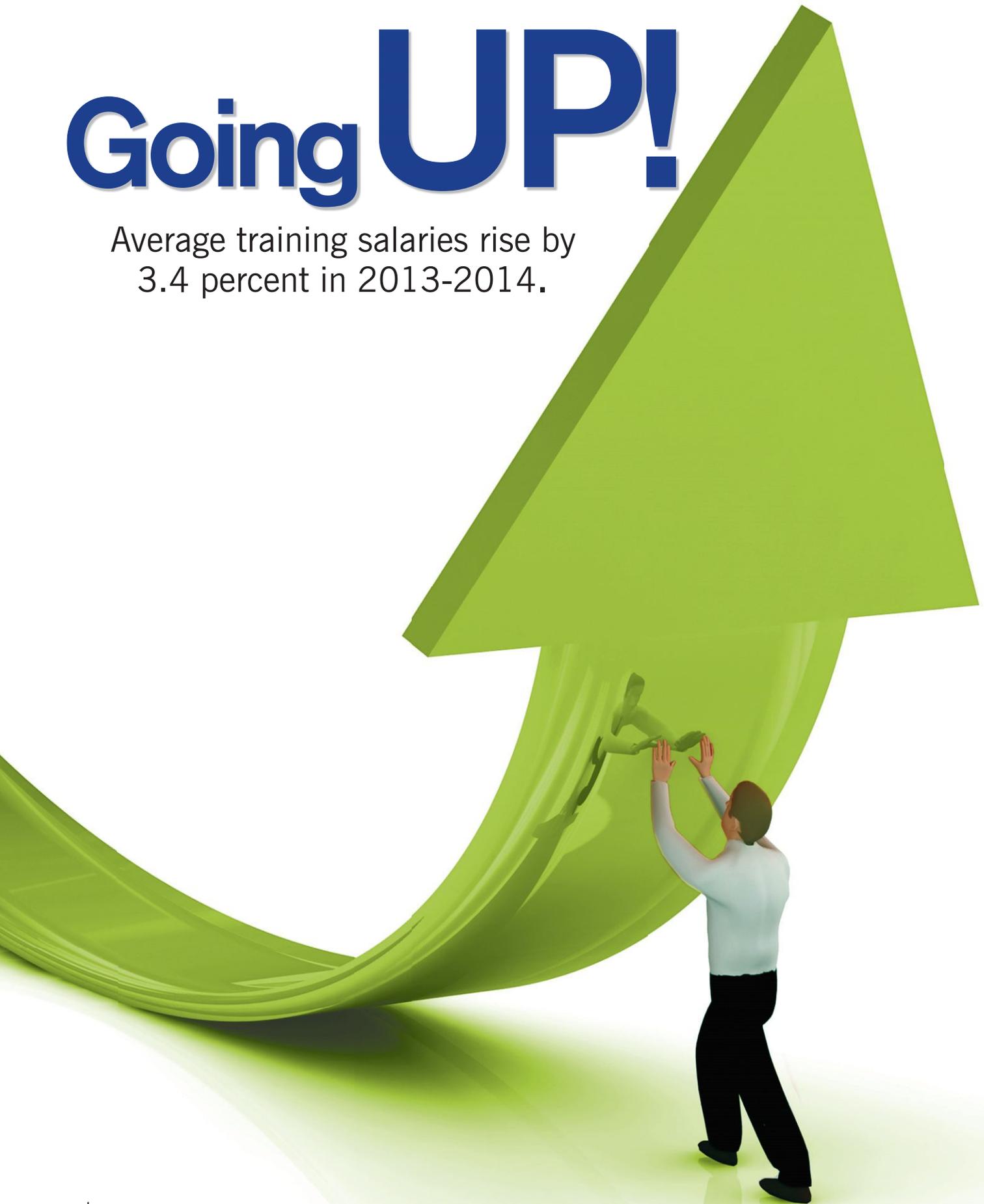


Going UP!

