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STEVE MORTENSEN,
MANAGER OF HR LEARNING
GROUP, INTERVOICE, DALLAS

By any measure, it has been a difficult year. The recovery from the horrific events of Sept. 11 has been accentuated by a lingering recession and continuing discoveries of corporate malfeasance. By July, the unemployment rate had risen to 5.9 percent, up from 4.8 percent a year ago, according to the Bureau of Labor Statistics. That same month, the number of people working part time despite a preference for full-time work increased by 278,000 to 4.2 million—a figure that has grown by nearly 1 million since March 2001, according to the BLS.

Finding work has been more difficult since Sept. 11. The average job search has lengthened to 3.5 months in the three quarters since the Sept. 11 tragedy, a 40 percent increase from the same time period in 2001, according to research firm Challenger Gray & Christmas, Chicago—the highest average since the firm began tracking the statistic 17 years ago. The firm also tracked job cuts, which swelled 23 percent to 1.65 million in the 11 months following Sept. 11.

And recovery has come in fits and starts. While the economy grew at a 5 percent clip during the first quarter of the year, growth slowed to a lackluster annual rate of 1.1 percent in the economic quarter from April to June, according to a report released in late August by the Commerce Department's Bureau of Economic Analysis.

Yet, with the economy continuing to slide, training professionals seem to be maintaining ground. *Training's* annual salary survey finds the training professional's average base salary is at \$67,640, a 7.1 percent increase over last year's \$63,177. Despite the increase in average base salary, the survey discovers that most training professionals once again failed to collect raises on par with the general wage-earning public. Training professionals received an average raise of nearly 3.9 percent, which trailed the 4.5 percent average wage increase received by the overall public, according to the 2001-02 Total Salary Increase Budget Survey from WorldatWork, Scottsdale, Ariz. But then again, it depends on whom you ask, and when.

"We have seen general pay increases remain consistent—between 4.5 and 4.6 percent—over the past six or seven years across the general population," says Joe Vocino, a compensation consultant with Mercer Human Resource Consulting, Philadelphia. "We are now seeing aggregate raises below 4 percent." Predictions made by companies in 2001 showed pay increases were to remain steady for the upcoming year. However, when Mercer surveyed companies again in the wake of Sept. 11, organizations predicted average pay would increase between

