



2025 State of the Industry

Talent Development
Benchmarks and Trends

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A Note From the Sponsor



In today's economy, learning is a strategic imperative. Organizations that prioritize continuous development are the ones best equipped to lead through change, adapt with agility, and unlock the full potential of their people. Whether it's employees, customers, partners, or members, everyone thrives when learning is part of the everyday rhythm of business.

At Absorb, we've built our platform with this future in mind. Our Strategic Learning Systems (SLS) approach helps organizations embed learning into the very fabric of their operations. By combining AI, personalization, automation, and actionable insights, we're making it simple to deliver impactful learning at scale—while giving L&D leaders the clarity to measure success and amplify what works. The result is smarter learning that builds skills, drives engagement, and accelerates performance.

But learning doesn't stop at learning systems—it's also driven by human connection. That's why we recently welcomed Together, a leading mentoring platform, into the Absorb family. We're expanding our vision to help organizations foster more personalized, relationship-driven growth through mentoring and coaching.

We wanted to give you a direct experience of how mentoring and coaching can move the needle for HR and L&D. We also recognized a gap in how these professionals access growth opportunities for themselves. So, we created the Mentorship Network—a free, purpose-driven global community offering unique opportunities to both mentor and be mentored. It's a space for peer-to-peer exchange, deeper connection, and continuous learning for those who so often prioritize others' development.

The *2025 State of the Industry* reflects a critical shift in how organizations view learning—not as a perk, but as a business essential. At Absorb, we're proud to help lead this evolution by empowering organizations to turn everyday learning into a lasting advantage.



About the Sponsor

Absorb Software is the leading global AI-driven learning platform provider, helping organizations unlock the full potential of their workforce. With its innovative Strategic Learning Systems (SLS) approach, Absorb empowers businesses to align learning with strategic goals, driving measurable impact and workforce agility. The Absorb LMS platform delivers personalized, scalable, and engaging learning experiences for employees, customers, and partners worldwide. Trusted by more than 3,300 organizations and 34 million users, Absorb is redefining the future of workplace learning through cutting-edge AI, seamless integrations, and an unwavering commitment to innovation.

Together's mentoring and coaching platform enhances Absorb's ability to empower organizations to deliver collaborative learning solutions that reflect how people truly learn

on the job. This platform, combined with our industry-leading LMS, creates a holistic approach to learning that drives deeper engagement, productivity, and measurable business outcomes.

That vision comes to life through our Mentorship Network—a free, purpose-driven global community offering unique opportunities to mentor and be mentored. By joining, you'll expand your professional network and connect with HR and L&D peers from around the world to share insights, challenges, and experiences. You'll also gain instant access to valuable skill-building resources—including case studies, research reports, and exclusive invites to webinars and workshops led by industry leaders and subject matter experts. Visit togetherplatform.com/the-hr-network to sign up for free.

Learn more about Absorb at absorblms.com and explore mentoring solutions from Together by visiting togetherplatform.com.



Data Sources

ATD’s *2025 State of the Industry (SOIR)* provides critical data points detailing average direct expenditures, learning hours used, TD staffing numbers, cost per learning hour, content distribution and delivery methods, technology in training, on-the-job learning, and measuring the impact of learning. Use this report as a workbook to review your organization’s data against industry benchmarks. To further assist with benchmarking efforts, the *2025 SOIR* data is also broken out by organization size and industry in the appendix.

ATD’s *State of the Industry* is published annually and reflects the organizational data reported for the previous year. Thus, the data in this report represents organizational data submitted for 2024.

Consolidated Responses

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

Data Sources

Year	Sample Size	Average Number of Employees
2024	539	6,902
2023	498	12,052
2022	454	8,206
2021	174	14,716
2020	223	13,374

Executive Summary

The statistics presented in the *2025 State of the Industry* are based on data reported by 539 organizations, representing a diverse range of industries and organization sizes. (A complete description of participant demographics can be found in the appendix.)

Learning Hours

In 2024, the average number of learning hours used per employee was 13.7, down from 17.4 in 2023. Organizations in the trade, transportation, and utilities industries reported the highest number of learning hours used, averaging 16 hours per employee. Other service providing industries (including finance and insurance, professional and technical services, and accommodation and food service) had the lowest average number of hours used, at approximately 7 hours per employee.

Expenditures

In 2024, the average direct learning expenditure across all participating organizations was \$1,254 per employee, representing a \$29 decrease from 2023. Direct learning expenditure can be divided into three broad categories: internal services, external services, and tuition reimbursement. Internal services, which account for

53 percent of TD budgets, include the learning department's salaries, travel costs, administrative costs, nonsalary development costs, and nonsalary delivery costs. External services, which make up 29 percent of the TD budget, include consultants, external content development and licenses, and workshops and training programs delivered by external providers. Tuition reimbursement accounts for 18 percent of the TD budget.

Small organizations (fewer than 100 employees) spent the most, at \$1,965 per employee. Medium organizations (100 to 2,499 employees) spent \$1,195 per employee, and large organizations (2,500 or more employees) spent \$445.

The TD Department

The median number of TD staff across all organizations in 2024 was 14. The median small organization had four TD employees, the median medium organization had 15 employees, and the median large organization had 25.

Thirty-six percent of organizations increased their headcount in 2024, meaning that they added a new position to their TD department.

This doesn't include replacing employees who left the organization or department.

Most organizations house their TD function in a TD department, a training department, or in the HR department. Only 7 percent of organizations had a decentralized TD function. Three-quarters of respondents said TD is represented in the organization's senior leadership team.

Content Distribution

The most common content areas for training were new-employee orientation, mandatory and compliance training, and managerial and supervisory training.

Large organizations were more likely to offer communication skills training to employees. Education and health services industries were less likely to provide sales training and product knowledge training.

Delivery Methods

Organizations are using a variety of content delivery methods. The most common method was the live, instructor-led traditional classroom, which had an average of 53 learners in each session. However, the

median was 20 learners per session and the most common answer (the mode) was 15 learners.

The most commonly used delivery method by small and large organizations was live, instructor-led virtual (online) classrooms, while medium organizations most commonly used live, instructor-led traditional classrooms.

The most common type of on-the-job training was coaching, as reported by 72 percent of organizations. Another common type was mentoring, which was used by 67 percent.

Goods producing and trade, transportation, and utilities organizations were more likely to provide financial support to their employees for professional association memberships and conference attendance compared with other industries. In addition, large organizations were more likely to use stretch assignments and mentoring, compared with small and medium organizations.

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

Compared with small and medium organizations, large organizations were more likely to use simulations and scenario-based learning.

Data and Analysis

In 2024, the most common metrics used to measure the learning function's performance included employee satisfaction, productivity improvement, and the ability to retain essential employees.

Goods producing and trade, transportation, and utilities organizations were more likely to use productivity improvement and sales or revenue metrics to measure the learning function's performance. Medium and large organizations were more likely than small organizations to use quality of products or services to measure the learning function's performance.

In 2024, the most common metrics used to measure the success of the learning function included number of employees trained, learning hours delivered, and time to employee readiness or competence.

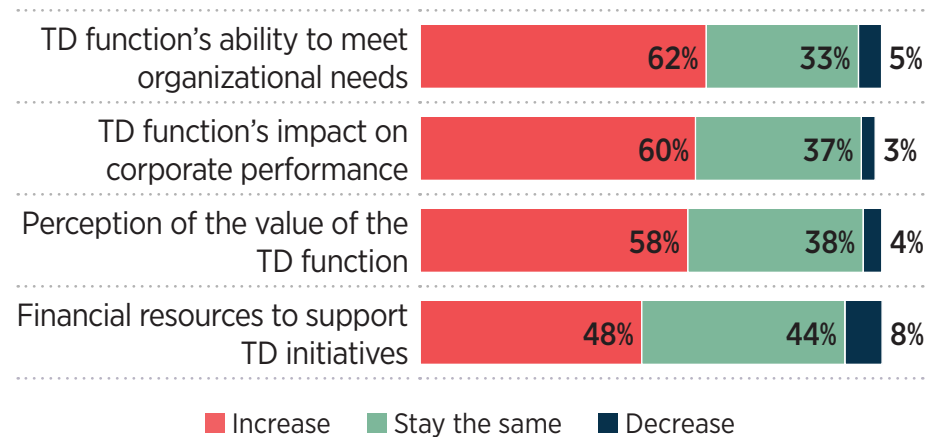


Introduction

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 2023, the Confidence Index was 64.5; it rose to 67.2 in 2024, an increase of 2.7 points. Higher indices (above 50) reflect a more positive outlook for the learning function, while lower indices are more negative. The slight increase from 2023 to 2024 indicates that TD leaders now have a slightly more positive outlook. The index asks questions about the health of the TD function, with a focus on four key indicators: the ability to meet organizational needs, impact on performance, perceptions of the value of the TD function, and availability of financial resources.

The TD Executive Confidence Index was 67.2, 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?



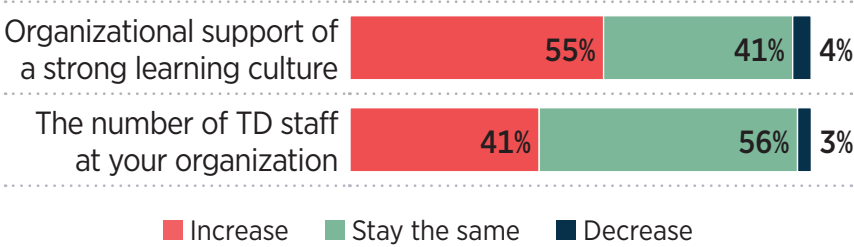
More than half of TD professionals expect to see an increase in organizational support for a strong learning culture in the future.