Average training salaries rise by
3.4 percent in 2013-2014.





Continuing last year's resurgence, average training salaries rose 3.4 percent to \$81,334 in 2013-2014, according to *Training* magazine's Annual Salary Survey of nearly 1,100 readers. The average increase in salary in the last 12 months (not including a promotion or change of employer) increased slightly from 2.74 percent in 2012-2013 to 2.86 percent in 2013-2014. Some 42 percent of respondents said their salary was low relative to their responsibilities, while another 48 percent said it was equitable. Only 10 percent (up from 9 percent last year) believe they are well paid relative to their responsibilities. Some 55 percent (the same as last year) of respondents said they received a bonus in 2013, and 59 percent are eligible for one this year. The average cash bonus was \$9,866, down slightly from \$10,089, in 2013-2014.

As in 2012-2013, only 3 percent said employers asked them to take a pay cut. Some 45 percent of respondents said their organization cut budgets in the last 12 months, 2 percent less than in 2012-2013. Travel was slashed by 41 percent of respondents, the same as in 2012-2013. Some 14 percent froze salaries vs. 18 percent in 2012-2013. And 7.8 percent eliminated bonuses compared with 8.2 percent the year before. Employee layoffs decreased a bit, from 26 percent to 24 percent.

Most training professionals continue to enjoy what they do for a living, with nearly 74 percent saying they wouldn't choose another career if they could do it all over again. Of those who preferred other careers, answers ranged from "something in the medical field," veterinarian, and computer programmer to cartographer, radio DJ, and fishing guide.