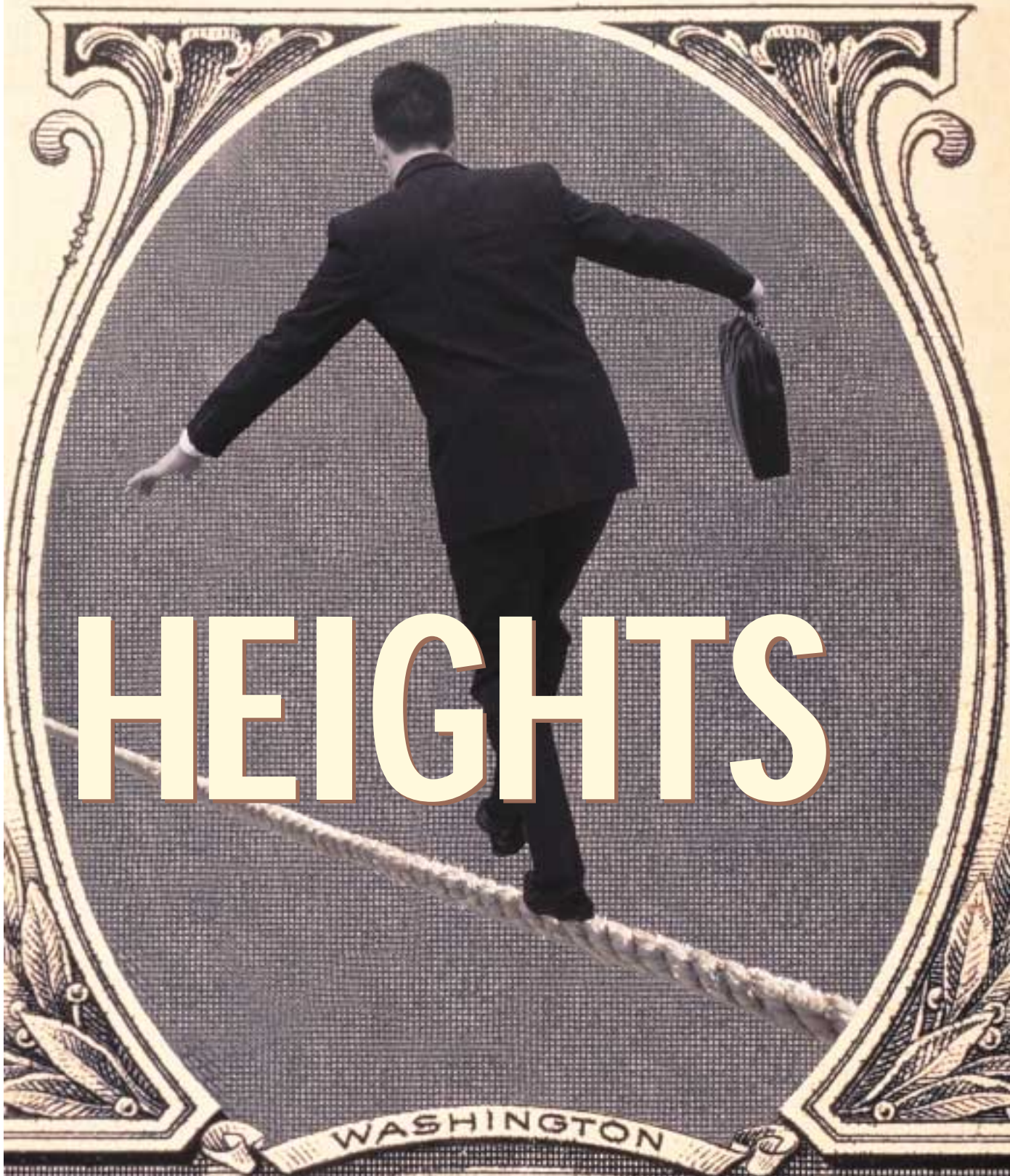
WITHERING

21ST ANNUAL SALARY SURVEY

With economic conditions and organizational structures in flux, determining your value to the corporation remains an arduous but essential responsibility.

BY JOEL SCETTLE

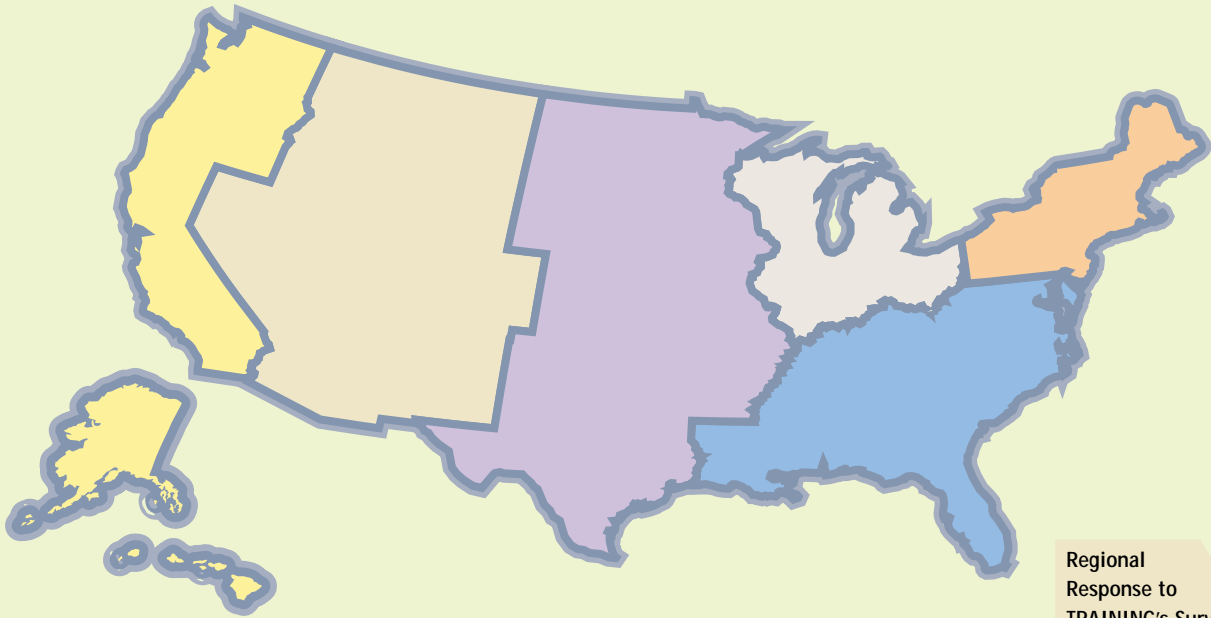
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TRAINING SALARIES By Region



	Pacific	West Central	Central	Great Lakes	Northeast	Southeast
Regional Average	\$74,555	\$61,235	\$62,539	\$66,087	\$72,158	\$67,409
Percent Difference*	+6.3%	-9.6%	+6.7%	+5.8%	+15.6%	+8.0%
Executive Level/HRD Manager	\$97,865	\$89,933	\$85,377	\$103,679	\$125,045	\$87,142
Department Manager (5+ Trainers)	\$78,196	\$69,559	\$67,547	\$76,919	\$79,748	\$76,378
Department Manager (<5 Trainers)	\$74,747	\$50,986	\$67,560	\$64,250	\$69,452	\$68,719
One-Person Department	\$59,725	\$50,215	\$50,687	\$55,642	\$56,496	\$59,947
IT Training Manager	\$76,277	\$58,067	\$64,423	\$61,395	\$69,546	\$60,397
Classroom Instructor (Computer)	\$54,571	\$57,158	\$49,909	\$59,590	\$55,187	\$49,211
Classroom Instructor (Other)	\$60,643	\$48,189	\$55,829	\$55,876	\$51,617	\$55,480
Instructional Designer (Tech-based)	\$74,270	\$54,453	\$54,795	\$58,004	\$58,948	\$56,745
Instructional Designer (Classroom)	\$65,602	\$55,831	\$49,413	\$52,061	\$59,107	\$55,916
CBT/WEB/Multimedia Designer	\$63,570	\$64,853	\$49,250	\$60,338	\$65,283	\$56,011
Consultant/Outside Trainer	\$78,495	\$107,667	\$71,048	\$80,939	\$78,319	\$79,169
Personnel Manager/Specialist	\$76,768	\$69,400	\$45,362	\$54,313	\$56,677	\$65,346

