

# training

# TOP 25

2016 Rank	2015 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 Reimburse- ment	Training Infrastructure	
1	2	<b>Jiffy Lube International, Inc.</b> Houston, TX Retail	NFP	20,500 U.S.	25/6,000/50	NFP	NFP	Yes	Yes	
2	1	<b>Keller Williams Realty, Inc.</b> Austin, TX Real Estate	NFP	122,666 U.S. 127,276 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
3	4	<b>CHG Healthcare Services</b> Salt Lake City, UT Health/Medical Svs.	NFP	1,866 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
4	3	<b>Capital BlueCross</b> Harrisburg, PA Health/Medical Services	NFP	1,737 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
5	5	<b>Blue Cross Blue Shield of Michigan</b> Detroit, MI Insurance	\$23.1B U.S.	7,963 U.S.	117/5/171	NFP	NFP	Yes	Yes	

\* New entry; not ranked in the 2015 Top 125

Supported by training on new services, customer service skills, and leadership, Jiffy Lube International, Inc. has experienced 10 consecutive years of increased revenue per customer and improved customer service scores. The organization's passion for training helped drive it to No. 1 on the 2016 Training Top 125 and earned its induction into the 2017 Training Top 10 Hall of Fame. The other Top 125ers likewise demonstrated a strong focus on effective training and employee development tied to corporate strategic goals and business impact. Some 28 newcomers earned a spot on the list this year, the 16th in a row *Training* has ranked the top companies of employer-sponsored workforce training and development.

Each Top 125 company was measured on quantitative (70 percent of total score) and qualitative (30 percent of total score) data. Factors influencing the rankings include: Training tied to business objectives • Demonstrable results • Number of trainers • Employee turnover and retention • Leadership development • Tuition assistance • Training technology and infrastructure • Certification • Training budget and percentage of payroll. And much, much more. An outside research and statistical data company, under the guidance of *Training* magazine, scored companies on this data supplied by applicants. Then, *Training's* editor-in-chief and the Training Top 10 Hall of Famers qualitatively reviewed the applications.

Best Practices and Outstanding Training Initiatives also are recognized in this issue (beginning on p. 102). Learn about ADP's National Accounts Implementation; Keller Williams Realty, Inc.'s Leadership Week; PPD's Virtual Clinical Foundations Program 2.0; and more. Congratulations to this year's Training Top 125!

#### Additional Information

**Jiffy Lube International** Jiffy Lube University (JLU) has transformed Jiffy Lube International through an award-winning certifications system that equips store employees to perform a wide range of services. Through a simple learning map, color-coded dashboard, and a 4-step certification process, JLU has increased 100% certified stores by 900% since 2009. These 809 stores report higher customer service scores in 14 of 15 categories, lower labor costs and discount rates, 3% higher customer counts, and 5% lower turnover rates than the system average.

**Keller Williams Realty, Inc.** Mega Agent Expansion (MAE) is a revolutionary training program that is transforming the real estate industry by creating new opportunities for top agent teams. Keller Williams (KW) is teaching high producers how to leverage economies of scale, centralized lead generation, and a shared administrative hub to expand their agent business into new markets. In its first full year, MAE has helped 113 expansion teams form and attracted nearly 610 members. MAE is providing top entrepreneurial agents with the benefits of being a broker without the overhead of running an office. **OTI**

**CHG Healthcare Services** LEAP, CHG's pre-leader training, starts with a leader potential assessment followed by a 4-month curriculum designed to provide potential leaders with a better understanding of the skills and behaviors necessary to be a successful leader. Simultaneously, they work with their leader to fulfill leadership responsibilities within their team. The strategy of combining assessments, topical courses, and participant experiences helps CHG qualify and improve the readiness of new leaders before they are promoted. During the life of this program, internal leader promotions have increased 24%; leader turnover has decreased 33%; and the LEAP program has flooded CHG's leader pipeline with qualified candidates, helping the company achieve a 4.64:1 employee-to-leader ratio (26%).

**Capital BlueCross** Breakthrough Leadership is Capital BlueCross' 12-month immersion for key talent into the leadership challenges of historical leaders to correlate the lessons to current business decisions. The participants are assessed against proven leadership attributes and multi-dimensional simulations. The Executive Team serves in a "Leader as Teacher" capacity throughout the experience. The journey culminates at Gettysburg, where they walk the battlefields while examining the pivotal decisions affecting the outcomes. 100% of the participants have demonstrated increased self-awareness, decision-making effectiveness, and enhanced leadership capabilities. Due to the success of the program, the Executive Team is utilizing the Gettysburg experience to foster deeper collaboration and quickly onboard new executives to the team.

**Blue Cross Blue Shield of Michigan** Going far beyond a casual CEO pep talk and Q&A, Blue Cross Blue Shield of Michigan fully engaged all 8,000 of its employees in "How We Win" town hall sessions. The employees identified the 6 cultural attributes necessary for success in a new normal caused by health-care reform and the organization's transformation into a mutual insurance company. The town halls involved 1,000 employees at a time, combining high-level strategic discussions, thought-provoking videos, and game-show fun. The sessions served as the center point for a year-long cadence of training activity. Ask an employee if he or she knows the cultural attributes and cultural driver—80% can say they do.

**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	8	<b>Wequassett Resort and Golf Club</b> Chatham, MA Hospitality	\$20.4M U.S.	415 U.S.	1/14/14	NFP	NFP	Yes	Yes	
7	*	<b>Vistage Worldwide</b> San Diego, CA Business Services	NFP	818 U.S. 822 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
8	84	<b>Tenaris</b> Luxembourg Manufacturing	NFP	2,392 U.S. 24,168 Global	90/173/1,695	NFP	3.2	Yes	Yes	
9	64	<b>Leading Real Estate Companies of the World</b> Chicago, IL Real Estate	NFP	90 U.S. 95 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
10	24	<b>Birmingham Water Works Board</b> Birmingham, AL Utilities	NFP	625 U.S.	4/1/NFP	NFP	NFP	Yes	Yes	
11	48	<b>Best Buy</b> Richfield, MN Retail	\$36.1B U.S. \$40.3B Global	105,000 U.S. 125,000 Global	250/1,500/5,500	\$80M	8.3	Yes	Yes	
12	47	<b>Shape Corp</b> Grand Haven, MI Manufacturing	\$430M U.S. \$750M Global	2,200 U.S. 3,700 Global	16/NFP/NFP	NFP	NFP	Yes	Yes	
13	21	<b>Gables Residential</b> Atlanta, GA Real Estate	\$221M U.S.	1,085 U.S.	10/4/96	\$2.3M	3.59	Yes	Yes	
14	83	<b>Tech Mahindra Ltd.</b> Mumbai Maharashtra, India IT Services & Solutions	\$1.7B U.S. \$3.6B Global	6,687 U.S. 79,879 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
15	10	<b>Nationwide Mutual Insurance Company</b> Columbus, OH Insurance	NFP	33,631 U.S.	505/90/345	NFP	NFP	Yes	Yes	

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## Additional Information

**Wequassett Resort and Golf Club** The Wequassett Academy's tagline is "Where passion meets proficiency." Wequassett teaches employees how to be efficient at their jobs while providing customized service to each guest. This combination showed true profit in many areas of the resort, but was most notable in the food and beverage operation. Wequassett was able to grow its Jazz events from 4,703 attendees in 2014 to an all-time high of 5,661 attendees in 2015. The staff was able to accommodate the higher numbers, and the revenue came with it, increasing profit by 34.5% in one year's time.

**Vistage Worldwide** Vistage Worldwide is a leader in peer advisory learning for executives. The idea of using advisory groups to make decisions is not new, but Vistage has developed a model that enables senior leaders to collaboratively solve problems and make decisions they wouldn't have otherwise. Business leaders benefit greatly from the peer advantage, and Vistage's development model suits the senior leadership tier. This development model works consistently regardless of country, culture, or age of the participant. Why? Because it's accelerated learning. Its methods are understandable, teachable, and practical. It works in countless situations, for any problem.

**Tenaris** Between May and June 2015, a 32-hour SPOC (Small Private Online Course), Thermo-Mechanical Processing of Metals, was taught on the edX online course platform founded by MIT and Harvard University. The course was developed in 2013 between Tenaris University and The University of Sheffield, renowned for its researchers in the field of metallurgical sciences. During this second edition, 30 hot rolling technologists and R&D employees participated from several different countries. Previously due to its high expense, only one employee in the history of Tenaris had taken this course. With the implementation of the SPOC, 69 employees have participated, with estimated savings over traditional Instructor-led classroom training of \$450,000.

**Leading Real Estate Companies of the World** The organization designed its 6-month pilot MAESTRO Leadership training specifically around scientific research identifying 3 skills areas (referred to as Pillars) essential for top-performing sales managers: Culture, People, Growth. The training includes 3 instructor-led, live, 3-day workshops (1 for each Pillar), prerequisite sales manager assessment, projects and homework assignments for each workshop, participation in online discussions, accountability partners, and 100% engagement. The inaugural class is building meaningful peer relationships and growing more confident about the positive impact they make each day in the lives of their sales associates and the value they bring to their companies.

**Birmingham Water Works Board (BWWB)** The organization's commitment to investing in its people is apparent in its 3 leadership development programs. Supervisory Training and Readiness (S.T.A.R.) and the BWWB Leadership and Executive Leadership programs create a pipeline of well-trained and competent members of the workforce ready to achieve Birmingham Water Works Board's strategic goal "to recruit, develop, reward, and retain a high-performing and innovative workforce." By incorporating real-life organizational challenges into its leadership training, BWWB employees receive the skills needed to contribute to the overall success of the organization. BWWB has filled 68% of its job vacancies with internal employees being promoted, which impacted overall retention of 95%.

**Best Buy** Best Buy's continued focus on providing expert service to its customers comes to life through its sales training program, Sales Induction. This 4-day training class equips all new sales employees with skills and behaviors to successfully deliver a world-class experience to every customer. Tracking the ROI of the program is critical; results consistently show that over a period of 90 days following Sales Induction, an employee who attends the program can be expected to provide a potential revenue (top line) ROI of 1,732.32% compared with employees who did not attend the training.

**Shape Corp** Launching global automotive programs is a difficult process; launching these programs on time and under budget for personnel new to the automotive process is nearly impossible. Shape Corp's Automotive Program Management (APM) training program walks new program managers through the product lifecycle and has these participants, through simulation, launch programs in multiple regions and manage them in the simulation. By providing instant results to the user and providing positive reinforcement to the process, programs launched by graduates of the training launched with a 94% on- or before-time measure compared to 66% prior to training intervention, and under budget by a combined \$3.7 million.

**Gables Residential** Foundations on Demand (FOD) is Gables Residential's mobile video learning platform that provides learning on-the-go to its employees. FOD currently consists of more than 85 short videos relating to topics such as sales, customer service, teambuilding, and motivation. The platform is "YouTube-like," and employees can search videos by topic, rate videos, and join in on a conversation about each video. Since launching FOD, Gables Residential has had 13,796 views, a stellar result as the main viewing audience is less than 800 people. These videos have created social awareness linked to improving both sales and maintenance customer service goals by more than 5%.

**Tech Mahindra Ltd.** The layered Project Management Competency Development at Tech Mahindra ensures upskilling of existing project managers (PMs) to make them multi-disciplinary through a digital, curriculum-based, flexible program. It enables them to move from a Beginner to a Practitioner to an Expert over specified time frames. This ensures skill building with necessary exposure. At entry level, it builds a PM pipeline through an intensive 6-month training-cum-mentoring program with a significant classroom component, along with customized assignments and a dedicated mentor to ensure the PMs are coached through the process and deployed appropriately. As a result, there has been a 46% improvement in project maturity and 200+ new PMs available for placement.