Forty-one percent of TD professionals expect to see an increase in the number of TD staff at their organization, and 3 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.

2 in 5 organizations expect an increase in the number of TD staff.

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





Section 1

Learning Hours

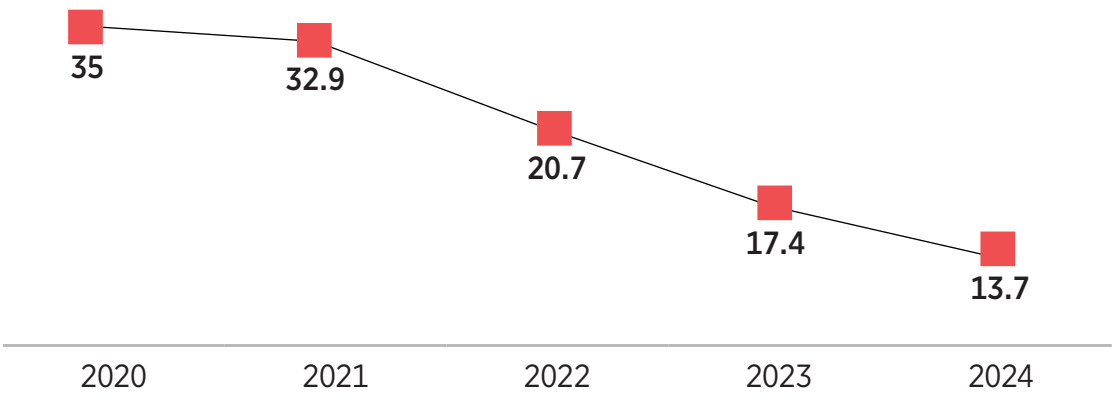
The average number of formal learning hours used per employee was 13.7.

Formal Learning Hours

The average number of learning hours used per employee was 13.7, down from 17.4 hours in 2023. Over the past few years, we've seen a decrease in the number of learning hours used per employee.

The amount of formal learning hours used per employee continues to decrease.

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.”¹

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 2024, and 20 employees took part each time it was offered, your employees used 1,440 learning hours for the year. And if you had 200 employees, this would be an average of 7.2 hours per employee. This is calculated as:

$$\begin{aligned} & \frac{(3 \text{ hours} \times 20 \text{ employees}) \times 24 \text{ training sessions}}{200 \text{ employees}} \\ &= \frac{1,440 \text{ learning hours}}{200 \text{ employees}} \\ &= 7.2 \text{ hours per employee} \end{aligned}$$



Section 2

Expenditures

The average direct expenditure per employee was \$1,254. The average cost per learning hour was \$165.

Direct Expenditure per Employee

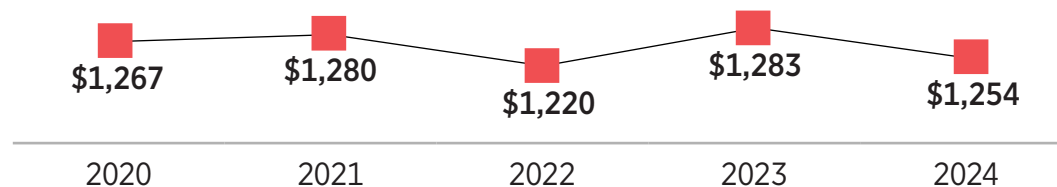
In 2024, the average direct learning expenditure across all participating organizations was \$1,254. This is a \$29 decrease from 2023, when the average spend per employee was \$1,283.

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.

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

Average direct expenditure per employee



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 number of 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:

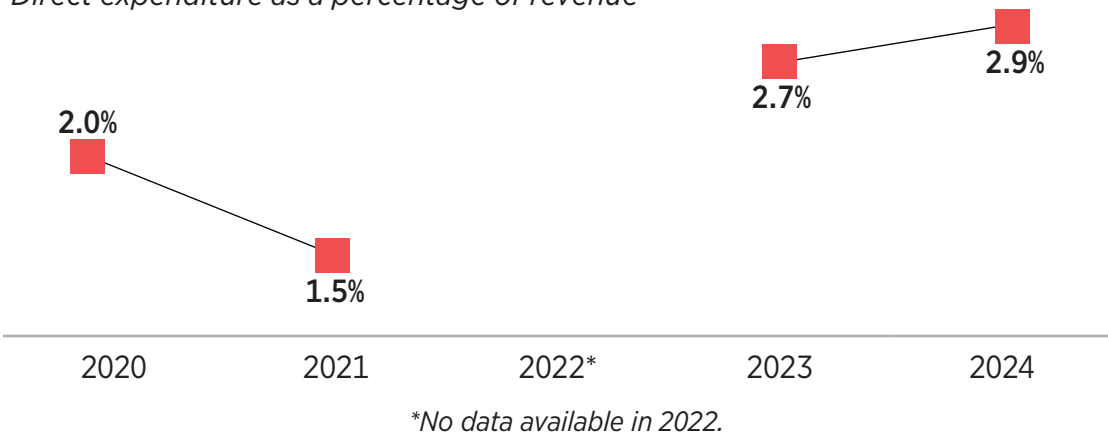
$$\frac{\$500,000}{200 \text{ employees}} = \$2,500 \text{ per employee}$$

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 2024 was 2.9 percent, which is the highest ratio we have seen in the past five years. In 2023, the ratio was 2.7 percent.

Organizations are investing 2.9% 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

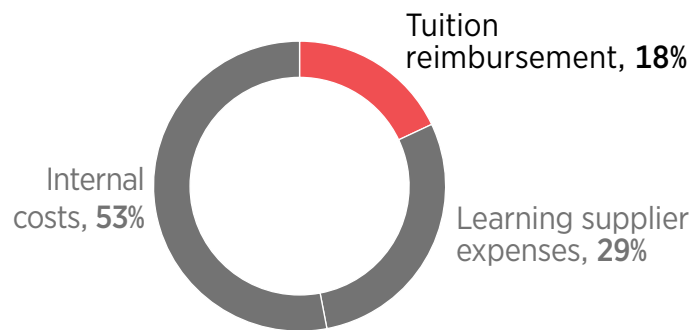
Tuition reimbursement costs include programs and courses at community colleges and universities, as well as continuing professional education and certification programs.

At the average participating organization, 18 percent of the learning expenditure was directed toward tuition reimbursement in 2024. This is a slight increase from 2023, when the average was 16 percent.

Tuition reimbursement programs benefit both the employee and the employer. They alleviate the employee's stress associated with paying for education while upskilling and reskilling the employer's workforce.²

18% 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 was \$100,000 and the total learning budget was \$500,000, tuition reimbursement would 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

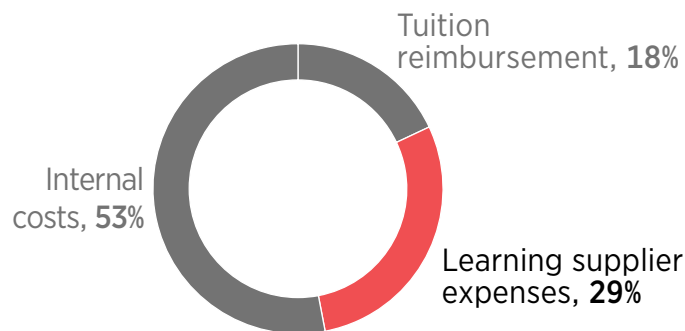
Learning supplier expenses include consultants and services, content development and licenses, and workshops and training programs delivered by outside providers.

Organizations spent 29 percent of their direct learning expenditure on learning supplier expenses in 2024. This is a slight increase from 2023, when organizations spent an average of 27 percent.

A possible benefit of outsourcing learning is cost reduction. A learning supplier already has the people and technology required to deliver training programs fast and at a low cost. Other possible benefits may include increased speed of development and implementation, geographic reach, and scalability.³

29% of the learning expenditure was spent on learning supplier expenses.

Expenditure distribution



Calculating Percentage of Learning Supplier Expenditures

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 would represent 20 percent of total learning expenditures:

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

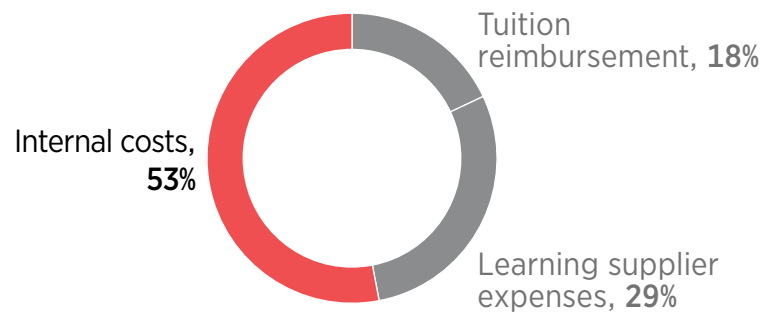
Percentage of Learning Expenditure for Internal Costs

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 53 percent of their direct learning expenditure on internal costs in 2024. This is a slight decrease from 2023, when organizations spent an average of 57 percent.

