

# training

# TOP 125

2019 Rank	2018 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time/Part-Time/SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimbursement	Training Infrastructure
1	5	<b>Dollar General Corporation, LLC</b> Goodlettsville, TN Retail	\$23.5B U.S.	134,482 U.S. 134,555 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
2	1	<b>Leading Real Estate Companies of the World</b> Chicago, IL Real Estate	NFP	115 U.S. 126 Global 130,000 Network Sales Assocs.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
3	10	<b>Best Buy</b> Richfield, MN Retail	\$38.7B U.S. \$42.2B	105,000 U.S. 125,000 Global	150/1,500/5,500	\$95M	7.3	Yes	Yes
4	7	<b>Nationwide</b> Columbus, OH Insurance	NFP	31,140 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
5	4	<b>BNSF Railway Co.</b> Fort Worth, TX Transportation	NFP	41,554 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes

\* New entry; not ranked in the 2018 Top 125

Fostering a culture of *Serving Others*—including both its customers and employees—Dollar General Corporation, LLC, earned the No. 1 spot on the 2019 list. Dollar General and the other Top 125 winners are shining examples of organizations that champion training and employee development tied to corporate strategic goals and business impact. Some 28 newcomers earned a spot on the list this year, the 19th in a row *Training* has ranked the top companies of employer-sponsored workforce training and development.

Each Top 125 company was measured on quantitative (73 points) and qualitative (52 points) data. Factors influencing the rankings include: Training tied to business objectives • Kirkpatrick Level 3 and 4 results • Training’s role in strategic decision-making • Number of trainers • Employee turnover and retention • Leadership development • Tuition assistance • Training technology and infrastructure • Certification • Training budget and percentage of payroll • Executive involvement in L&D • Training delivery methods and innovation. And much, much more. An outside research and statistical data company, under the guidance of *Training* magazine, scored companies on quantitative data supplied by applicants. Then, *Training*’s editor-in-chief and the Training Top 10 Hall of Famers qualitatively reviewed the applications.

Top 125 Best Practices and Outstanding Training Initiatives also are recognized in this issue (beginning on p. 82). Learn about BayCare Health System’s Patient Safety; Paychex’s DevelopU; Best Buy’s Best Buy Certified; CarMax, Inc.’s Empowerment Program; Van Meter, Inc.’s Onboarding Program; and more. Congratulations to this year’s Training Top 125!

#### Additional Information

**Dollar General Corporation, LLC** *Serving Others* is Dollar General Corporation, LLC’s mission. A focus in all of the retailer’s training, no matter what level of the organization, is to educate employees about their core customers. Understanding who they serve and why helps to identify customers needs and buying habits. Dollar General accomplishes this through a training entitled “Know Your Customer.” Once completed, employees become empowered to make a difference to serve customers and ultimately live the mission of *Serving Others*. The results: Customer satisfaction scores are up 790 basis points last year over the previous year, and total sales improved by 6.8% for fiscal year 2017 versus the prior year.

**Leading Real Estate Companies of the World (LeadingRE)** LeadingRE’s Institute provides robust content for managers, sales and marketing, relocation, training, and IT staff. Its 360+ online courses are engaging, short (2-15 minutes), available 24/7, mobile friendly, and graphic rich with video and interactions reinforcing learning. Courses are accompanied by additional resources, and the library features multimedia content, audio and video clips, articles and white papers on searchable topics. LeadingRE enhance experiences with auto-connectivity recognition and video formats to accommodate slower Internet speeds, faster video uploading, downloadable course promos, and learning maps guiding learners to content relevant to experience levels and interests. **Eligible for 2020 Training Top 10 Hall of Fame induction**

**Best Buy** Last year, Best Buy set out to improve how it serves customers and shift from transactional interactions to lifelong relationships. To assist in this transformation, it created Best Buy Certified, which laid out learning expectations for all store employees and supports them throughout their lifetime with Best Buy guiding them to achieve proficiency in their current role, continue toward mastery, or prepare for new roles. Since its launch: Customer Satisfaction Scores increased by 270 basis points and the specific metric of Associate Knowledge increased by 390 basis points; year-on-year 90-day turnover decreased by 60 basis points and overall by 450 basis points; and comparable sales increased 560 basis points year on year. **OTI**

**Nationwide** NSuite (N for Nationwide) is a learning program aimed at bringing One Nationwide culture to life *and* helping associates personalize the company’s core values/behaviors. Nationwide’s Information Technology function heavily embraced NSuite learning, tracking results of projects influenced by learnings from NSuite participation. The Information Technology function opted to put IT associates through NChange, an NSuite module focused on Managing Change. This team initiated a process change and reduced the time to provision servers from 150 days to just hours through automation.

**BNSF Railway Co.** BNSF Railway Co. institutionalized customer care training programs to improve customer loyalty, create a cohesive service culture, and ensure a high-quality customer experience. 3 programs—focused on consultative selling, service, and coaching—were implemented across 5 business units and included senior leadership sponsorship, real-world practice, pre- and post- assessments, and learning reinforcement. Proficiency assessments showed a 34% increase in knowledge retention 12 weeks post-training. Results included 34% additional customers and a 17% increase in shipments compared to 2016. BNSF also captured 51.8% of the Western U.S. freight market.

**NFP** Information provided, but not for publication **ND** Information not disclosed **NA** Not applicable **BP** Honored for Best Practice **OTI** Honored for Outstanding Training Initiative

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6	3	<b>Sonic Automotive</b> Charlotte, NC Retail	\$9.7B U.S.	9,300 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
7	19	<b>Birmingham Water Works Board</b> Birmingham, AL Utilities	NFP	631 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
8	22	<b>Haskell</b> Jacksonville, FL Construction	NFP	1,285 U.S. 1,362 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
9	8	<b>United Shore</b> Pontiac, MI Finance/Banking	\$42B U.S.	2,900 U.S.	78/265/315	\$25M	12.5	Yes	Yes
10	20	<b>WellSpan Health</b> York, PA Health/Medical Services	NFP	15,414 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
11	11	<b>Ascend Federal Credit Union</b> Tullahoma, TN Finance/Banking	NFP	536 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
12	14	<b>Paychex, Inc.</b> Rochester, NY Business Services	\$3.4B Global	14,039 Global	97/538/1,076	NFP	NFP	Yes	Yes
13	38	<b>BayCare Health System</b> Clearwater, FL Health/Medical Services	NFP	27,885 U.S.	234/37/1,500	NFP	NFP	Yes	Yes
14	21	<b>Edward Jones</b> St. Louis, MO Finance/Banking	\$7.3B U.S. \$7.5B Global	41,622 U.S. 43,727 Global	476/105/5,662	\$110.2M	3.1	Yes	Yes
15	31	<b>Allianz Life Insurance Company of North America</b> Minneapolis, MN Insurance	NFP	2,306 U.S.	52/0/37	NFP	NFP	Yes	Yes

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## Additional Information

**Sonic Automotive** As part of a cultural transformation of training, Sonic Automotive managers within each dealership (753 total) assumed new leadership responsibilities as “trainers” and completed a comprehensive manager-as-trainer training program. In addition, titles, job descriptions, and pay plans for the managers were changed to reflect their new primary responsibility as trainers. Sonic managers took ownership of training and coaching new and existing team members, 9,300 in total. The training solution components included a learning roadmap, pre-work assignments, e-learning modules, online assignments and a 3-day instructor-led session. Results: Saved Sonic University \$2.7 million in new hire training costs; reduced time to competency by 27%; and improved CSI (Customer Service Index) scores by an average of 5%.

**Birmingham Water Works Board** Birmingham Water Works Board (BWWB) streamlined its various leadership development initiatives under 1 integrated process. Being a water works utility company, the imagery of designing a “leadership pipeline” fit perfectly with BWWB’s vision. It branded its leadership development process as “L.E.A.D. Pipeline”—transforming from offering a course “MENU” to charting a developmental “MAP.” For each level in the pipeline, BWWB equips leaders to succeed at managing a greater number of people—starting at leading oneself, to next leading individuals, teams, departments, and the organization. As a result, a third-party survey demonstrated that in 2 years, BWWB improved its management ratings of supervisors by 5%, and senior leadership by 13%. **OTI**

**Haskell** Safety is a leadership issue, and senior leaders at Haskell actively participate in safety. The new “Take 5 Safety” engagement tool is designed to facilitate open dialogue between leadership and craftsmen at any jobsite. The process consists of observing the crew work activities and noting both observed safe or unsafe behaviors. Following the observation, the leader takes an active role in the correction of the conditions where required and then selects a crew member (other than a foreman) for a discussion centered around 6 engagement questions. Any negative responses result in an action by the senior leader up to and including dialogue with Haskell site supervision and immediate action/training where required. **BP**

**United Shore** United Shore believes the key to growing its business is to “train people up” and demonstrates this through its monthly coaching platform called “Yourtime” (a required monthly coaching session between leaders and team members in the organization) and its Success Track Program (focused on developing clients). Both programs are dedicated to developing the company’s greatest assets: its people and its clients. Year-to-date, Yourtime has a 98.7% approval rating from team members, and Success Track has helped client loan originations increase by 24% over the last year.

**WellSpan Health** Physician Leadership Academy (PLA) addresses competition for leadership talent in the complex health-care landscape. Ensuring a strong, diverse physician leadership pipeline is a strategic driver for WellSpan. PLA is a developmental experience combining leadership skill building with hands-on exposure to enterprise-wide functional areas and strategic opportunities. 4 interrelated paths include a week-long “Leadership Intensive,” Functional Area Exposure, Participatory Phase, and Experiential Projects. In 2018, 11 cohort members transitioned to new/expanded leadership roles, resulting in overall recruiting/onboarding estimated savings of \$300,000+. This effort was led by a physician executive steering committee collaborating with Organizational Learning and Development.

**Ascend Federal Credit Union** Achievement of strategic goals and implementation of tactical initiatives requires a high-performing management team. Ascend Federal Credit Union identifies and develops qualified individuals for management opportunities and succession planning efforts. Its Emerging Leader program provides training and development based on previous experience and operational knowledge. This multifaceted program includes job rotation assignments, allowing participants to gain experience with various management functions. Customized workshops prepare leaders to manage personnel issues appropriately and expand their knowledge of strategic direction. Participants visit with organizational executives to expand communication and increase business acumen. Since implementation, Ascend has achieved a 44.4% promotion rate for emerging leaders into management positions.

**Paychex, Inc.** Through a community experience, Paychex, Inc., trainees can interact prior to the formalized training program. More than 125 new sales representatives have experienced communities, which include just-in-time learning and a collaborative blog. Each community is moderated by a trainer who reviews posts and challenges members with thought-provoking questions. Responses trigger alerts, allowing users to actively engage when a reply is posted. Communities reinforce classroom learning objectives and enhance ongoing field development. Since using communities, exam scores increased by 4%, and the division had a 7% year-over-year increase in revenue. Communities have been essential in creating a collaborative social learning experience that drives a network of informed employees toward achieving business goals. **BP**

**BayCare Health System** The Journey to Extraordinary initiative captures the essence of the culture of BayCare Health System in 1 learning initiative. It was created by BayCare for BayCare. There were no programs purchased off the shelf. BayCare used its talent to determine the content. Also, the program is fully supported, endorsed, and driven by the senior management team (SMT), including the CEO. The executive steering committee driving the effort is made up entirely of the SMT. But most important is the fact that it is delivered by 400+ facilitators comprising BayCare’s leadership team. This shows true leadership commitment to the system-wide effort. **BP**

**Edward Jones** Inclusion Business Coaching (IBC) was launched in 2017 to address historically high attrition among diverse/women financial advisors at Edward Jones. Professional internal business coaches proactively offered coaching, then worked with diverse/women in confidential telephone sessions over 4 months. IBC was very successful. Diverse/women recorded the lowest cumulative attrition—27%—compared to any population after 3 years serving clients. Never before in firm history had any population of diverse and women financial advisors recorded lower attrition than comparable financial advisors.