**Nationwide Mutual Insurance Company** The On Your Side Farm Certification Program helps Nationwide agents and their employees learn to give a higher level of service and drive business growth in the farm segment. A blended learning approach is used at each certification level; gamification concepts are used to encourage agents to go beyond classroom learning. After completion of the learning for a particular level, the agency must maintain production goals tied to their certification level. At each level, they earn rewards such as advertising dollars varying by level of certification. Certified agencies are 16.7% of total agencies with farm premium, yet certified agencies wrote 66% of new business year to date through July 2015.

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16	55	<b>Western Union Company</b> Englewood, CO Finance/Banking	NFP	2,350 U.S. 10,000 Global	108/99/453	NFP	3.35	Yes	Yes	
17	27	<b>DEFENDERS</b> Indianapolis, IN Consumer Products/ Services	\$451.7M U.S.	1,835 U.S.	21/18/55	\$6.9M	5.5	Yes	Yes	
18	23	<b>Dollar General Corporation</b> Goodlettsville, TN Retail	\$18.9B U.S.	111,857 U.S. 111,940 Global	82/1,850/12,000	NFP	NFP	Yes	Yes	
19	18	<b>ADP, LLC</b> Roseland, NJ Business Services	\$10.9B Global	31,000 U.S. 55,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
20	78	<b>New York Community Bancorp, Inc.</b> Hicksville, NY Finance/Banking	\$1.4B U.S.	3,698 U.S.	28/15/341	\$5.1M	2.7	Yes	Yes	
21	29	<b>BNSF Railway</b> Fort Worth, TX Transportation	NFP	47,091 U.S. 47,161 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
22	15	<b>WellSpan Health</b> York, PA Health/Medical Services	NFP	11,558 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
23	6	<b>ABF Freight</b> Fort Smith, AR Transportation	\$1.9B Global	12,323 U.S. 12,407 Global	63/85/247	NFP	NFP	Yes	Yes	
24	69	<b>Sonic Automotive, Inc.</b> Charlotte, NC Automotive Retail	\$9.2B U.S.	9,788 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
25	33	<b>Genentech, Inc.</b> South San Francisco, CA Biotechnology/ Pharmaceutical	NFP	14,409 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	

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## Additional Information

**Western Union Company** Understanding that behavioral change takes time, Western Union is moving toward blended learning programs with longer durations ranging from 90 days to 9 months. The company's enhanced metrics strategy utilizes TDRp (Talent Development Reporting Principles) methodology from David Vance, and has shown that participants in its programs, such as WU Start, 90-day onboarding; People Manager Fundamentals, 120-day manager development; WU Fundamentals, 90-day program assessing thinking preferences and behavioral attributes; and WU Lead, 9-month high-potential leadership development, have far greater engagement scores and an average attrition rate that is less than half of the company-wide average. **BP**

**DEFENDERS** Every Monday is DEFENDERS Culture Day. This is the first day of employment for DEFENDERS new team members to be introduced to the culture and philosophy of working harder on yourself—personal development and growth—than you do on your job. The main purpose of the day is to focus on employees' journey of personal growth and connecting their growth to their personal "why." Leaders from around the business invest their time and talent to share DEFENDERS' success as an organization, as well as its success as individuals, standing on the founding principal: "Businesses Don't Grow, People Do." **BP**

**Dollar General Corporation** Serving Others is Dollar General's mission. A focus in all of its training, no matter what level of the organization, is to educate employees about Dollar General's core customer. Understanding who it serves and why it serves them helps to identify the needs and desires of the retailer's customers, along with their buying habits. Dollar General accomplishes this through a training entitled "Know Your Customer." Once completed, employees become empowered to make a difference to serve their customers and ultimately live the mission of Serving Others. The result: Customer satisfaction scores were up by more than 30 basis points in 2015 over the previous year. **OTI**

**ADP, LLC** One team within ADP converted many of its instructor-led training (ILT) classes into modularized video segments, and makes them available on an online collaborative social platform known as ADP Works. This transition to video to social media allows the trainers to focus on CONTEXT rather than CONTENT. This approach to embedding learning into the workspace allows associates to focus on "getting things done" rather than being "pushed" to a training class and losing flow. Metrics of success: Reduced content development time by 55%; developed 82 videos (average running time of 8 minutes each, all available 24/7/365); and reduced associate time away from their desks by 75%. **BP**

**New York Community Bancorp, Inc.** The organization offers a Professional Development Plan (PDP), a guide for career planning and development. The PDP outlines the requirements of each retail job role and provides additional resources to help develop a new skill set, and equip employees with information needed to move to other positions as they become available within the organization. The PDP has proven to be a successful tool as New York Community Bancorp has increased its internal talent pool and filled 72% of open management positions with internal employees seeking promotions. **OTI**

**BNSF Railway** BNSF is moving from a culture of compliance (to safety rules) to a culture of commitment (to safety as a foundational element for its business). The safety training team created a program to highlight risk identification in safely completing daily tasks. Designed with participation from union members, union leaders, and supervisors, "Approaching Others About Safety" gives employees the confidence to positively approach someone about safe work practices and the skills to respond positively should they be the one receiving feedback. 5 versions of the program were developed, and supervisors were trained to model and coach the skills. Participation was voluntary, yet more than 35,000 employees completed the course. Total injuries in 2014 were reduced by 13%.

**WellSpan Health** In 2014, WellSpan Health implemented a training program called "No Pass Zone" to help improve the patient experience. In the first 2 months, 5 out of 6 nursing units experienced more than 90% of call lights answered within 1 minute, more than 40% improvement from the 50% pre-training. "Responsiveness of hospital staff" data indicate that all nursing areas have demonstrated improvement of at least 4 points, or 9.8 higher than the baseline for fiscal year 2014.

**ABF Freight** Executive coaching and 1-on-1 interaction with top-level executives is a value that cannot be overstated. Throughout the week of a training class, participants get to hear and ask questions of several senior officers, including ABF Freight's CEO, president, senior vice president of Operations, and vice president of Sales. ABF also has regional vice presidents who participate in every sales class the company offers. It's a significant investment of time for an officer, but ABF has found the payback to be worth it. For example, in the second quarter of 2015, the logistics portion of ABF's business increased 42% after participants learned from top executives how important this portion is.

**Sonic Automotive, Inc.** General Manager Leadership Academy (GMLA) is a program where Sonic Automotive selects high-potential managers and enrolls them (approximately 20 per year) in advanced learning over 1 year. The year includes 6 weeks of training (1 full week every other month). Specifically, Sonic trains on leadership for 1 week that includes Situational Leadership (Blanchard), Ritz-Carlton leadership, Disney Institute, and Sonic's own executive corporate leadership. The remainder of the year reviews the specific role a general manager must understand in order to be an effective operator of all store departments, internal financial analysis report understanding, legal overview, HR, and marketing, wrapped up with a final project graded by senior management.

**Genentech, Inc.** Genentech's CareerLab is a learning resource that supports the career aspirations of all employees, from building skills to mentoring and mastery of domain knowledge in various business and scientific areas. Employees take advantage of career consultations, LearningLabs, mentoring, workshops, and online resources to further develop their career. Demand for the CareerLab services has continued to increase, and as a result, according to a 2014 career development impact study, employees who took advantage of career development services reported a higher engagement with their work, improved career conversations with managers, stronger likeliness to remain with Genentech, and improved productivity and quality.

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26	22	<b>Baylor Scott and White</b> Dallas, TX Health/Medical Services	NFP	35,000 U.S.	NFP/NFP/NFP	\$121.6M	9.5	Yes	Yes	
27	103	<b>New York Life Insurance Company</b> New York, NY Insurance	\$38B Global	11,372 Global	231/15/416	NFP	NFP	Yes	Yes	
28	19	<b>CareSource</b> Dayton, OH Health/Medical Services	NFP	2,534 U.S.	55/3/20	NFP	NFP	Yes	Yes	
29	32	<b>Gilbane</b> Providence, RI Construction	NFP	2,344 U.S. 2,444 Global	8/18/204	NFP	NFP	Yes	Yes	
30	72	<b>Haskell</b> Jacksonville, FL Construction	NFP	818 U.S. 842 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
31	13	<b>Paychex, Inc.</b> Rochester, NY Business Services	\$2.7B Global	12,858 Global	257/1,157/1,304	\$19.7M	1.8	Yes	Yes	
32	17	<b>Edward Jones</b> St. Louis, MO Finance/Banking	\$6B U.S. \$6.2B Global	37,879 U.S. 39,869 Global	401/52/8,591	\$81.5M	2.7	Yes	Yes	
33	14	<b>Mohawk Industries, Inc.</b> Calhoun, GA Manufacturing	\$7.8B Global	19,817 U.S. 33,003 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
34	*	<b>Aon plc</b> London, England Business Services	NFP	24,752 U.S. 71,628 Global	174/418/373	NFP	NFP	Yes	Yes	
35	46	<b>Christiana Care Health System</b> Newark, DE Health/Medical Services	NFP	11,088 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	

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## Additional Information

**Baylor Scott and White Health** In fiscal year 2015, 420 new supervisors at Baylor Scott and White Health were required to take 40 hours of blended learning instruction. This included training in the 10 supervisor-level competencies, role transition, policies, systems, and tools. Courseware included pre-reading, e-learning, on-demand videos, interviews with successful leaders, creation of development plans, participation in Learning Circles, classroom work, and an assessment of leadership competencies by their leader. They rated their courses 96% for overall value. Their retention of knowledge was 91%. Their application to the job was 92%. **BP**

**New York Life Insurance Company** To better align professional skills training with performance management, New York Life Insurance Company continues to utilize a new online tool allowing each employee to create a plan for managing his or her career development. Understanding employees' unique learning profiles, "My Development Blueprint," offers 3 integrated paths to knowledge: learning through experiences, learning through relationships, and learning through education. The tool provides employees with access to thousands of activities outside of a classroom setting; this solutions-based approach continues to successfully promote engagement and development. **BP**

**CareSource** CareSource has experienced dramatic growth over the last few years. It saw a 39% increase in employees in 2014, and a 29% increase for the first 8 months of 2015. With the large number of employees CareSource is hiring and the expansion into new states and products, it is crucial that CareSource effectively orients new employees to its culture to set them up for success in their new careers. CareSource University's (CSU) comprehensive approach to orientation focuses on support and teamwork and assigns each new hire a certified "New Hire Partner." The program has resulted in 98% of employees successfully completing their 90-day evaluation period.

**Gilbane** The One to One Mentoring program deliberately pairs emerging leaders at Gilbane with executives outside their business and geographic area to accelerate succession readiness and leadership potential. Mentor pairs are matched through a process involving surveys, talent management analysis, and personality traits review. Throughout a 6-month commitment, mentors and mentees meet privately once a month, and share career advice and company knowledge. Training and coaching is provided. Results show that 83% of pairs continued their relationship beyond the 6 months, and 96% of mentees wanted to participate in a second mentoring program. 7 mentees from the 2013 program have been promoted to executive management and will serve as mentors in the 2015 program.

**Haskell** Haskell makes considerable expenditures on construction training in critical areas of jobsite safety and quality. But the genesis of projects is architecture and engineering. The organization keeps its professionals on the cutting edge of technologies through rigorous topic-specific classes. "Lunch and Learn" is a casual description, but the subject matter experts are anything but casual. Haskell's civil, structural, mechanical, and electrical engineers and architects conduct technical seminars well in excess of minimal CEU requirements. This provides constructors with the latest systems and materials. During 2014, Haskell provided 93 sessions with 1,865 participants, totaling 6,314 hours.