Training Salaries by Region

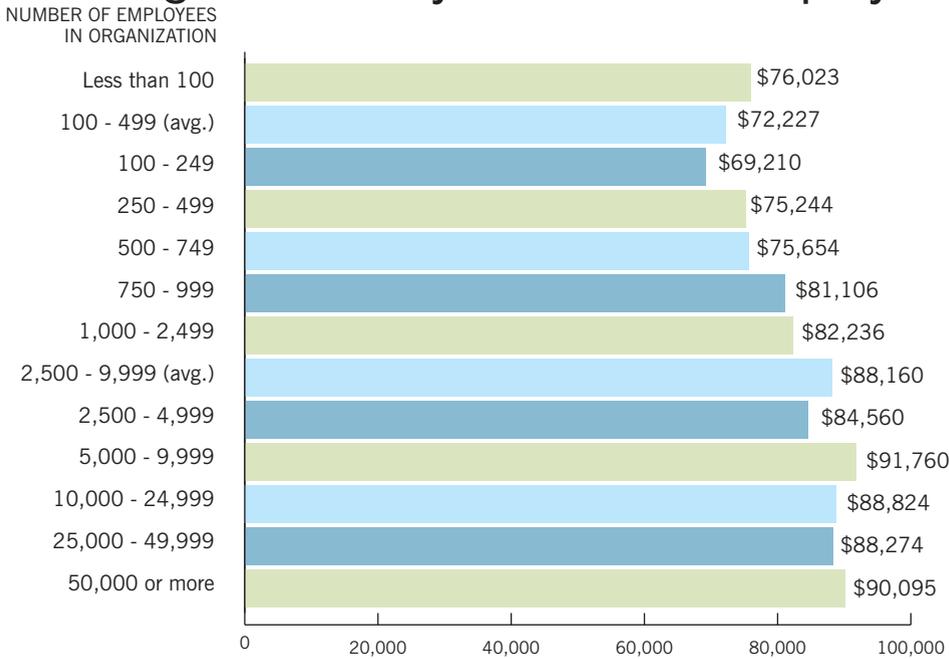
	PACIFIC	MOUNTAIN	CENTRAL	GREAT LAKES	NORTHEAST	SOUTHEAST	CANADA
Regional Average	\$88,708	\$75,096	\$76,880	\$79,461	\$90,243	\$79,431	\$86,543
2013 Regional Average	\$90,670	\$75,172	\$73,050	\$75,601	\$87,788	\$75,935	\$77,234
Executive-level management	\$190,667	\$70,833	\$104,100	\$112,857	\$149,800	\$121,580	N/A
Executive-level training/HRD manager	\$128,500	\$112,821	\$110,143	\$111,780	\$130,118	\$100,883	\$150,000
Training department manager (+5 Trainers)	\$94,947	95,500	\$78,211	\$85,410	\$104,850	\$95,346	\$108,857
Training department manager (1-5 Trainers)	\$85,942	\$75,081	\$84,269	\$84,041	\$102,713	\$93,420	\$91,257
One-person training department	\$67,204	\$57,492	\$73,530	\$68,336	\$67,826	\$68,863	\$68,037
Information technology training manager	\$85,000	\$53,664	\$103,000	\$144,257	\$82,000	\$80,285	N/A
Classroom instructor/trainer	\$77,584	\$57,550	\$61,635	\$70,815	\$65,647	\$70,455	\$85,500
Instructional designer	\$72,527	\$61,123	\$67,665	\$70,517	\$80,320	\$74,590	\$65,563
CBT/Web/multimedia programmer/designer/manager	\$104,500	\$77,500	\$60,233	\$88,000	\$70,875	\$63,895	\$73,333
Management/career/organizational development specialist	\$91,450	\$74,822	\$84,096	\$85,945	\$80,848	\$70,583	N/A
Independent consultant or other "outside" provider of training/HRD goods and services	\$48,000	N/A	\$70,025	\$90,024	\$81,786	\$95,175	\$123,331
Personnel manager/specialist	\$107,271	\$51,000	\$74,533	\$72,886	\$71,666	\$68,166	N/A
Line or staff manager other than training/HRD, personnel or IT	\$69,875	\$86,875	\$76,159	\$60,765	\$78,963	\$76,043	\$88,000
Professor/teacher/other education	\$50,000	\$64,100	\$50,500	\$80,125	\$83,895	\$86,750	N/A