Regional Response to TRAINING's Survey

Pacific 14%	AK, CA, HI, OR, WA
West Central 7%	AZ, CO, ID, MT, NV, NM, UT, WY
Central 18%	IA, KS, MN, MO, NE, ND, OK, SD, TX
Great Lakes 21%	IL, IN, MI, OH, WI
Northeast 23%	CT, DE, ME, MD, MA, NH, NJ, NY, PA, RI, VT
Southeast 16%	AL, AR, DC, FL, GA, KY, LA, MS, NC, SC, TN, VA, WV

*Indicates the difference between each region's average training salary and the national average training salary. Pacific region includes Alaska and Hawaii.

2.9 percent and 3.1 percent for 2002.

Reality has evidently caught up with diminishing expectations. Data released in August from a compensation survey, conducted jointly by Mercer and the Society for Human Resource Management (SHRM), revealed salary increases in some fields were next to nil.

"It has been a real tough year for HR," says Vocino. "In fact, for some of the most highly populated positions in HR, we are seeing average pay increases below 2 percent. And that's mirrored throughout all of the HR disciplines." The continued fallout from Sept. 11, along with the struggling economy and the growing talent pool competing for fewer jobs, are the most obvious reasons cited for the downward shift. "A tremendous number of organizations have laid off people

and scaled back HR operations," Vocino says. "That really is the driving force in the slowdown of HR pay increases."

Great Expectations

Even though salaries and raises have remained flat, training professionals generally feel satisfied with their compensation. Nearly 70 percent of those making more than \$65,000 feel they are adequately paid for their responsibilities. Predictably, nearly the same percentage of those earning less than \$40,000 believes their salaries are low for their responsibilities. Yet, despite how training professionals feel about remuneration and job responsibility, some survey respondents noted a discrepancy between salary expectations and economic reality.

"Salary expectations are high despite the current economy,"

COMPANIES WITH EMPLOYEES TOTALING:

Average Salary:	OVERALL AVERAGE \$67,640	FEWER THAN 100 \$73,459	100 – 499 \$60,961	500 – 749 \$65,509	750 – 999 \$61,168	1,000 – 2,499 \$65,614
JOB CATEGORY						
Executive-Level Training/HRD Manager	\$101,543	\$82,419	\$ 78,929	\$104,770	\$ 91,928*	\$104,512
Executive-Level Management	104,359	98,296	106,304	83,663*	91,000*	110,527
Department Manager (5+ Trainers)	75,174	62,400	63,200	71,025	73,270*	77,531
Department Manager (<5 Trainers)	67,240	63,012	63,464	62,085	58,957	65,698
One-Person Department	55,951	50,309	54,710	55,952	62,383	54,002
IT Training Manager	65,757	69,167*	49,773	65,904*	54,000*	69,071
Classroom Instructor (Comp. Skills)	53,901	57,424*	58,365	53,745*	46,958	50,291
Classroom Instructor (Other)	54,825	51,071*	53,275	52,612*	71,016*	56,746
Instructional Designer (Tech-based)	59,351	50,829	57,724	54,257*	58,362*	55,463
Instructional Designer (Classroom)	56,534	48,375*	55,638	55,050*	60,000*	53,873*
CBT/WEB/Multimedia Designer	60,236	60,701	56,560	48,456*	44,825*	59,809
Career/OD Specialist	66,129	68,260	60,368	65,454*	57,900*	60,099
Consultant	78,796	83,793	78,071*	104,000*	NR	68,781*
Personnel Manager/Specialist	60,691	49,346*	59,088	71,714*	50,778*	57,761
Staff Manager Other than Training/HRD	69,422	58,482	74,324	47,103*	38,500*	71,367*
INDUSTRY						
Manufacturing	70,836	54,892*	65,148	75,893	58,198	68,100
Transportation/Utilities	68,992	95,000*	53,958*	56,486*	50,592*	74,041
Communications	75,696	129,469	59,602	70,732*	60,833*	71,934*
Finance/Bnkg./Real Estate/Insur.	68,974	59,561	60,820	85,400	65,529	76,742
Consulting	89,729	NR	NR	NR	NR	NR
Retail/Wholesale/Distribution	68,886	52,200*	68,107	63,536*	116,300*	82,275*
Hospitality/Business Services	68,321	69,483	62,807	63,974	67,425	65,639
Health/Medical Services	68,002	70,992	64,338	59,941	67,475	60,319
Education/Academic Institution	58,258	61,967	56,148	64,268	56,772	57,548
Government/Military	63,222	56,450	60,784	57,387	49,610	60,606
GROSS SALES/ASSETS						
Less than \$1 million	68,374	73,934	58,191	60,673*	52,249*	53,549
\$1 million to \$49.9 million	64,908	76,688	60,808	63,957	56,146	58,292
\$50 million to \$399.9 million	67,365	53,137*	68,858	71,196	68,450	68,817
\$400 million to \$999.9 million	71,278	NR	56,423	77,193	68,831*	71,885
\$1 billion to \$9.9 billion	74,900	NR	54,816	59,213*	61,447*	69,668
\$10 billion or more	78,022	NR	NR	NR	55,796*	82,197*
EDUCATION						
No College Degree	57,270	59,797	53,341	51,553	49,824	58,151
Bachelor's Degree	65,573	65,888	58,850	63,214	61,303	63,357
Master's Degree	70,319	78,493	61,438	68,453	65,065	67,816
Doctoral Degree	84,428	106,563	80,203	75,121	69,296	81,688
YEARS OF EXPERIENCE						
Three years or less	59,531	61,911	54,859	61,414	46,949	56,022
4 to 7 years	63,331	65,045	59,900	63,608	59,497	62,167
8 to 12 years	70,326	82,473	62,035	59,288	65,610	68,463
13 years or more	75,725	82,701	65,488	71,117	69,111	72,686