**Allianz Life Insurance Company of North America** Cyber attacks pose a huge threat to businesses across the globe. To address the topics of social engineering, phishing, travel security, and password hacking, Allianz Life Insurance Company of North America offered the Allianz Security Arena, a hands-on, game-based, collaborative session to help keep the company and its employees safe. Learners role-played social manipulation scenarios, identified phishing and safe e-mails, played a matching card game identifying travel threats, and hacked into fictitious accounts while investigating nonsecure password practices. 99% of learners rated the course positively; 93% later could describe the concepts they learned; and internal phishing test results were improved by 67%.

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16	9	<b>MasTec Utility Services</b> Woodbury, MN Construction	NFP	3,611 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
17	18	<b>ESL Federal Credit Union</b> Rochester, NY Finance/Banking	NFP	782 U.S.	7/2/42	NFP	NFP	Yes	Yes
18	2	<b>New York Community Bancorp, Inc.</b> Westbury, NY Finance/Banking	NFP	3,303 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
19	12	<b>ArcBest</b> Fort Smith, AR Transportation	NFP	14,025 U.S. 14,099 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
20	26	<b>Florida Blue</b> Jacksonville, FL Health Insurance	NFP	7,130 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
21	42	<b>Valvoline Instant Oil Change</b> Lexington, KY Retail	NFP	3,600 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
22	24	<b>Buckman Laboratories International, Inc.</b> Memphis, TN Manufacturing	NFP	381 U.S. 1,745 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
23	*	<b>First Horizon National Corporation</b> Memphis, TN Finance/Banking	NFP	5,938 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
24	27	<b>CVS Health</b> Woonsocket, RI Health/Medical Services	\$184.7B U.S.	240,000 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
25	6	<b>Pacific Gas &amp; Electric</b> San Francisco, CA Utilities	\$17.1B U.S.	23,197 U.S.	276/44/1,108	\$91.8M	1	Yes	Yes

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## Additional Information

**MasTec Utility Services** MasTec Utility Services' New Employee Training program consists of 24 training modules designed to introduce new field employees to core safety concepts and employee programs. Modules range from complex safety topics such as "Underground Utility Damage Prevention" and "Hazard Communication" to introductions to basic company programs and policies. This program prepares employees to operate safely and effectively on the job. Their knowledge and confidence is paying off, as MasTec experienced a 9% reduction in OSHA recordable safety incidents last year.

**ESL Federal Credit Union** Emerging Leader is intended for new leaders, seasoned leaders new to ESL Federal Credit Union, and unofficial leaders who must motivate and inspire others without having direct management authority. The core learning experience lasts for 16 weeks and includes a blend of instructor-led sessions, manager teach-backs, synchronous online learning, social learning via an electronic forum, and a series of activities with senior management. A panel discussion with senior managers is 1 highlight of the curriculum. As a capstone project, participants each must deliver a formal presentation to senior managers in which they connect key learnings to their current role(s). As a result, 93% of ESL's leadership positions have been filled from within.

**New York Community Bancorp, Inc.** Central to New York Community Bancorp, Inc.'s (NYCB) accomplishments is a library of videos curated for system activities, behavioral expectations, and procedures. Content is delivered in small, specific bursts that are targeted, accessible, and timely. This video library is meant to reinforce and supplement formal training. In the last year, NYCB expanded its video library by 38%, encompassing 9+ hours of training. The use of video training has allowed the company to train more employees in a shorter amount of time, resulting in lower training costs (\$326,997 savings) and increased training opportunities (49% of employees).

**ArcBest** ArcBest is committed to providing its employees with a best-in-class training experience. To accomplish this goal, ArcBest created the ArcBest University to empower employees to pave their career path through the ArcBest University Elevate Colleges: Learn, Perform, and Achieve. The Learn College contains the courses that guide new employees as they begin their career. As employees progress through their career, the Perform College provides them with both the job skills and soft skills training they need to be successful. The Achieve College highlights online and instructor-led training for both aspiring leaders and ArcBest's executive leadership team.

**Florida Blue** With the talent war looming, enterprise leaders at Florida Blue honed in on a risk related to attracting, developing, and retaining the critical leadership talent necessary to execute the enterprise's strategy. In response, Leadership Academy, a high-potential development program designed to secure succession bench strength, was created. The program focuses on 4 critical aspects of leadership and leads participants on a 6-month journey heavily rooted in Florida Blue's customer-first, wellness-centered culture. Since inception, the retention rate among program graduates is 94%; 38% have engagement scores in the top 20% of enterprise leaders; and 50% have been promoted into an identified successor position, saving the company approximately \$4 million in executive recruiting and onboarding costs.

**Valvoline Instant Oil Change** The Valvoline Instant Oil Change SuperPro certification process is the cornerstone of the company's hourly training program. The program combines online, manager-led, and instructor-led elements with assessments and demonstrated skills testing for each required process. Processes are grouped together into roles, so team members who are certified in all the component processes are certified in that role. The roles in which an employee is certified determine job titles, promotions, and compensation. Within 60 days, new team members complete 270 hours of training and are certified in the top-side, bottom-side, and guest greeting procedures, as well as 10 additional services. On-time certification is meticulously tracked, resulting in turnover less than half the industry average.

**Buckman Laboratories International, Inc.** A 1-week experiential leadership program for high-potential associates is built around Buckman Laboratories International, Inc.'s vision and values. Over 10 years, this program has taken 200+ leaders through a challenging set of scenarios learning about themselves and what it takes to be a leader. New leaders share a common cultural experience, create development plans with executive coaches, and learn how to better engage with their teams. More than 95% of Buckman's top leaders and 70% of its front-line managers globally now have completed the program. Buckman's associate engagement surveys rank in the top 5% of its peer group in associate satisfaction with managers, quality of development opportunities, and associate connection to the organization's mission.

**First Horizon National Corporation** In 2017, First Horizon National Corporation piloted a performance coaching program in 1 of its growth markets. The program included an electronic dashboard to track and manage performance metrics, plus expert coaching for sales managers, who then coach their teams. Sales managers chose specific metrics to focus on for each relationship manager (RM), based on their performance. The program has targeted increased commercial loans and higher approval ratios. The pilot group has increased applications by almost 10% per month. In addition, every RM in the pilot group now scores higher than the national average on the % of applications booked.

**CVS Health** Keeping Learning Alive (KLA) is a program developed to keep up with the speed of business. It reinforces CVS Health colleagues' prior learning by delivering learning snippets that are a mix of fun activities, games, quizzes, and visuals. Designed to cause minimal impact to the production environment, activities can be completed at any time and take less than 10 minutes. KLA supplements formal training and provides ongoing refreshers to colleagues in a fun way that helps them retain what they've learned. To date, CVS Health has delivered 245 KLA activities, with 121,000+ completions.

**Pacific Gas & Electric** As part of an update to Pacific Gas & Electric's (PG&E) approach to compliance training, PG&E Academy implemented an adaptive learning model in Web-based training (WBT). Compliance WBTs include a "test-out" option at the beginning of each course. Employees now can test out of individual modules or the entire course if they demonstrate mastery of the topic. Learners only complete modules/topics when they have not demonstrated competence. For compliance WBTs, this change reduced the average completion time from 1 hour to 15 minutes. In 2017, adaptive learning saved the company \$5.3 million by reducing training time by 70,668 hours.

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26	47	<b>Mohawk Industries, Inc.</b> Calhoun, GA Manufacturing	\$9.5B Global	21,200 U.S. 40,100 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
27	15	<b>Wequassett Resort and Golf Club</b> Chatham, MA Hospitality	NFP	455 U.S.	1/10/22	NFP	NFP	Yes	Yes
28	39	<b>Janssen: Pharmaceutical Cos. for Johnson &amp; Johnson</b> Titusville, NJ Pharmaceutical/Biotech	NFP	9,000 U.S. 30,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
29	23	<b>OptumRx</b> Irvine, CA Health/Medical Services	NFP	19,930 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
30	25	<b>Gilbane Building Company</b> Providence, RI Construction	\$4.6B U.S. \$4.9B Global	2,672 U.S. 2,721 Global	NFP/NFP/NFP	NFP	1	Yes	Yes
31	16	<b>ADP, LLC</b> Roseland, NJ Business Services	\$11.3B U.S. \$13.3B Global	58,373 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
32	35	<b>Norton Healthcare</b> Louisville, KY Health/Medical Services	NFP	14,627 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
33	44	<b>MTM, Inc.</b> Lake St. Louis, MO Transportation	NFP	2,607 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
34	*	<b>SE2, LLC</b> Topeka, KS Business Services	NFP	997 U.S. 1,475 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
35	59	<b>Pennrose</b> Philadelphia, PA Real Estate	NFP	377 U.S.	4/21/164	NFP	NFP	Yes	Yes

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## Additional Information

**Mohawk Industries, Inc.** The company's Human Resources Competency Assessment creates a space for HR professionals and their managers to calibrate on their areas of expertise and create plans for areas that have yet to be developed. The tool guides managers and HR professionals with education, experience, and exposure examples for 9 competency areas. As Mohawk begins to plan for the retirement of its Baby Boomers, this program has allowed it to more seamlessly transition HR professionals into positions. Managers report more confidence in employee transition using the program and reference the individual development as the key distinguishing factor in the transition improvement. This has saved Mohawk close to \$20,000 in recruiting costs as it is able to promote from within for key positions rather than recruit offsite.

**Wequassett Resort and Golf Club** This was Wequassett Resort and Golf Club's second year with Delphi.dfc (Salesforce), and it sought to find ways to become more efficient by using all of the tools available, including computer-generated function room diagrams. Retraining was conducted to ensure employees were fully utilizing Salesforce in all phases of the sales process. Wequassett also contracted audits of every group sales manager and catering sales manager. The results were shared and used as a valuable training tool. The resort's booking pace began last year 2 points behind the previous year and now stands at 4 points ahead of last year.

**Janssen: Pharmaceutical Companies for Johnson & Johnson** JanssenLearn consolidates 6 legacy learning platforms to develop a unified Sales Learning & Development roadmap by sector and franchise at Janssen: Pharmaceutical Companies for Johnson & Johnson. The system is an open API enablement tool available to 6,000+ learners across 5 operating companies. The mobile tool provides just-in-time learning experiences to commercial employees on critical selling skills. JanssenLearn is a continuous learning performance support system that reduces the time to locate content for onboarding, continuous learning, and ongoing learning. Savings from this investment are forecasted to be \$705,000 in annual cost savings and avoidance, achieving \$2 million in total value realization by 2020.

**OptumRx** OptumRx Learning Services implemented Learning Relations and Oversight, an evaluation program designed to align and calibrate training delivery between external (vendor) trainers and internal delivery staff with a focus on employee readiness and engagement. This program spans 6 separate lines of business and engages with 26 distinct locations, each with unique training supervisors and trainers. Meetings with senior leaders of each vendor line of business occur at regular intervals to enhance relationship development and reinforce key business drivers. As a result of the program, system access delays were reduced by 67%, and learner time to proficiency improved by 50%. Vendor trainers exceed the Level 1 evaluation benchmark by 22%.

**Gilbane Building Company** The Lean Practitioner Program teaches Gilbane Building Company employees how to integrate Lean Thinking into all they do day-to-day, to deliver more value with less waste, and to make work better for people by showing respect. After taking a self-paced course on Lean Fundamentals, employees continue their Lean journey by applying Lean Thinking to their work with the help of a Lean coach. Program participants apply the systematic A3 problem-solving method toward a problem in their daily work. Using Lean thinking, Gilbane's Lean practitioners have learned, made improvements, and achieved impressive results, including development of a collaborative purchasing process that avoided a potential \$12 million risk.

**ADP, LLC** Innovation is in ADP, LLC's roots and it's the force that moves the firm forward. Leveraging the power of gamification, ADP developed the ADP Knowledge Quest program as a fun and interactive learning experience for associates to explore advanced topics and demonstrate proficiency. This modern learning approach includes digital badging, performance-based validation, and dashboards. Associates express increased confidence addressing complex client issues. Results have shown an average curriculum internal Net Promoter Score (NPS) of 8.69 across all badges; service relationship NPS improved by 71% since program launch; and case-reopen percentage decreased by 34%.

