

training

TOP 125

2017 Rank	2016 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time/Part-Time/SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimbursement	Training Infrastructure
1	2	Keller Williams Realty, Inc. Austin, TX Real Estate	NFP	138,960 U.S. 144,876 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
2	20	New York Community Bancorp, Inc. Westbury, NY Finance/Banking	\$1.9B U.S.	3,720 U.S.	30/16/427	\$5.3M	3	Yes	Yes
3	9	Leading Real Estate Companies of the World Chicago, IL Real Estate	NFP	100 U.S. 105 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
4	21	BNSF Railway Fort Worth, TX Transportation	NFP	43,204 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
5	24	Sonic Automotive, Inc. Charlotte, NC Retail	\$9.6B U.S.	9,629 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes

* New entry; not ranked in the 2016 Top 125

Training is at the core of everything Keller Williams Realty, Inc., does. That philosophy helped increase agents' production by 20 percent and led to 99 percent of franchise offices being profitable in 2016. It also helped the company earn the No. 1 spot on the 2017 Training Top 125 and has paved the way for its induction into the 2018 Training Top 10 Hall of Fame. The other Top 125 winners likewise demonstrated a strong focus on effective training and employee development tied to corporate strategic goals and business impact. Some 23 newcomers earned a spot on the list this year, the 17th 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 • Kirkpatrick Level 3 and 4 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.

Top 125 Best Practices and Outstanding Training Initiatives also are recognized in this issue (beginning on p. 96). Learn about BB&T Corporation's Leadership Excellence Program; Nationwide Mutual Insurance Company's Cohort Learning; Best Buy's Gravity app-based tool; and more. Congratulations to this year's Training Top 125!

Additional Information

Keller Williams Realty, Inc. As the world's largest real estate franchise by agent count, Keller Williams Realty, Inc., has proven that an innovative, training-based culture produces results. The company's focus on helping associates boost their production starts with KW's foundational course, Ignite. In a 12-session blended training program, agents engage in "real-play" such as calling actual consumers. Thanks to this emphasis on doing the activities that generate results, students increase their commissions by 79% in just 3 months. Moreover, Ignite graduates are 138% more likely to close sales than agents who have not taken the class, contributing to KW's 18% increase in agent commissions through August 2016. **2018 Hall of Fame Inductee**

New York Community Bancorp, Inc. Recognizing the importance and potential business clients bring to the organization, New York Community Bancorp, Inc., designed, developed, and implemented the Building Business Customer Relationships program, which focuses on sales best practices. A top executive kicked off the blended training approach where participants were introduced to the characteristics of small businesses, the value of networking, calling on business clients, and the importance of documenting the information collected. Results indicate a 29% increase in the number of outside business development calls, leading to a 10% increase in core deposits and a 15% increase in additional business products sold.

Leading Real Estate Companies of the World Leading Real Estate Companies of the World's (Leading RE) Institute provides robust content for managers; sales associates; and marketing, relocation, training, and IT staff. Its 320+ online courses are engaging, short (5-15 minutes) to accommodate busy schedules, available 24/7, mobile-friendly, graphic-rich with video and interactions reinforcing learning. Courses are accompanied by additional resources, and the library features multimedia content—including audio and video clips, articles, and white papers on a host of searchable topics. LeadingRE enhances experiences with auto-connectivity recognition and video formats to accommodate slower Internet speeds, faster video uploading, downloadable course promos, and learning maps guiding independent learners to content relevant to experience levels and interests.

BNSF Railway The railway's technical training is state-of-the-art, offering new 3-D learning solutions, innovative virtual learning environments, and mobile learning. Life-sized locomotive simulators, crane simulators, and laboratory classrooms emulate real railroad operating conditions. Instructors are certified to teach via a 1-year master instructor certification program that develops technical experts into effective instructors. The new crane training progresses from a classroom lab environment to an outdoor crane obstacle course where learners operate actual cranes through a series of maneuvers to enhance their skills. These efforts yield positive results, and in post-training field tests (conducted by supervisors), employees achieved a 99% passing rate. **OTI**

Sonic Automotive, Inc. For Sonic Automotive Inc.'s General Manager Leadership Academy (GMLA), the company selects its highest-potential managers and enrolls them in an advanced learning program that is spread over 1 year. The year includes 7 weeks of training. Specifically, Sonic Automotive trains on leadership and then on how to be an effective operator of all store departments, including internal financial analysis reporting, fixed operations, F&I, Human Resources, and marketing, all wrapped up with a final project and presentation that is presented live to the senior management team. One full week is taught by the Chief Operating Officer and his direct reports, the business unit leaders.