*Fewer than 10 Responses. NR=No Responses

2,500 – 9,999	10,000 – 24,999	25,000 – 49,999	50,000 OR MORE
\$67,028	\$68,257	\$80,983	\$75,956

\$ 97,407	\$ 97,260*	\$135,071*	\$132,095
134,333*	158,166*	129,250*	156,767*
77,085	75,860	79,513	82,765
71,598	70,716	85,597	72,959
53,934	57,433*	99,200*	61,606
63,694	60,587*	80,424*	79,226
53,813	53,347	49,700*	59,716
54,498	51,484	55,423*	59,424
60,075	52,971	80,228	61,641
60,177	56,699*	66,512*	52,068
55,919	60,928	76,765*	68,315
62,913	78,725	69,054*	74,778
55,245*	59,641*	82,000*	NR
70,994*	NR	47,000*	69,860*
63,142	88,275*	74,650*	83,253
72,331	61,866	90,086	77,638
65,690	71,819	65,595	71,617
65,267	67,208*	62,312*	74,424
69,638	66,407	71,695	71,840
NR	NR	NR	NR
65,427	60,418	88,147*	65,398
69,568	80,747	60,500*	78,678
65,819	74,412	72,831	94,153
56,846	53,888	67,256*	55,800
62,438	67,929	90,595	74,085
45,078*	58,000*	73,000*	54,275*
57,207	53,408*	76,923*	70,767
64,934	61,621	57,562*	57,536*
73,743	75,603	75,648*	47,820*
75,178	72,777	84,165	77,295
65,961	72,808	87,096	79,018
59,915	50,969	91,420*	57,661
65,555	66,908	73,305	76,386
67,100	71,388	84,987	80,357
84,920	86,795*	85,820	80,796
60,375	71,084	63,554	64,455
63,461	58,578	76,554	69,612
66,617	69,522	90,320	74,693
73,995	76,080	86,532	90,232

says Allison Price, communications and learning manager at RBC Liberty Insurance, Greenville, S.C. "Given the current state of our economy, I think people are just glad to have a job and do not question their salary. Expectations should be set around the current economy and the total benefits package offered."

Surely, much of corporate America may agree with Price's sentiment. Nearly three-quarters of American workers believe unemployment will continue to rise in the coming year, according to a recent survey conducted by Right Management Consultants, an organizational consulting firm based in Philadelphia. Yet, oddly enough, 76 percent of those surveyed trust that they, personally, would be spared from any future layoffs.

While individual salaries continue to maintain ground, respondents indicate that many training salary budgets have still been pruned. Nearly all of those interviewed for this story responded that they are being asked to do more with fewer resources and shrunken staffs.

"I see increased work within departments," says Steve Mortensen, manager of HR Learning Group at Intervoice, a Dallas-based telecommunications firm with more than 800 employees worldwide. "We have gone from a team of four to a team of two, with no pay increase and none in sight for at least six months. We have increased responsibility with increased demands on our time and extremely high expectations. We have to do a lot more with a lot less."