**Paychex, Inc.** Ensuring employees have ample opportunities to improve their professional skills is a key driver for Paychex's business and aligns to its company goal of "Continuing to improve our workplace environment to attract, develop, and retain a team that is engaged, takes accountability to increase employee and client satisfaction, and drives innovation and change that creates excitement about our future." In support of this goal, last year, Paychex offered 12,338 hours of professional development training through live instructor-led and virtual instructor-led training sessions and increased its library of virtual Webinars by 80%.

**Edward Jones** To help newer financial advisors act, succeed, and stay, Edward Jones launched Coaching into Action in February 2013. Professionally trained in-house business coaches provided opt-in, confidential phone coaching. Due to Coaching into Action's immediate impact, coaches were added and coaching made available to financial advisors at all levels because of demand. Those coached raved about the service, repeat customers, and performance surge. A year after 3,000 coaching relationships were completed, 88% of those coached were retained versus 51% of those who did not complete coaching.

**Mohawk Industries, Inc.** "Zero Waste to Landfill" trains employees to reduce Mohawk's waste on the plant floor and in the office, and by example how to live greener at home. The company's goal is to repurpose all waste to reuse or recycling. Site coordinators are trained by subject matter experts on how each item from waste containers can be redirected into the recycling stream. 34 Mohawk facilities are certified in the program. Year-to-date 2015, the waste stream management training yielded savings of \$6 million over YTD 2014. The figure includes the value of goods sold to recyclers and reductions in landfill fees.

**Aon plc** Evolving through the acquisition of more than 500 companies over the course of 30 years, Aon had a strong growth trajectory and required a unified approach in serving its global clients. In 2010, Aon launched Client Service Model (CSM) training to establish a standard language and methodology across the organization to guide client interaction. The training encourages active listening and customized consulting with each client based on their unique needs. Leaders attending CSM produced more than \$3.2 million in revenue benefit, an ROI of 458%, and a payback period (all costs of program recouped) of just over 2 months post-training.

**Christiana Care Health System** The Language Interpreter Network at Christiana Care (LINCC) identifies, evaluates, trains, and compensates bilingual employees to provide safe, competent medical interpretation. Employees from 5 continents and 26 countries completed 24 hours of classroom training, including interpreting techniques, ethics, and cultural mediation/advocacy, and passed written and oral examinations. Of the 70 graduates, 58 qualified to provide medical interpretation for patients; 12 qualified to interpret in non-medical encounters as "patient access liaisons." LINCC has expanded Christiana Care's in-house interpreting capability from 2 languages—Spanish and American Sign Language—to 18 languages, ranging from Arabic to Yoruba.

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36	113	<b>Ascend Federal Credit Union</b> Tulahoma, TN Finance/Banking	NFP	412 U.S.	7/8/47	NFP	3.47	Yes	Yes	
37	41	<b>Carilion Clinic</b> Roanoke, VA Health/Medical Services	NFP	12,060 U.S.	143/42/157	NFP	NFP	Yes	Yes	
38	94	<b>MasTec - Utility Services Group</b> Coral Gables, FL Construction	NFP	2,222 U.S.	14/16/80	NFP	NFP	Yes	Yes	
39	116	<b>Tata Consultancy Services Limited</b> Mumbai, Maharashtra, India IT Services	\$8B U.S. \$15.5B Global	27,380 U.S. 313,431 Global	635/11,359/498	NFP	NFP	Yes	Yes	
40	11	<b>Northwestern Mutual</b> Milwaukee, WI Financial Services	\$26.7B U.S.	5,524 U.S.	68/85/1,000	NFP	NFP	Yes	Yes	
41	35	<b>Florida Blue</b> Jacksonville, FL Health Insurance	NFP	5,934 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
42	58	<b>Iron Mountain, Incorporated</b> Boston, MA Records and Information Mgmt.	\$2.2B U.S. \$3B Global	7,991 U.S. 23,737 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
43	38	<b>DaVita HealthCare Partners</b> Denver, CO Health/Medical Services	\$12.6B U.S. \$12.7B Global	59,770 U.S. 62,078 Global	500/5,000/2,000	\$255M	8.9	Yes	Yes	
44	67	<b>PPD</b> Wilmington, NC Health/Medical Services	NFP	7,000 U.S. 14,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
45	49	<b>ESL Federal Credit Union</b> Rochester, NY Finance/Banking	NFP	702 U.S.	7/0/42	NFP	2.7	Yes	Yes	

\* New entry; not ranked in the 2015 Top 125

## Additional Information

**Ascend Federal Credit Union** The credit union's focus is to provide consumers a favorable alternative to banking. Employees are responsible for fulfilling Ascend Federal Credit Union's mission of delivering superior products with service excellence. Service Boot Camp uses a blended learning approach to educate employees on product offerings, preparing them to communicate this information to members in a manner that builds trust and credibility and deepens relationships. From pre-workshop online learning modules to interactive skills practice sessions, BootCamp provides employees with an intimate knowledge of product offerings, leading to a high level of confidence in member interactions. This training has led to an increased rate of satisfied members, 97% as of Ascend's latest survey.

**Carilion Clinic** A combination of classroom training for staff and train-the-trainer methodologies was used during implementation of Carilion Clinic's Get Well Network. Patient usage of the system met all metrics provided by the manufacturer in comparison to other hospital systems across the nation. Super users and unit directors went through kinesthetic computer lab training, and a competition was implemented to increase usage among staff. Rounding and just-in-time education on specific underperforming units also was performed. Patient usage improved from an initial 27% utilization of health information to 48%. Nurse utilization for ordering video education for their patients increased 63%, and the number of patients completing the educational videos increased 51%.

**MasTec - Utility Services Group** MasTec's New Employee Orientation consists of 20 training modules designed to introduce new field employees to core safety concepts and employee programs. Modules include complex topics such as Electrical Safety, Underground Utility Damage Prevention, and Hazard Communication. To date, 92% of USG employees have completed the orientation curriculum. The program has prepared employees to operate safely on the job. Their knowledge and confidence is paying off, as MasTec has seen a 47% reduction in OSHA recordable safety incidents over the last 2 years.

**Tata Consultancy Services Limited** ASCENT—"The Foundation for Your Leadership Journey" program was initiated to equip first-time managers to deliver better business results, transformative leadership, and trusted partnership for success. The program has been deployed in synchronous virtual mode using the high-tech virtual iQclassrooms. 3,500+ participants have been trained since the launch of the program. Results: Enhanced managerial acumen, driving results and identifying and managing project risks effectively; collaborating for business results by focusing on some of the essential areas of stakeholder management, including handling difficult situations, escalations, disagreements, and reporting exceptions; and innovations/process improvements in projects.

**Northwestern Mutual** The challenge of engaging Millennials (college interns in particular) in learning and enhancing their skills while balancing school and a career was met with the use of Northwestern Mutual's E3 (Education + Expertise = Empowerment) platform. New features were developed to support such learners. These features include skill assessments that help to create custom learning plans, along with MobileMentor, which uses 2-way video to practice skills and get feedback anywhere and at anytime. The system has engaged learners with focused content and has resulted in 5,546 custom plans being created since the introduction of that function.

**Florida Blue** The Leadership Challenge, a multi-year initiative, was implemented to develop Florida Blue's senior leaders into transformational change agents. Offered to officers and directors, the program utilized a 360-degree behavioral assessment, a 3-day formal learning session, and a 6-month mentoring engagement. At its conclusion in 2015, 100% of leaders participated in the behavioral assessment, with 75% incorporating 1 or more of the 5 development activities into their annual leadership development plans. A follow-up evaluation showed 99% applied the program's content directly to their jobs. The program was so successful that in 2016 it will form the basis for a newly designed mid-manager high-potential development program at Florida Blue.

**Iron Mountain, Incorporated** Recognizing the common business challenge where up to 40% of new managers don't meet expectations in the first 18 to 24 months, Iron Mountain adapted its award-winning Sentinel Program for front-line employees to provide a robust orientation training program for supervisors and managers. Launched in April 2015, this role-specific onboarding program already demonstrates a 400% increase in knowledge and skills acquisition through successful completion of e-learning and on-the-job training with a peer coach. In addition to the improved learning and behavior metrics, Iron Mountain has a 94% retention rate for this group compared to 60% prior to implementing the program.

**DaVita HealthCare 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 prime example of DaVita's emphasis on whole person learning. Teammates who attend Academy have, on average, a 12% lower turnover rate than peers who did not attend this training. DaVita estimates Academy drives down turnover costs by approximately \$12 million per year.

**PPD** PPD achieves a talent and culture advantage by building professional skills and engaging through its Professional Excellence Program. Managers identify specific technical training needs within their departments and build customized training curricula in PPD's licensed Skillssoft environment. Managers select courses from a comprehensive library and range of resources to target different experience levels and functions within their teams. They also supplement the Skillssoft courses with PPD-specific processes and procedures, and white papers. Results from an internal survey showed the effectiveness of PPD's training resources: Employees experienced a 13% skill gain per learner when actively using Skillssoft, leading to a \$3.4 million skill gain value. **OTI**

**ESL Federal Credit Union** The credit union's new, wide-ranging Leadership Development Series enables ESL to simultaneously enrich the Employee Experience and strengthen Operational Excellence—2 key strategic initiatives. Initial evaluation data from participants indicates that the Leadership Development Series is achieving the desired results. A hybrid survey incorporating Kirkpatrick's Levels 1, 2, and 3 indicates that 100% of participants are immediately able to apply what they have learned; 92.2% of participants feel the concepts and skills learned are essential to their success; and 100% of participants can describe how they are practicing these skills.

**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

2016 Rank	2015 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 Reimburse- ment	Training Infrastructure	
46	16	<b>Buckman Laboratories International, Inc.</b> Memphis, TN Manufacturing	NFP	496 U.S. 1,784 Global	20/90/175	NFP	NFP	Yes	Yes	
47	*	<b>First Horizon National Corporation</b> Memphis, TN Finance/Banking	NFP	4,300 U.S.	30/56/86	NFP	NFP	Yes	Yes	
48	44	<b>Miami Children's Health System</b> Miami, FL Health/Medical Services	NFP	3,746 U.S.	39/219/198	NFP	11	Yes	Yes	
49	36	<b>Afni</b> Bloomington, IL Contact Center Provider	NFP	3,749 U.S. 5,580 Global	108/197/33	NFP	NFP	Yes	Yes	
50	39	<b>BB&amp;T Corporation</b> Winston-Salem, NC Finance/Banking	NFP	32,246 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
51	40	<b>ConAgra Foods, Inc.</b> Omaha, NE Manufacturing	NFP	28,164 U.S. 30,978 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
52	60	<b>Aetna Inc.</b> Hartford, CT Finance and Insurance	\$58B Global	48,403 U.S. 49,067 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
53	43	<b>Blue Cross &amp; Blue Shield of North Carolina</b> Durham, NC Insurance	\$8B U.S.	4,875 U.S.	60/3/26	\$27.4M	NFP	Yes	Yes	
54	50	<b>Caesars Entertainment Corporation</b> Las Vegas, NV Hospitality	NFP	67,180 U.S. 72,187 Global	29/1,060/3,345	NFP	NFP	Yes	Yes	
55	30	<b>CENTURY 21 Real Estate</b> Madison, NJ Real Estate	NFP	101,200 Global	NFP/NFP/NFP	NFP	45	Yes	Yes	

\* New entry; not ranked in the 2015 Top 125

## Additional Information

**Buckman Laboratories International, Inc.** A 1-week experiential leadership program for high-potential associates is built around Buckman's vision and values. Over 9 years, this program has taken 180 leaders through a challenging set of scenarios learning about themselves and what it takes to be a leader. The program creates a development bridge for individual contributors as they become leaders. As a result, new leaders share a common cultural experience, create development plans with executive coaches, and learn how to better engage with their teams. 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** The Creative Learning Platform, inspired by First Horizon National's CEO, encourages employees to "take ownership of their own development." These in-person and virtual sessions (some with telepresence) allow employees to hear insights from top company leaders on topics such as work-life balance and building your personal brand. Participation in this platform has increased 94% since inception. One employee stated: "This was a great motivating session. Success for yourself is important, but using that success to also help make your coworkers and company successful is vital."