53% 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:

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

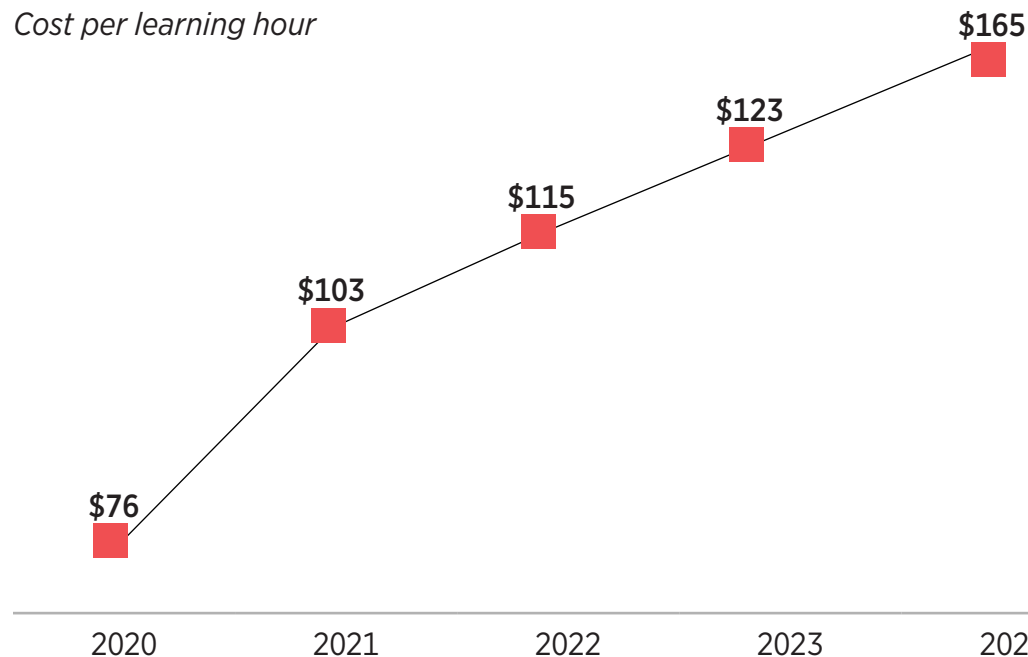
Cost per Learning Hour Used

The average cost per learning hour used in 2024 across organizations was \$165, an approximate 34 percent increase from 2023's average of \$123 per learning hour used.

Organizations can improve performance and efficiency by investing in their employees and providing them with relevant training. Especially today, as technology advances and the needs of organizations evolve, training can be used to align employees' knowledge and skills.⁴

Cost per learning hour increased by 34% from 2023 to 2024.

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

More than a third of organizations saw an increase in their TD headcount. The average organization had 63 TD staff in 2024.

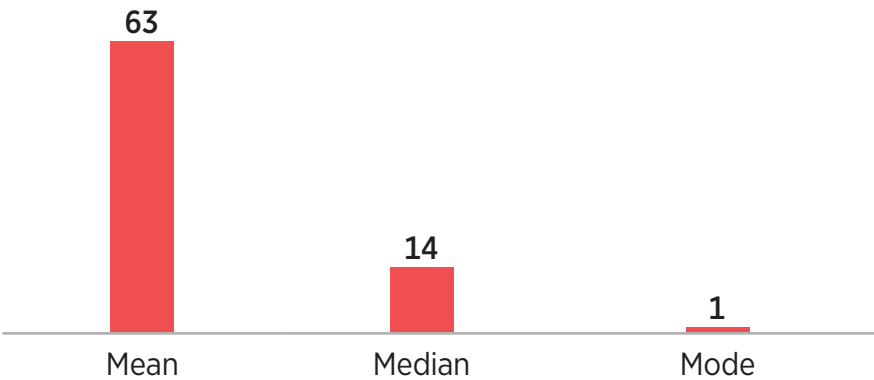
TD Staff

The average number (mean) of TD staff across all organizations in 2024 was 63. This is an increase from 2023 when the average was 55 employees. 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.

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 14. The most frequent response for the number of TD staff was one.

The median number of TD employees at all organizations was 14.

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



TD Staff Headcount and Employees per TD Staff Member

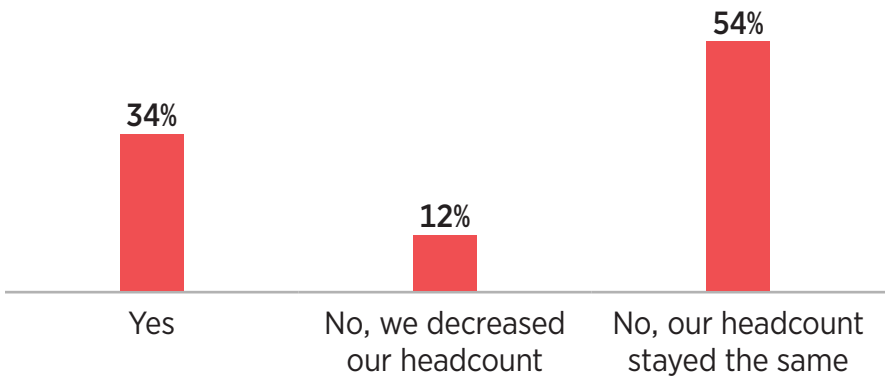
In 2024, 34 percent of organizations increased their TD staff headcount. This means that they added new positions to their department and does not include replacing employees who left the organization or department.

Organizations that added new TD positions increased headcount by an average of 12 positions in 2024; however, the median was five new positions, and the most common answer (the mode) was one new position. HR and OD professionals, trainers and facilitators, instructional designers, and training and talent development coordinators were the most commonly added positions.

The average number of employees per TD staff member in 2024 was 212; this is a decrease from 2023, when the average number 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.

Approximately a third of organizations increased their TD headcount in 2024.

Question: In 2024, did you increase the headcount of your talent development 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 had 200 employees and five talent development staff members, there would be 40 employees for every one TD staff member:

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

TD Department

Every company is organized differently. The talent development function may be a stand-alone department or part of the HR department. Or, it could be decentralized, which means that each department manages its own learning and training.

A centralized talent development department, in which TD reports to one leader, benefits from consistent training for all employees. In addition, 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. Forty-seven percent of responding organizations had a dedicated talent development, learning, or training department in 2024.

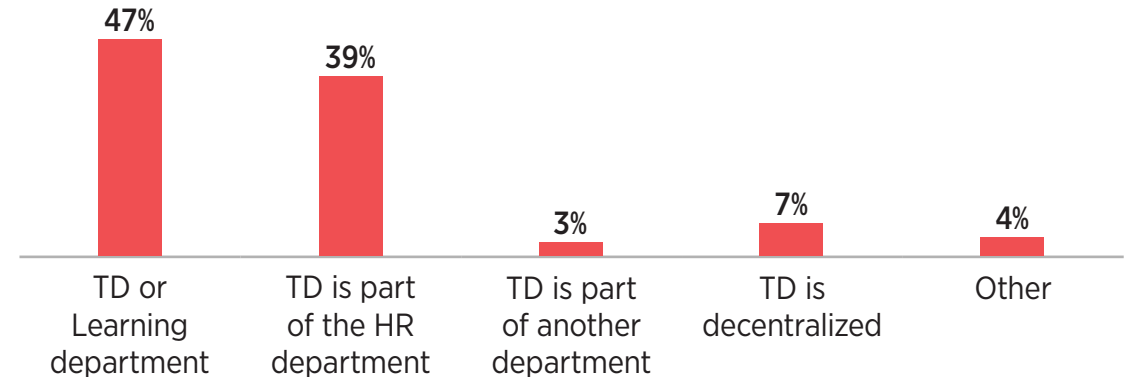
When talent development is part of another department, the most common location is within HR. However, the TD function can also be found in continuous improvement, organization development, people operations, quality, and support services.

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, an accounting

department may offer a different manager training than a marketing department.

47% of organizations have a TD, learning, or training department.

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



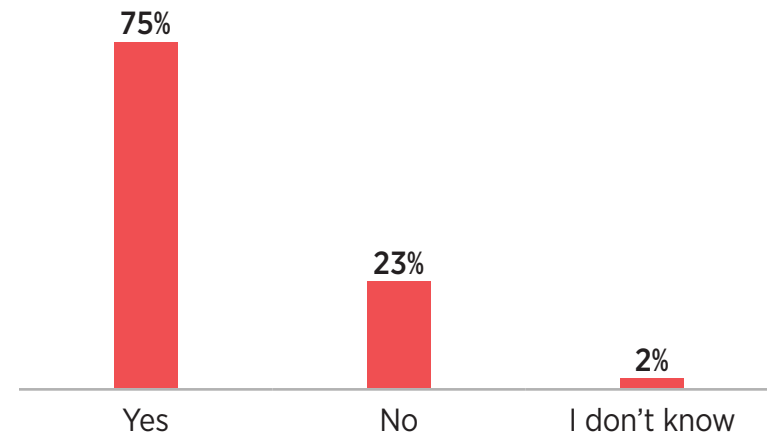
TD Representation on the Senior Leadership Team

Three-quarters of respondents said the TD function had representation in their organization's senior leadership team. This is an increase from 2023, when 65 percent of organizations had TD representation in the senior leadership team.

Representation on the senior leadership team makes it easier for TD professionals to garner leadership buy-in for learning programs as well as integrate learning into an organization's strategy and culture.

Three-quarters 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 three most common content areas for training were new-employee orientation, mandatory and compliance training, and managerial and supervisory training.