EXCLUSIVE SALARY SURVEY

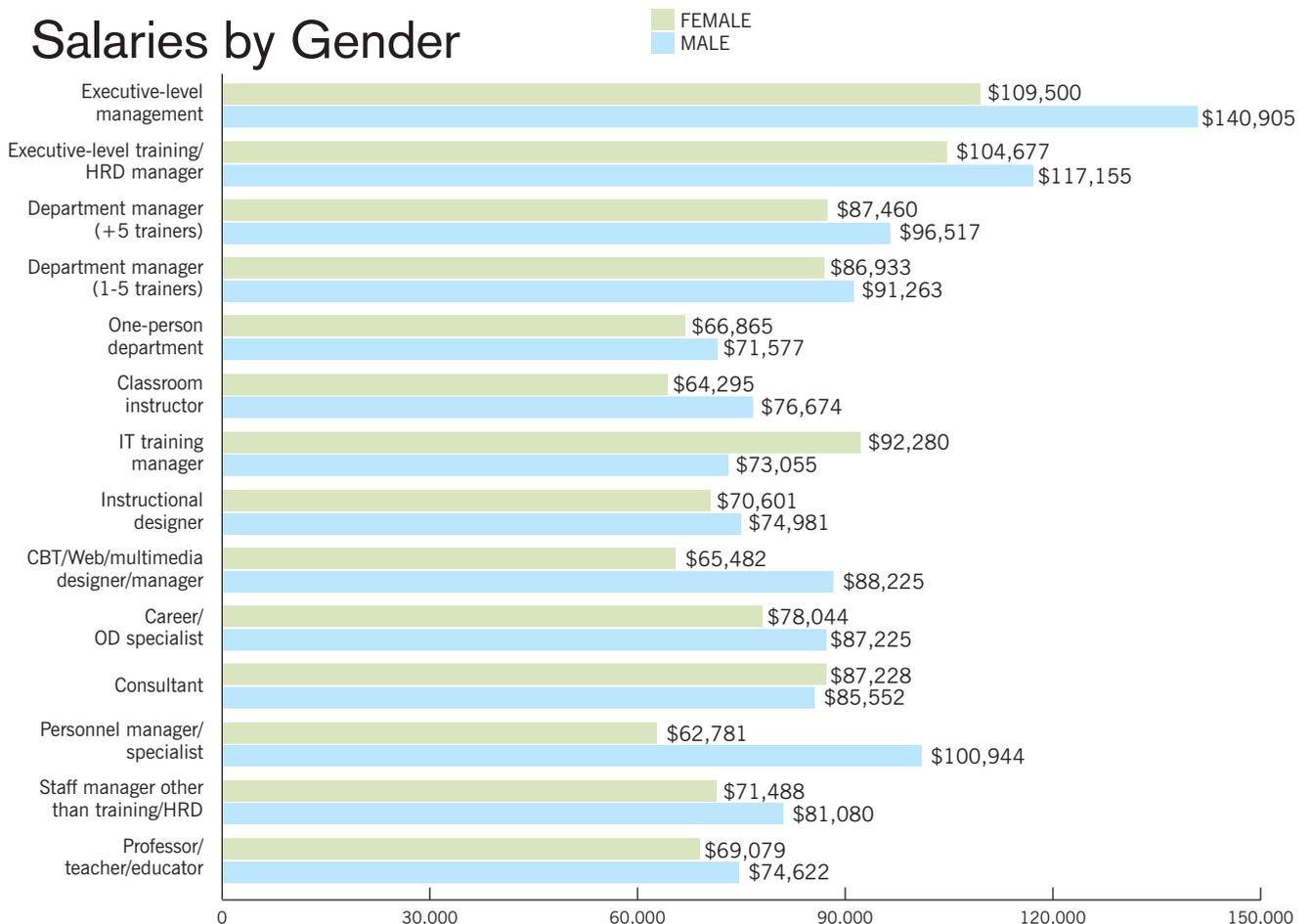
Job Category	Overall Average	2013 Overall Average	Fewer than 100 employees	100-499
Average Salary	\$81,334	\$78,623	\$82,653	\$70,090
Executive-level management (e.g., CEO, CLO, CIO)	\$129,053	\$128,076	\$99,704	\$56,500
Executive-level training/HRD manager - other training managers report to you	\$112,245	\$118,418	\$108,921	\$89,540
Training department manager - more than five full-time trainers/learning specialists report to you	\$91,287	\$90,369	\$74,780	\$77,438
Training department manager - between one and five full-time trainers/learning specialists report to you	\$88,658	\$83,083	\$73,650	\$77,396
One-person training department	\$68,858	\$65,361	\$60,733	\$63,819
Information technology training manager	\$83,616	\$77,006	\$41,327	\$51,000
Classroom instructor/trainer	\$68,482	\$62,872	\$77,834	\$63,242
Instructional designer	\$71,901	\$72,362	\$77,104	\$66,781
CBT/Web/multimedia programmer/designer/manager	\$75,432	\$74,068	\$70,500	\$53,000
Management/career/organizational development specialist	\$81,137	\$77,355	\$74,200	\$82,460
Independent consultant or other "outside" provider of training/HRD goods and services	\$87,692	\$89,859	\$85,731	\$160,000
Personnel manager/specialist	\$75,048	\$64,772	\$104,250	\$69,571
Line or staff manager other than training/HRD, personnel or IT (e.g., sales, operations, manufacturing)	\$73,944	\$89,017	\$66,329	\$65,428
Professor/teacher/other education	\$72,643	\$60,623	\$61,333	\$73,000
Industry				