**Norton Healthcare** "Reaching for Zero" is an ongoing initiative to train all Norton Healthcare employees about the importance of preventing harm, and how to utilize principles of high reliability in doing so. In addition, specific training for leaders focuses on leadership methods that are designed to reinforce the error-prevention strategies taught in Reaching for Zero classes, and to provide procedures for communicating with staff about safety. While Norton Healthcare hasn't reached Zero yet, statistically, it has seen significant improvements across the system: "Good Catches" of potential harm events have seen a 34 % increase; reportable infections have fallen 27%; and hand hygiene compliance shows a 42% improvement over the pre-initiative baseline.

**MTM, Inc.** MTM Training implemented a 4-month training series titled "Set it Best!" to reduce transportation costs by 6% in 2018. Set it Best! focuses on 6 sales behaviors and includes 16 courses with 2 learning tracks, 36 role-play scenarios, and bi-monthly coaching sessions. 800+ employees completed the full-circle coaching (a coach-the-coach approach), and received rewards and recognition through social media celebrations and incentives. The program saved \$3 million, reduced transportation costs by more than 6%, and achieved a Kirkpatrick Level 4 result of a 13% increase in net revenue.

**SE2, LLC** SE2, LLC, is challenged with delivering more than half a million project hours to its customers every year. Its profit margins and EBITDA valuations are determined by the efficiency and success of delivering these projects in a timely, efficient manner. The TPM (Technical Project Manager) Learning Factory helps resources acclimate to the unique methodology of SE2's delivery platform, as well as build the skill set to deal with the complex nature of the industry. In addition, participants develop and demonstrate the necessary professional skills to be a successful TPM. Though only in its second delivery, SE2 has seen 30-45% increases in TPM new hire readiness capability on the job.

**Pennrose** The Emerging Leader Workshop is a year-long talent immersion workshop at Pennrose. The 4 quarterly blended learning workshops are designed to examine the leader's role. Leaders are assessed through diagnostics and feedback. Participants receive 1-on-1 coaching from their assigned L&D career coach. Pennrose Emerging Leaders get exposure to all key members of the senior management team while learning more about the ins and outs of key aspects of the business. Pennrose has seen a 45% promotion rate from its Emerging Leader Talent Pool, a 10% increase over 2017. Pennrose achieved an 85-engagement score on its BPTW Survey, a 2% increase from 2017.

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36	*	<b>FORUM Credit Union</b> Fishers, IN Finance/Banking	NFP	342 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
37	*	<b>Applied Materials, Inc.</b> Santa Clara, CA Manufacturing	NFP	20,970 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
38	40	<b>Paycor</b> Cincinnati, OH Business Services	NFP	1,576 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
39	45	<b>Anthem Inc.</b> Indianapolis, IN Insurance	NFP	56,000 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
40	*	<b>SpawGlass</b> New Braunfels, TX Construction	NFP	725 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
41	48	<b>Vi</b> Chicago, IL Health/Medical Services	NFP	2,946 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
42	66	<b>Navient</b> Wilmington, DE Asset Management	NFP	6,628 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
43	*	<b>Veeam Software</b> Switzerland IT/Technology	\$827M Global	1,000 U.S. 3,800 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
44	100	<b>Windham Professionals Inc.</b> Salem, NH Business Services	NFP	670 U.S.	7/9/6	NFP	NFP	Yes	Yes
45	86	<b>Walmart</b> Bentonville, AR Retail	\$318B U.S. \$500.3B Global	1.5M U.S. 2.3M Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes

\* New entry; not ranked in the 2018 Top 125

## Additional Information

- FORUM Credit Union** At FORUM Credit Union, employee and member safety is a top priority; the company takes significant measures to provide training, specifically regarding robbery procedures. Employees regularly participate in fully staged mock robbery training simulations to keep procedures fresh in the event of an actual branch robbery. This training recently was put into action when simulation became reality. 100% of affected employees were able to successfully follow procedures, resulting in 0 injuries to employees and members in the branch, as well as an accurate description of the culprit, who was quickly apprehended by local police. **OTI**
- Applied Materials, Inc.** Applied Materials Inc.'s Product Development Engine (PDE) Academy is a training program and framework that uses customer-focused criteria and input to develop, market, and deliver winning products. The academy is broken into training segments that identify customers' high-value problems and develop differentiated, valuable, and sustainable product solutions, thereby ensuring rapid adoption of solutions and maximize residual value. Since its inception, several thousand engineers have completed the program, resulting in an increased success rate of new product introductions. The PDE Academy has fueled Applied Materials' product growth and unlocks the full potential of Applied Materials to make possible the technology that shapes the future.
- Paycor** Paycor's 25% growth uncovered the need to build a holistic onboarding program for its Client Services department. The result was an 8-week program consisting of 120 customizable learning modules. The modular structure gives each manager the flexibility to choose which sessions are applicable to their associates and "fuse" their learning journey. Fusion Onboarding increased retention of associates under 1 year of tenure by 9.2% YOY. Client Service engagement scores increased 22%, specifically regarding the question, "I get the formal training I want for my career." In addition, ramp time for new associates decreased 50%. New hires now outperform their peers by month 3, where it took 6 months previously.
- Anthem Inc.** Annually, Anthem Inc. delivers 4,000+ open enrollment events for 800+ accounts across the U.S. During these events, Anthem associates assist 1 million+ consumers in making health benefit decisions. To prepare for this critical need, Anthem implemented the Open Enrollment Ambassador Program (OEAP). Through OEAP, the company has trained/certified 960 associate volunteers in 36 states to serve as ambassadors who assist and educate consumers on health insurance-related topics during open enrollment events. OEAP has been credited as significantly contributing to increased product membership and the advancement of Anthem's vision to be America's valued health partner.
- SpawGlass** When a project has a self-perform package, it is like having 2 projects for a superintendent to manage. To resolve this, SpawGlass created a Leadership program for its craft foremen. The goals were to provide craft foremen with the leadership and technical skills to manage self-perform work so they could relieve the project superintendent and to provide foremen with a career path. SpawGlass superintendents now spend approximately 90% of their time on the overall project and 10% of their time on the self-perform work. 90% of that 10% is now coaching and mentoring the foreman and not managing the self-perform work itself.
- Vi** Vi's Emerging Leaders Program (ELP) was designed to provide a cost-effective virtual training program complemented by online learning and action-learning assignments for new and emerging leaders covering the following topics: 1) leader mindset 2) personal adaptability 3) accelerating talent development 4) developing high-performing teams and 5) driving execution. With a cost of just \$1,100 per participant, Vi delivered a comprehensible, cost-effective, and results-based program to support its 24/7 operations. ELP participants increased knowledge on average by 13%, with 4% gains in self-efficacy, 8% in role clarity, and 7% yield in utility perceptions. Using supervisor pre- and post-evaluation of changes in learners showed a 6% increase in on-the-job task performance, and 15% and 9% increases in emotional intelligence and leadership skill ratings, respectively. Supervisors expressed an 11% increase in future potential.
- Navient** New hire classes at Navient utilize training platform Zenarate to record themselves interacting with virtual customers in common call center situations. Supervisors create and update stories trainees use, then provide structured documentation, coaching, and feedback. Benefits include repetitious practice with verbatim scripts, building confidence, and reducing anxiety among new hires. Trainees also get to hear and assess their own speech and tone. When compared to their peers who complete training, Zenarate users experience an attrition rate 22.27% lower than non-users and a 30-day % to goal average 12.16% higher than that of non-users.
- Veeam Software** Veeam Software's multifaceted sales methodology explores all angles of influence that contribute to a successful outcome. Highly interactive live workshops are facilitated and coached by certified experts at a coach/participant ratio that ensures content comprehension and retention. Post-class support includes a Sales Ready Messaging repository of practical just-in-time tools, 1:1 deal coaching, and a fully customized customer relationship management (CRM) experience to enable sales teams to execute smarter, stronger, and faster. Results are tracked with leading and lagging indicators to fully realize the ROI of this company-wide initiative.
- Windham Professionals Inc.** The Dream Maker Program empowers Windham Professionals Inc. employees to enhance life-changing behaviors. Participants receive financial coaching sessions and complete financial education modules enhancing financial literacy and are mentored 1:1 to achieve personal goals. Behaviors are strengthened throughout the program to include technical skills of collecting and analyzing data, business skills of utilizing knowledge and strategies for handling finances with borrowers, people skills with empathy when assisting borrowers with repayment options, leadership skills with peers by encouraging them to utilize resources and demonstrating behavioral change leading to increased productivity. Collector incentives increased by 47% among 78% of participants during the 6-month period. 71% of participants improved performance related to document returns and payments received by 40%, and 8 promotions from the program accounted for 11.4% of company promotions.
- Walmart** Merchandising Academy is a centralized, cross-collaborative, blended training platform that serves more than 4,000 internal Walmart merchants. The platform covers onboarding all the way through advanced training and focuses on the 6 main divisions of Merchandising: Replenishment, Planning/Business Analytics, Pricing, Mod Development, Private Brands, and Buying. Since its launch in January 2018, Merchandising Academy has been a success with Walmart associates. Its centralized content and easy-to-use interface have improved associate engagement and allowed for a quicker, more seamless distribution of curriculum, helping to drive sales through an Every Day Low Price (EDLP) value proposition and propel Walmart forward into the future of retail.

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2019 Rank	2018 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers FullTime/Part-Time/SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimbursement	Training Infrastructure
46	99	<b>Bell and Howell</b> Durham, NC Services and Technology, Manufacturing	NFP	896 U.S. 976 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
47	28	<b>Gables Residential</b> Atlanta, GA Real Estate	NFP	1,030 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
48	70	<b>The Guardian Life Insurance Company of America</b> New York, NY Insurance	NFP	7,959 U.S. 9,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
49	*	<b>Rosendin Electric Inc.</b> San Jose, CA Construction	\$1.6B Global	5,857 U.S.	14/60/25	NFP	NFP	Yes	Yes
50	51	<b>PPD</b> Wilmington, NC Health/Medical Services	NFP	9,603 U.S. 20,917 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
51	49	<b>CarMax, Inc.</b> Richmond, VA Retail	\$17.1B U.S.	24,737 U.S.	745/2,152/1,692	\$34.7M	3	Yes	Yes
52	55	<b>Johns Hopkins Community Physicians</b> Baltimore, MD Health/Medical Services	NFP	1,336 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
53	102	<b>Carilion Clinic</b> Roanoke, VA Health/Medical Services	NFP	13,303 U.S.	141/26/148	NFP	NFP	Yes	Yes
54	121	<b>Walden Security</b> Chattanooga, TN Security	NFP	4,639 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
55	56	<b>G4S Secure Solutions (USA) Inc.</b> Jupiter, FL Private Security Solutions	NFP	46,980 U.S. 590,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes

\* New entry; not ranked in the 2018 Top 125

## Additional Information

**Bell and Howell** In 2017, Bell and Howell introduced a new set of "Internet of Things" (IoT)-enabled service offerings. These new services included capabilities such as remote monitoring, remote diagnostics, and remote repair, as well as advanced data analytics services. Leveraging this new technology required a blended learning approach, where Technical Service Engineers (TSEs) progressed through multiple training phases, including instructor-led product training classes and shadowing calls with subject matter experts. After training 58% of TSEs on the new services in 2017, Bell and Howell fixed 42% of service calls remotely. The result is increased equipment uptime for customers and increased service efficiency for Bell and Howell's workforce.

**Gables Residential** Developing associates is both a company Core Value and paramount to Gables Residential's associates' and the organization's growth. With many new associates also new to the industry, onboarding begins on day 1 with five mixed-media learning paths designed to introduce and develop core skills. Onboarding is delivered in on-demand training modules via video, self-paced activities, and e-learning, accessible from any computer or mobile device. Also, new associates are paired with a peer Success Coach, who helps them apply what they have learned through on-the-job coaching during their first 60 days. By changing the way it approaches onboarding, Gables Residential reduced training time by 50%, increased new associates' time to productivity by 60%, and maintained a reduced training budget.

**The Guardian Life Insurance Company of America** The Guardian Life Insurance Company of America is a growing global company. As it looks to secure the future of agency distribution, its trainers need to be able to reach individuals in various locations. Leveraging a virtual classroom in the new financial representative (FR) onboarding program, Foundations, has enabled Guardian to create a 90-day continuous learning experience. It facilitates collaboration with peers in different agencies, sharing best and next practices. To date, 592 FRs and candidates have participated in Foundations. Those who engaged in 3 or more virtual sessions as part of the program experienced an increase in activity and production, generating 150% more premium.