**Miami Children's Health System** An automated, Web-based solution guides the onboarding process of new hires at Miami Children's Health System, where employees rate their experience and development on a daily or weekly basis. New hires also get to rate their personal experiences with their buddy, peers, physicians, and manager(s) at 7-, 30-, 60-, and 90-day milestones. The onboarding solution is accessible on smartphones, and trends are shared with Talent Management. MCH buddies also go through an instructor-led and just-in-time Web-based training to ensure alignment and support for new employee retention. As a result of this initiative and enhancement of hiring tools, new hire employee attrition was reduced from 31% in 2013 to 9.6% in 2015.

**Afni** Because coaches are integral to driving performance, Afni created its AfniPride bench strength program to prepare agents to become front-line leaders. This multi-tiered program focuses on leadership and coaching competencies and includes components of instructor-led training, meetings with functional leaders, observation and feedback, job shadowing, and individual development plans. In each level, participants pass a behavioral certification in coaching skills such as feedback, skills transfer, root cause, and the coaching conversation. This program has resulted in an 89% retention rate of program participants and promotion rate of 70% of participants to date.

**BB&T Corporation** Self-awareness is critical to success in all areas of life. BB&T University's Managing Interpersonal Relationships provides a profiling tool to help all associates identify their personal communication style, and then focuses on strategies for leveraging that self-awareness to relate more effectively to their coworkers and clients. This is a transformative experience for many employees that can have a positive impact, both personally and professionally. Recent participant feedback included: "This is very useful not only for the workplace, but also in my personal life. I'm very appreciative of the opportunity to receive this type of training—it will make me a better human being."

**ConAgra Foods, Inc.** Leadership in Action is targeted toward mid-level leadership at ConAgra Foods. It is a cross-functional experience that is intended to increase leadership and business capabilities through a highly blended learning experience. Participants attend a 2-day kick-off session that establishes the cohort. Executive leadership plays a significant role as faculty. After the in-person session, participants launch into an online environment that supplies reading content, small work group experiences, and leadership-led Webinars on key topics. The group returns after 10 weeks to formally close out the program, share key learnings, and further their knowledge on key topics.

**Aetna Inc.** The QUEST certification program supports Aetna Medicare's strategic goal of taking customer service to another level by providing a positive member experience with an advocate. QUEST is a 5-session, instructor-led certification program. Sessions are engaging and force learners to self-analyze their mindset while taking a call, identifying the difference between a "transaction" and a call where the member encounters a quality experience. Certified representatives have improved customer satisfaction, with survey results showing a 5% increase in satisfaction and an 83% decrease in Medicare complaints. Member survey responses to how likely they are to recommend or remain with Aetna are 10% higher after speaking with a QUEST representative.


**Blue Cross & Blue Shield of North Carolina (BCBSNC)** The transformational changes the health-care industry is undergoing have ushered in a tangible opportunity for revolutionary learning and development. Blue Cross & Blue Shield of North Carolina (BCBSNC) has successfully assembled the right combination of best practices, with state-of-the-art technology, social media, and on-the-job immersion to drive optimal workforce performance. Much like its new Customer Service Professionals Development Program, Enterprise Learning & Development (EL&D) effectively aligns with the organizational strategy to achieve measurable outcomes that positively affect the bottom line, to the tune of a \$2.9 million benefit to the organization and a 57% annualized return on the investment.

**Caesars Entertainment Corporation** As a part of its "Clean the World Campaign," Caesars Entertainment recently exceeded its goal of helping to divert 25% of total waste from landfills last year by a full 10%. Utilizing a top-down approach, Housekeeping and Hotel Operations leaders were trained on the importance of collecting lightly used soap, shampoo, and other amenities to reduce waste and aid communities with limited access to hygiene products. Since the program's inception in 2010, more than 6 million pounds of reusable products have been collected and distributed around the globe, including 25 million bars of soap.

**CENTURY 21 Real Estate** Most sales managers do not have time to train. C21 University embarked on building a "train-the-trainer" learning program, Office Learning in a Box (OLB). OLB helps managers conduct short, skill-building sessions in their offices by supplying them with content needed for localized training. Each OLB includes an instructor guide, an agent handout, and 4 short videos. The manager's (instructor) guide contains a preparation list, agenda, facilitation questions, and scripts to conduct focused skill-building session with sales associates. 90% of survey respondents felt the training tool increased performance; 100% felt the tool enhanced their job impact; and 96% felt the examples helped the user understand the content.

**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

2016 Rank	2015 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 Reimburse- ment	Training Infrastructure	
56	61	<b>CarMax, Inc.</b> Richmond, VA Retail	\$14.3B U.S.	21,851 U.S.	740/1,818/1,406	\$42.9M	4	Yes	Yes	
57	92	<b>Allianz Life Insurance of North America</b> Minneapolis, MN Insurance	\$15.7B U.S.	2,084 U.S.	45/1/35	\$9.1M	3.51	Yes	Yes	
58	66	<b>Tandus Centiva (A Tarkett Company)</b> Dalton, GA Manufacturing	NFP	1,115 U.S. 1,396 Global	7/8/85	NFP	3	Yes	Yes	
59	56	<b>La Quinta Holdings</b> Irving, TX Hospitality	NFP	8,277 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
60	121	<b>Enterprise Holdings</b> St. Louis, MO Transportation	\$16B U.S.	75,000 U.S. 88,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	



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## Additional Information

**CarMax, Inc.** CarMax's aggressive growth plan of 10 to 15% per year requires a bench of successful, experienced senior managers. Its Field Talent Review is designed to ensure managers are being correctly assessed and internal senior management candidates are consistently identified across the company to support this rapid growth of new store openings. The Field Talent Review is a biannual process that evaluates the performance and leadership capability of each store's managers in every business area: Sales, Purchasing, Business Office, and Service Operations. It consists of 3 main components: ratings calibration, senior management growth candidate identification, and talent scorecard where the store team receives talent development ratings, feedback, and goals.

**Allianz Life Insurance of North America** The SME Pilot Learning Program solved a gap in one Allianz Life Insurance of North America department's subject matter experts due to a shift in a key role's responsibilities. Employees' current knowledge, skills, and abilities were analyzed. Individual learning and development plans were crafted and implemented to build up the expertise. Subject matter experts were re-established and a new role coined to formalize the importance of their part in moving business projects forward. Results exceeded expectations in all levels of evaluation. Upon conclusion, business projects in that area experienced a 67% improvement in project status due to the elevated knowledge; more projects were on track to be delivered on time.

**Tandus Centiva (A Tarkett Company)** Manager@Tarkett is a 4-day leadership course that is required of all leaders at Tandus Centiva (A Tarkett Company). It is a major talent management initiative that sets the foundations for a shared managerial culture across the organization. Course objectives are to clarify and spread the management culture, implement common processes and tools, and develop a manager's talents to coach teams for high performance. The organization's worldwide employee survey takes place every 2 years. In 2008, only 70% of employees answered positively in the "Management" category. However, 76% of employees answered positively in 2014 and think their manager does a good job in setting work objectives and being available when needed.

**La Quinta Holdings** LQ Academy for Executive Housekeepers develops high-potential Housekeeping supervisors into the role of executive housekeepers through a 2-day workshop and a 3-month mentorship program. LQ Academy focuses on leadership, coaching/feedback, and effective training approaches, as well as many industry-specific operational capabilities. Post-workshop follow-up takes the form of monthly Webinars and quizzes tracked through the company's learning management system, as well as individual mentorship calls where the executive housekeepers have open, 1-on-1 conversations with their assigned trainer/mentor. These conversations deepen the executive housekeepers' understanding of leadership skills and further their sense of feeling prepared and connected.

**Enterprise Holdings** The Go Truck Training Program is a devoted intranet site with roadmaps for new hires into 8 Truck Rental positions at Enterprise Holdings. Modules may include readings, assignments, observations, videos, field trips, job aids, resources, manager meetings, and tests. The site includes resources to help managers implement the training and coach their employees. Existing Truck employees have a reinforcement section to refresh their knowledge on relevant modules. 100% of new hires into Truck Rental use this training, and since the training's implementation, the business line has achieved a 26% increase in growth, a 25% increase in total revenue, and a 27% increase in net profit.



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2016 Rank	2015 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 Reimburse- ment	Training Infrastructure
61	51	<b>Bankers Life</b> Chicago, IL Insurance	NFP	1,627 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
62	59	<b>One Nevada Credit Union</b> Las Vegas, NV Finance/Banking	\$52M U.S.	252 U.S.	1/2/37	\$448K	2.6	Yes	Yes
63	93	<b>Sacramento Municipal Utility District (SMUD)</b> Sacramento, CA Utilities	\$1.5B U.S.	2,014 U.S.	25/3/31	\$17.3M	9	Yes	Yes
64	80	<b>VSP Global</b> Rancho Cordova, CA Health/Medical Services	NFP	4,660 U.S. 5,347 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
65	76	<b>Valvoline Instant Oil Change</b> Lexington, KY Retail	NFP	2,200 U.S.	20/NFP/NFP	NFP	NFP	Yes	Yes

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## Additional Information

**Bankers Life** The goal of the Emerging Leaders Program is to accelerate leadership development of front-line managers at Bankers Life to take on higher management positions at an expedited rate. The 1-year program has four major aspects: 1. 3 "face-to-face" classroom sessions; 2. A virtual forum to discuss best practices, reinforce concepts from previous trainings, and introduce new leadership development topics; 3. Self-selected accountability groups and peer mentoring ; and 4. The 2-part Capstone Project: a) Personal Development Reflection and b) Business Challenge Presentation with the accountability groups. This program is building a strong leadership pipeline for Bankers Life.

**One Nevada Credit Union** The credit union's Sales SUCCESS Class teaches the philosophy that "Singles Win Ballgames." As Brad Beal, One Nevada Credit Union's president and CEO, states, "It's nice to hit a homerun every now and then, but if we focus on singles and keep the line moving, we will win more ballgames over time." By focusing on "Singles and Service," One Nevada currently scored 9.12 out of 10 when its members were asked how likely they would be to recommend One Nevada to a friend, family member, or colleague.

**Sacramento Municipal Utility District (SMUD)** The Building Leadership Talent Program is a 12-month experiential learning program with participants from all job levels, departments, and functions at Sacramento Municipal Utility District (SMUD). It integrates personalized assessments, individual development plans, and a large-scale community project assignment. 116 employees have completed this program since inception, with 65% of the most recent program cohort receiving promotions following completion. Each cohort selects a local community project to work on. Last year, the cohort focused on Alzheimer's awareness and support for the local community and raised \$151,000 in grants and donations. **OTI**

**VSP Global** Job rotation (aka, experience-hopping) identifies possibilities at VSP Global. Last year's projects generated hundreds of possibilities for growth, operational excellence, and sharpening VSP's competitive edge. While many ideas may be legitimate business opportunities, VSP actively pursues 1 business possibility per team through a forced-choice decision process. Results from this experience-hopping directly affect VSP's mission to help people see, connect participants' work directly to the company's strategic initiatives, and provide significant opportunity for growth beyond one's previous role. As a result, 75% of the participants in the experience-hopping projects are offered positions where their new skills are put to work.