Manufacturing	\$91,867	\$88,325	\$86,150	\$65,069
Retail/wholesale/distribution	\$76,564	\$70,796	\$94,600	\$74,000
Finance/banking/real estate/insurance	\$83,679	\$78,465	\$91,483	\$67,025
Business services/hospitality	\$69,254	\$78,366	\$103,857	\$65,767
Communications	\$85,684	\$78,883	\$58,750	N/A
Transportation/utilities	\$83,037	\$77,202	\$81,700	\$62,701
Health/medical services	\$78,445	\$83,072	\$89,082	\$66,455
Educational services/academic institution	\$70,273	\$66,875	\$71,902	\$69,225
Government/military	\$74,159	\$74,376	\$76,389	\$73,820
Consulting	\$98,664	\$89,133	\$86,599	\$114,763
Supplier to the training industry	\$91,592	\$84,568	\$81,500	\$78,167
Gross Sales/Fees				
Less than \$1 million	\$86,587	\$71,020	\$78,117	\$61,062
\$1 million to \$49.9 million	\$73,506	\$72,209	\$84,171	\$66,462
\$50 million to \$399.9 million	\$80,516	\$76,436	\$74,351	\$82,303
\$400 million to \$999.9 million	\$81,429	\$83,429	N/A	\$81,925
\$1 billion to \$9.9 billion	\$88,941	\$87,184	\$75,000	\$54,020
\$10 billion or more	\$92,724	\$89,779	N/A	N/A
Education				
No college degree	\$68,340	\$67,375	\$74,009	\$57,881
Associate's degree	\$75,350	\$67,570	\$74,688	\$70,833
Bachelor's degree	\$80,259	\$75,847	\$84,167	\$68,483
Master's degree	\$85,122	\$84,857	\$84,582	\$75,124
Doctoral degree	\$107,865	\$92,976	\$89,555	\$122,600
Years of Experience				
3 years or less	\$67,393	\$62,547	\$62,278	\$64,292
4 to 7 years	\$68,222	\$70,001	\$68,956	\$57,179
8 to 12 years	\$77,303	\$76,656	\$89,518	\$76,079
13 years or more	\$91,073	\$88,931	\$89,331	\$75,585

