

WHAT AFFECTS
EARNING POTENTIAL
IN LEARNING AND
PERFORMANCE?



FIRST THE GOOD NEWS:

Workplace learning and performance professionals are well-educated and well-compensated, with most earning more than the United States' average income of \$48,000. But men earn more than women at every level of the profession.

The ASTD market research department conducted surveys with more than 7,000 people in 2007, providing a broad view of salaries across nine areas of expertise in the workplace learning and performance field. As the 2006 salary survey also showed, trainers in the pharmaceutical industry and independent consultants have the highest salaries in the profession regardless of the area of expertise in which they practice. Facilitating organizational change and career planning and development were the most lucrative areas of expertise to specialize in, while the most common areas of expertise—delivering training and designing learning—had the lowest salaries.

As in previous years, the 2007 survey shows there is a large salary gap between men and women in the profession. Men make more money at every level and are more likely than women to hold higher-level positions. High salaries in the profession as a whole are typical, with the median income between \$70,000 and \$90,000. Not surprisingly, those professionals with higher levels of responsibility, advanced degrees, and more years of experience tend to have higher salaries. Additionally, large organizations with large budgets tend to pay better than smaller ones.

Methodology

ASTD Market Research conducted surveys with more than 7,155 ASTD members who are employed and reported salary data between January 1 and October 23, 2007. All numbers shown in tables are percentages unless otherwise noted. Respondents are relatively evenly spread across the five salary ranges below.

Personal Income

Under \$50,000	\$50,000 to \$69,999	\$70,000 to \$89,999	\$90,000 to \$119,999	\$120,000 and over
24%	24%	19%	14%	20%

2007 Salary Survey



Income by span of control and experience

Experience is also a major factor that has a positive effect on salary. The data shows a salary bump as WLP professionals reach 10 years of experience. The median salary for executives is \$120,000, which is slightly above \$90,000 for directors (52 percent make more than that amount), and about \$80,000 for managers. By contrast, the median salaries for supervisors, team leaders, individual contributors, and university instructors all lie below \$70,000.

Span of Control

Position held	% surveyed	Under \$50,000	\$50,000-\$69,999	\$70,000-\$89,999	\$90,000-\$119,999	\$120,000 and over
Executive	10%	18	8	9	16	50
Director	17%	16	13	18	23	29
Manager	26%	18	23	26	19	14
Supervisor	6%	21	33	21	13	12
Team leader	7%	28	30	22	11	10
Individual contributor	31%	33	32	18	6	11

Executive—oversees multiple functional areas

Director—oversees an entire functional area

Manager—oversees department within a functional area

Supervisor—manages a group within a department

Team leader—manages a work group or team

Individual contributor—member of a team or independent employee

University professor or college instructor

Experience

How long have you been in the training and development profession?	% surveyed	Under \$50,000	\$50,000-\$69,999	\$70,000-\$89,999	\$90,000-\$119,999	\$120,000 and over
Less than 1 year	6%	41	20	13	12	14
1 to 2 years	6%	45	25	13	7	11
2 to 5 years	16%	35	29	14	8	14
5 to 10 years	25%	24	30	20	11	15
10 to 20 years	30%	16	20	23	18	22
More than 20 years	17%	15	17	18	20	30



Role of education

Advanced degrees are common in the training field. Nearly half of the respondents have a postgraduate degree (46 percent) and an additional 12 percent have at least some postgraduate education. Those who have already obtained or are currently pursuing advanced degrees are at a significant salary advantage: These groups have median incomes exceeding \$70,000.

Education

What is your highest education level?	% surveyed	Under \$50,000	\$50,000-\$69,999	\$70,000-\$89,999	\$90,000-\$119,999	\$120,000 and over
Not a college graduate	13%	30	33	16	10	12
University/college graduate	27%	30	24	18	12	16
Some postgraduate education	12%	22	23	18	15	21
Master's degree	40%	20	22	22	15	21
Advanced graduate or professional degree (Doctorate)	6%	15	12	12	24	37

Area of expertise and industry

The top paying areas of expertise are managing the learning function, facilitating organizational change, and overseeing career planning and talent management.

Area of expertise and industry

What is your area of expertise?	% surveyed	Under \$50,000	\$50,000-\$69,999	\$70,000-\$89,999	\$90,000-\$119,999	\$120,000 and over
Delivering training	27%	31	29	17	9	14
Designing training	18%	26	30	21	11	13
Managing the learning function	17%	16	18	21	19	25
Improving human performance	11%	20	20	20	17	23
Facilitating organizational change	7%	14	16	19	20	33
Managing organizational knowledge	4%	29	18	19	17	16
Career planning & talent management	3%	17	14	19	18	32
Coaching	3%	21	22	19	17	21
Measuring and evaluating	1%	24	21	19	16	20



2007 Salary Survey

Gender gap

Despite the fact that women outnumbered men in the survey by a two to one margin (65 percent to 35 percent), men predominated in groups having high salaries. Men at every level were paid more than their female counterparts with similar levels of responsibility and education, with the salary gap narrowing with each increased level of responsibility and education. In addition to holding higher salaries at a given responsibility or education level, men were also more likely to be found in the executive ranks. About half of executives in the target group were men, but less than a third of individual contributors were men.



Gender Gap

Percentage of group making more than \$70,000 per year		Among Men	Among Women
All		62%	47%
Span of control	Executive	80%	70%
	Director	75%	69%
	Manager	63%	56%
	Supervisor	51%	46%
	Team leader	53%	34%
	Individual contributor	45%	32%
Education level	Advanced graduate or professional degree (Doctorate)	77%	68%
	Master's degree	66%	55%
	Some postgraduate education	64%	49%
	University/college graduate	57%	41%
	Not a college graduate	39%	21%

Gender Gap (Entire Group)

Percentage of entire group		Among Men	Among Women
All		35%	65%
Span of control	Executive	5%	5%
	Director	6%	10%
	Manager	9%	17%
	Supervisor	2%	3%
	Team leader	2%	4%
	Individual contributor	9%	23%
Education level	Advanced graduate or professional degree (Doctorate)	4%	9%
	Master's degree	9%	18%
	Some postgraduate education	4%	8%
	University/college graduate	14%	26%
	Not a college graduate	4%	3%

WHAT DO YOU THINK?

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