**Rosendin Electric Inc.** The Foreman's Development Program is designed to develop industry-leading construction supervisors at Rosendin Electric Inc. The program helps bridge the gap between electrical skills taught through the apprenticeship program and the business skills needed to successfully lead on a project. This immersive program uses real-world scenarios to give participants leadership experience and pairs candidates with a mentor to provide ongoing support. As a result, 98.7% of field leadership openings are filled internally. The increase in field supervision allowed Rosendin to increase its national footprint through the establishment of 5 additional business units in 2017.

**PPD** PPD's overarching vision is to foster a best-in-class learning culture by driving learning programs that proactively, measurably, and efficiently improve employee growth, readiness, and performance. Real-world business scenarios prepare employees to address complex compliance and ethical dilemmas in PPD's updated and enhanced annual corporate compliance training. Employees complete on-demand e-learning and various branched scenarios, driving home the importance of operating ethically and with integrity every day. Results from an internal survey show training quality and retention greatly improved, with a Net Promoter Score of 27% and 10,000+ training hours saved.

**CarMax, Inc.** At CarMax, Inc., the nation's largest retailer of used cars, the company relentlessly works to "Drive What's Possible" for its customers and associates. The Drive Your Career program offers resources that empower associates to explore their career options, as well as training targeted to an associate's desired career path at CarMax. The Drive Your Career program is designed to reduce turnover and increase associate engagement through developmental support. Resources include "Associate in the Driver's Seat" videos that showcase actual associates and their career progressions, career conversation guides for managers, real-world job previews, on-demand learning, and more. **OTI**

**Johns Hopkins Community Physicians** The Manager Cohort Program is an 8-week leadership development course for emerging leaders at Johns Hopkins Community Physicians, starting with the supervisor level. It includes the Myers-Briggs Type Inventory and topics such as Role of the Leader, Inspiring Trust, Team Development, Crucial Conversations and Disruptive Behavior, Coaching for Performance, Accountability, Transition Management, Behavioral Event Interviewing, and Retention. Effective supervision is related to turnover. Employee turnover at JHCP decreased 17% from fiscal year 2017 to fiscal year 2018.

**Carilion Clinic** Access to care has been an important initiative for Carilion Clinic to ensure it provides care to the communities it serves. As part of the Access to Care initiative, Carilion's L&D team developed and implemented education for leaders and employees focused on improved daily work processes, increased communication, and collaboration among all care givers. Given that Access to Care changes impacted a broad span of employees and physicians, L&D also provided leaders and employees with education on change management.

**Walden Security** In 2018, Walden Security introduced "Business Development Training: Achieving Exceptional Outcomes" to accompany a newly adopted sales model for its Business Development Managers (BDM). This training program uniquely blends 9 learning methodologies that appeal to the learning styles of various participants, including flipped and traditional classrooms, mentorships, just-in-time coaching, team workshops, role-playing, peer-to-peer development, virtual instructor-led trainings, and quarterly reviews. Results and lead indicators point to the adoption of the core behaviors by all BDMs: Activities average 211+ per month (goal 200 per month); events average 16+ per month (goal 15 per month). Lag measurements likewise show significant, positive business impact: They are ahead of sales forecast by 47%. **BP**

**G4S Secured Solutions (USA) Inc.** G4S Secured Solutions (USA) Inc. plays an important role in many communities. It is trusted to care for and protect some of the world's most valuable assets by understanding and mitigating security risk. Its people not only provide services, but also make a positive impact by supporting the welfare of the places that support them. As a service business, people are at the heart of what G4S does. It relies on its employees to provide excellent customer service, and they rely on the company to provide a safe place to work and for development, support, and guidance throughout their career.

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2019 Rank	2018 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers FullTime/Part-Time/SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimbursement	Training Infrastructure
56	69	<b>BKD CPAs &amp; Advisors</b> Springfield, MO Business Services	\$595M U.S.	2,600 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
57	43	<b>ConServe</b> Fairport, NY Accounts Receivable Management	NFP	739 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
58	98	<b>Concentrix Corporation</b> Fremont, CA Business Services	NFP	10,000 U.S. 110,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
59	115	<b>Intermedia, Inc</b> Santa Clara, CA IT/Technology	NFP	527 U.S. 922 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
60	52	<b>One Nevada Credit Union</b> Las Vegas, NV Finance/Banking	\$59.6M U.S.	265 U.S.	2/2/38	\$450K	3.1	Yes	Yes
61	37	<b>DaVita</b> Denver, CO Health/Medical Services	NFP	71,980 U.S. 76,230 Global	598/5,400/2,200	\$258.9M	8	Yes	Yes
62	50	<b>Aon plc</b> London, England Business Services	NFP	16,769 U.S. 50,207 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
63	88	<b>Cartus</b> Danbury, CT Relocation	NFP	1,782 U.S. 2,695 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
64	64	<b>Rollins, LLC</b> Atlanta, GA Pest Control Services	NFP	11,153 U.S. 13,119 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
65	96	<b>Van Meter, Inc.</b> Cedar Rapids, IA Wholesale/Distribution	\$77.1M U.S.	520 U.S.	3/6/40	\$1.4M	6.2	Yes	Yes

\* New entry; not ranked in the 2018 Top 125

## Additional Information

**BKD CPAs & Advisors** Since its inception in 2014, BKD's SKY initiative has contributed to a more inclusive, diverse firm culture. The firm added 19 male champions to BKD's SKY Champion Network, launched the BeGenderIntelligent Peer-Mentoring Program, published several SKY Impact Reports, distributed multiple SKY e-mail alerts, added educational content on gender equality to its online BKD University, and held several firmwide training sessions in the SKY Professional Development series for nearly 1,000 BKD professionals. SKY paved the way for the 2016 rollout of Growing Together—a paid parental leave program—and aligned with the 2017 introduction of both male and female brand personas exemplifying BKD's mission, values, and client service standards.

**ConServe** ConServe provides continuous training for all employees, thereby empowering them to deliver exemplary service in a consistent, compliant, and professional manner. ConServe University has created a unique and methodical training program encompassing a detailed curriculum for new hires, comprehensive continuous training for all employees, and career development instruction for its management teams. Together with world-class partners such as Dale Carnegie Training, ConServe University has delivered 47,000+ hours of training to its most valuable asset: its people.

**Concentrix Corporation** The senior vice president at Concentrix Corporation directly supported "Team Leader Brilliant @ the Basics" throughout 2017/2018. She believes in the importance of learning and development in creating a stronger workforce. 97% of managers recommend this program for other team leaders. Mission Possible equips the leaders of tomorrow to be successful when they step into the team leader role. From January 2018, 288 future leaders have completed the program, and 50 have been successfully promoted. Learning and Development reinforces the organization's culture of investing in talent.

**Intermedia, Inc** Being a Support representative requires knowing a lot of information about the multitude of services offered by Intermedia, Inc. Due to these requirements, the L&D team has put a heavy focus on adding training simulations and gamification components to current and new training modules. L&D has increased these types of courses from 0 to approximately 20 since September 2017. Instead of back-to-back training videos, new hires go through 4 weeks of training that include several sessions of simulations and games built into e-learning modules. These new courses now provide interactivity with score keeping, simulations, and emulations having the goal of increasing knowledge retention, hands-on experience, and entertainment value.

**One Nevada Credit Union** The SUCCESS Class teaches One Nevada Credit Union's "Become a Service Prophet" philosophy where employees are engaged in understanding and solving the most frequent member objections or frustrations and how to successfully overcome them. "Becoming a Service Prophet" takes this opportunity to create a memorable and positive resolution. In doing so, ONCU essentially take the initial complaint and transforms it into an everlasting endorsement. Prophet Training has helped One Nevada achieve a 9.12 out of 10 score when members were asked how likely they would be to recommend One Nevada to a friend, family member, or colleague.

**DaVita** Academy is a DaVita University flagship program. The foundational content provides teammates the opportunity to immerse themselves in DaVita's distinctive culture during a 2-day, off-site meeting. It is an opportunity for teammates to develop themselves in a fun and engaging atmosphere that is simultaneously highly informative. It is a great example of DaVita's emphasis on whole-person learning. 6,000+ teammates attend Academy each year. Since 2001, 70,440+ teammates have attended Academy. Teammates who attend Academy have, on average, a 13% lower turnover rate than peers who did not attend this training. DaVita estimates Academy drives down turnover costs by approximately \$12 million per year.

**Aon plc** In 2017, Aon plc launched "Aon Onboard," a globally consistent and technology-enabled onboarding program sponsored by Aon's executive leadership team. The year-long program positions new colleagues for success by connecting them to the firm, their role, and Aon's culture through a combination of online checklists, videos, in-person networking events, and assigned buddies known as Aon Connectors. Aon Connectors are a key program element—95% of new joiners said their Connector made them feel welcomed and helped them build their internal network. In July 2018, Aon enhanced the program by launching a customized experience for executives, contractors, internal transfers, and colleagues returning from leave, impacting an additional 5,200 colleagues globally.

**Cartus** Cartus and its parent, Realogy, invested in "Situational Leadership II," designed to develop leadership skills to help employees become self-reliant. Prior to "Situational Leadership II," leadership offerings varied between regions. An outside supplier was hired, executives attended a program summary, and senior leadership attended the full training. Internal trainers attended a train-the-trainer certification to prepare to train all internal employees. Using a cascade roll-out plan, once a leader completes the course, registration opens up for his or her direct reports. A core piece of the program is to integrate a common language companywide to build an environment of timely and clear feedback within the organization.

**Rollins, LLC** In 2017, Rollins introduced a new cloud-based routing and scheduling system to improve customer satisfaction via on-time service and profit margins. This dramatically changes Branch roles and responsibilities. Rollins Learning conducted several on-site job task analyses to reimagine what the new Branch would look like. It followed up with a series of eLearning courses and performance-based assessments to help employees make informed business decisions, introduce Rollins' philosophy of routing and scheduling, and navigate the new systems. In 2018, there has been a 36% improvement in the comments regarding customers' experiences with Scheduling. Technicians also are driving 2.5 million miles less, realizing \$428,000 in fuel savings.

**Van Meter, Inc.** Van Meter's Onboarding Program aligns its cultural values with the needs of new employees. A year-long program built on gamification principles has new employees earn 6 badges aligned to company values. These badges are earned by completing 49 in-person trainings, Web-based learning, self-paced activities or personal essays. Throughout the year, the new employee is supported by a company ambassador, check-ins from the company, and in-person meetings with his or her leader. The executive team leads in-person learning sessions. As a result, turnover for new employees within the first 6 months of launch is 0. **OTI**

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66	32	<b>Avanade, Inc.</b> Seattle, WA Consulting	NFP	2,761 U.S. 8,300 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
67	*	<b>Williams &amp; Fudge, Inc.</b> Rock Hill, SC Educational Services/ Academic Institution	\$39M U.S.	360 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
68	*	<b>AAA Northeast</b> Providence, RI Roadside Svc., Travel, Insurance, Driver Trg.	NFP	3,300 U.S.	42/6/12	NFP	2.4	Yes	Yes
69	29	<b>Nicklaus Children's Health System</b> Miami, FL Health/Medical Services	\$7B U.S.	4,007 U.S.	45/253/237	\$27.3M	4.2	Yes	Yes
70	63	<b>Ricoh USA, Inc.</b> Malvern, PA Technology	NFP	20,000 U.S. 97,800 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
71	65	<b>Mastercard</b> Purchase, NY Technology	NFP	5,732 U.S. 14,174 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
72	60	<b>Choice Hotels International</b> Rockville, MD Hospitality	NFP	1,526 U.S. 1,715 Global	NFP/NFP/NFP	NFP	NFP	No	Yes
73	*	<b>Canadian Nuclear Laboratories</b> Chalk River, ON Nuclear Science and Technology Research	NFP	3,294 Global	37/6/33	NFP	NFP	Yes	Yes
74	30	<b>VSP Global</b> Rancho Cordova, CA Insurance	NFP	4,957 U.S. 5,998 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
75	76	<b>TIAA</b> New York, NY Finance/Banking	NFP	17,512 Global	57/0/57	NFP	.51	Yes	Yes

\* New entry; not ranked in the 2018 Top 125

## Additional Information

**Avanade, Inc.** Priority Skills are the skill gaps at Avanade, Inc., that require focused attention in the next 3-6 months as determined by client demand and business strategy. To address skill gaps in all areas, Avanade devised a list of priority skills created by Regional Talent Community leads and refreshes them quarterly. The guide seamlessly integrates with employees' self-generated skill profile platform, "MyScheduling." The skills prioritized in the guide are critical to Avanade's business. In FY'18, Avanade realized significant Priority Skills improvement, including in North America, Europe, and Growth Markets. Notably, its Security and Analytics talent communities currently are exceeding target, with 60.2% and 57.8% priority skills improvement, respectively.