500-749	750-999	1,000-2,499	2,500-9,999	10,000-24,999	25,000-49,999	50,000 or more
\$73,835	\$74,193	\$80,919	\$81,912	\$82,758	\$79,030	\$91,546
N/A	N/A	\$210,500	\$235,000	\$116,000	N/A	N/A
\$79,398	\$113,100	\$90,833	\$121,871	\$106,333	\$142,875	\$138,925
\$84,600	\$77,600	\$90,408	\$107,433	\$79,872	\$114,142	\$107,733
\$85,189	\$81,481	\$89,348	\$96,426	\$97,270	\$86,810	\$107,353
\$74,693	\$55,176	\$74,261	\$64,737	\$73,159	\$74,093	\$91,023
\$64,000	\$85,000	\$123,629	\$74,000	\$90,856	\$87,000	N/A
\$58,667	\$65,667	\$71,343	\$70,265	\$64,658	\$63,242	\$73,671
\$61,939	\$67,768	\$68,025	\$69,389	\$76,582	\$70,016	\$79,705
\$56,483	N/A	N/A	\$83,300	\$79,000	\$91,438	\$63,578
\$91,500	\$59,250	\$70,089	\$79,207	\$84,606	\$76,100	\$92,859
N/A	\$103,000	\$94,131	\$64,500	\$89,600	\$94,000	\$91,575
\$65,033	\$65,830	\$50,125	\$89,220	\$80,250	N/A	\$83,667
\$62,269	\$81,250	\$78,000	\$82,682	\$85,656	\$65,396	\$73,464
N/A	\$51,750	\$41,000	\$67,000	\$102,050	N/A	\$86,099
\$82,801	\$90,000	\$83,911	\$98,433	\$102,459	\$80,376	\$110,854
\$50,417	N/A	\$76,441	\$78,863	\$85,667	\$91,000	\$73,300
\$77,180	\$82,062	\$85,950	\$92,678	\$79,975	\$83,411	\$93,682
\$86,033	\$70,374	\$89,188	\$78,622	\$63,875	\$53,863	\$91,504
N/A	N/A	\$88,264	\$68,485	\$84,700	\$84,408	\$95,239
\$77,500	\$67,438	\$89,096	\$93,128	\$87,100	\$94,892	\$59,250
\$90,450	\$90,460	\$73,000	\$74,417	\$86,061	\$59,100	\$93,188
\$68,869	\$55,829	\$75,302	\$65,231	\$70,598	\$64,083	\$64,833
\$62,250	\$67,231	\$70,707	\$76,000	\$71,099	\$86,248	\$83,693
N/A	\$91,659	\$100,340	\$74,100	\$107,150	N/A	\$90,475
\$63,500	\$92,167	\$102,383	\$96,973	\$81,880	\$105,000	\$104,195
\$46,000	N/A	\$78,000	\$82,190	\$85,000	N/A	N/A
\$67,915	\$67,031	\$65,476	\$66,481	\$87,089	\$66,818	\$69,516
\$80,540	\$83,058	\$81,885	\$75,819	\$88,801	\$64,675	\$78,726
\$87,200	\$76,963	\$88,949	\$82,342	\$67,058	\$69,877	\$70,875
\$73,011	\$57,000	\$90,442	\$92,233	\$88,352	\$81,435	\$93,850
N/A	N/A	\$52,490	\$104,934	\$82,928	\$88,275	\$95,604
\$66,125	\$76,811	\$74,133	\$70,994	\$62,696	\$71,101	\$75,408
\$51,500	\$74,333	\$61,250	\$64,474	\$76,633	\$74,000	\$117,530
\$78,202	\$71,079	\$76,104	\$83,046	\$88,323	\$74,066	\$89,196
\$71,513	\$73,711	\$86,776	\$82,255	\$85,975	\$85,253	\$94,290
\$149,900	\$85,667	\$126,660	\$120,582	\$90,273	\$107,000	\$115,000
\$47,524	\$57,683	\$63,045	\$76,857	\$80,044	\$69,577	\$69,506
\$65,278	\$70,146	\$64,387	\$66,838	\$64,966	\$67,481	\$91,254
\$71,850	\$67,755	\$74,540	\$76,852	\$72,290	\$77,994	\$80,116
\$87,196	\$85,349	\$91,412	\$89,976	\$93,768	\$87,160	\$100,694