**Valvoline Instant Oil Change** Faced with the challenge of determining what training elements affected service revenue, Valvoline Instant Oil Change (VIOC) implemented a program to collect Level 1 and 2 data via mobile devices and imported that data into the company's data warehouse. The resulting correlations revealed that the instructor's knowledge was somewhat important, but the energy and enthusiasm of the instructor had the biggest impact on service penetration, followed by the course materials and the learning environment. Based on this data, the Learning team dispatched professional trainers to work with field trainers on energy and enthusiasm, improve classroom environments, and revamp course materials. Results are promising as revenue from non-oil change services is up significantly.

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2016 Rank	2015 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 Reimburse- ment	Training Infrastructure
66	*	<b>Janssen Pharmaceuticals Companies of Johnson and Johnson</b> Titusville, NJ Pharma./Biotech.	NFP	26,000 U.S. 40,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
67	54	<b>Shaw Industries Group, Inc.</b> Dalton, GA Manufacturing	NFP	21,711 U.S. 21,968 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
68	57	<b>BKD, LLP</b> Springfield, MO Professional Services	\$496.4M U.S.	2,400 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
69	20	<b>University Hospitals</b> Shaker Heights, OH Health/Medical Services	\$2.9B U.S.	19,082 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
70	89	<b>Ricoh Americas Corporation</b> Malvern, PA Technology	NFP	25,600 U.S. 109,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes



## Thank you!

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## Additional Information

**Janssen Pharmaceuticals Companies of Johnson and Johnson** AXIS, an iPad-based social learning platform, focuses on helping physicians get patients to start and stay on therapy via provision of insurance coverage education. Janssen Pharmaceuticals Companies of Johnson and Johnson launched a pilot of the program with 25 representatives in 2013. It was expanded to 115 in 2014 and used across 4 franchises in 2015. This led to the creation of a special team helping doctors get insurance coverage for their patients. Reimbursement appeals reversals tripled due to specific terminology taught to office staff and patients; prior authorization time was reduced by 2 days for chronically ill patients; training ROI saw a 10% increase in filled prescriptions, equaling \$29 million per year.

**Shaw Industries Group, Inc.** With more than \$1 billion invested in new equipment, new technology, and new processes over the last few years, almost every job at Shaw—from designers and data analysts to salespeople and scientists—requires a higher skill level than before. As a result, Shaw has helped develop an array of education programs to ensure the company has the highly skilled workforce necessary to meet current and future business demands. From reading to robotics, these partnerships with state and local governments, academic institutions (K-12 and higher ed), and local communities are addressing the growing skills gap in U.S. manufacturing.

**BKD, LLP** Levels 1-4 of BKD Audit & Accounting training are instructor-led courses focusing on technical and nontechnical competencies and are scheduled multiple times each year. BKD only uses instructors with mastery-level skills who exemplify the 5 standards of unmatched client service. Instructors complete the Effective Training Skills Seminar—an interactive program teaching trainers and subject matter experts how to effectively deliver course content and facilitate group learning. Attendees learn about advanced learning methods, innovative presentation strategies, and creative training techniques that dramatically increase their effectiveness as instructors.

**University Hospitals** At University Hospitals (UH) System Leadership Meetings, leaders identified the strengths that drive the organization's success. The outcome of this collaborative effort is a way of leading at UH defined as "Our Leadership Promise." Our Leadership Promise identifies UH's commitment to inspire, innovate, and achieve. This promise outlines the competencies and behaviors UH leaders model every day to define the culture at UH. During first quarter 2015, sessions were facilitated by existing UH leaders to provide an introduction and framework to this new competency model. More than 50 leaders facilitated the engaging and interactive sessions, and 730 leaders from across the system attended one of the 30 workshops held.

**Ricoh Americas Corporation** Throughout Ricoh America's Corporation's transformation to a services-led company, the Learning organization has been positioned as a driver of change. Training initiatives designed to tap into the "imagine.change." mindset of Ricoh employees, L.E.A.D. leadership development programs, as well as training initiatives to ensure Ricoh can effectively sell and maintain services-based solutions are examples of how it is using training to drive the Ricoh transformation. In addition, Ricoh's Training organization has been at the forefront of raising external awareness of Ricoh's transformation. Programs such as Work Intelligent.ly and the Operation Hero Externship program demonstrate Ricoh's expertise in the IT industry, and increase its visibility in the community.

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2016 Rank	2015 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 Reimburse- ment	Training Infrastructure	
71	63	<b>Mountain America Credit Union</b> West Jordan, UT Finance/Banking	NFP	1,520 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
72	65	<b>G4S Secure Solutions (USA) Inc.</b> Jupiter, FL Private Security Solutions	NFP	44,104 U.S. 611,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
73	73	<b>Vi</b> Chicago, IL Health/Medical Services	NFP	2,750 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
74	68	<b>TD Bank</b> Toronto, Ontario, Canada Finance/Banking	NFP	26,473 U.S. 91,325 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
75	31	<b>Avanade</b> Seattle, WA Technology	NFP	2,200 U.S. 8,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	

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Learning and Development Professionals**



## Additional Information

**Mountain America Credit Union** Providing a consistent message to the sales force is important and Mountain America Credit Union (MACU) invests many resources each year to bring them together during its sales conference. Themes such as “The Art of Connecting” and “MACU to the Future” support these efforts as MACU motivates employees to live its culture of Assess, Advise, Assist. MACU sees increases each year in the number of products sold due to conference participation. In 2013, a total of 305,753 new products were opened; in 2014 that number increased to 460,404. MACU also sees better relationships between branch and department employees, deeper member relationships being built, and a better member experience being delivered.

**G4S Secure Solutions (USA) Inc.** The G4S Custom Protection Officer (CPO) Certification Program is the organization's most elite security officer training program, consisting of a tenured group of 10,000+ officers across the U.S. and accounting for a 98% client retention rate for clients investing in this level of service. Training for this 48-hour classroom instructor-led program is conducted weekly by G4S certified trainers, and all attendees must successfully pass a final exam and a hands-on assessment to become a certified CPO. Since the implementation of this certification program, client and employee retention continues to produce cost containment and provide optimal efficiency.

**Vi Leadership Institute** Program participants at Vi engage in a variety of assessments, professional coaching, mentoring, and complementary virtual learning and study groups. Participants attend a week-long discovery program led by Vi's executive management team around the company's leadership competencies. In addition, participants engage in a 6-month complementary virtual learning program through Harvard Business Publishing. Each program participant receives tools, resources, and executive coaching to develop and execute an action plan for integrating program concepts into a personal development plan.

**TD Bank** More than 1,150 Canadian retail branches and 1,300 U.S. stores exist within TD Bank's footprint. This branch/store network provides legendary customer service and valued financial advice to more than 24 million customers. Within this system, managers are key to driving growth and delivering on the legendary customer experience promise. To support them, TD Bank offers an intensive multi-day “Boot Camp” development program. This program features facilitators with in-depth business acumen, executive presenters, and cutting-edge activities. Laser-focused on TD Bank's strategies and refreshed annually to ensure business alignment, this program results in double-digit increases in retail volume growth, sales revenue, and customer satisfaction metrics.

**Avanade** To support the corporate goal to drive operational and delivery excellence across Avanade's business and to improve profitability, it was imperative that all client-facing consultants be trained in delivery management. A massive intervention took place, resulting in the development and delivery of a new advance-level 5-day course for senior Delivery leads and an additional Delivery Management certification. In the last 2 years, 6,000+ professionals have received in-person Delivery Management training. As a result, YTD margins for projects led by certified leads exceeded margin targets by 3.4%, thereby increasing profits. Also, attrition rates of those trained fell to 9% as compared to overall 18% company attrition.



Digitizing the learner experience is an important part of development at TD, and we are pleased to have one of the most successful learning and development programs in the world for nine years running.

### **Congratulations to our fellow 2015 Training Top 125 winners.**

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2016 Rank	2015 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 Reimburse- ment	Training Infrastructure
76	86	<b>Quicken Loans</b> Detroit, MI Finance/Banking	NFP	13,000 U.S.	226/0/165	\$31.4M	8.3	Yes	Yes
77	79	<b>United Services Automobile Association (USAA)</b> San Antonio, TX Financial Services and Insurance	NFP	27,928 U.S. 28,042 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
78	74	<b>Bass &amp; Associates, P.C.</b> Tucson, AZ Legal	NFP	73 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
79	87	<b>MasterCard</b> Purchase, NY Technology	NFP	4,776 U.S. 10,801 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
80	53	<b>Discover Financial Services</b> Riverwoods, IL Finance/Banking	\$9.6B U.S.	14,676 U.S.	NFP/NFP/NFP	NFP	4	Yes	Yes



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## Additional Information

**Quicken Loans** Developmental Greatness Training (DGT) bridges the rough waters of transition between the security of the classroom and the challenges of the mortgage banking wilderness by tutoring new bankers in class, counseling them through live-action client calls, and redirecting behavior when needed. Quicken Loans' DGT hybrid coach/trainers provide the lifeline that helps bankers succeed early on and stay with the company in the long run.

**United Services Automobile Association (USAA)** USAA Learning and Development is committed to delivering effective learning solutions to the businesses they support. The team recognizes it has a critical role in ensuring USAA employees have the right skills, knowledge, and experiences delivered at the right time, in the right way, to get the right results needed to best support the membership of the association. The team is dedicated to developing the members of the Learning organization and contributing to the advancement of the learning profession by sharing with other practitioners of the profession. The strategy of this organization is the strategy of the business it supports.

**Bass & Associates, P.C.** Due to the nature of the industry that Bass & Associates operates within (bankruptcy and collections law), negotiation skills are critical for success of the individual, as well as the company. In Bass' collections department, two training stations were built directly next to the department supervisor's stations. All collections employees rotate through those stations so they can get the benefit of 1-to-1 coaching from their supervisors in a production environment. This strategy has not only helped the individual employee improve, but it has shown staff the company's commitment to their ongoing training and overall performance.

**MasterCard** The organization seeks to hire the best technology talent from across the globe, but not all of MasterCard's new employees arrive with payments industry experience. To support these employees, MasterCard implemented a multifaceted corporate onboarding program that includes the EDGE (Employees Driving the Global Enterprise) interactive gamification program that introduces employees to a day in the life of MasterCard. In 2014-2015, EDGE participants reported a 24% increase in their level of knowledge after completing the training, and 82% of participants noted they had a better understanding of the concepts after the course.

**Discover Financial Services** At Discover Financial Services, leveraging diversity is more than doing the right thing. It is a key business driver that sets Discover apart from others. Formal learning solutions are provided to develop communication effectiveness between people from different backgrounds. "Exploring the Dimensions of Diversity" and "The Business Case for Diversity" are regularly offered courses. Workshops are hosted by Employee Resource Groups, including Asian, Hispanic, African-American, LGBT, Generations, Young Professionals, Women, Veterans, and Disabilities. These topics vary from cultural awareness to unconscious bias and communicating across cultures. These efforts led to recognition on the Human Rights Campaign's Annual 2015 Corporate Equality Index.

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And we're committed to  
making a difference in theirs.*



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Vi, we're committed to supporting the growth of our employees through engaging opportunities such as our Leadership Institute and Management Development Program. We're proud to be honored as a leader in employee development and recognized by Training magazine as a Top 125 recipient for a sixth year in a row. But what we're most proud of is our high employee satisfaction scores and strong employee retention rates. Vi. An exceptional place to work, learn and grow.