**Williams & Fudge, Inc.** The Leadership Development Program at Williams & Fudge, Inc., targets qualified staff to partake in an 18-month long program that meets once a week. It is designed to increase business professional skills while identifying future leaders. Sessions are led by subject matter experts among the executive and director training staff; they include book studies, case studies, Toast Master presentation skills, and individual and group projects. The program conducts offsite events such as Escape Rooms, attending live LeaderCast events, and performing volunteer work. In the 10 years of the program, 20% of participants advanced into leadership roles, 3 individuals into director roles, and 55% have secured at least 1 additional internal promotion.

**AAA Northeast** Providing safety, security, and peace of mind to members is a top corporate goal at AAA Northeast. To help employees get the job done safely, AAA Northeast designed a robust safety program. One aspect of this program is Scene Management training, which consists of approaching the scene, vehicle positioning, and scene safety. This program is measured by monitoring auto crash frequency. AAA Northeast's auto crash frequency is 3.71 per every 200,000 hours worked, exceeding its Club goal. Since implementing this program, the company has not had any fatalities or major losses while completing service calls on highways or main roads. This is a stark contrast from the national average, which indicates that a roadside worker is struck while working on major highways once every 6 days.

**Nicklaus Children's Health System** A successful recycling initiative was the direct result of Nicklaus Children's Health System's Emerging Leaders Program. The leaders created a Go Green Committee, which researched the hospital's recycling and sustainability efforts, advocated to senior leaders, and educated employees on increasing recycling efforts. Since its implementation in second quarter 2017, recyclable materials have increased by 36% per month, and other initiatives have emerged, including standardizing the safe recycling of batteries, recycling ink toners, reducing kitchen oil, reducing paper waste, and transitioning to biodegradable food service ware. 40+ employees now take part in this organization-wide initiative.

**Ricoh USA, Inc.** Ricoh Integrated Sales Engagement (RISE) is a customer engagement/sales model Ricoh USA, Inc., deployed to its direct/enterprise sales force in FY'17. The program included an in-depth case study that participants pre-read, intensive role-play for "C-level" engagements, teamwork to build and refine strategy, and a final participant presentation. Learning objectives for this program include developing the sales force's business engagement strategy, leading change, and creating differentiating solutions by leveraging Ricoh enterprise solutions/services, insights, and capabilities. As a result of this training, 2,000+ Strategic Storyboards for clients were created. In application sessions, more than 90% of sales leaders identified value, account progress, and skill improvement in their teams.

**Mastercard** Mastercard puts the options and capability to learn directly in employees' hands. It does so by engaging employees in Degreed, "Degreed at Mastercard"—the one place for an employee to explore, discover, connect, and collaborate on all things learning. The global workforce has access to both Mastercard-created content and to its preferred third-party content providers: Safari Books Online, getAbstract, Lynda.com, Massive Open Online Courses (MOOCs), and Harvard Business Publishing, to name just a few. On top of this, Degreed at Mastercard provides access to the 1,400+ content providers offered by Degreed.

**Choice Hotels International** Inclusion and Diversity are core to Choice Hotel International's culture and values, but practicing inclusive leadership skills is neither intuitive nor easy. Inclusive leadership training shows employees the value in assembling a diverse team and working to leverage everyone's skills and insights. The company tackles the topic of unconscious bias, which is deeply hidden in thoughts and assumptions that can sway decisions and behaviors. This is a challenge to discuss, but increased diversity and creativity, improved culture and morale, and better employee retention are worth the investment. Choice strives to create an environment that brings together a diverse mix of people, skills, and ideas—where everyone can be themselves.

**Canadian Nuclear Laboratories** Canadian Nuclear Laboratories is the home of the ZED-2 School, whose goal is to introduce participants to the facilities, techniques, and current areas of interest for research in experimental reactor physics, reactor safety, and nuclear instrumentation. The content is aimed toward graduate students in reactor physics, nuclear engineering, nuclear instrumentation, and related disciplines. The school is structured around lectures by active researchers in the mornings, followed by practical sessions in the afternoons. Students and young professionals from across the world are invited to participate.

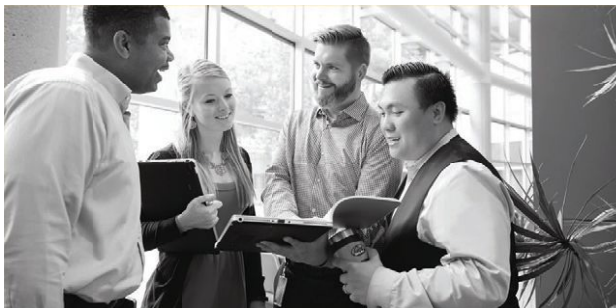
**VSP Global** Design Thinking is core inside the VSP Innovation Shop. VSP Global has a suite of Human Centered Design services employees can access to gain a fresh, customer-centric approach to business challenges: "Introduction to Design Thinking": Basic methodologies of design thinking and immediate application; "Ideation Sessions": See a business need and collaborate with a multidisciplinary group to ideate/build prototypes; "Deep Dive": Extended time with a multidisciplinary group to gain empathy, ideate/create a go-forward plan to meet business challenges; "Train-the-Trainer": Equip employees with tools to lead design thinking sessions. An outcome: a video "cover letter." VSP tested the concept with a goal to win back business, resulting in adding 25,000 covered lives.

**TIAA** One goal within Learning at TIAA is to make training simple and easy. TIAA continues to innovate and integrate learning into employees' daily workflow to enhance performance and maximize productivity. For example, it applied WalkMe across 7 applications and achieved \$400,000+ in savings while increasing front-line client-facing employees' production time. In the phone center, 85% of employees engage with WalkMe, empowering them to avoid common problems and reduce support tickets. A walk-through for a complex call reduces average call handle time by 1 minute and 21 seconds, and hold time by 27 seconds. This performance support results in training development cost savings and minimizes formal training seat time.

**NFP** Information provided, but not for publication **ND** Information not disclosed **NA** Not applicable **BP** Honored for Best Practice **OTI** Honored for Outstanding Training Initiative

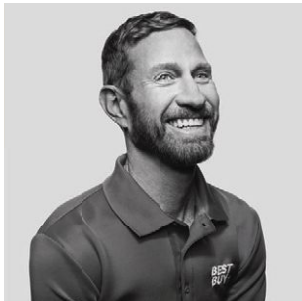


2019 Rank	2018 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time/Part-Time/SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimbursement	Training Infrastructure
76	67	<b>BB&amp;T Corporation</b> Winston-Salem, NC Finance/Banking	NFP	37,446 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
77	54	<b>Bankers Life</b> Chicago, IL Insurance	NFP	1,278 U.S.	612/350/120	NFP	NFP	Yes	Yes
78	92	<b>Navy Federal Credit Union</b> Vienna, VA Finance/Banking	NFP	15,724 U.S. 15,937 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
79	77	<b>Argo Group</b> San Antonio, TX Insurance	NFP	1,088 U.S. 1,393 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
80	87	<b>State Compensation Insurance Fund</b> Pleasanton, CA Gov't. and Military	NFP	4,300 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes



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We would like to thank our team for their dedication, passion, talent and commitment to excellence in learning.



Innovation, Creativity, Curiosity, Experience and Vision are how we advocate for what's possible.

**Let's talk about what's possible.**

## Additional Information

**BB&T Corporation** A key initiative for the Community Bank this year was the implementation of the Financial InSights Intelligent Automation (IA) enhancement program. BB&T University was engaged by Community Bank senior leadership to conduct training for all associates using this enhancement. BB&T rolled out this program in order to decrease the total amount of time spent manually preparing client presentations. Post-training tracking of presentation requests: Small business calling officers averaged 1,059 requests per week for a year-to-date (YTD) (08/08/2018) total of 28,076; estimated time saved of approximately 45 minutes or \$32.45 per report; YTD savings of approximately \$911,000, or estimated annual savings of \$1.75 million.

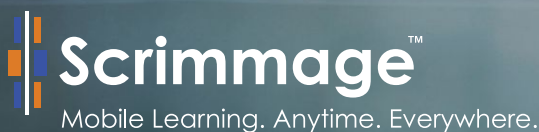
**Bankers Life** Product development and positioning coupled with sales force training results in productivity and profitability at Bankers Life. The company created a Task Force pilot program to sell its short-term care product that included identifying the best states for the pilot, selecting agents for the Task Force, and training them with the support of its top short-term care producer. Live, classroom-style trainings, bi-monthly calls with the top producer, and branch support resulted in a 95% increase in paid agent production credits (commissions metric) and a 106% increase in new premium, year over year. Bankers Life will expand this pilot in 2019.

**Navy Federal Credit Union** Instructor-led training (ILT) is tailored to specific organizational goals and professional development at Navy Federal Credit Union. General enrollment courses are offered by Learning & Development in eight tracks of study, including Career Development, Communication, Leadership, Management, Member Service and Self Enrichment. Sessions are participant-centered based on adult learning principles. Learning & Development facilitated 1,800+ workshops for 32,541 employees in 2017. Business units conduct ILT training for specific skills training. The Mortgage team trained in regulatory issues, while Branch Operations' employees were trained in areas ranging from cash handling to cross servicing (GEM). Contact Center Operations trained 1,000+ sessions with 11,760 participants in 2017.

**Argo Group** Argo Academy's operational upgrades/innovation enabled the global Argo Academy launch. Highlights of this interactive, digital, gaming-infused, in-person instructor-led training workshop highlights include: 1) Use of Argo's on-demand, digital platform Degreed 2) SHINE ONboarding enrollment: A 3-pronged program that includes welcome kits loaded with CEO-authored books detailing Argo's history and mobile digital learning devices, digital Ship's log activities during the first 90 days and quarterly blended, in-person instructor-led value-focused workshops 3) Creation of Workday goals 4) Accessing enterprise-wide learning services/solutions. Developing 1,300+ employees in 10 countries, metrics include: 70% of Degreed super-users received promotions or merit awards; 100% of business units successfully submitted Workday goals.

**State Compensation Insurance Fund** EDGE (Everyone Drives Great Experiences) is customer service training designed around refocusing the mindset of State Compensation Insurance Fund employees to be in tune with the needs of customers. The 4-hour workshop teaches ways to effectively communicate with those customers, including avoiding negative language, proper tone, and the Platinum Rule: "Treat others the way they want to be treated." Workshops are reinforced with 20+ weeks of videos and team huddle discussions and an electronic game. As leaders and employees alike are demonstrating the EDGE techniques in their work, State Compensation Fund has received 10,000+ notices in its employee recognition program of employees using techniques learned in the EDGE workshops to provide great customer service experiences.

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2019 Rank	2018 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time/Part-Time/SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimbursement	Training Infrastructure
81	71	<b>Tarkett North America (A Division of Tarkett)</b> Solon, OH Manufacturing	NFP	2,542 U.S. 3,080 Global	12/15/152	NFP	NFP	Yes	Yes
82	89	<b>Persistent Systems Ltd</b> Pune, Maharashtra, India IT/Technology	\$388M U.S. \$470.5M Global	1,110 U.S. 9,110 Global	25/0/40	\$1.9M	.55	Yes	Yes
83	58	<b>Aetna Inc.</b> Hartford, CT Insurance	\$59.9B U.S. \$60.5B Global	47,384 U.S. 48,586 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
84	103	<b>PPL Electric Utilities</b> Allentown, PA Utilities	\$2.2B U.S.	2,877 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
85	109	<b>FDIC Corporate University</b> Arlington, VA Government and Military	NFP	6,081 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes

# CONGRATS

## DISH Learning Professionals

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## Additional Information

**Tarkett North America, A Division of Tarkett** "L.E.A.D. with Purpose" (Lead, Engage, Act, Develop) is an interactive, engaging, and experiential personal and professional leadership development program at Tarkett North America, a Division of Tarkett. It helps participants discover, develop, and advance a foundational understanding of personal/professional leadership, while increasing supervisory and teambuilding/management skills and effectiveness. Some of the takeaways of the program include: form a strong values-based foundation and understanding of what leadership is and what it is not; develop a personal philosophy of leadership in alignment with the overall vision and mission of Tarkett; learn and hone management, leadership, and people skills; plan and execute strategy and goals to achieve results.