Training Salaries by Number of Employees Trained

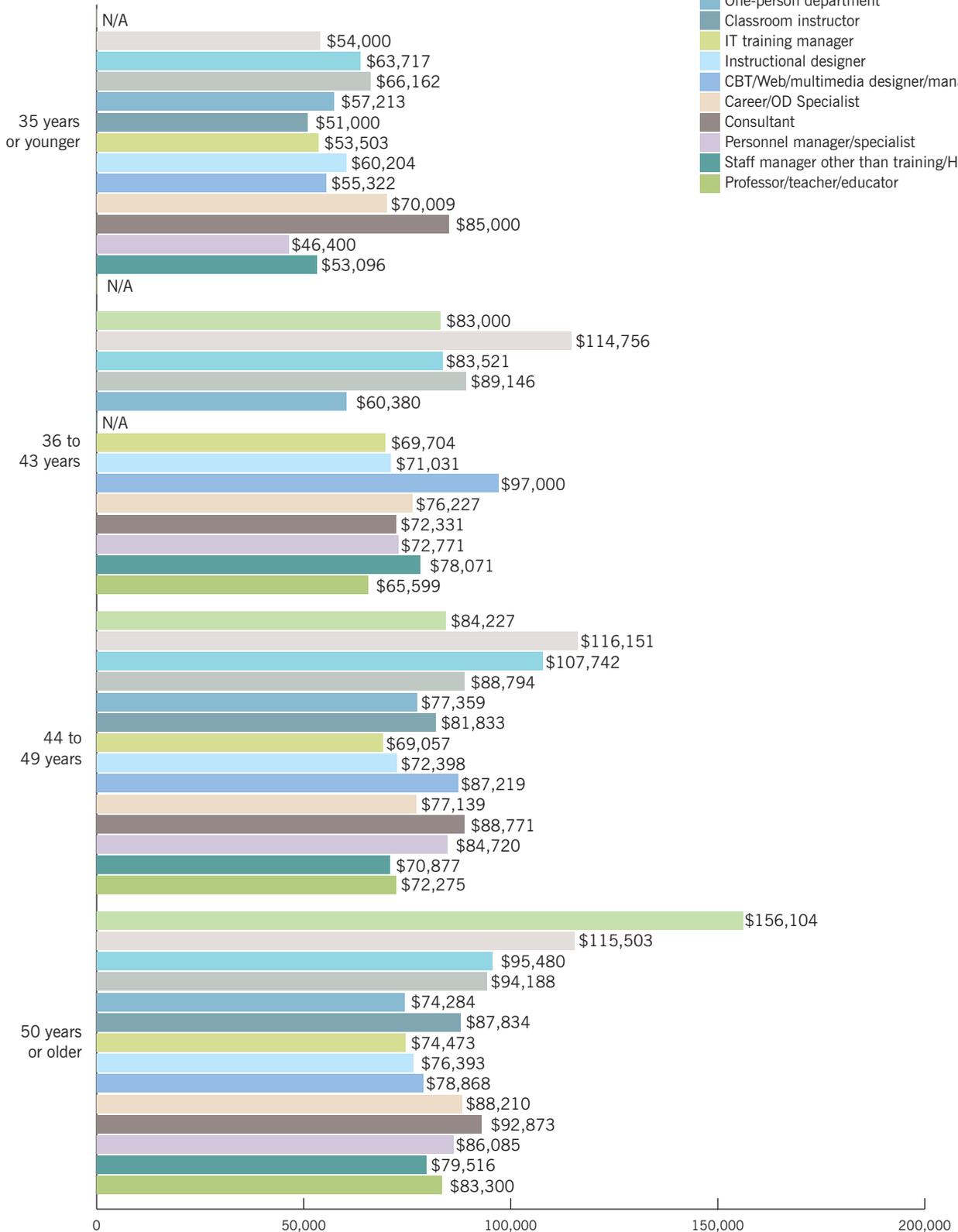


Salaries by Gender



Salaries by Age

- Executive-level management
- Executive-level training/ HRD manager
- Department manager (more than 5 trainers)
- Department manager (1-5 trainers)
- One-person department
- Classroom instructor
- IT training manager
- Instructional designer
- CBT/Web/multimedia designer/manager
- Career/OD Specialist
- Consultant
- Personnel manager/specialist
- Staff manager other than training/HRD
- Professor/teacher/educator



DOES IT MATTER WHAT YOU PAY LEADERS?

By Evan Sinar, Ph.D., Chief Scientist, Development Dimensions International (DDI), and Director, DDI's Center for Analytics and Behavioral Research

Money talks, but are leaders listening? That would appear to be a valid question in light of a recent Development Dimensions International (DDI) study, "Leaders in Transition: Progressing Along a Precarious Path."

Among the study's findings was one that debunked the conventional wisdom that individuals are motivated to become leaders, make career moves, or advance upward through the leadership ranks "for the money." Surprisingly, less than 10 percent of the more than 600 leaders surveyed said they agreed to their new position mainly for the money—a much less common driver than the pursuit of long-held, long-term goals. When asked to describe outcomes of their transitions, they also cited numerous non-monetary benefits, including a sense of greater empowerment and more confidence in their job-related abilities after making the move, more insight about their personal strengths and weaknesses, greater ability to affect the company's strategic objectives, and improved status within the organization.