An Attitude Adjustment

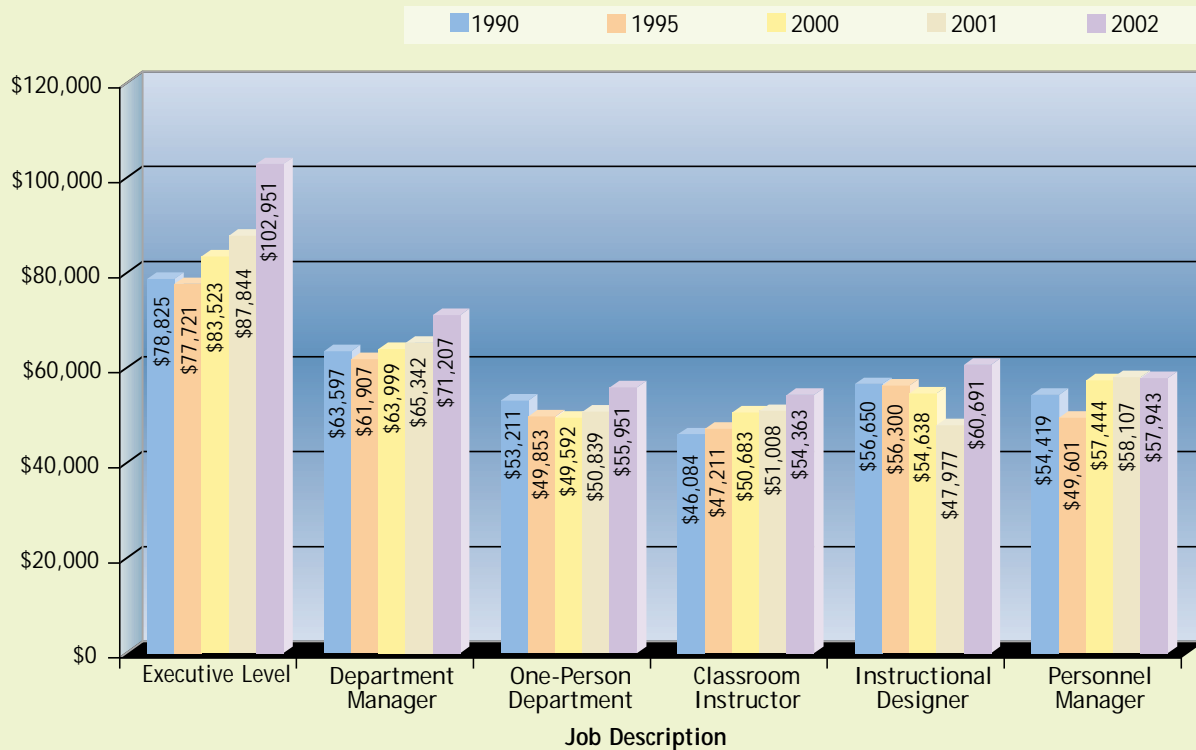
One result of the lingering economic slump is that many competent people have been placed in the job market, increasing the number of candidates for open positions and inhibiting the salary growth of the late 1990s. Those who most feel the consequences of such salary stagnation are newcomers to the training field.

"Things were pretty crazy. Prior to last year, the economy was booming and for new college graduates the job market was unbelievably good," says Mimi Collins, director of information for the National Association of Colleges and Employers (NACE), an organization that comprises universities and various-sized companies working to bridge higher education and the work world. "There were a number of reasons for that, not the least of which was the low unemployment rate. Many employers preferred to hire experienced people, but they couldn't find them. Other employers looked at new college graduates because they couldn't afford the more experienced people. So you had a number of employers who were looking at new college graduates who probably wouldn't have under other circumstances."

Plus, industries such as highly technical fields and computer science were flourishing, says Collins, and demand for young graduates with the latest skills remained high. No more.

When asked to compare the number of graduates they expect to hire in 2001-2002 to those they actually hired the previous year, employers reported a 36 percent drop in college hiring, according to NACE's Summer 2002 Salary Survey. Among those categories with the biggest decline in hiring was consulting, which accounted for 19 percent of all new job offers last year, and fell to just 2.6 percent of all new offers

TRAINING SALARY COMPARISONS



this year. The hit to the consulting field in particular has been felt by more than just new grads. In *Training's* salary survey, consulting salaries on average fell by more than 10 percent.

Not surprisingly, salaries for new recruits fresh from college have also trended downward, says Collins. This year starting salaries fell in nearly every business discipline, according to NACE research, including training and HR fields. Newly minted grads can expect a job market, with similar salaries to match, that hasn't been this poor since the last recession nearly 12 years ago.

"Starting salaries in HR have fallen about 2 percent," says Collins. "That's not terrible, especially when you look at other groups who have seen much bigger drops."

But to some employers, new recruits' attitudes haven't fully recovered from the go-go '90s. "Salary requirements are usually higher for recruits with no job experience," says *Training* survey respondent Thomas Lippie, president and CEO of Client First Associates, an organizational development consulting firm located in Northampton, Mass. "Corporate America's signing bonuses and other perks during boom times have a lot to do with this. Plus, our educational institutions, both secondary and above, do little to give recruits a realistic perspective."

Yet, Collins is quick to defend the class of 2002. Each year NACE conducts its Graduating Student and Alumni Survey, which actually measures student attitudes regarding the job market. Collins says this year's survey found students to be

uneasy and unsure of what they are qualified to do. The survey also discovered students feel they lack the experience required to enter today's market, but it also found that students have maintained levelheaded compensation expectations.

"I think there is the perception that some students ask for the moon and the stars," says Collins. "But overall they are pretty realistic about salaries. People coming out of school now know a lot more about the world of work than a lot of other groups did. They have more access to information. They have been primed to understand what's going on in the job market."