  
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2016 Rank	2015 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 Reimburse- ment	Training Infrastructure
81	*	<b>Crown Resorts Australia</b> Southbank, Victoria, Australia Hospitality	NFP	12,000 Global	30/1/25	NFP	NFP	Yes	Yes
82	82	<b>U.S. Security Associates, Inc.</b> Roswell, GA Business Services	NFP	49,000 Global	20/300/9,800	\$4.2M	.5	Yes	Yes
83	*	<b>Anthem, Inc.</b> Indianapolis, IN Insurance	NFP	51,384 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
84	37	<b>Rent-A-Center</b> Plano, TX Retail	\$3.2B Global	22,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
85	77	<b>Cerner Corporation</b> Kansas City, MO Health-Care IT	NFP	16,424 U.S. 21,166 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes

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## Additional Information

**Crown Resorts Australia** The Leaders in Tourism program addresses a shortage of leadership skills in the tourism industry by providing Crown Resorts Australia's current and potential leaders with customized programs that develop self-awareness, Emotional Intelligence, influence, and presence, along with traditional leadership skills (such as financial and risk management) within the context of the global and competitive tourism industry. The program makes use of experiential learning that surprises and stretches participants beyond their expectations, and requires application of learning back in the workplace. Many graduates have been promoted within the business, and feedback from participants' managers indicates identifiable changes in leadership behavior.

**U.S. Security Associates, Inc.** The Short Segment training series illustrates how U.S. Security Associates ties training programs to business goals and objectives. Short Segment training meets an urgent need for continuing education in the security services industry, where shrinking margins, security budget cuts, and the repercussions of current events are increasing pressure on service providers to do more with less. The Short Segment training is proof that sometimes, less really can be more. High-impact training with a minimal time commitment has the potential to reach more employees, more often. The Short Segment series packs vital information and attention-grabbing graphics into concise, 20-minute training modules that strike a good balance between due diligence and cost control.

**Anthem, Inc.** Advancing Anthem associates' ability to deliver consumer-centric solutions is a top priority of both the L&D organization and the entire enterprise. To ensure associates can deliver on Anthem's promise of providing trusted and caring solutions to customers, new hire, refresher, and continuous training strategies are developed by leveraging data sources, including customer satisfaction surveys, leadership feedback, internal quality metrics, and associate feedback. An example of where these data sources have been leveraged is the development of ongoing claims training for customer-facing associates. This investment has resulted in increased customer satisfaction survey scores and significant improvements to internal quality metrics.

**Rent-A-Center** To maintain a competitive advantage, Rent-A-Center is replacing a 20+-year-old Point of Sale (POS) System with a new, Windows-based system, SIMS. L&D was tasked with developing materials to support 2 initial pilots and general deployment of SIMS over a 5-month period. To quickly train more than 17,000 coworkers in 2,800+ locations across the U.S. and Puerto Rico, L&D developed a blended learning strategy that included e-learning, videos, certification materials, and instructor-led training, all revolving around a space theme mission: SIMS. At 6 weeks post-go-live, Rent-A-Center experienced an average increase of deliveries equivalent to +.5 per store per week with an annual value of \$5.4 million.

**Cerner Corporation** DevArc is Cerner Corporation's yearlong program designed to build a level set of expectations and culture for software architect skills, best practices, and leadership expectations. Participants attend a 2-day kickoff, monthly sessions focused on specific skills and considerations, mentoring activities, a client-site visit, and monthly "Tech Talks" followed by practice planning reflections. The program has graduated 88% of participants. DevArc strives to prepare at least 50% of participants for promotion into the role of software architect within 2 years of completing the program. To date, 52% of participants have been promoted. The attrition rate of participants in the program is 6.5% lower than that of the general population.



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2016 Rank	2015 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 Reimburse- ment	Training Infrastructure
86	107	<b>Navient</b> Wilmington, DE Asset Management	NFP	6,200 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
87	108	<b>ConServe</b> Fairport, NY Finance/Banking	NFP	799 U.S.	15/NA/44	NFP	NFP	Yes	Yes
88	96	<b>Consigli Construction</b> Milford, MA Construction	NFP	430 U.S.	4/2/40	NFP	NFP	Yes	Yes
89	*	<b>Paycor</b> Cincinnati, OH Technology	NFP	973 U.S.	20/75/178	NFP	NFP	Yes	Yes
90	122	<b>Hagerty Insurance</b> Traverse City, MI Insurance	NFP	690 U.S. 728 Global	7/5/45	NFP	NFP	Yes	Yes



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Roosevelt Savings Bank • Garden State Community Bank • Ohio Savings Bank • AmTrust Bank

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and its Atlantic Bank Division

#### Additional Information

**Navient** Talent Management facilitates Navient's "Supervising Others Effectively" workshop for employees from supervisor to director levels. This 2-day program enhances participants' personal growth by increasing their effectiveness in leading the efforts of others. Through experiential activities and the sharing of demonstrated best practices, participants discover strategic and tactical approaches to a variety of topics, including: Being an Effective Supervisor, Performance Management, Coaching and Feedback, Recognition and Rewards, Transition Management, Progressive Discipline, and Balancing Time and Productivity. As a result, participants scored 12% higher on an evaluation of 5 core competencies 6 months after the training.

**ConServe** The organization 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 methodical training program encompassing a detailed curriculum for new hires, comprehensive continuous training for all employees, and career development instruction for management teams. Over the last 12 months, together with world-class partners such as Dale Carnegie Training of Rochester, NY, and Vitalwork of Fairport, NY, ConServe University has delivered more than 31,000 hours of training to its most valuable asset: its people.

**Consigli Construction** In 2015, Consigli Construction established Consigli Career Pathways, tools for employees to visualize their career opportunities at Consigli, both vertically and horizontally. Each Career Path is visually mapped out and interactive. Employees interested in a specific role can click to see that specific job description, job summary, years of experience required, performance criteria, education preference, certification/license requirement, learning plan, and job promotion criteria. In conjunction with Career Pathways, Consigli's CEO conducts annual "Career Planning" classes, sharing models and tools for managing personal and professional goals, best practices, research, and resources he's studied on the topic.

**Paycor** In 2015, Paycor reinvigorated its new hire experience for sales with 5-week training programs customized for 2 unique outside sales positions. These programs incorporate 2 weeks of virtual instructor-led training and virtual training; 2 weeks of ILT at headquarters in Cincinnati, OH; and 1 week of skills assessment by the field sales manager. This program is followed by 20 weeks of individualized coaching and certifications to inspect the behaviors a new hire implements. Paycor has adopted fixed start dates that align with the 20 annual training programs. This strategy allows Paycor to teach new sales associates the correct behaviors before being influenced by shortcuts.

**Hagerty Insurance** Hagerty's Employee Driving Experience gives participants the opportunity to learn to operate a vehicle with a manual transmission, and experience the thrill of driving a classic car. Utilizing 3 employee-restored vehicles, participants are paired with internal driving experts in a 1-on-1, low-speed environment to practice driving on a controlled course. Participants gain perspective on driving the types of vehicles that make up the majority of Hagerty's book of business, fueling genuine connections in their conversations with clients. 100% of surveyed employees agree this training will have an impact on their ability to better serve their clients. 4.22 out of 5 employee engagement results place Hagerty in the 87 percentile of Gallup's database.

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2016 Rank	2015 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 Reimburse- ment	Training Infrastructure
91	*	<b>MTM, Inc.</b> Lake St. Louis, MO Transportation	\$294M U.S.	1,300 U.S.	48/0/58	NFP	NFP	Yes	Yes
92	*	<b>United Shore Financial Services</b> Troy, MI Finance/Banking	NFP	1,400 U.S.	28/96/96	\$2.7M	3	No	Yes
93	81	<b>Navy Federal Credit Union</b> Vienna, VA Finance/Banking	NFP	13,110 U.S. 13,323 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
94	109	<b>Dominion Enterprises</b> Norfolk, VA Marketing Services	NFP	2,983 U.S. 3,071 Global	39/14/70	NFP	NFP	Yes	Yes
95	88	<b>Cartus</b> Danbury, CT Relocation	NFP	2,070 U.S. 2,942 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes



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## Additional Information

**MTM, Inc.** MTM's customer service training doesn't just focus on do's and don'ts—it relies on state-of-the-art technology and person-centric approaches to achieve exceptional results throughout 2 weeks of classroom and side-by-side training. Staff receive first-hand understanding from the customer's perspective through the use of role-play, call observation scoring, mock calls, and type/talk exercises. Training has resulted in 97% of customers reporting their satisfaction with MTM, and also has achieved excellent internal results. 99.33% of staff report they feel prepared for their job following training, with 90-day attrition rates of only 2.85%, less than half of what it was prior to the new training modules introduced in 2014.

**United Shore Financial Services** The organization believes the key to improving business results is to “coach people up” (as United Shore Financial Services CEO Mat Ishbia is fond of saying). To make that happen, United Shore implemented an organizational skills coaching platform in 2015 called “Yourtime.” This coaching initiative and system requires company leaders to conduct monthly skill-based coaching sessions with each member of their team. It provides an opportunity for leaders and team members to share feedback with one another. Since inception, Yourtime has led to process improvements throughout United Shore, and has increased team member job satisfaction by 13%. Year-to-date 2015, Yourtime has a 93% approval rating with team members.

**Navy Federal Credit Union** Instructor-led training (ILT) is tailored to specific organizational goals, products, services, competencies, and professional development at Navy Federal Credit Union. General enrollment courses are offered in 8 tracks of study: Career Development, Communication, Financial Management, Functional/Technical, Leadership, Management Skills, Member Service, and Self-Enrichment. Sessions are participant centered and highly interactive, incorporating simulations, scenarios, teach-backs, group/pair discussion, and games designed with adult learning theory to make training engaging and to support retention. More than 1,454 ILT training sessions were held in 2014.

**Dominion Enterprises** The EChO initiative Engages, Challenges, and Orients employees to becoming a phenomenon of success that is repeatable within the corporation and one that reverberates through the marketplace. Monitoring employee expectations, focusing training at every opportunity, and providing ongoing feedback are the key components of the program that has helped launch a dramatic shift in Dominion Enterprises' customer training paradigm, which has resulted in a 67% savings in man weeks and a 64% savings in travel expenses per new customer installation.

**Cartus** The organization has augmented its use of video as a training tool to illustrate and expand critical concepts. Much of this is produced in-house: In 2014, Cartus internally produced, recorded, and edited video clips for its online “Hiring for Values” interviewing course. The video vignettes follow a “new manager” learning essential interview skills. As a result of this training, 98% of managers completed the course with a score of 80%. Incorporating company values into Cartus' hiring practices will positively affect its 89% retention goal over time.

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96	97	<b>Allied Global</b> Newmarket, Ontario, Canada Business Services	NFP	174 U.S. 1,888 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
97	106	<b>Special Response Corporation</b> Hunt Valley, MD Emergency Security Services Provider	NFP	315 U.S.	21/8/3	\$450K	7	Yes	Yes
98	*	<b>AT&amp;T Inc.</b> Dallas, TX Communications	\$132B Global	241,956 U.S. 281,772 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
99	90	<b>Choice Hotels International</b> Rockville, MD Hospitality	NFP	1,372 U.S. 1,675 Global	NFP/NFP/NFP	NFP	NFP	No	Yes
100	*	<b>OptumRx</b> Irvine, CA Health/Medical Services	NFP	8,965 U.S. 10,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes

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## Additional Information

**Allied Global** Treating Customers Fairly (TCF) motivates and guides Allied Global team members to go beyond following mandated compliance and ensures that customers/consumers receive quality experience through fairness. Users are made aware of several customer service situations where actions appear to meet minimum client expectations but do so by not properly advising or disclosing information. TCF training took participants through 3 hours of in-class learning and 1 hour of self-learning in preparation for mandatory testing. When Allied Global advised 1 of its clients about this initiative, the client supported it by implementing the TCF initiative into its monthly contest offering. TCF is now part of Allied Global's mandatory curriculum across all global offices.

**Special Response Corporation** In April 2015, in preparation to support their client's needs pertaining to the Baltimore riots, Special Response Corporation security professionals were given the opportunity to develop their professional skills. Specialized quick-reaction teams were provided specialized training in riot control situations. All team members were provided training on how to properly utilize their protective equipment such as helmets, riot shields, and bullet-proof vests. Special Response Corporation quick-reaction teams were successful in protecting from harm reporters and photographers of a major news outlet. The teams were also crucial in protecting media, business, and industry.