Are these positives so significant that they offset the need for a salary increase? It would appear that many organizations are positioned to find out, as just 54 percent of leaders said that their transition was accompanied by a raise (25 percent of individual contributors and nearly 9 percent of strategic leaders surveyed said they actually took a pay cut as a result of their transition, which could be a lateral move, as well as an upward move).

A bigger issue may not be how much more leaders make, but how few individual contributors—including many with the potential to

be excellent leaders—want to become leaders at all. In a separate DDI global study, "Lessons for Leaders from the People Who Matter," of nearly 1,300 individual contributors, we found that while nearly half felt they could be more effective in the role than their current leader, just 46 percent actually would want their boss' job. To see the full study, visit: https://www.ddiworld.com/DDIWorld/media/trend-research/lessonsforleadersfromthepeoplewhomatter_mis_ddi.pdf

Clearly, organizations need to do more to make the transition to leadership—and the transition from one level of leadership to the next—both more appealing and less stressful. The best way to do it? The leadership transition study showed that leaders want a structured development plan to help them thrive in their new role. They also value clarifying conversations about expectations, access to resources, and explicit performance measures. In addition, they want less ambiguity; they want to understand the demands that accompany their new role—an added benefit of a role-relevant assessment that identifies their strengths and development areas. And as much as anything, transitioning leaders need reinforcement that it's OK to be nervous or terrified.

While leaders' pay should align with their responsibilities, an increase in compensation isn't the same as—and is often a poor substitute for—smoothing out the challenges that come with a leadership transition. To view the full study results, visit: <http://www.ddiworld.com/resources/library/trend-research/leaders-in-transition-progressing-along-a-path#.VCns0Ofz3sJ>

CAN WOMEN "HAVE IT ALL"?

By Halley Bock, CEO and President, Fierce, Inc.

According to a recent survey conducted by Fierce, Inc., which examined professional women's attitudes about work/life balance, women are more challenged than ever when it comes to attaining the ever-elusive balanced life. In the 2014 "Having It All" survey, 1 in 5 women reported leaving higher-paying jobs for lower-paying opportunities that offered better flexibility. Not terribly surprising, given 70 percent of women also reported being stressed, with nearly 50 percent experiencing stress-related health issues such as loss of sleep (45 percent), weight gain (45 percent), and depression (34.5 percent).

Clearly, the issue of work/life balance continues to be a hot topic and one that is contributing to the ongoing female "brain drain" occurring in corporate America today. So what is an organization to do about it?

Focusing on flexibility is key. Life doesn't happen on a Tuesday. Nor does it happen safely between the hours of 9 and 5 nor during the lunch break (assuming we can squeeze one in!). As a working mother myself, I know too well the reality of life bleeding outside the margins into the pristine confines of work. Organizations that are keen on retaining their female talent will take note and embrace reality by offering more flexibility in the workplace.

The ability to telecommute and work flexible hours can go a long way toward reducing stress while ensuring women can be successful on both fronts.

In a supportive environment, a call from school saying little Johnny is sick no longer sets off an extended and distracting ordeal as we scramble to find someone to swoop in and save the day. Nor does it require us to sacrifice a cherished PTO day because life threw us a curve ball.

No matter what policies currently are afforded employees, employers should open up a dialogue giving working parents the opportunity to voice concerns and share opinions. Even if it isn't feasible to act upon suggestions, organizations that invite the conversation and communicate intention with those items will demonstrate to employees that they are taking the issue of work/life balance seriously—not merely paying lip service.

Offering policies that support work/life balance benefits both employees and employers. Employees experience less stress and are more engaged with their organizations and teams. Organizations benefit by experiencing fewer health-related costs, higher retention, and the higher profits that come with a highly engaged workforce. Greater flexibility in the workforce makes sense by making cents.