**Persistent Systems Ltd** "Pledge to Learn" is an initiative to drive organization-wide upskilling in digital technologies at Persistent Systems Ltd. Learning needs focus, and hence needs dedicated time. Pledge to Learn invites employees to make a commitment to themselves and devote regular time for learning. Employees pledge for 4, 8, or 12 hours a month and enroll in courses offered by Persistent University. The company offers a wide range of programs for employees to learn digital technologies in a systematic way. These include overview, basic, and advanced courses and technothon (with end-to-end application development). In addition, the "ORBIT" training program was designed exclusively for project managers and above grades, to enable them to learn and catch up with digital technologies.

**Aetna Inc.** Aetna Inc.'s Workers Comp Training Liaison program helps achieve its corporate strategic goal of investing in talent by providing mentoring/coaching for staff. Participants work with liaisons to develop skills and knowledge through a series of instructor-led courses and presentations focused on analyzing business problems and generating effective solutions to support the business. 73 employees have completed the program, with 52% of participants receiving promotions to higher positions. Program satisfaction yielded a cumulative Net Promoter Score of 67 and an average Level 1 score of 100%. Several presentations created by participants have been turned into Kaizen events and have been recognized by Aetna's Business Excellence Program (ABX).

**PPL Electric Utilities** PPL EU is committed to becoming the best and safest utility in the nation and is accomplishing that through its constructive culture, leadership, technical training, and customer service training. That commitment to safety is evident in the delivery of an electrical safety campaign using the Live Line Electrical Safety Exhibit, which is used to give safety demonstrations to community groups and at community events. The safety message was delivered to 8,000 people in 2017 and 6,000-plus in 2018. The increasing popularity of the program has spawned plans for additional programs, including an exhibit aimed at school children and an electrical safety book for elementary school students.

**FDIC Corporate University** With the expansion of the Contract Oversight Manager (OM) Curriculum from 1 to 4 instructor-led courses, it was recognized that the FDIC would not be able to rapidly respond to anticipated expansion of OM certifications in a crisis environment due to limited facilities. As a result, the FDIC undertook a project to move the training to a blended solution using Web-based and virtual training products to eliminate the need for classroom space. The first of 4 Web-based replacement courses was launched, reducing training time from 16 to 6.5 hours.



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86	*	<b>C&amp;A Industries</b> Omaha, NE Business Services	NFP	673 U.S.	12/3/NFP	NFP	NFP	Yes	Yes
87	80	<b>University of New Mexico Hospitals</b> Albuquerque, NM Health/Medical Services	\$993M U.S.	6,908 U.S.	98/9/105	\$11M	12	Yes	Yes
88	61	<b>Shaw Industries</b> Dalton, GA Manufacturing	NFP	22,294 U.S. 22,649 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
89	68	<b>Bass &amp; Associates, P.C.</b> Tucson, AZ Legal	NFP	103 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
90	*	<b>Exchange Bank</b> Santa Rosa, CA Finance/Banking	NFP	421 U.S.	5/2/86	\$508.8K	1.9	Yes	Yes

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Providing an extraordinary environment for senior living starts with extraordinary employees. At Vi, we're committed to supporting the growth of our employees through engaging opportunities such as our Breakthrough Leadership and Management Development Programs. We're very proud to be selected as a Top 125 organization for a 9th year in a row. But what we're most proud of is our high employee satisfaction scores and the fact so many of our employees have leveraged Vi's employee development programs to advance their careers.



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## Additional Information

**C&A Industries** The new hire program is an extensive and comprehensive program that facilitates to all learning styles and directly impacts, or involves, nearly every individual within C&A Industries. The new hire program offers face-to-face, online, and flipped model classes; videos; mentorship; role-playing; and blended delivery methods to reduce total time to competency. Weeks 1-3 contain a rigorous class schedule; week 4, employees are transitioned to sit on a team; and by week 6, employees are in constant communication with their branch managers regarding their individual success. Year-to-date, C&A Industries has successfully onboarded 96 employees through this program, with an increase in new hire productivity of 132%.

**University of New Mexico Hospitals** Clinical Dyad Leadership Training takes a flipped classroom approach to prepare hospital unit directors (nursing) and their respective medical directors (physicians) to partner in clinical and business operations at University of New Mexico Hospitals. Participants take a series of didactic online modules on finances, quality, performance management, policies, and leadership skills. Next, dyad partners attend classroom sessions together and review concepts from online training. Then, dyad partners work together on scenarios managing budgets, hiring staff, coaching, or disciplining employees, etc. After debriefing how they would address these scenarios, dyad partners make agreements on how their partnership will work, who will handle what, methods and frequency of communication, decision-making models, etc.

**Shaw Industries** Associates at Shaw Industries love working together to solve problems. As innovators and collaborators, ideators and creators, associates believe in each other, and in the power of people and human ingenuity. The organization is at its best when associates are iterating and innovating side by side. Every day, 22,000 associates at Shaw are working to positively impact their customers, their company, their communities, and their own lives through a constant quest to do better and achieve more. Shaw associates have access to industry-leading training and education offered by the Shaw Learning Academy (SLA).

**Bass & Associates, P.C.** Bass & Associates, P.C., utilizes a flipped classroom training delivery method with voice-recorded modules, enabling employees to replay instructional Bass Bits to reinforce various training topics. Bass Bits are short 3- to 12-minute instructional videos, modeled after Khan Academy. Bass Bits are well suited to instructing employees on step-by-step procedures. Employees can watch the task being performed as they perform the task themselves. They can pause and rewind the video as necessary. Most Bass Bits have short quizzes attached to help gauge retention of the topic. The average score on a Bass Bit module is 95%. User satisfaction surveys indicate that 88% of the questions received a top score.

**Exchange Bank** To combat the threat of increasing cyber-attacks, Exchange Bank partners with its Risk Management group to protect its valuable bank networks. On all Outlook toolbars, there is a "Phish Alert" button. When employees receive a suspicious e-mail, they click that button and the e-mail is quarantined and deleted. Simulated phishing e-mails are sent to employees randomly throughout the year to test behavior. Whenever employees click links in the simulations, they are assigned an e-learning course on identifying phishing attacks. At the beginning of this program, 14.4% of employees failed the simulation tests. The financial industry average is 9.1%. By year end, Exchange Bank's rate was 1.6%.



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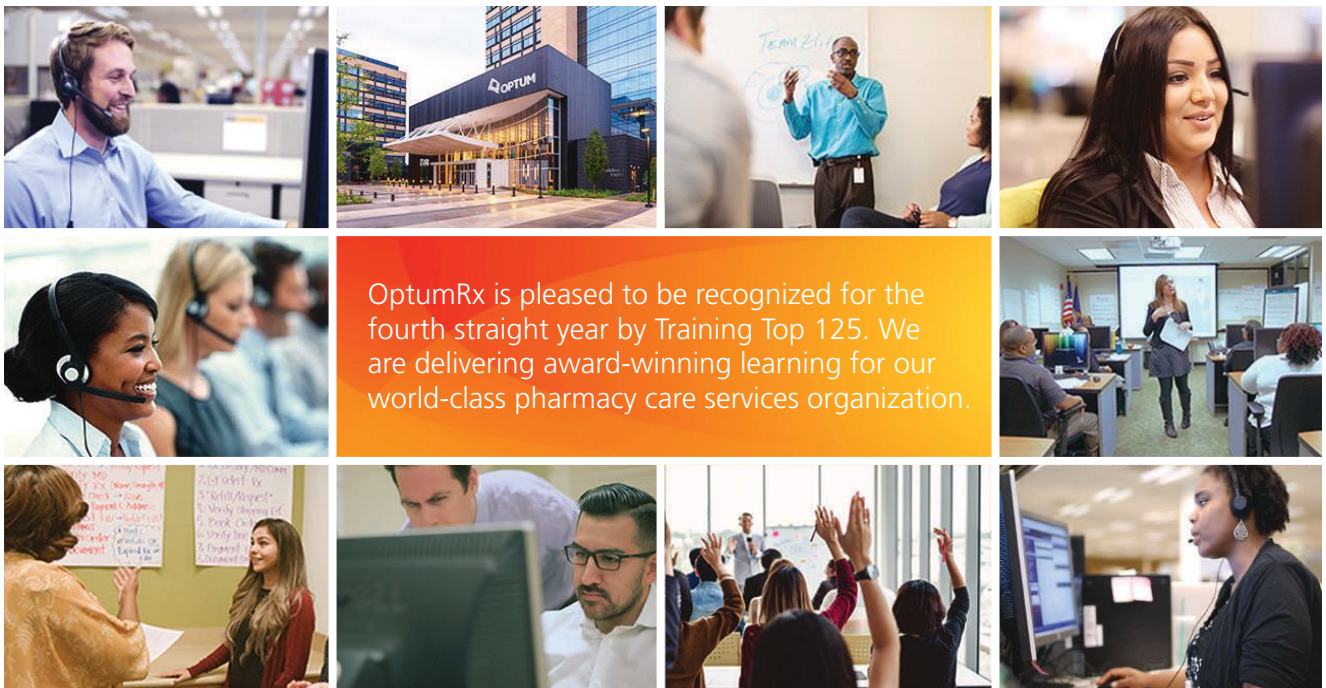
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TIAA-CREF Individual & Institutional Services, LLC. Investment products are subject to market and other risk factors.

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91	110	<b>Miami Cerebral Palsy Residential Svcs., Inc.</b> , Miami, FL Intermed. Care Facility for the Dev. Disabled	\$17.6M U.S.	300 U.S.	1/0/23	\$67.9K	NFP	Yes	Yes
92	106	<b>Signature Commercial Solutions, LLC d/b/a Signature Consultants</b> Fort Lauderdale, FL IT Staffing	NFP	614 Global	7/36/614	NFP	NFP	Yes	Yes
93	90	<b>Specialist Staffing Group</b> Chicago, IL Business Services	NFP	440 U.S. 3,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
94	119	<b>Two Men and a Truck International</b> Lansing, MI Moving Franchise	NFP	171 Global	NFP/NFP/NFP	NFP	NFP	No	Yes
95	78	<b>Penn Station East Coast Subs</b> Milford, OH Hospitality	\$195.6M U.S.	5,000 U.S.	2/315/590	\$355K	5	No	Yes



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## Additional Information

**Miami Cerebral Palsy Residential Services, Inc.** UPDATE - MCP focuses on competency-based training to improve employee performance on the job and reduce turnover due to lack of job skills at Miami Cerebral Palsy Residential Services, Inc. A competency based training model is based on what employees need to learn to do their job well and ways to teach these needed skills. Competency-based training benefits the organization because it promotes better retention of highly qualified employees. There is less turnover because employees who know what is expected of them stay longer. The organization currently has a high retention rate of 95% year to date.

**Signature Commercial Solutions, LLC, d/b/a Signature Consultants** In 2018, Signature Commercial Solutions, LLC (d/b/a Signature Consultants) launched Develop and Advance (D&A) in response to a changing market landscape, as well as a defined strategy to communicate opportunities for personal, professional, and financial growth for employees. This includes paths to increased profitability, opening new offices, and expanding regions. Signature created D&A to: create a clearly defined career path that outlines opportunity, roles, responsibilities, and expectations; improve compensation to attract a competitive workforce and align incentives to company goals; enhance competency training through focusing on mastering fundamental skills to produce sustainable results; and simplify the evaluation model to 3 key performance indicators.