**AT&T Inc.** One of AT&T's approaches to provide an "Effortless Customer Experience" is a gaming course developed for the 2,100 Mobility PrePaid Call Center agents called MLevel. The Prepaid Team engaged with MLevel to leverage game-based learning as a certification tool for agents in 6 international Prepaid support centers. Two certification modules were launched: Rate Changes and Refills. Compared to agents who did not complete the certification, agents who completed the certification Mission had 5% lower handle time, 6.9% higher first-call resolution, 8.8% higher willingness to recommend, and 7.3% higher net satisfaction.

**Choice Hotels International** Pathgater is Choice Hotels International's new content management system. It gives Choice associates the ability to build and manage their individual learning paths. Pathgater is a social learning and collaboration system that connects associates through common interests. Choice knows there is a wealth of insight to be gained from its associates. Pathgater lets associates showcase their expertise by recommending content, sharing progress, and providing feedback. In the Pathgater Learning Catalogue, associates have access to 65,000+ pieces of learning content from various providers. This provides 1 central location for all associates to congregate, learn, and socialize.

**OptumRx** Leadership Academy is a successful program that builds upon OptumRx's succession planning efforts to prepare high-potential employees for future leadership roles. During the 10-week program, participants are exposed to topics such as successful team leadership; principles of effective coaching; company culture; and motivation, encouragement, and recognition. Candidates are identified by their department leadership and are paired with a mentor who provides a link between the classroom content and real-world situations. The mentor also provides guidance for the capstone presentation. Since the launch of the program, 25% of the graduates have been promoted. Nearly half of those were leadership roles, with the remaining promotions representing advanced roles within operations.

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101	123	<b>Pacific Gas &amp; Electric Company</b> San Francisco, CA Utilities	\$17B U.S.	22,581 U.S.	183/60/1,687	NFP	NFP	Yes	Yes
102	100	<b>Microchip Technology Inc.</b> Chandler, AZ Technology	\$346M U.S. \$2.1B Global	2,967 U.S. 4,911 Global	37/19/689	\$5.6M	1.73	Yes	Yes
103	99	<b>Healthways, Inc</b> Franklin, TN Health/Medical Services	NFP	2,624 U.S. 2,807 Global	45/5/40	\$4.3M	2.01	Yes	Yes
104	*	<b>CVS/caremark</b> Woonsocket, RI Health/Medical Services	NFP	15,730 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
105	98	<b>American Fidelity Assurance Company</b> Oklahoma City, OK Insurance	NFP	1,802 U.S.	11/1/151	NFP	3	Yes	Yes

# training

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## Additional Information

**Pacific Gas & Electric Company (PG&E)** The PowerPathway program is a core component of PG&E's workforce development strategy. Through Power-Pathway, PG&E collaborates with local community colleges, community organizations, the public workforce development system, and PG&E leaders to enlarge the talent pool of skilled and diverse workers needed by PG&E and its peers in the industry. Students receive an industry-informed curriculum that equips them with the academic, vocational, and physical skills needed to compete for entry-level employment. Since its inception in 2008, the program has produced qualified graduates for PG&E's own hiring pipeline who have gone on to support the economic vitality of the organization's local communities.

**Microchip Technology Inc.** While many semiconductor companies have moved their manufacturing overseas, Microchip Technology has chosen to keep its fabrications in the U.S. Keeping costs down and exceeding the demands for quality products have been the critical factors in enabling Microchip to continue these operations. The company's world-class manufacturing training organization continues to improve its practices annually. Last year, the Training team worked with HR and Manufacturing management to add several steps to the screening, evaluation, and onboarding process for new employees, improving the caliber of new hires. Employee relation issues have decreased, and changes have saved up to \$18,000 per year in training costs per employee hired.

**Healthways, Inc** The clinical Ignite 1-day experiential workshop lit the passion of 300+ clinicians to deliver engaging, dynamic conversations to members with chronic conditions and hospital utilization risks. Delivered by an in-house MINT trainer, this workshop is focused on conversational strategies clinicians must use to support lasting behavior change. The workshop began with call analysis and moved into identifying member personas and how to tailor conversations. It provided modeling and role-play opportunities following the 4 processes of Motivational Interviewing and the skills needed to execute them. As a result, Healthways saw a monthly trended increase of between 7 and 10 points in its Net Promoter Score from June to August among its clinicians.

**CVS/caremark** Famous for Service is a cultural change within the business centered around creating an outstanding member experience. By focusing on specific behaviors, CVS/caremark is able to ensure that its members have a consistent experience that is easy and user-friendly, and leaves them feeling valued, understood, like they are in a partnership, cared for, and confident the organization will follow through. Famous for Service behaviors lead to improved quality, higher customer satisfaction, and customer loyalty. And by creating a culture of being Famous for Service and rewarding and recognizing colleagues for demonstrating those behaviors, CVS/caremark increases employee engagement, retention, and performance.

**American Fidelity Assurance Company** The company's tuition reimbursement program hit a major milestone in 2015 with \$1 million in payouts. This averages to \$4,500 per participant. In addition to a traditional tuition reimbursement program, American Fidelity Assurance Company also has a Degree @ Work program in which professors come to the company to hold undergraduate classes.

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2016 Rank	2015 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
106	*	<b>Personnel Board of Jefferson County</b> Birmingham, AL Government and Military	NA	60 U.S.	3/0/0	\$396.7K	4	Yes	Yes
107	*	<b>Miami Cerebral Palsy Residential Services, Inc.</b> , Miami, FL Nonprofit Care for Develop. Disabled	\$16.4M U.S.	287 U.S.	1/0/23	\$66.9K	.003	Yes	Yes
108	110	<b>NIIT</b> Atlanta, GA Business Services	\$80M U.S. \$200M Global	137 U.S. 2,955 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
109	*	<b>immixGroup</b> McLean, VA Technology	NFP	276 U.S.	2/0/70	NFP	NFP	Yes	Yes
110	*	<b>Bell and Howell</b> Durham, NC Capital Equipment, Manufacturing, Svs., & Technology	NFP	983 U.S. 997 Global	11/10/324	\$1.3M	2	Yes	Yes

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## Additional Information

**Personnel Board of Jefferson County** MPACT (Managers Preparing to Accomplish Change Today) is a 9-month blended learning program for local government managers in Jefferson County, AL. This program combines traditional leadership topics in an experiential format, where classes are held in various business locations across Jefferson County. Over the 9 months, participants complete 70+ hours of classroom training, participate in electronic forum discussions, and complete a major project designed to enhance their work location. More than 85% of the projects were successfully implemented and shown to increase productivity, customer service, or employee engagement.

**Miami Cerebral Palsy Residential Services, Inc.** Every new Miami Cerebral Palsy Residential Services (MCPRS) employee goes through a 3-week orientation training. Fiscal year 7/1/2014 to 6/30/2015 totaled 29,330 hours of orientation training. Last year's 46 new hires each received a personal "roadmap" outlining training requirements. These include psychology/behavioral management and therapeutic interventions, along with a broad and specialized educational syllabus for working with the developmentally disabled population. All in-house key players are subject matter experts and take an active role in the orientation presentations. Orientation is credited as 1 reason employees stay with the agency.

**NIIT** The organization hires entry-level instructional designers directly from universities upon graduation. Until recently, these graduates were onboarded through instructor-led training and on-the-job training. It took anywhere between 10 and 15 weeks to assign them to an actual customer project. One of NIIT's business goals was to reduce the time to competency for new hires. In response, the company developed a 6-week residential training boot camp at its university designed to take new hires from novices to trained professionals. As a result, NIIT reduced the time to competency by approximately 40 percent, from an average of roughly 12 weeks to 8 weeks for entry-level instructional designers.

**immixGroup** The role of immixUniversity and its training team is to fulfill the training program mission by providing all learners with a learning experience that is an extension of immixGroup's leadership position in the marketplace as "trusted public sector business experts." immixUniversity trainers help establish a successful foundation for all new hires and the other talented professionals that make up the company. Striving to provide the best possible training and learning experience requires outstanding trainers, and immixGroup's executive team believes that the instructors are the functional leaders for the company. As a part of the recognition and investment in the Training team, instructors are eligible for additional monetary incentives.

**Bell and Howell** The company ensures continuing employee skills improvement through job rotation. Bell and Howell encourages its associates to apply for internal positions outside their functional area. This allows associates to grow personally and professionally, while providing the company a means to preserve the knowledge and corporate history the associates hold. Additionally, many times when an associate moves into another functional area, a position opens for another associate to enhance his or her technical skills. In 2014, 42% of Bell and Howell positions were filled internally.

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2016 Rank	2015 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 Reimburse- ment	Training Infrastructure	
111	*	<b>ARI</b> Mount Laurel, NJ Fleet Management	NFP	1,526 U.S. 2,143 Global	19/0/48	NFP	NFP	Yes	Yes	
112	125	<b>PPL Electric Utilities</b> Allentown, PA Utilities	\$4B U.S.	1,964 U.S.	23/0/0	NFP	NFP	Yes	Yes	
113	*	<b>FORUM Credit Union</b> Indianapolis, IN Finance/Banking	NFP	305 U.S.	5/0/49	NFP	2.5	Yes	Yes	
114	*	<b>Norton Healthcare</b> Louisville, KY Health/Medical Services	NFP	13,000 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
115	*	<b>Mariner Finance, LLC</b> Baltimore, MD Finance/Banking	NFP	1,400 U.S.	NFP/NFP/300	NFP	NFP	Yes	Yes	

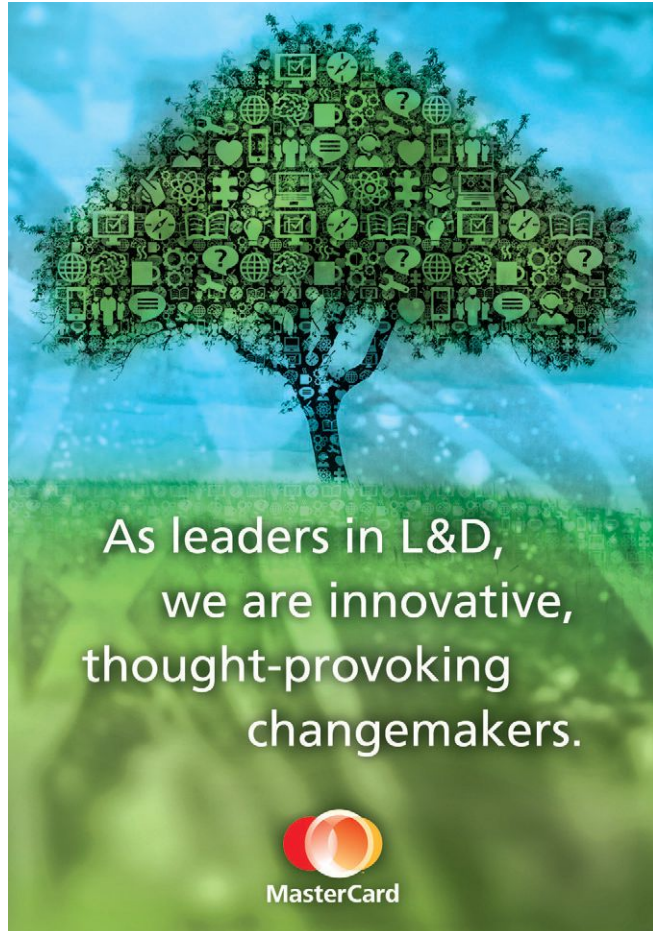
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## Additional Information

**ARI** The Leadership Excellence program at ARI consists of 5 tracks and includes offsite multi-day courses with partner universities, onsite courses taught by leaders throughout the organization, and mentoring programs with executive leaders. Programs last from 6 to 18 months and students stay together throughout the curriculum. Depending on the track, students work in groups with an executive champion to discuss current business issues and are assigned action learning projects. The 5 Leadership Excellence tracks are: Potential Leader (PLP), New Leader, Core Leader, Advancing Leader (ALP), and Future Leader. From the first cohort, 30% of ALP participants and 38% of PLP participants have received promotions.