Content Distribution

Having explored efficiencies and expenditures, the *2025 State of the Industry* report turns to the subjects covered by the learning portfolio. ATD Research asked respondents to share whether 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
- Teamwork training
- Information technology and systems training
- New-employee orientation
- Product knowledge training
- Artificial intelligence (AI) technical skills training
- Artificial intelligence (AI) practical skills training
- Diversity, equity, and inclusion (DEI) training



Leadership Training

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

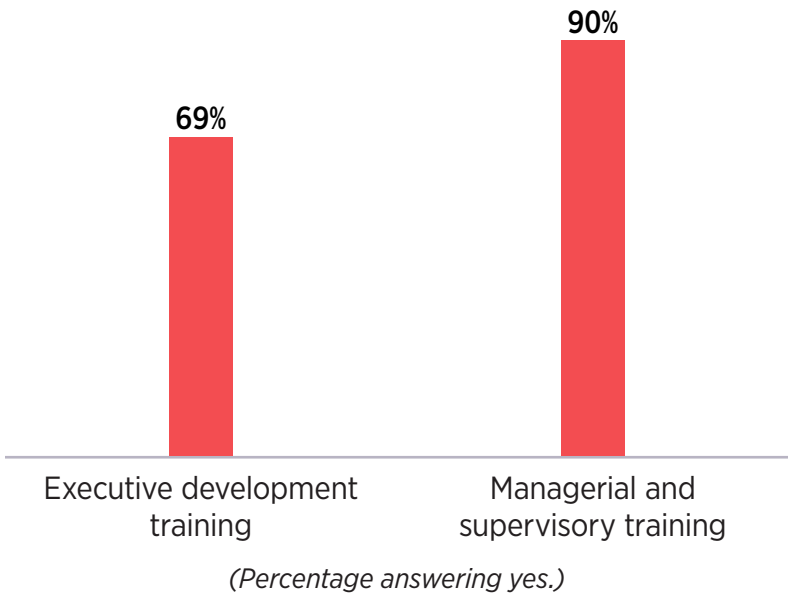
In 2023, 69 percent of organizations provided executive development training. This stayed the same in 2024. More than a third of organizations expect to offer more training on this topic in the future, while 5 percent expect to offer fewer opportunities.

In 2023, 89 percent of organizations provided managerial and supervisory training. This was nearly the same in 2024, with 90 percent of organizations providing training on this topic. Forty-six percent of organizations expect to provide more training on this topic in the future, while 2 percent expect to offer less.

In a 2024 study on leadership skills, ATD Research found that more than 90 percent of organizations were experiencing a major or minor skills gap in leadership skills. Major goals of leadership training include ensuring strong organizational performance and improving employee performance.⁵

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 2024, 65 percent of organizations provided sales training, up from 60 percent in 2023. More than 40 percent of organizations expect to provide more training on this topic in the future, while 3 percent plan to offer fewer opportunities.

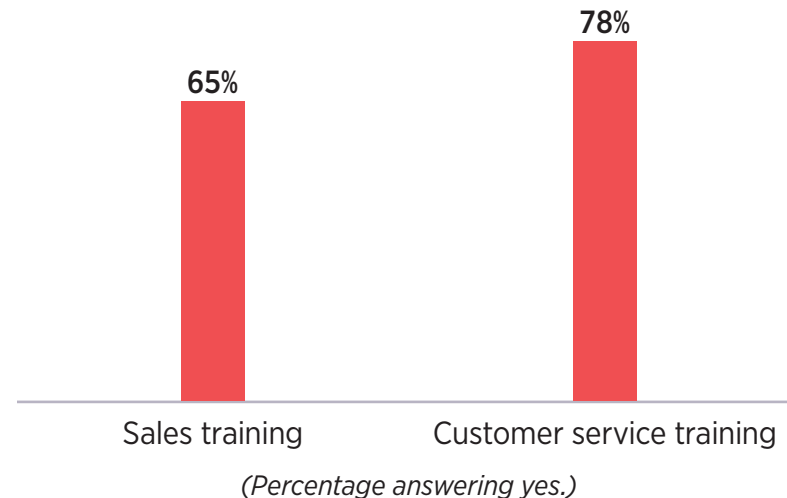
Common topics in sales training include knowledge, strategy, skills, and tools training.⁶

In 2024, 78 percent of organizations provided customer service training, up slightly from 2023 (76 percent). Forty-four 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 included in customer service training.⁷

Some organizations offer specific training for certain roles or departments.

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



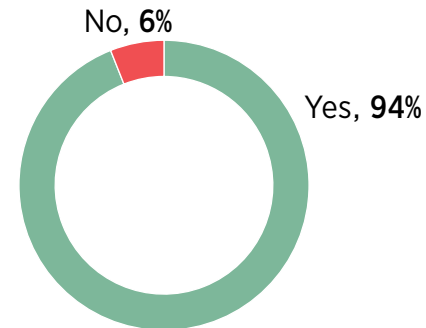
Mandatory and Compliance Training

In 2024, mandatory and compliance training was provided at 94 percent of organizations, which is nearly the same as in 2023. More than a third of organizations expect to offer more training on this topic in the future, while 2 percent expect to offer less.

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

Almost all organizations have mandatory and 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.

Nearly three-quarters of organizations offered training on communication skills in 2024, and 45 percent plan to increase that amount in the future. Three percent said their organization plans to offer less training in this area.

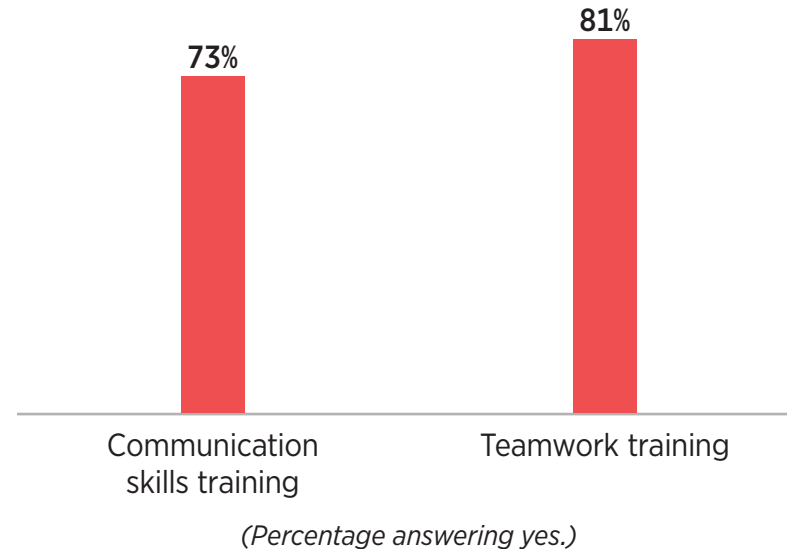
Communication skills are highly desirable in any workplace. They are essential at every level and help employees effectively work together and achieve shared goals.⁸

About four in five organizations offered training on teamwork skills in 2024, and 46 percent plan to increase their future offerings. Only 3 percent plan to decrease the amount of teamwork training opportunities they offer.

Important teamwork skills include communication, active listening, collaboration, empathy, and responsibility.⁹

Most organizations offer interpersonal training opportunities.

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



General Employee Training

General employee training topics 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.

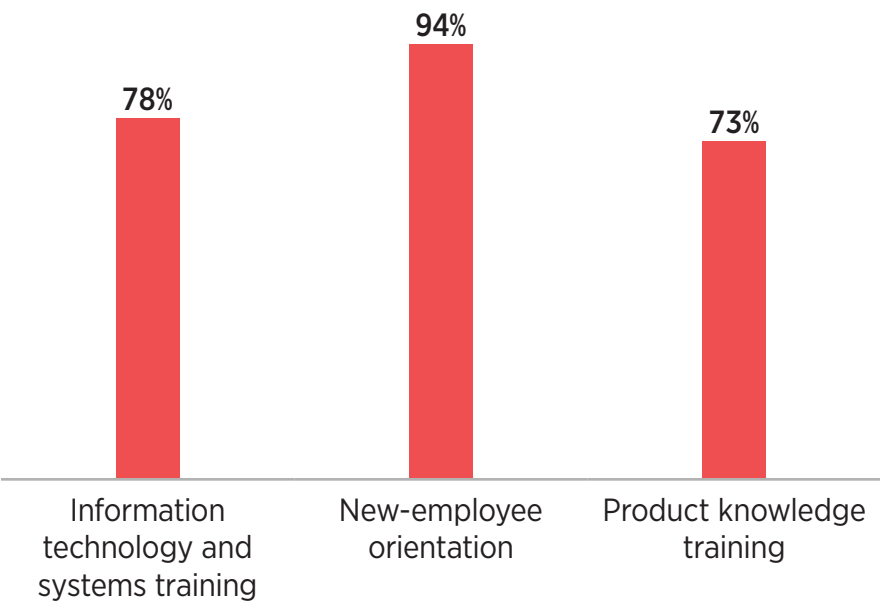
In 2024, 78 percent of organizations provided information technology and systems training. This is a slight decrease from 2023 (82 percent). In the future, 45 percent of organizations plan to increase the amount of training offered on this topic, and 3 percent plan to decrease it.

In 2024, 94 percent of organizations provided new-employee orientation. This remained the same from 2023. In the future, 35 percent of organizations plan to increase the amount of training offered on this topic, and 3 percent plan to decrease it.

In 2024, 73 percent of organizations provided product knowledge training, which is nearly the same as in 2023 (74 percent). In the future, 43 percent of organizations plan to increase the amount of training offered on this topic, and 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?



(Percentage answering yes.)