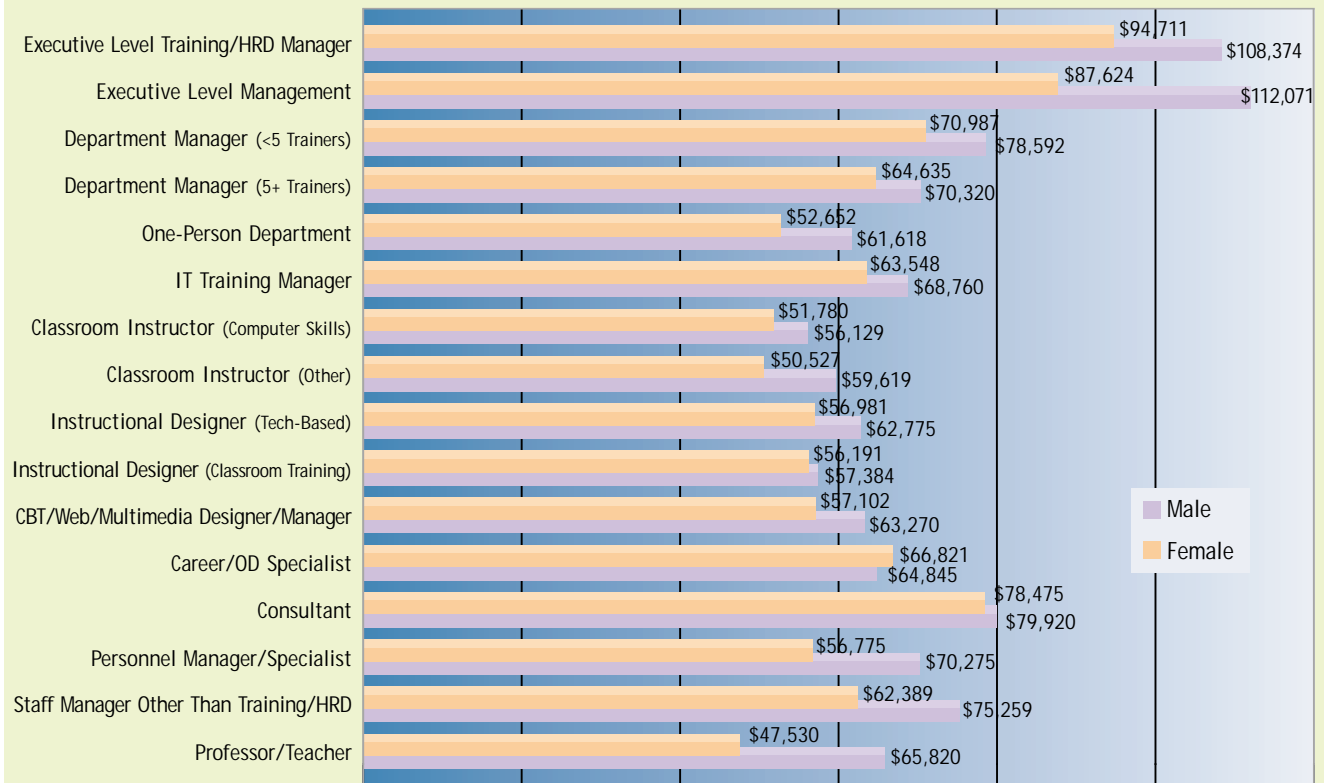
And what's going on is not good, as new recruits and seasoned veterans alike must adjust to an ever-changing employment environment.

"Expectations should be in line with reality," says *Training* survey respondent Clay Curtis, vice president of training sales and support at Crossmark, a sales and marketing consulting company based in Plano, Texas. "Right now, people are seeing the effects of a business cycle that was not based on reality. Now we must adjust, which will force us to curb our expectations." Aside from dollars, employees are beginning to look for stability, Curtis believes, as many have sought opportunities with companies that promised success and failed to deliver on expectations.

"Job seekers are concerned with money, no doubt," Curtis says. "However, they are doing their due diligence regarding the prospective employer's ability to deliver sustained opportunity and viability."

(Continued on page 44)

SALARIES BY GENDER



A Gender Gap?

Despite changes in workplace demographics over the past few decades, one statistic refuses to budge: gender pay equity. At first glance, *Training's* survey data reveal that women in the training industry earn nearly 16 percent less than their male colleagues—\$62,214 compared to \$74,346. Perhaps some explanations exist for such discrepancies, such as a greater number of men participating in the training survey have more experience, or that women have failed to obtain the same levels of education as men participating in the survey. Yet, the data seem to refute such straightforward explanations.

When salaries are analyzed according to education level, the gender gap widens. Women educated at the highest level—possessing a doctorate degree—receive 20 percent less pay than male colleagues possessing the same. In fact, men who hold only a master's degree earn more on average than women with their Ph.D.s—\$75,906 compared to \$72,695, respectively.

Even more telling, however, is data regarding years of experience. Women earn less than men despite time spent in the field—significantly less. Women just starting in the training field, with less than three years of experience, earn 12 percent less than men with the same length of time on their resumes. Though not quite as pronounced, the gap remains present among professionals with 13 or more years of experience—men on average earning 4 percent more than women. Indeed, the once-existing education gap has closed over the past 30 years, according to the U.S. Census Bureau. In 2000, the proportion of women between the ages of 25 and 34 who have completed four