**Specialist Staffing Group** One of the biggest impacts to Specialist Staffing Group's business over the last year has been the rollout of its Purpose & Principals, aligning all individuals at every level of the business to 1 common Purpose and understanding of the Principles that will help them to achieve that Purpose. Workshops were led by senior management across the globe to give the necessary visibility and importance to this shift in the way that the company behaves and operates. While this initiative is ongoing, the company already has seen a positive impact on the satisfaction of its employees and subsequently retaining them in the business.

**Two Men & A Truck International** The founder of Two Men and a Truck International, Mary Ellen Sheets, created the Mary Ellen's Moving People Forward scholarship program, which provides managers within the company with the chance to become business owners. Now in its fourth year, this program has produced 8 new Two Men and a Truck franchise owners. This year-long program puts them to the test through coursework and business plan creation, as well as a final interview by the executive team at the corporate office. Two Men and a Truck believes in constantly moving its employees forward in life, and this program does just that.

**Penn Station East Coast Subs** The My Penn Path Development tool is a self-directed program that maps personal and professional proficiencies necessary for each level of employment, with a clear path to learning the skills and procedures necessary for career growth at Penn Station East Coast Subs. The modular structure is based on microlearning strategies utilizing print media, video, and online learning; shoulder-to-shoulder training and testing for validation; and places responsibility and ownership of development on the learner with support from management at each level of development. My Penn Path integrates with the General Manager and Managing Owner Training Programs, and is designed to strengthen management in all directions.



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**Nationwide**



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96	72	<b>Emser Tile, LLC</b> Los Angeles, CA Wholesale/Distribution	NFP	1,000 U.S.	1/20/25	NFP	NFP	Yes	Yes
97	46	<b>New York Life Insurance Company</b> New York, NY Insurance	NFP	8,400 U.S. 11,114 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
98	94	<b>American Fidelity</b> Oklahoma City, OK Insurance	NFP	1,849 U.S.	18/0/118	NFP	3	Yes	Yes
99	*	<b>Bright Horizons Family Solutions</b> Watertown, MA Educational Services/ Academic Institution	\$1.3B U.S. \$1.7B Global	21,000 U.S. 31,000 Global	43/0/18	\$10M	.02	Yes	Yes
100	118	<b>Workiva Inc.</b> Ames, IA Business Services	NFP	1,211 U.S. 1,302 Global	NFP/NFP/NFP	\$3M	NFP	Yes	Yes



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## Additional Information

**Emser Tile, LLC** There are certain customer service skills all Emser Tile, LLC, employees must master if they are forward-facing with customers. To help enhance the level of service its functional staff was providing, Emser Tile enlisted the help of Ritz-Carlton's Training Team. Emser Tile identified universal skills everyone needed to master to improve their conversations with customers. The company not only stresses the importance of paying attention to individual customer interactions, but also the need to be mindful and attentive to the feedback it receives in general. Since implementing customer service training, Emser Tile's customer loyalty index has increased by 9%, and its employee engagement scores have increased by 15%.

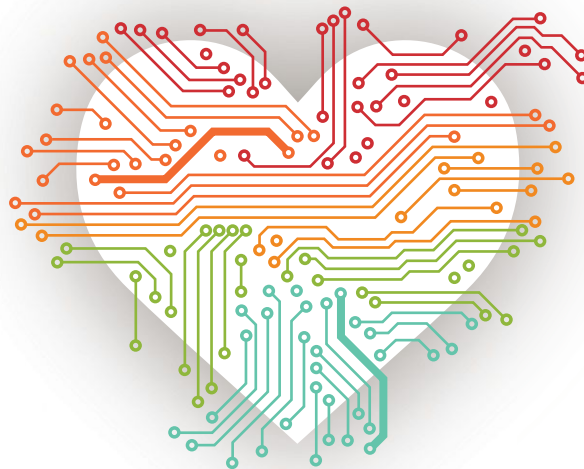
**New York Life Insurance Company** Digital learning platform The Learning Exchange was introduced throughout New York Life Insurance Company in 2017-2018. The goals of The Learning Exchange are to provide a rich platform of learning assets to employees, managers, and leaders across the company, which will both ensure permanence of the company's culture and also support building the skills needed in the future. Throughout 2017 and 2018, New York Life continued to develop content and refine its curation and governance models. This culminated in an enterprise-wide launch in July 2018. To date, learners have completed 100,000+ hours of content, and nearly 50% of all New York Life employees have accessed Learning Exchange.

**American Fidelity** To deal with business continuity, American Fidelity designed a multi-session curriculum for executives and colleagues involved in addressing business disruptions. These sessions provide participants with tools to successfully navigate a business disruption and increase confidence in addressing any crisis that may impact the company. During this training, roles are explained and the Emergency Action Manual is reviewed. American Fidelity has had 6 sessions in the last year. It is imperative the company is prepared to protect its colleagues and customer data in case of an emergency.

**Bright Horizons Family Solutions** The Leadership Excellence Program, now in its fourth year, creates a virtual community of 18 of Bright Horizons Family Solutions' most talented global and cross-functional leaders, who build their leadership and innovation muscles through solving real business problems identified by the company's CEO. 7 months into the program, they come together to present their findings to a panel from the C-suite, resulting in at least 1 program being selected for business implementation.

**Workiva Inc.** The Launch Program at Workiva Inc. is an onboarding program as quick engagement and time to productivity is a top focus for the company. This program allows new hires to start from their home location to begin getting introduced to their team, peers, location, and job-specific resources. This approach to onboarding allows new hires to immediately experience and begin integrating into Workiva culture, build social connections and technical confidence, and identify support channels and resources they will utilize.

# Leaders in Talent Development



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is at the heart of everything we do.



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101	*	<b>Office of the Comptroller of the Currency</b> Washington, DC Gov't. and Military	NFP	3,956 U.S. 3,960 Global	50/0/725	NFP	NFP	Yes	Yes
102	97	<b>Microchip Technology Inc</b> Chandler, AZ Technology	\$709.8M U.S. \$3.9B Global	4,605 U.S. 9,678 Global	43/11/1,109	\$7.1M	1.5	Yes	Yes
103	107	<b>Special Response Corporation</b> Sparks, MD Security Services	NFP	356 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
104	75	<b>Mariner Finance LLC</b> Nottingham, MD Finance/Banking	NFP	2,000 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
105	104	<b>Jones Lang LaSalle</b> Chicago, IL Business Services	\$4B U.S. \$7B Global	35,000 U.S. 78,000 Global	195/220/2,000	\$7.9M	NFP	Yes	Yes



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## Talent Development Team

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<sup>1</sup> <https://trainingmag.com/training-magazine-announces-2019-training-top-125-winners>. November 28, 2018.

Western & Southern Financial Group, Inc. Cincinnati, Ohio.

WS-60025 1901

## Additional Information

**Office of the Comptroller of the Currency** The Office of the Comptroller of the Currency (OCC) encourages mentoring relationships through structured mentoring circles, Discipline Champions Cadres, flash mentoring, and informal 1-on-1 mentoring. The Women's Network structured mentoring circles for 92 mentors/mentees. The Hispanic Organization for Leadership and Advancement launched a Discipline Champions Cadre encouraging networking and mentoring. In OCC's "Career Power" course, approximately 100 employees participate in flash mentoring and meet with mentors for 3 20-minute sessions. The One-on-One Mentoring pilot began in 2017 with 41 mentor/mentee participants in the 6-month program. As a result of mentoring, 91% experienced increased engagement, and 82% increased their learning and knowledge.

**Microchip Technology Inc** In the last decade, Microchip Inc's market capitalization increased more than 60%. Strategic acquisitions have helped enable this growth, and Microchip's strong company culture is instrumental in its success. When acquiring organizations, Microchip transmits culture through a comprehensive onboarding and integration program. Managers learn to facilitate change within their teams, and individuals build capacity to address challenges while exploring Microchip's culture and Guiding Values. L&D assesses priority development needs with the integration team and delivers existing/customized trainings. An organizational climate survey tests cultural alignment across multiple business systems; targeted support follows. Microchip measures cultural acquisition with its annual survey; 2018 engagement results showed positive response means exceeding the company's goals of 80% and reaching new records in all areas.

**Special Response Corporation** Each of Special Response Corporation's candidates has immeasurable experience, which the company builds upon through a "train from the bottom-up approach," starting each employee at the same level and providing him or her opportunities to grow within the organization. Each employee is coached and reviews available positions through Career Counseling, which provides comfort with his or her options and ensures he or she is on track with learning and skills. The training received at each level ensures employees have a full understanding of all their duties and responsibilities. 18% of Special Response Corporation's employees have achieved the highest rank, allowing the organization to continue to provide excellent customer service by maintaining the highest qualified and experienced personnel.

**Mariner Finance LLC** The Branch Manager Training (BMT) Program provides those with career aspirations the opportunity to move from a new hire to managing a full-service consumer finance operation in just 14 months at Mariner Finance LLC. The evaluation process used mimics (as closely as possible) the real-world environment trainees will find themselves responsible for upon program completion. This includes the development of a deep understanding of Mariner culture, proprietary systems, profit drivers, reports, and metrics through learning to be a leader in a dynamic, fast-paced industry. Mariner Finance is aiming at a target of supplying 50 new managers. Currently, its successful BMT graduates receive the title of branch manager. However, many also have assumed roles such as assistant vice president and vice president in the last few years. This program provides the skills, challenges, and rewards that bring success.

**Jones Lang LaSalle** JLL Certifications to Win focused on leadership in mid-level positions and held those leaders accountable for completing 10% training, meeting with a subject matter expert monthly (20%), and completing the on-the-job experiential learning (70%), including visiting a drug manufacturing site to see the process and why compliance and safety matters to those with grievous diseases and who depend on these drugs to be safe. 400+ Jones Lang LaSalle staff have completed these certifications and 200+ (or 50%) have been promoted in their role for their deep knowledge.



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2019 Rank	2018 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers FullTime/Part-Time/SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimbursement	Training Infrastructure
106	*	<b>Dellbrook   JKS Construction</b> Quincy, MA Construction	\$352M U.S.	183 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
107	*	<b>Fisher Investments</b> Camas, WA Finance/Banking	NFP	2,823 U.S. 3,199 Global	42/23/450	NFP	NFP	No	Yes
108	*	<b>CenturyLink</b> Monroe, LA Communications	\$24.1B Global	40,031 U.S. 46,546 Global	163/42/1,000	\$22.9M	.6	Yes	Yes
109	124	<b>England Logistics</b> Salt Lake City, UT Transportation	\$414.3M U.S.	459 U.S.	3/4/1	NFP	NFP	Yes	No
110	83	<b>Holman Enterprises</b> Mount Laurel, NJ Automotive	NFP	5,911 U.S. 6,566 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes



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## Additional Information

**Dellbrook | JKS Construction** The company spent the last 18 months putting more than 85% (with 100% planned in the next 12 months) of the Dellbrook | JKS Construction organization through a custom leadership program to ensure all of its employees gain the communication skills, teambuilding skills, and conflict management skills needed to do their jobs. The entire leadership team has participated in this program, truly engraining the content into the culture and ensuring all are on the same page in these areas. In return, the company created a more effective communication line while holding one another and its subcontractors more accountable, which played a part in decreasing major losses by almost 30% in the first year alone.

**Fisher Investments** Fisher Investments (FI) builds life-long careers by providing employees opportunities to take on new challenges and responsibilities within the firm. To accomplish this, multiple "bridge" programs are available firm-wide. In these 8-week programs, all role-specific information required to be successful is provided, including initial training and simulations. Graduates in FI's Investment Counselors Bridge program represent 28% of the top quartile, yet account for less than 18% of the total group size. Beyond strong employee performance metrics, Bridge provides internal candidates a realistic view of what the role will be like, which increases retention and is an advantage external candidates don't have.