Artificial Intelligence Training

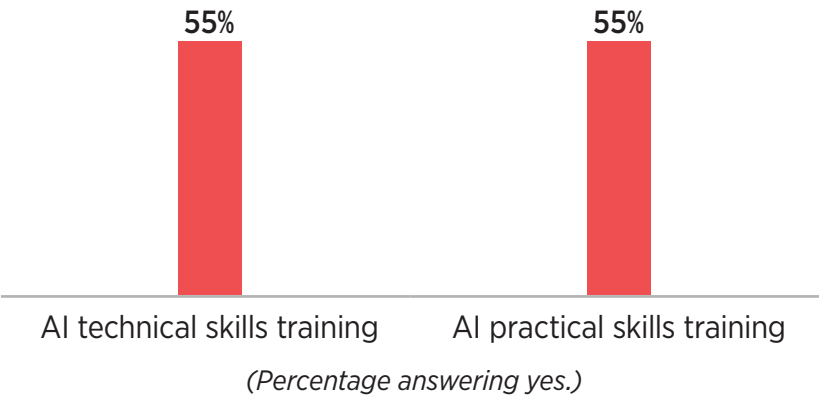
AI technical skills training includes topics on machine learning, programming languages, natural language processing, and other technical AI topics. In 2024, 55 percent of survey respondents said their organization provided AI technical skills training. This is an increase from 46 percent in 2023. Sixty-four percent expect their organization to increase the amount of training in the future, and only 3 percent plan to decrease their offerings.

AI practical skills training includes topics on prompt writing, problem solving with AI, AI ethics, and other practical AI topics. In 2024, 55 percent of survey respondents said their organization provided AI practical skills training, which is an increase from 45 percent in 2023. Sixty-two percent said they expect their organization to increase the amount of training in this area in the future, while only 2 percent plan to have fewer training opportunities.

In 2024, organizations saw promising results from generative AI pilots, which drove more investment in AI technology. With three in four organizations expecting to increase their AI spending in the next fiscal year, AI skills training should continue to grow.¹⁰

More than half of organizations offer AI training.

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



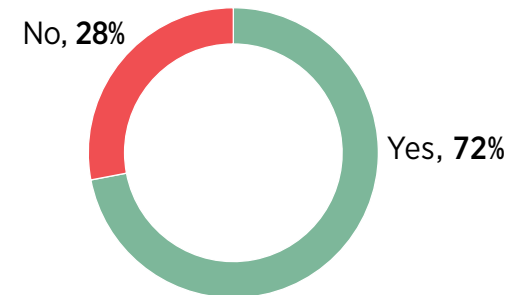
Diversity, Equity, and Inclusion Training

In 2024, 72 percent of organizations provided DEI training, which is a slight decrease from 77 percent in 2023. In the future, 37 percent plan to increase the amount of training on this topic, while 7 percent plan to decrease their offerings.

DEI development requires a commitment to continuous learning and can benefit from the type of engagement and discussion that occurs with in-person learning.¹¹

Many organizations offer DEI training.

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





Section 5

Learning Delivery Methods

Organizations used a variety of learning delivery methods, including live, instructor-led traditional classrooms and virtual classroom. They also used on-the-job training and learning technologies.

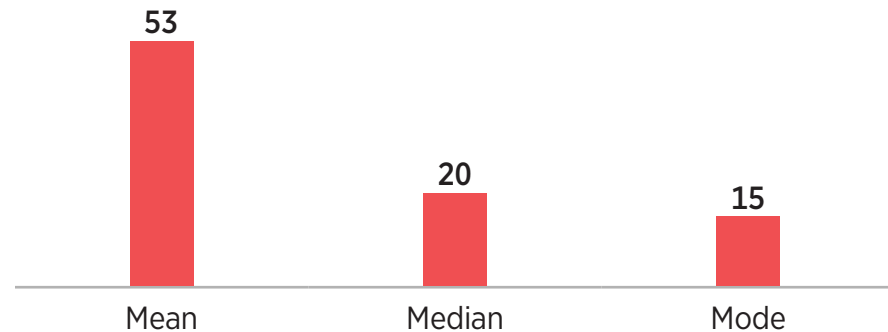
Live, Instructor-Led Traditional Classrooms

More than 60 percent of organizations used live, instructor-led traditional classrooms in 2024. Other research conducted by ATD has found that US workers prefer this method.¹²

The median class size for live, instructor-led traditional classrooms was 20 learners. The mode was 15 learners.

The median instructor-led traditional classroom training program had 20 learners.

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



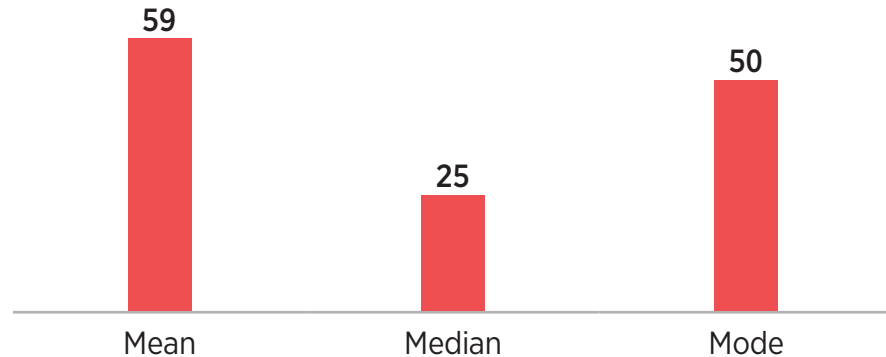
Live, Instructor-Led Virtual Classrooms

Nearly 60 percent of organizations used live, instructor-led virtual classrooms in 2024. Well-designed virtual classroom learning programs can be as effective as in-person learning because they can be scaled, offer flexibility, and promote spaced learning.¹³

The median class size for live, instructor-led virtual classrooms was 25 learners. The mode was 50 learners.

The median live, instructor-led virtual classroom had 25 learners.

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

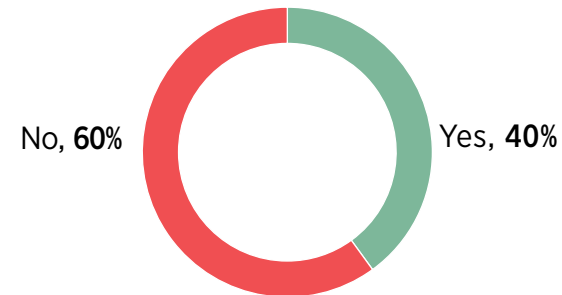


Asynchronous E-Learning

Forty percent of organizations used asynchronous or self-paced e-learning in 2024. This is a decrease from 2023, when 57 percent used this method. When employees have the chance to work flexibly, most will take it.¹⁴ As such, delivering self-paced e-learning is a way for organizations to offer employees flexibility in their work arrangements.

2 in 5 organizations use asynchronous e-learning.

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



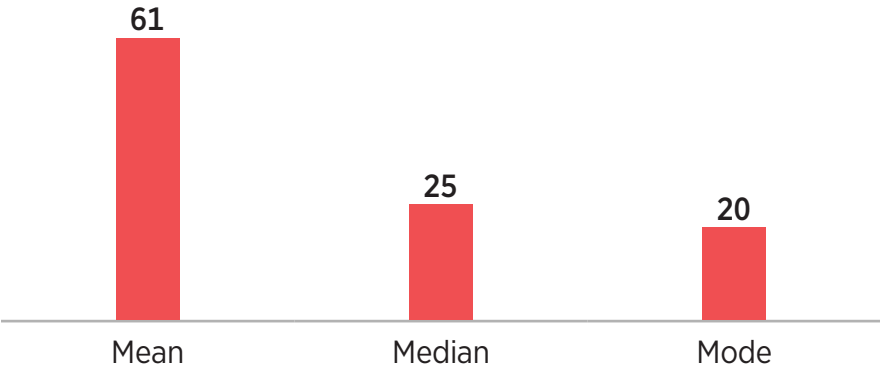
Hybrid Learning

Fifty-four percent of organizations used hybrid learning in 2024. Hybrid learning programs are characterized by a simultaneous facilitation of the traditional and virtual classroom.

The median class size for hybrid learning was 25 learners. The mode was 20 learners.

The median hybrid training program had 25 learners.

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



Blended Learning

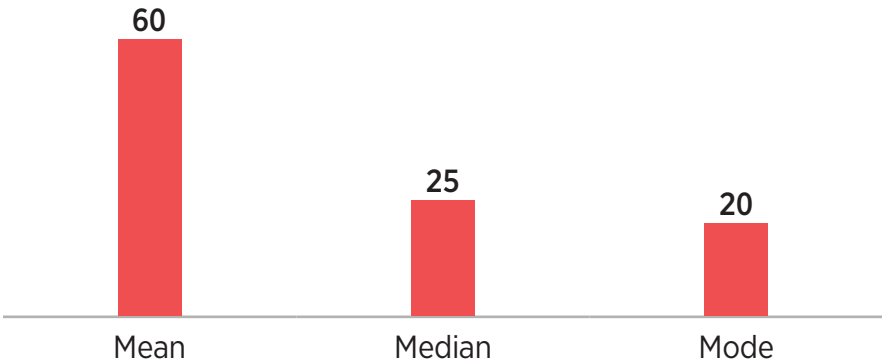
More than 40 percent of organizations used blended learning in 2024. This was a decrease from 2023, when 53 percent reported using this method. Blended learning programs combine synchronous and asynchronous learning.

Other research conducted by ATD in 2024 found that at least half of all learning content is blended at 71 percent of organizations.¹⁵

The median class size for blended learning was 25 learners. The mode was 20 learners.

The median blended learning training program had 25 learners.