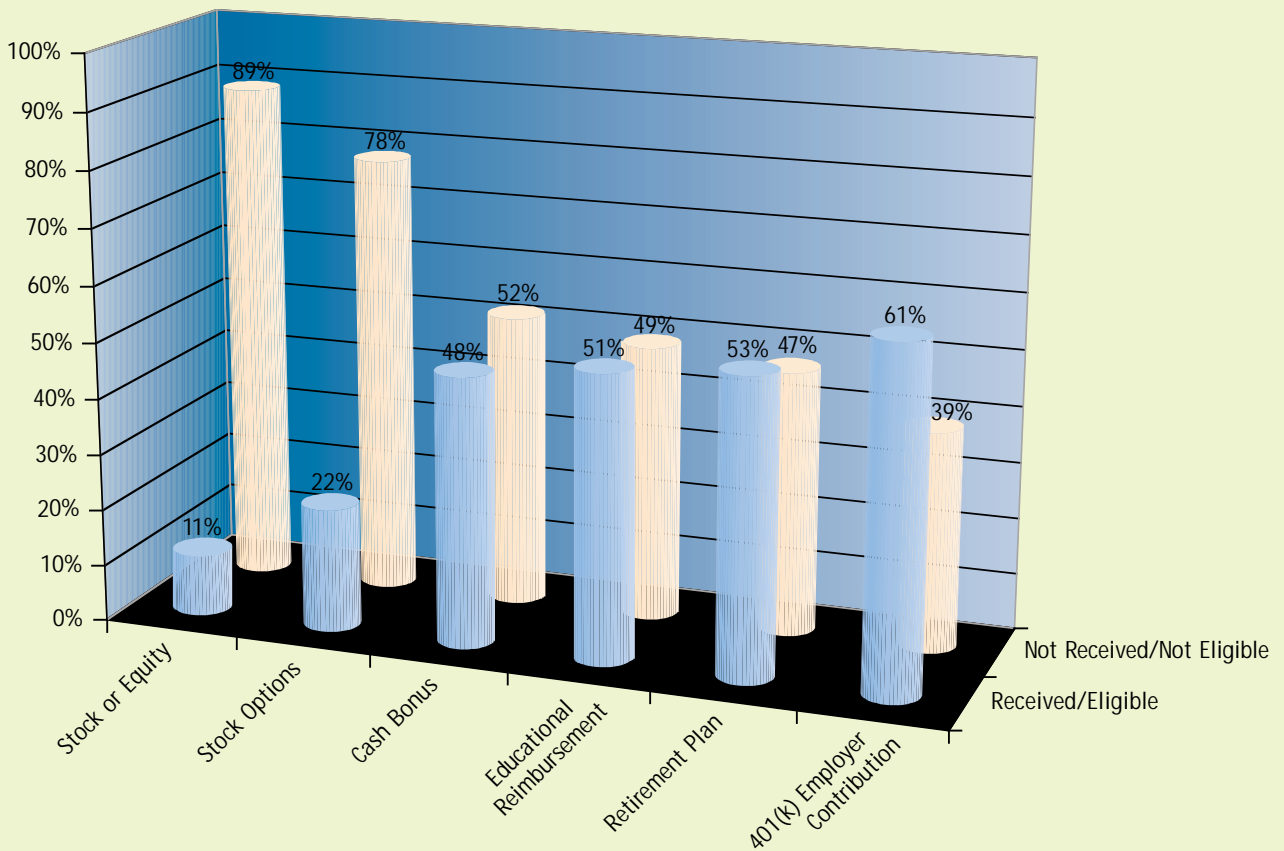
or more years of college was at 30 percent; the share of men in the same age group with the same education was 29 percent.

Still, the information doesn't necessarily support the existence of discrimination. Only when all data are constant—such as age, experience, education and job responsibilities—would such trends emerge. One account for salary inconsistency may be trends surrounding motherhood. According to New York-based nonprofit research firm Catalyst, an advisory organization that works to advance women in business, 72 percent of mothers with children younger than age 18 are in the workforce. Nearly 36 percent of all women will work part time at some point in their careers, which is usually done for childcare reasons—a figure that is on the rise among Gen X professionals.

Despite the bumpy economy, women should negotiate for the best salary offer, says Sheila Worthington, Catalyst president. When beginning their careers, women often accept lower wages, she explains. "I frequently hear women say they feared to negotiate when offered their first position," she says. "Those women will often have lower salaries than the people who negotiated. These losses compound over time, and by retirement the career-long salary gap makes women's retirement earnings pale in comparison to men's."

To combat such salary irregularities, Worthington suggests that women should do their research and learn how much they, along with their male counterparts, are worth on the job market. Once they have determined what colleagues in their field are making and have created their personal "break

WHICH OF THE ADDITIONAL FORMS OF COMPENSATION ARE YOU ELIGIBLE FOR, OR HAVE YOU RECEIVED IN THE PAST YEAR?



point,” Worthington says they should prepare to turn down an offer or look elsewhere if they don’t get what they need.

A Holistic View

So where are we heading? Few statistics reveal the end of the economic doldrums is near. However, barring another terrorist attack or lingering corporate scandals, many believe that recovery has already begun under the radar.

“What we are hearing anecdotally from clients is that now, in the last couple of months, this big ship that is the economy is beginning to turn the other way,” says Mercer’s Vocino. “Our data, even though it is fresh off the presses, won’t catch up with that for some time. It reflects the worsening economy from a few months ago, so we are careful that we don’t overemphasize that the data is heading down. Things are beginning to turn around.”

In its wake, the current recession has already altered corporate remuneration strategies, part of which includes benefits. “We had a 31 percent increase in costs over the last year in health benefits,” says survey respondent James Jones, vice president of HR at Charleston, S.C.-based Trident Health System. “And we have passed along about 12 percent of that cost to employees. With this increase, the benefits offered have been reduced. It is a continuous battle to find a balance between what is appropriate and what is needed, and we

never seem to meet anyplace in the middle.”