**PPL Electric Utilities** The Customer Services group has 5 full-time employees dedicated to educating PPL Electric Utilities' Customer Services organization. The success of their training program is measured by PPL Electric Utilities customers. This department is directly responsible for PPL Electric Utilities being ranked highest among large electric utilities in the eastern U.S. for residential customer satisfaction for the fourth year in a row as measured by J.D. Power. This is the company's 12th award for residential customer satisfaction. It also won 11 J.D. Power awards for business customer satisfaction. The utility remains ranked in the top quarter in residential customer satisfaction among all large electric utilities nationwide.

**FORUM Credit Union** CONNECTIONS, FORUM Credit Union's award-winning new employee orientation program, is a comprehensive 6-day blended learning experience for all new FORUM teammates. With 3 unique learning tracks and more than 20 FORUM subject matter experts (including every member of the executive team), employees learn how they connect with their role, FORUM members, other teams, and the community. Within their first 30 days of employment, tellers increased their number of transactions per day by 7% while decreasing their variances by 10%. New call center agents' availability rose 12.3%, while their daily volume increased by 13.7 calls. In addition, FORUM's first year of employment turnover decreased 18%.

**Norton Healthcare** To decrease turnover and increase employee engagement in historically high-turnover employee groups, Norton Healthcare's first-line employee initiatives support the ongoing development, career progression, and earning potential for some of its most entry-level positions. These initiatives combine the efforts of several Norton Healthcare departments in a holistic curriculum that blends classroom learning, community involvement, career coaching, and basic skills development such as resume preparation, financial literacy, and health and wellness. Graduates typically return to college or are promoted after completing the program. Turnover for this group also is significantly lower than for others in the same job classification within the organization.

**Mariner Finance, LLC** The Branch Manager Training 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. The evaluation process used mimics (as closely as possible) the real-world environment trainees will find themselves responsible for upon program completion. This includes development of a deep understanding of Mariner Finance's culture, proprietary systems, profit drivers, reports, and metrics through learning to be a leader in a dynamic, fast-paced industry. Supplying 30+ new managers and 7 assistant vice presidents in the last 2 years, the program provides the skills, challenges, and rewards that bring success.



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116	*	<b>Total Quality Logistics</b> Cincinnati, OH Transportation	NFP	3,717 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
117	117	<b>Guckenheimer</b> San Mateo, CA Hospitality	NFP	3,156 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
118	*	<b>Bright Horizon Family Solutions</b> Watertown, MA Educational Services/ Academic Institution	\$1B U.S. \$1.3B Global	20,000 U.S. 26,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
119	*	<b>Federal Deposit Insurance Corporation</b> Arlington, VA Government and Military	NFP	6,863 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
120	124	<b>Health Decisions, CRO+</b> Durham, NC Health/Medical Services	NFP	70 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes



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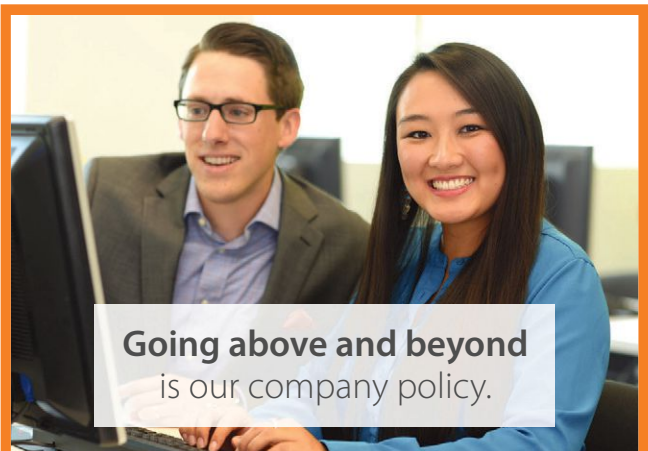
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## Additional Information

**Total Quality Logistics** All of Total Quality Logistics' new hire and sales training is instructor led. The organization feels that the clearest message can be presented with live trainers who interact with rather than lecture their classes. These interactions include role-plays and class presentations by trainees. In addition, trainees have a computer station where they can utilize the skills they are learning in class. The major areas taught in these classes are logistics industry knowledge, day-to-day job knowledge, and sales skills. With 66 facilitating and coaching trainers nationwide, Total Quality Logistics has trained and coached 4,000+ employees over the last 12 months.

**Guckenheimer** Guckenheimer's Unit Leaders program is composed of two parts: 1) Up to 3 weeks spent in Training units for a hands-on experience with seasoned professionals; 2) 1 week of classroom training at the corporate office, where participants learn what they need to be a successful unit leader from subject matter experts, executives, and their peers. Topics in the classroom training include financial, systems, human resources, and leadership. The classroom methodology is a combination of lecture, role-plays, homework, and site visits. Launched in February, 65 unit leaders to date have completed the 5-day classroom training.

**Bright Horizons Family Solutions** The organization's internal Child Development Associate (CDA) Credential is a 13-month blended learning program, with 5 full-time facilitators, and trained onsite advisors. It is offered at no cost for employees, removing a significant barrier to many in Bright Horizons Family Solutions' workforce to advancing their early childhood career. It also includes additional benefits: a 5% increase upon graduation, a portable credential for employees, CEUs, and college articulation agreements for 8 to 12 credits at partnering colleges. Further, internal CDA graduates demonstrate a retention rate twice that of Bright Horizons' other early childhood employees. The organization recently celebrated its 2,000th graduate from this program.

**Federal Deposit Insurance Corporation** For more than 80 years, the Federal Deposit Insurance Corporation (FDIC) has carried out its mission of maintaining public confidence and stability in the nation's financial system. To help meet its strategic goals, the FDIC has a 4-year commissioning program for bank examiners. Examiner training includes on-the-job training and 10 courses that are a blend of online pre-course study and in-classroom training. The courses heavily emphasize practicing on case studies, which are based on composites of real banks. The FDIC's cadre of trained bank examiners helps ensure that no insured depositor ever loses a penny of insured deposits.

**Health Decisions, CRO+** The Health Decisions Quality and Regulatory Affairs department identified a potential increase in audit risk due to Health Decisions, CRO+'s involvement in an upcoming study FDA submission. In response, the company facilitated a blended learning program that began with a 2-day, hands-on mock audit and culminated in an instructor-led simulation training delivered to project team and general staff. Using the LMS, staff then reviewed supplemental online course material and related documentation to further reinforce awareness and preparedness. As a result, all 67 identified members of Health Decisions staff are 100% compliant with training and preparation for any potential FDA audit, and 16 core project team members now are certified in FDA Inspection Preparedness.

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2016 Rank	2015 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 Reimburse- ment	Training Infrastructure
121	*	<b>Collectcents Inc</b> Toronto, Ontario, Canada Business Services	\$25M Global	620 Global	3/11/11	NFP	NFP	Yes	Yes
122	*	<b>Johns Hopkins Community Physicians</b> Baltimore, MD Health/Medical Services	NFP	1,200 U.S.	14/8/21	NFP	NFP	Yes	Yes
123	*	<b>LaSalle Network</b> Chicago, IL Business Services	NFP	122 U.S.	1/0/6	\$115K	3	Yes	Yes
124	*	<b>TIAA-CREF</b> Charlotte, NC Finance/Banking	NFP	12,500 U.S.	73/25/200	\$12.1M	.53	Yes	Yes
125	*	<b>Van Meter, Inc.</b> Cedar Rapids, IA Wholesale/Distribution	\$470M U.S.	421 U.S.	3/NA/10	\$500K	.25	Yes	Yes

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## Additional Information

**Collectcents Inc** In 2015, Collectcents launched a leadership development program for its middle management and supervisors. The program follows a format of Teaching>Observation>Evaluation within each unit and at program completion. A “learning passport” approach is taken for each unit, with certification at program completion. Progress meeting are held with participants and directors during each unit and at program completion. The training includes lecture and instructor-led activity, think/pair, share activities, participant-led practical application activities, and case studies and mock activities. Results include an increase of 40 percent on employee satisfaction surveys and upward promotion of 4 middle managers to senior management positions.

**Johns Hopkins Community Physicians (JHCP)** The organization is developing curricula to assist users with using a new electronic medical record (EMR) more effectively. The first program was delivered in 2014/2015, and was completed by 195 providers who achieved an average 38% proficiency gain across 10 key user competency areas. This program has been presented at national meetings and is being used as a model for others. Johns Hopkins Community Physicians (JHCP) recently launched a curriculum for clinical support staff, and is developing a curriculum for its practice management teams.

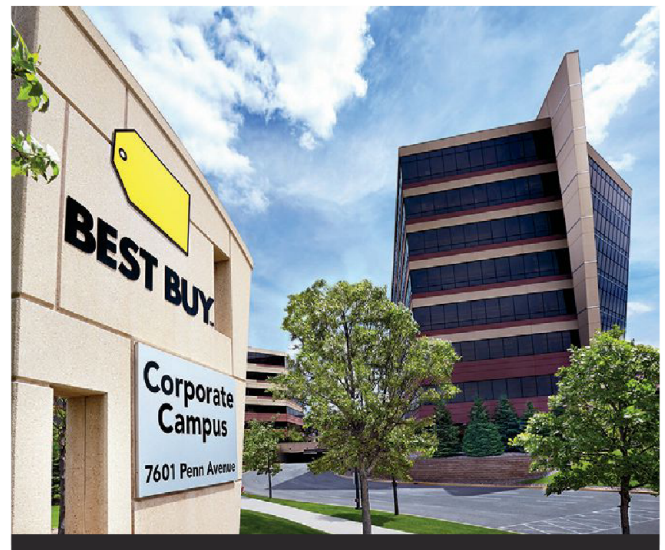
**LaSalle Network** Via “Corporate Grandparenting,” LaSalle Network’s leadership team mentors staff 2 levels below them. This is done to further professional development and instill the company culture and values. The leadership team spots high-potential talent and creates a structured program specific to them to help them grow and eventually be promoted into a more senior role. Progress is monitored in the form of reviews, which formally occur in the first 30 days, 6 months, and year, and informally occur daily or as needed. LaSalle has a Staff Council, which includes 8 high potentials who meet with the CEO monthly to create a project that will improve the company’s processes.

**TIAA-CREF** TIAA-CREF Learning Councils were born from a need to establish, prioritize, and govern learning portfolios across complex businesses sharing finite learning resources. Before Learning Councils, businesses were unable to assess the return on the training investment, and determine if training would address the need. The goal was to help the businesses TIAA-CREF serves establish the portfolios and align learning as an investment to be leveraged in addressing business needs. The initial launches have been successful. Vast portfolios of learning requests were filtered by the business down to the highest few priority initiatives using project charters, which were evaluated by objective, business-specific criteria qualified by a scoring and weighting system.

**Van Meter, Inc.** The Emerging Leaders Program at Van Meter has been held 2 times with 12 participants in each session. During the program, participants engaged in monthly learning sessions, homework assignments, job shadowing, reading, mentoring sessions, project work, and presentations over an 11-month format. The journey began with an assessment of their leadership skills and ended with a presentation of their learning journey to all company leaders. As a result of the program, more than 50% of the participants have been placed into a new position. 90% of participants have served on committees and in other leadership roles in the organization.



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