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



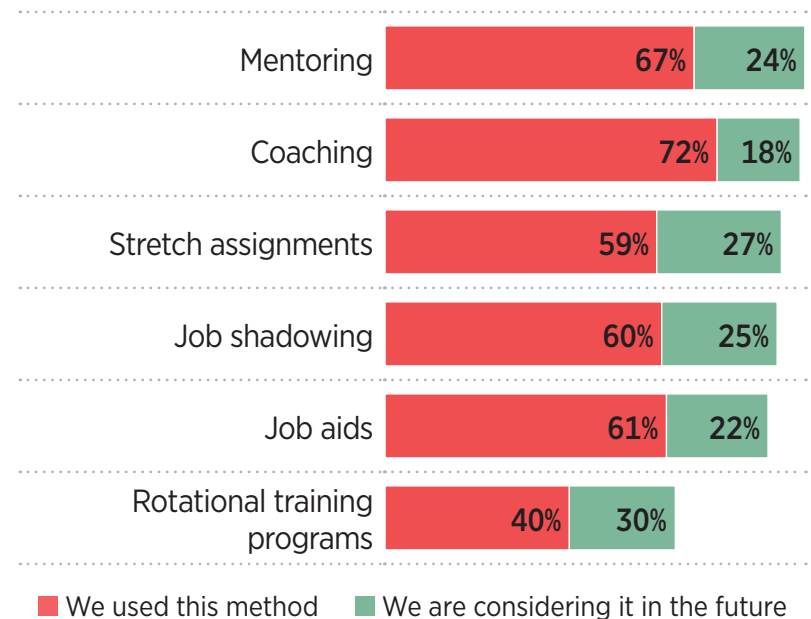
On-the-Job Learning

The learning hours discussed thus far have referred to formal learning hours, which are standalone hours not embedded in work activities. Recognizing that this data doesn't capture valuable on-the-job development, this section includes a comprehensive snapshot of learning during work. This report defines on-the-job training as a delivery system that dispenses training to employees as needed.¹⁶ ATD's *TDBoK Guide* outlines different types of on-the-job training:

- 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.”
- Coaching, as defined by the ICF, is “partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.”
- 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.”
- Job shadowing is “when an employee works alongside a professional in a certain field or department to observe requirements firsthand.”
- A job aid is “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.”
- 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,” according to Indeed.¹⁷

Organizations offer a variety of on-the-job learning opportunities.

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



Professional Association Activities

The percent of organizations providing employees with financial support for memberships in professional associations fell slightly in 2024—from 62 percent in 2023 to 55 percent.

The percent of organizations providing employees with financial support for conference attendance also fell slightly in 2024—from 65 percent in 2023 to 58 percent.

Employees benefit from joining professional associations because they offer opportunities to build knowledge and skills, keep up to date on industry news and trends, and network with others in the field.¹⁸

More than half of organizations provide support for professional association activities.

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



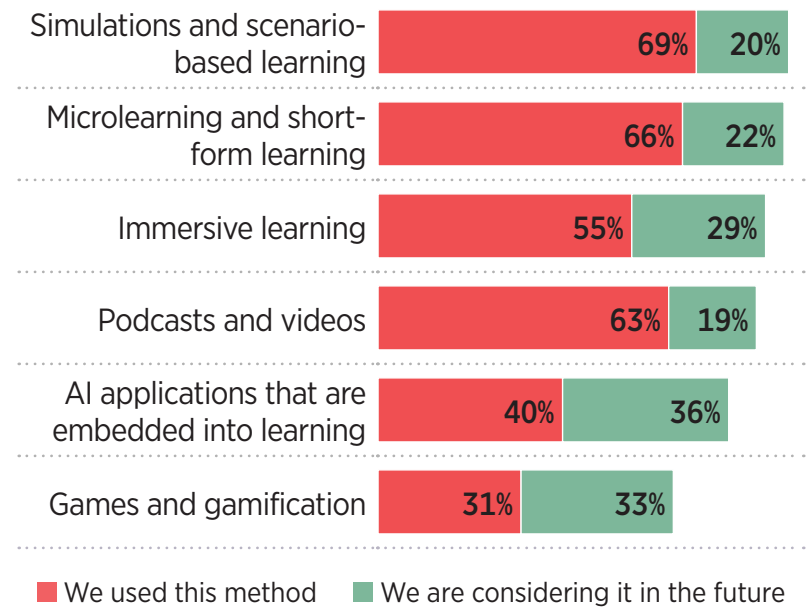
Technology-Based Learning Methods

ATD Research asked organizations whether they used six technology-based learning methods. The following definitions come from ATD's *TDBoK Guide*:¹⁹

- Simulations and scenario-based learning are defined as “a self-contained immersive environment the learner interacts with to learn or practice skills or knowledge.”
- Microlearning and short-form learning are ways to “enhance learning and performance in the most efficient and effective manner possible through short pieces of content.”
- Immersive technologies include “augmented reality, virtual reality, or a combination” and “allow learners to be immersed so that they are, or feel like they are, experiencing the actual learning environment.”
- 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.”
- Videos are defined as “a one-way delivery of live or recorded full motion pictures.”
- Artificial intelligence (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.”
- Games and gamification are defined as “the application of typical elements of game playing to the design of development initiatives.”

Technology-based learning methods are common for some organizations.

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





Section 6

Data and Analysis

Organizations used a variety of metrics to measure the performance and success of the learning function. Some common metrics were employee satisfaction and time to employee readiness or competence.

Measuring the Learning Function's Performance

The *2025 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. To understand how organizations measure the learning function's performance, ATD Research asked organizations if they used several different metrics (or if they used these metrics for other reasons).

In 2024, the most common metrics used by organizations to measure the learning function's performance were employee satisfaction, productivity improvement, and employee retention. This is nearly the same as 2023, which included customer satisfaction instead of productivity improvement.



Employee Engagement

In 2024, 70 percent of organizations used employee satisfaction to measure the learning function’s performance. This remained relatively steady from 2023, which saw 67 percent of organizations using this metric.

In 2024, 62 percent of organizations used employee retention, which is a slight increase from 57 percent in 2023.

Employee engagement metrics can be helpful because engaged employees typically produce better results than other employees. Employees feel invested in and equipped to achieve when organizations provide the learning and development they need to succeed.²⁰

Employee satisfaction and retention are common metrics used by organizations.

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



(Percentage answering yes.)

Productivity and Quality

In 2024, 62 percent of organizations used productivity improvement to measure the performance of the learning function. This is an increase from 52 percent reported in 2023. Employee productivity is defined as “the amount of work an employee can accomplish within a certain period of time.” When productivity is high, employees have the tools they need to maximize their performance and output.²¹

In 2024, 58 percent of organizations used quality of products or services; this is an increase from 45 percent in 2023.

3 in 5 organizations use productivity improvement to measure the performance of the learning function.

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



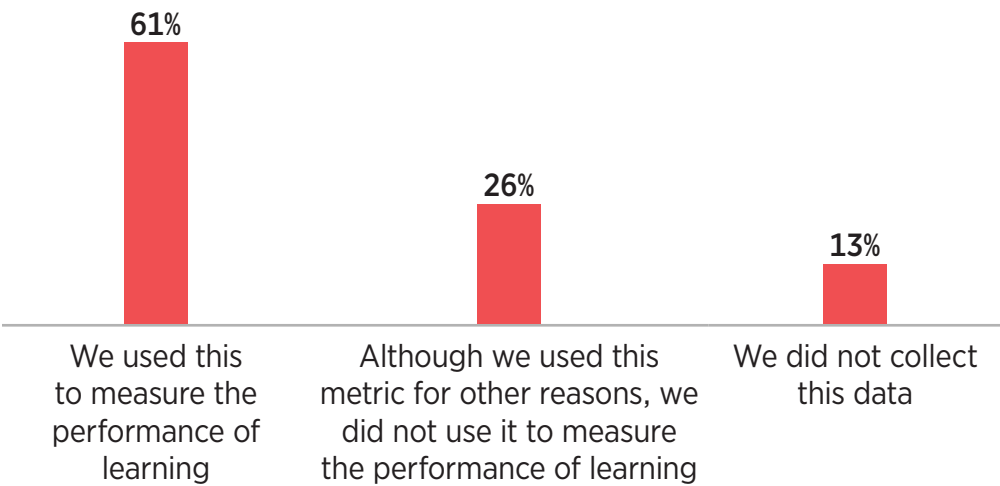
(Percentage answering yes.)

Customer Satisfaction

In 2024, 61 percent of organizations used customer satisfaction to measure the performance of the learning function. In 2023, 55 percent of organizations used this data.

3 in 5 organizations use customer satisfaction to measure the learning function’s performance.

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



Profits and Revenue

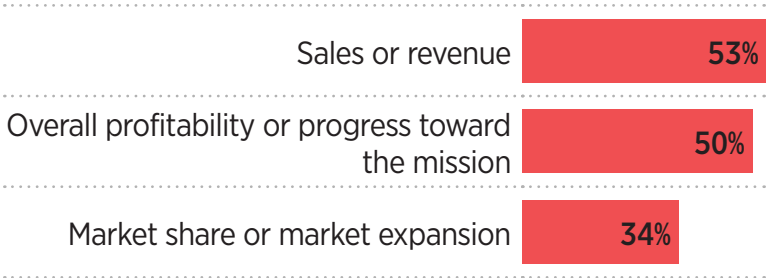
In 2023, 43 percent of organizations used sales or revenue data to measure the learning function’s performance. In 2024, this increased to 53 percent.

In 2024, 50 percent of organizations used overall profitability (or progress toward the mission) to measure performance. This metric increased from 42 percent in 2023.

Market share is defined as the “proportion of total sales in an industry controlled by a particular business.”²² In 2024, 34 percent of organizations used this metric, up from 26 percent in 2023.

A third of organizations use market share 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.)

Measuring the Success of the Learning Function

In this study, organizations were asked what metrics they used to measure the success of the learning function.

In 2024, the most common metrics used were the number of employees trained, number of learning hours delivered, and time to employee readiness or competence. These were the same metrics reported by organizations in 2023.