Bonuses will also play a larger role in future compensation strategies. According to the Mercer/SHRM survey, 56 percent of organizations reported that training center managers were eligible for short-term incentives (read: bonus); in 2001 that number jumped to 74 percent, and this year it’s at 88 percent. The same holds true for technical training managers: In 2000, 77 percent of organizations offered bonuses for this position; in 2001, 78 percent, and in 2002, 91 percent.

“There are those anomalies, but if you look across positions you also see increases,” says Mercer’s Vocino. “There clearly is a trend. Organizations are beginning to use variable pay much more through the ranks than they ever have.” Part of the reason, he says, is that it offers a way to reward top performers. It is also a method for management to control costs, since rewards are only temporary instead of a permanent increase to an employee’s salary.

Training’s survey results slightly contradicted prevailing trends regarding cash bonuses. This year, only 48 percent of survey respondents reported being eligible for a cash bonus, down from last year’s 54 percent. Yet, the average cash bonus received by those who earned them increased by nearly \$1,000.

Other forms of non-cash compensation also remained steady or declined over the past year. Currently, 60 percent of companies offer training professionals contributions to their

WHAT ARE YOU WORTH?

Use this worksheet to calculate what your age, experience, education and other variables* would net you in the marketplace we surveyed. The total will represent only a ballpark figure.

Base Salary		\$46,509
REGION		
If Great Lakes Region	+	2,870
If Northeast Region	+	8,786
If Pacific Region	+	10,012
INDUSTRY		
If Business Services	+	3,516
If Manufacturing/Publishing	+	5,600
If Communications	+	6,055
If Consulting	+	17,878
PRIMARY FUNCTION OF DEPARTMENT		
If Sales/Marketing Management	+	8,060
If General Corporate/Executive Management	+	10,284
ORGANIZATION'S ANNUAL GROSS SALES		
If Less than \$1 million	-	4,577
If \$50 to \$399.9 million	+	4,134
If \$400 to \$999.9 million	+	7,401
If 1 billion to \$9.9 billion	+	8,268
If More than \$10 billion	+	9,128
EDUCATION		
If No College Degree	-	8,677
If Ph.D.	+	13,653
AGE		
If Under 36	-	12,050
JOB DESCRIPTION		
If Executive-Level Management	+	33,419
If Executive-Level Training/HRD Manager	+	29,562
If Independent Consultant/Outside Provider	+	10,312
If Training Department Manager With 5 Or More Trainers Reporting To You	+	8,674
If Training Department Manager With 1-5 Trainers Reporting To You	+	5,939
If CBT/WEB/Multimedia Programming/Designer	-	6,952
ELIGIBLE FOR CASH BONUS		
If Eligible for a cash bonus	+	5,762
NON-CASH COMPENSATION		
If received stock options	+	10,787
If received other	+	3,927
If received 401K	-	2,470
YEARS OF TRAINING RESPONSIBILITY		
If 8-14 years	+	2,924
If 15 years or more	+	3,050
NUMBER OF TRAINEES		
If 500-2,499	+	2,841
If 2,499-9,999	+	3,282
If 10,000 or more	+	9,264
TOTAL		

*This analysis was conducted only using respondents who identified themselves as full-time employees. Gender was not included in this analysis.

*No significant differences occurred among levels of the following variables: Number of employees in organization, training responsibilities, kinds of training involved in, number of full-time training professionals in U.S., number of full-time training professionals worldwide.

support the trend as well.

Part of the Mercer/SHRM compensation survey measured the number of HR jobs that are among the top five paid positions in organizations—a number that over the years has steadily increased. Three years ago, just fewer than 4 percent of companies surveyed had one of their top five paid positions being an HR person. “In 2000, the figure jumped up to about 6 percent; in the current survey we are seeing almost 8 percent,” says Vocino.

Whether it’s pressure from flattened organizational charts or mere necessity to complete the business tasks at hand with fewer resources, training departments are playing a part in creating a new environment and culture where talent, not rank, is rewarded. At RBC Liberty, Price says, efforts are underway to redeploy talented employees across the organization, rather than laying them off when the demands of a single department abate.

Salary and reward systems will be based less on clearly defined positions within a company, says Vocino. Training departments can play an important role in defining and providing employees and management alike with the types of skills most needed and valued in the organization.

“We are moving to a more self-serve learning center, with courses being offered online so employees can continue to grow—anytime and anywhere,” says RBC Liberty’s Price. “Employees are responsible for their own growth and development, not the manager. Over the next year, employees will take advantage of the training opportunities, so they can continue to grow and change with the organization. As the organization changes, employees must adapt to the new skills required and have the flexibility to take on new positions.”

As the structure of corporations and industries change—and as the country continually struggles to cut through the

enduring economic fog—perhaps Interveice’s Mortensen offers the best advice for individuals and training departments alike: “Be seen, be heard, add value.” ■

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401(k) accounts, a drop of nearly 7 percent from last year.

Training’s salary data reveals one positive trend occurring over the past year: Senior-level training executives are becoming more highly valued members of the management team. Executive-level training/HRD managers’ average salary jumped from \$84,942 to \$101,543. Other data