**CenturyLink** The Road to 30 New Hire Training Program answered the challenge to reduce agent proficiency from 120 to 30 days post-training at CenturyLink. Design thinking was incorporated into the curricula; specifically including 10-minute customer scenario skill drills that mirror the production environment. The results are a decrease in average handle time of 11% while achieving an increase in sales effectiveness from 49% to 68% while in training. To celebrate the program's success, the VP of Consumer Sales and Care presented training leader Josh Henshaw with a Clarke M. Williams Award, the highest honor in CenturyLink, only received by 11 employees. **BP**

**England Logistics** Elevation is the second phase of England Logistics' new employee onboarding program that helps first-year team members deepen their understanding of the company values, culture, and their role as self-leaders. It also helps to further develop a variety of remedial and professional skills, including strategies and tools for combining working harder with working smarter, communication, customer service, and conflict resolution skills, as well as best practices for enhancing teamwork and building their career development plan. The program is a combination of self-study, classroom instruction, discussion, and a capstone presentation.

**Holman Enterprises** Holman Enterprises' Automotive Service Advisor Training provides skill development to meet the demands of today's service customers. A key component of the training experience includes simulated real-world scenarios in which participants role-play and practice identified performance expectations. Over 2 days, participants actively learn how to apply new skills back on the job. The data consistently shows an increase in dollars per repair order for each tested group. Service advisors in the Holman Automotive North platform have increased dollars per repair order by \$28. This equated to a \$1.5 million increase in service department revenue YOY in the first 7 months of 2018.

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2019 Rank	2018 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time/Part-Time/SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimbursement	Training Infrastructure
111	113	<b>LaSalle Network</b> Chicago, IL Business Services	NFP	240 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
112	*	<b>AlloSource</b> Centennial, CO Life Sciences – Medical Devices	\$136M U.S.	478 U.S.	2/3/40	\$415K	2.1	Yes	Yes
113	*	<b>Western &amp; Southern Financial Group</b> Cincinnati, OH Finance/Banking	\$620.7M U.S.	2,000 U.S.	4/0/34	\$1.5M	9.1	Yes	Yes
114	120	<b>Hong Kong Police College, Hong Kong Police Force</b> Hong Kong Gov't. and Military	NFP	931 Global	NFP/NFP/NFP	NFP	NFP	No	Yes
115	*	<b>NIGP: The Institute for Public Procurement</b> Herndon, VA Educational Assoc.	\$6.2M Global	27 Global 15,000 Members	7/NFP/1	\$2.7M	43	Yes	Yes

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## Additional Information

**LaSalle Network** LaSalle Network is a staffing and recruiting firm that hires great people, equips them with the tools they need to develop, and ultimately provides outstanding service to its candidates and clients. The firm's recruiter accreditation program has increased new hire retention and resulted in positive attrition, helping LaSalle Network to more quickly remove people from the organization who don't contribute. Of the employees who started working at LaSalle in 2017, there was a 73% retention rate. In an industry notorious for turnover, LaSalle is proud to retain nearly three-quarters of its new hires. The firm notes that the employees who complete the rigorous training program are high performers and culture fits.

**AlloSource** New Employee Orientation (NEO) was a primary focus for AlloSource's Training Department last year. Based on feedback collected from past participants, the course was expanded from 1 day to 1.5 days, with new content added to address information vital to the employee onboarding process. AlloSource's executive team attends a lunch with the new hires on the first day, and many of them serve as facilitators for the class. The company also added several new interactive activities to better engage employees and assist with knowledge transfer.

**Western & Southern Financial Group** Talent Development at Western & Southern Financial Group put into motion a strategy to establish a pipeline of leadership talent and equip leaders with the skills they need today and in the future. 3 implications are targeted: supporting the mobilization of cross-functional teams, providing continuous learning, and establishing a talent pipeline. Programs for emerging leaders, mid-level leadership development, and executive development, as well as on-demand training, open enrollment for instructor-led training, and a new manager curriculum help the organization establish a pipeline of leadership talent. As a result, approximately 50% of the most recent emerging leaders group has been promoted into leadership positions.

**The Probationary Inspector Training Division of School of Foundation Training in Hong Kong Police College, Hong Kong Police Force** The Probationary Inspector Training Division of School of Foundation Training (SFT) in Hong Kong Police College, Hong Kong Police Force, makes use of inspirational coaching to transform civilians into professional front-line police leaders, making them aware of their strengths and weaknesses. It aims to develop competent police inspectors with commitment and dedication to the police force with a positive mindset. Instructors provide constructive feedback and meaningful advice to police inspectors (PIs). Executive coaching by the head of SFT further fosters positive leadership to inspire PIs.

**NIGP: The Institute for Public Procurement** The Forum Select virtual conference provides a solution to members of NIGP: The Institute for Public Procurement who need professional development but work in fiscally conservative or employee-strained governments across Canada and North America. Participants are given the opportunity to engage exhibitors, network with colleagues, and participate in real-time sessions that emphasize critical aspects of NIGP's competency model, encouraging targeted development growth at a fraction of the cost. NIGP works with presenters to create job aids for attendees and promotes the use of practical, impactful learning experiences that continue long after the event ends. This event fosters inter-disciplinary collaboration throughout the membership.

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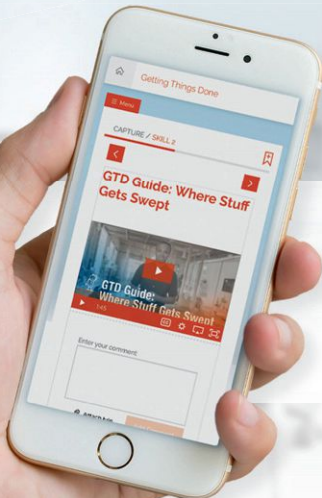


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116	*	<b>Spectrum Health</b> Grand Rapids, MI Health/Medical Services	\$6B U.S.	26,250 U.S.	207/47/84	NFP	NFP	Yes	Yes
117	*	<b>Electric Power Board (EPB)</b> Chattanooga, TN Utilities	NFP	633 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
118	*	<b>HGS Inc., USA</b> Lisle, IL Business Services	\$371M U.S. \$597M Global	2,170 U.S. 44,265 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
119	116	<b>Solstice</b> Chicago, IL IT/Technology	NFP	388 U.S. 462 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
120	*	<b>DISH Network</b> Engelwood, CO Business Services	NFP	14,694 U.S. 15,030 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes



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## Additional Information

**Spectrum Health Futures** is a leadership development program for high-potential non-leaders focused on accelerating their readiness to lead people at Spectrum Health. The program lasts 6 months and features cohorts of 20 employees. From culinary challenges to escape rooms, Spectrum Health uses consumer-grade experiences to reach learners all while making clear ties to business objectives, the company's competency model, and its expectations of leaders. Endorsed employees participate in a rigorous application and selection process, including a panel interview with leaders from across the organization. All of the learning experiences in Futures provide access to senior leaders across the organization. The current promotion rate for participants is 40%.

**Electric Power Board (EPB)** Intergenerational Diversity Training provides a unique perspective of differences in the workplace and aims to increase communication and cooperation between individuals of a different age at Electric Power Board (EPB). In these classroom training sessions facilitated by the program trainer, employees are taught the preferred behaviors and modes of communication of each generation. At the end of this training, employees are able to modify and tailor their messages to an individual's generational standing. This training provides the opportunity for in-person learning, self-reflection, and application of the material through an interactive problem-solving game. Results of this were favorable, as 68% of respondents reported having applied the strategies and behaviors learned in training.

**HGS Inc., USA** The new Management Development Training Program was developed for HGS Inc., USA's team leaders to help them become more efficient in their current role, and position them for advancement in the future. The program is based on the 70-20-10 development plan—i.e., 70% of development consists of on-the-job learning, supported by 20% coaching and mentoring, and 10% formal training. The Ready Now program acknowledges that team leaders hold the most important relationships with front-line agents. Team leaders face unique challenges managing teams in a highly adverse/highly stressful environment. Concepts taught include: building relationships, decision-making, problem solving, active listening and avoiding assumptions, time management, and conflict management.

**Solstice** During downtime in between client projects, Solstice employees are encouraged to partake in Solstice Labs, an internal research and development (R&D) function where employees can build and test emerging technologies. This takes place in a recently built 35,000-square-foot innovation facility at headquarters. This ensures Solstice is constantly investigating, testing, and dreaming up the innovative technologies of the near future. From emerging Internet of Things (IoT) technology to augmented reality and much more, Solstice invests in learning what's coming next, so it can keep its clients always looking ahead.

**DISH Network** DISH Network services 15,000+ internal and 50,000 external learners with videos, e-learning, instructor-led, blended, and game-based training. The multi-level leadership development program, LEAD, spans from future leaders (GROW) to new managers (BUILD) and senior leadership (CLIMB) and is complemented by the Base Camp program. Base Camp is a 22-day immersive training experience required for all new and existing corporate employees to train and work within DISH's front-line departments (Sales, Customer Service, and In-Home Services). This front-line perspective improved business decision-making across the organization, from C-level executives to individual contributors, which has contributed to million-dollar revenue drivers.



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121	*	<b>PSA Airlines</b> Vandalia, OH Transportation	NFP	4,169 U.S.	NFP/NFP/NFP	NFP	NFP	No	Yes
122	125	<b>Morrison Healthcare</b> Sandy Springs, GA Hospitality	NFP	20,000 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
123	*	<b>Alliance Residential Company</b> Phoenix, AZ Real Estate	NFP	3,500 U.S.	22/0/1	NFP	NFP	Yes	Yes
124	*	<b>PPS Insurance Company</b> Johannesburg, Gauteng, South Africa Insurance	\$322.3M Global	1,375 Global	16/10/5	\$1.5M	1	Yes	Yes
125	*	<b>Sundt Construction</b> Phoenix, AZ Construction	NFP	1,900 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes



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Additional Information

**PSA Airlines** Leading the Way is a customized leadership program developed for managers and directors of PSA Airlines. Leaders discuss topics around competencies that are addressed in professional evaluations, such as leadership, strategy, culture, performance, and talent management. PSA Airlines created this 6-month program to better align its leadership team with the organization's goals, vision, and imperatives and to develop an environment that encourages leaders to live The PSA Way. The training prepares leaders to have tough conversations, create a culture of servant leadership, and continue to increase performance while PSA grows. One of the most important things at PSA is leadership aligned and focused on its people. As a result, leaders are approaching their teams with more compassion and focusing on a more servant-leader model.

**Morrison Healthcare** FRONTLINElevate is a training that provides Morrison Healthcare's front-line associates with the career development they need to become stronger and more effective leaders. This training series includes 10 learning modules, facilitated in 2 training sessions, with each session approximately 5 hours long. There is a 2-week intermission between the 2 sessions to give participants the opportunity to apply the learning at their workplace and complete homework assignments. Module topics include: "Establishing Your Roots," "Relationship Building," "Motivation," "Conflict Management," "Coaching," "Delegation," and "Vision."

**Alliance Residential Company** Alliance Residential Company is committed to building a culture of learning by developing a robust and engaging platform for its 3,500 associates operating in 450+ apartment communities and corporate offices around the country. Utilizing its state-of-the-art learning management system (LMS), Alliance Residential delivers a blended approach to learning with original, self-paced course content (complete with video and animations) and live virtual instructor-led training (VILT) courses. This year, the company added a new Front-Line Manager Training developed in partnership with Dale Carnegie, entitled "Leading Accountable Engagement." This course is delivered by Alliance Residential's own Dale Carnegie Digital Certified trainer and teaches the importance of time management, delegation, and crucial conversations.

**PPS Insurance Company** Brand leadership immersion leads to financial services organization PPS Insurance Company in South Africa increasing profitability and employee engagement in tough economic conditions. Nominated participants are put to the test during this program and take on a computer-based business simulation where customer lifetime value is the winning metric. They are put into the driver's seat of the organization and are required to make executive decisions for every part of the organization using the knowledge and expertise of everyone in their group. Scenarios are tested in the simulation and debated in the classroom, resulting in a group of employees who have left the program and implemented solutions that have elevated employee engagement and customer satisfaction.

**Sundt Construction** LEAP (Leadership Excellence Accelerates Performance) is intended for high-potential middle-managers at Sundt Construction. It is a 15-month program comprising 5 3-day sessions in multiple U.S. locations. LEAP was designed in coordination with MDA Leadership consultants and includes pre-program Hogan Assessments, 360-degree assessments, and coaching sessions. In session 1, the 19 attendees were separated into 3 groups and assigned 1 of 3 corporate initiatives with the assignment of researching, developing, presenting, and executing their solutions for the particular initiative.

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