Content Development

In 2024, 54 percent of organizations used content development costs to determine the success of the learning function. This is a slight increase from 52 percent in 2023.

Content development costs can be influenced by decisions surrounding developing custom content in-house versus curating content from other sources. Additionally, budget, time, and expertise all affect which route an organization takes and the final development cost.²³

Cycle time is defined as the “total amount of time a team spends working on a product to produce products or services, from beginning to completion.”²⁴ In 2024, 49 percent of organizations tracked content development cycle time compared with 46 percent in 2023.

About 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

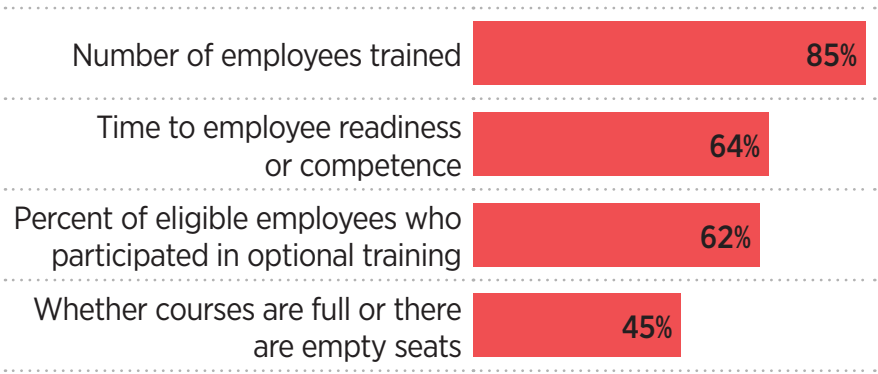
In 2024, 85 percent of organizations tracked the number of employees trained. This was the same percentage as reported in 2023. Although it can be easier to track and calculate attendance numbers, it should be noted that this metric will not tell leaders how effective a training program was.

In 2024, 64 percent of organizations used time to employee readiness or competence to measure the success of the learning function. This remained relatively steady from 2023 (60 percent).

Organizations also used metrics such as percentage of eligible employees who participated in optional training as well as whether courses were full or had empty seats.

Number of employees trained is the most commonly used metric.

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



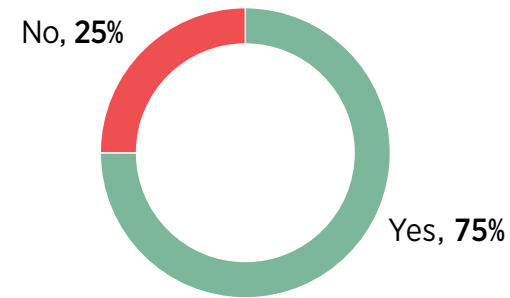
(Percentage answering yes.)

Learning Hours

In 2024, 75 percent of organizations used the number of learning hours delivered as a measure of success. This remained steady from 74 percent in 2023.

Three-quarters of organizations use number of learning hours delivered as a measure of success.

Question: Did your organization use number of learning hours delivered to measure the success of the learning function?



Conclusion and Looking Ahead

In 2024, direct learning expenditure per employee was \$1,254, which is a decrease from 2023 (\$1,283). The average number of formal learning hours used per employee was 13.7 in 2024, a slight decrease from 17.4 in 2023.

Before organizations use this data for benchmarking, ATD makes the following suggestions:


- Note that the data points reported here are averages and that participating organizations change from year to year.
- Don't aim to replicate the data presented. 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 2024. In 2026, ATD Research will collect data from organizations on their learning expenditures and activities for 2025.

ATD Research believes that some of the developments from this year's *State of the Industry* are here to stay, particularly the importance of AI training. As noted earlier, 2024 saw an increase in the percentage of organizations providing both AI practical skills training and AI technical skills training. Additionally, nearly two-thirds of respondents reported expecting their organizations to increase these training offerings in the future.

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





Appendix

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

Small Organizations (n = 80)

Less Than 100 Employees

Learning Hours and Expenditures

Learning hours used per employee	21.6
Average direct expenditure per employee	\$1,965
Cost per learning hour used	\$166
Percent of learning expenditure used for tuition reimbursement	17%
Percent of learning expenditure used for learning supplier expenses	31%
Percent of learning expenditure used for internal costs	52%

TD Staffing

Number of full-time equivalent TD staff	
Mean	6
Median	4
Mode	1
Employees per TD staff member	15

Content Distribution

Executive development training	61%
Managerial and supervisory training	85%
Sales training	61%
Customer service training	74%
Mandatory and compliance training	94%
Communication skills training	61%
Information technology and systems training	70%
New-employee orientation	96%
Product knowledge training	71%
AI technical skills training	53%
AI practical skills training	51%
Diversity, equity, and inclusion training	62%
Teamwork training	78%

Content Delivery Methods

	Using This Method	Mean Class Size
Live, instructor-led traditional classroom	48%	17
Live, instructor-led virtual classroom	50%	19
Asynchronous e-learning	26%	n/a
Hybrid learning	43%	18
Blended learning	29%	16

On-the-Job Learning

Stretch assignments	48%
Rotational training programs	36%
Job shadowing	58%
Mentoring	58%
Coaching	65%
Job aids	56%
Financial support for memberships in professional associations	48%
Financial support for conference attendance	53%

Technology-Based Learning Methods

Immersive learning	57%
AI applications that are embedded into learning	38%
Simulations and scenario-based learning	72%
Microlearning and short-form learning	63%
Games and gamification	28%
Podcasts and videos	64%

Measuring the Learning Function's Performance

Employee satisfaction	68%
Employee retention	60%
Productivity improvement	69%
Quality of products or services	70%
Customer satisfaction	63%
Market share and market expansion	30%
Overall profitability or progress toward the mission	59%
Sales or revenue	58%

Measuring the Success of the Learning Function

Content development cycle time	48%
Content development costs	58%
Percent of eligible employees who participated in optional training	65%
Whether courses are full or there are empty seats	48%
Time to employee readiness or competence	70%
Number of employees trained	82%
Number of learning hours delivered	66%

Medium Organizations (n = 274)

100–2,499 Employees

Learning Hours and Expenditures

Learning hours used per employee	11.7
Average direct expenditure per employee	\$1,195
Cost per learning hour used	\$172
Percent of learning expenditure used for tuition reimbursement	18%
Percent of learning expenditure used for learning supplier expenses	28%
Percent of learning expenditure used for internal costs	54%

TD Staffing

Number of full-time equivalent TD staff	
Mean	67
Median	15
Mode	1
Employees per TD staff member	96

Content Distribution

Executive development training	71%
Managerial and supervisory training	91%
Sales training	65%
Customer service training	77%
Mandatory and compliance training	95%
Communication skills training	74%
Information technology and systems training	79%
New-employee orientation	95%
Product knowledge training	72%
AI technical skills training	52%
AI practical skills training	51%
Diversity, equity, and inclusion training	71%
Teamwork training	81%

Content Delivery Methods

	Using This Method	Mean Class Size
Live, instructor-led traditional classroom	63%	38
Live, instructor-led virtual classroom	54%	68
Asynchronous e-learning	38%	n/a
Hybrid learning	58%	55
Blended learning	40%	63

On-the-Job Learning

Stretch assignments	57%
Rotational training programs	39%
Job shadowing	65%
Mentoring	66%
Coaching	72%
Job aids	60%
Financial support for memberships in professional associations	57%
Financial support for conference attendance	60%

Technology-Based Learning Methods

Immersive learning	52%
AI applications that are embedded into learning	41%
Simulations and scenario-based learning	64%
Microlearning and short-form learning	64%
Games and gamification	29%
Podcasts and videos	62%

Measuring the Learning Function's Performance

Employee satisfaction	72%
Employee retention	63%
Productivity improvement	63%
Quality of products or services	59%
Customer satisfaction	60%
Market share and market expansion	36%
Overall profitability or progress toward the mission	51%
Sales or revenue	56%

Measuring the Success of the Learning Function

Content development cycle time	49%
Content development costs	54%
Percent of eligible employees who participated in optional training	62%
Whether courses are full or there are empty seats	41%
Time to employee readiness or competence	65%
Number of employees trained	85%
Number of learning hours delivered	74%

Large Organizations (n = 102)

2,500 or More Employees

Learning Hours and Expenditures

Learning hours used per employee	10.8
Average direct expenditure per employee	\$445
Cost per learning hour used	\$109
Percent of learning expenditure used for tuition reimbursement	15%
Percent of learning expenditure used for learning supplier expenses	27%
Percent of learning expenditure used for internal costs	58%

TD Staffing

Number of full-time equivalent TD staff	
Mean	98
Median	25
Mode	10
Employees per TD staff member	683

Content Distribution

Executive development training	62%
Managerial and supervisory training	93%
Sales training	70%
Customer service training	85%
Mandatory and compliance training	95%
Communication skills training	80%
Information technology and systems training	80%
New-employee orientation	96%
Product knowledge training	72%
AI technical skills training	59%
AI practical skills training	60%
Diversity, equity, and inclusion training	80%
Teamwork training	82%

Content Delivery Methods

	Using This Method	Mean Class Size
Live, instructor-led traditional classroom	71%	41
Live, instructor-led virtual classroom	77%	70
Asynchronous e-learning	64%	n/a
Hybrid learning	49%	65
Blended learning	57%	70

On-the-Job Learning

Stretch assignments	66%
Rotational training programs	43%
Job shadowing	57%
Mentoring	74%
Coaching	78%
Job aids	71%
Financial support for memberships in professional associations	55%
Financial support for conference attendance	59%

Technology-Based Learning Methods

Immersive learning	59%
AI applications that are embedded into learning	33%
Simulations and scenario-based learning	82%
Microlearning and short-form learning	72%
Games and gamification	34%
Podcasts and videos	67%

Measuring the Learning Function's Performance

Employee satisfaction	69%
Employee retention	59%
Productivity improvement	54%
Quality of products or services	43%
Customer satisfaction	56%
Market share and market expansion	26%
Overall profitability or progress toward the mission	35%
Sales or revenue	38%

Measuring the Success of the Learning Function

Content development cycle time	45%
Content development costs	45%
Percent of eligible employees who participated in optional training	59%
Whether courses are full or there are empty seats	41%
Time to employee readiness or competence	55%
Number of employees trained	89%
Number of learning hours delivered	81%

Goods Producing Industries (n = 117)

Including Natural Resources and Mining, Construction, and Manufacturing

Learning Hours and Expenditures

Learning hours used per employee	10.7
Average direct expenditure per employee	1,204
Cost per learning hour used	\$178
Percent of learning expenditure used for tuition reimbursement	20%
Percent of learning expenditure used for learning supplier expenses	29%
Percent of learning expenditure used for internal costs	51%

TD Staffing

Number of full-time equivalent TD staff	
Mean	73
Median	20
Mode	1
Employees per TD staff member	220

Content Distribution

Executive development training	70%
Managerial and supervisory training	92%
Sales training	71%
Customer service training	78%
Mandatory and compliance training	97%
Communication skills training	68%
Information technology and systems training	77%
New-employee orientation	92%
Product knowledge training	77%
AI technical skills training	71%
AI practical skills training	65%
Diversity, equity, and inclusion training	72%
Teamwork training	84%

Content Delivery Methods

	Using This Method	Mean Class Size
Live, instructor-led traditional classroom	57%	28
Live, instructor-led virtual classroom	44%	50
Asynchronous e-learning	36%	n/a
Hybrid learning	62%	58
Blended learning	38%	46

On-the-Job Learning

Stretch assignments	68%
Rotational training programs	47%
Job shadowing	68%
Mentoring	67%
Coaching	73%
Job aids	64%
Financial support for memberships in professional associations	60%
Financial support for conference attendance	62%

Technology-Based Learning Methods

Immersive learning	67%
AI applications that are embedded into learning	52%
Simulations and scenario-based learning	74%
Microlearning and short-form learning	67%
Games and gamification	33%
Podcasts and videos	68%

Measuring the Learning Function's Performance

Employee satisfaction	70%
Employee retention	70%
Productivity improvement	78%
Quality of products or services	69%
Customer satisfaction	62%
Market share and market expansion	41%
Overall profitability or progress toward the mission	61%
Sales or revenue	64%

Measuring the Success of the Learning Function

Content development cycle time	54%
Content development costs	61%
Percent of eligible employees who participated in optional training	69%
Whether courses are full or there are empty seats	46%
Time to employee readiness or competence	73%
Number of employees trained	86%
Number of learning hours delivered	75%

Trade, Transportation, and Utilities (n = 72)

Includes Wholesale Trade, Retail Trade, Transportation and Warehousing, and Utilities

Learning Hours and Expenditures

Learning hours used per employee	16
Average direct expenditure per employee	\$1,176
Cost per learning hour used	\$182
Percent of learning expenditure used for tuition reimbursement	16%
Percent of learning expenditure used for learning supplier expenses	28%
Percent of learning expenditure used for internal costs	56%

TD Staffing

Number of full-time equivalent TD staff	
Mean	84
Median	20
Mode	20
Employees per TD staff member	251

Content Distribution

Executive development training	75%
Managerial and supervisory training	97%
Sales training	85%
Customer service training	86%
Mandatory and compliance training	94%
Communication skills training	75%
Information technology and systems training	83%
New-employee orientation	96%
Product knowledge training	85%
AI technical skills training	66%
AI practical skills training	61%
Diversity, equity, and inclusion training	78%
Teamwork training	86%

Content Delivery Methods	Using This Method	Mean Class Size
Live, instructor-led traditional classroom	47%	27
Live, instructor-led virtual classroom	56%	43
Asynchronous e-learning	32%	n/a
Hybrid learning	60%	43
Blended learning	36%	42

On-the-Job Learning

Stretch assignments	57%
Rotational training programs	42%
Job shadowing	63%
Mentoring	58%
Coaching	81%
Job aids	54%
Financial support for memberships in professional associations	42%
Financial support for conference attendance	44%

Technology-Based Learning Methods

Immersive learning	64%
AI applications that are embedded into learning	51%
Simulations and scenario-based learning	76%
Microlearning and short-form learning	71%
Games and gamification	26%
Podcasts and videos	65%

Measuring the Learning Function's Performance

Employee satisfaction	75%
Employee retention	71%
Productivity improvement	79%
Quality of products or services	67%
Customer satisfaction	67%
Market share and market expansion	32%
Overall profitability or progress toward the mission	58%
Sales or revenue	74%

Measuring the Success of the Learning Function

Content development cycle time	51%
Content development costs	60%
Percent of eligible employees who participated in optional training	68%
Whether courses are full or there are empty seats	49%
Time to employee readiness or competence	76%
Number of employees trained	88%
Number of learning hours delivered	82%

Education and Health Services (n = 84)

Includes Education Services, Healthcare, and Social Assistance

Learning Hours and Expenditures

Learning hours used per employee	12.8
Average direct expenditure per employee	\$1,086
Cost per learning hour used	\$138
Percent of learning expenditure used for tuition reimbursement	19%
Percent of learning expenditure used for learning supplier expenses	30%
Percent of learning expenditure used for internal costs	51%

TD Staffing

Number of full-time equivalent TD staff	
Mean	71
Median	12
Mode	1
Employees per TD staff member	221

Content Distribution

Executive development training	63%
Managerial and supervisory training	83%
Sales training	48%
Customer service training	79%
Mandatory and compliance training	94%
Communication skills training	70%
Information technology and systems training	78%
New-employee orientation	99%
Product knowledge training	63%
AI technical skills training	44%
AI practical skills training	46%
Diversity, equity, and inclusion training	71%
Teamwork training	82%

Content Delivery Methods

	Using This Method	Mean Class Size
Live, instructor-led traditional classroom	69%	38
Live, instructor-led virtual classroom	60%	94
Asynchronous e-learning	38%	n/a
Hybrid learning	45%	83
Blended learning	35%	43

On-the-Job Learning

Stretch assignments	45%
Rotational training programs	38%
Job shadowing	66%
Mentoring	67%
Coaching	71%
Job aids	58%
Financial support for memberships in professional associations	43%
Financial support for conference attendance	45%

Technology-Based Learning Methods

Immersive learning	51%
AI applications that are embedded into learning	31%
Simulations and scenario-based learning	70%
Microlearning and short-form learning	62%
Games and gamification	34%
Podcasts and videos	58%

Measuring the Learning Function's Performance

Employee satisfaction	76%
Employee retention	64%
Productivity improvement	54%
Quality of products or services	57%
Customer satisfaction	60%
Market share and market expansion	28%
Overall profitability or progress toward the mission	48%
Sales or revenue	36%

Measuring the Success of the Learning Function

Content development cycle time	52%
Content development costs	51%
Percent 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	68%
Number of employees trained	87%
Number of learning hours delivered	74%

Service Providing Industries (n = 112)

Includes Information, Financial Activities, Professional and Business Services, Leisure, and Hospitality

Learning Hours and Expenditures

Learning hours used per employee	7.1
Average direct expenditure per employee	\$1,390
Cost per learning hour used	\$158
Percent of learning expenditure used for tuition reimbursement	18%
Percent of learning expenditure used for learning supplier expenses	30%
Percent of learning expenditure used for internal costs	52%

TD Staffing

Number of full-time equivalent TD staff	
Mean	61
Median	11
Mode	2
Employees per TD staff member	187

Content Distribution

Executive development training	73%
Managerial and supervisory training	90%
Sales training	78%
Customer service training	78%
Mandatory and compliance training	92%
Communication skills training	72%
Information technology and systems training	82%
New-employee orientation	94%
Product knowledge training	80%
AI technical skills training	56%
AI practical skills training	54%
Diversity, equity, and inclusion training	74%
Teamwork training	78%

Content Delivery Methods

	Using This Method	Mean Class Size
Live, instructor-led traditional classroom	64%	47
Live, instructor-led virtual classroom	65%	61
Asynchronous e-learning	37%	n/a
Hybrid learning	52%	54
Blended learning	49%	74

On-the-Job Learning

Stretch assignments	63%
Rotational training programs	35%
Job shadowing	61%
Mentoring	74%
Coaching	71%
Job aids	62%
Financial support for memberships in professional associations	63%
Financial support for conference attendance	64%

Technology-Based Learning Methods

Immersive learning	51%
AI applications that are embedded into learning	39%
Simulations and scenario-based learning	65%
Microlearning and short-form learning	67%
Games and gamification	28%
Podcasts and videos	67%

Measuring the Learning Function's Performance

Employee satisfaction	70%
Employee retention	60%
Productivity improvement	56%
Quality of products or services	50%
Customer satisfaction	64%
Market share and market expansion	41%
Overall profitability or progress toward the mission	51%
Sales or revenue	58%

Measuring the Success of the Learning Function

Content development cycle time	51%
Content development costs	60%
Percent of eligible employees who participated in optional training	63%
Whether courses are full or there are empty seats	52%
Time to employee readiness or competence	62%
Number of employees trained	82%
Number of learning hours delivered	73%

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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.



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



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