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	11	Best Buy Richfield, MN Retail	\$36.3B U.S. \$39.5B Global	105,000 U.S. 125,000 Global	250/1,500/5,500	NFP	NFP	Yes	Yes
7	5	Blue Cross Blue Shield of Michigan Detroit, MI Insurance	\$24.2B U.S.	8,150 U.S.	129/10/233	NFP	NFP	Yes	Yes
8	18	Dollar General Corporation Goodlettsville, TN Retail	\$20.3B U.S.	119,201 U.S. 119,277 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
9	6	Wequassett Resort and Golf Club Chatham, MA Hospitality	\$23M U.S.	415 U.S.	1/14/14	NFP	NFP	Yes	Yes
10	15	Nationwide Mutual Insurance Company Columbus, OH Insurance	NFP	34,019 U.S.	510/92/385	NFP	NFP	Yes	Yes
11	22	WellSpan Health York, PA Health/Medical Services	NFP	14,893 U.S. 14,893 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
12	39	Tata Consultancy Services Mumbai, India Information Technology Services	\$8.8B U.S. \$16.5B Global	31,704 U.S. 353,843 Global	655/11,926/520	NFP	NFP	Yes	Yes
13	23	ABF Freight Fort Smith, AR Transportation	\$1.9B Global	12,282 U.S. 12,352 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
14	101	Pacific Gas & Electric Company San Francisco, CA Utilities	\$16.8B U.S.	22,461 U.S.	415/34/1,687	NFP	NFP	Yes	Yes
15	36	Ascend Federal Credit Union Tullahoma, TN Finance/Banking	NFP	445 U.S.	7/20/53	NFP	4	Yes	Yes

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Additional Information

Best Buy Recognizing that its audience's expectations are constantly evolving, specifically the way learners expect to access training materials, Best Buy introduced a new app-based training tool called Gravity. Gravity allows learners to use any smart device to scan a product's UPC or QR code, giving immediate access to bite-sized training videos and key information on the scanned product. In less than 10 months, employees have leveraged Gravity more than 1.25 million times to educate themselves on the products and services Best Buy offers. Products supported with Gravity training videos show an average increase in unit sell-through of 23%, with top-performing SKUs reaching a 41% increase in unit sales. **OTI**

Blue Cross Blue Shield of Michigan To accomplish breakthrough results, an organization needs leaders with the mindset and the skills to guide a team to achieve new levels of success. That's the idea behind BREAK THRU Leadership—Blue Cross Blue Shield of Michigan's 6-month leadership development program. This rigorous initiative includes a set of personal assessments and enables rapid and meaningful learning through individual coaching, group workshops and activities, a community give-back project, executive networking events, team action learning projects, a team learning coach, and an executive mentor. Six of the first 42 participants earned executive promotions after taking the course. **2018 Hall of Fame Inductee**

Dollar General Corporation Serving Others is Dollar General Corporation's mission. A focus in all of its training, no matter what level of the organization, is to educate employees about the core customer. Understanding who they serve and why they serve helps to identify the needs and desires of customers, along with their buying habits. Dollar General accomplishes this through a training entitled "Know Your Customer." Once they complete the training, employees are empowered to make a difference to serve Dollar General customers and ultimately live the mission of "Serving Others." The results: Customer satisfaction scores are up by more than 40 basis points last year over the previous year, and total sales improved by 7.7% for fiscal year 2015 versus the prior year.

Wequassett Resort and Golf Club One of Wequassett Resort and Golf Club's objectives with the sales team is to always establish a more proactive conversation versus a reactive approach when selling reservations. The organization continued training with real-life experience and made reservation calls to other properties. It was able to see the transaction from the buyer's perspective and identify strong techniques it could adopt. Wequassett achieved 90% occupancy for the month of July with a high average daily rate (ADR) of \$836.62—\$26.62 over budgeted ADR. This led to a total of \$2.7 million in room revenue for the month of July alone, \$138,501 over the budgeted goal for the month.

Nationwide Mutual Insurance Company The Personal Lines Call Center Cohort Learning Program at Nationwide Mutual Insurance Company is an interactive learning experience designed for new call center associates, allowing for growth/practice of their knowledge/skills in a community setting. Rather than a traditional trainer-student model, this team-based learning allows associates to explore content in a safe environment, leading to a deeper understanding of insurance concepts while fostering creative problem solving. The Cohort Learning Program was successfully piloted to more than 500 new associates last year, resulting in a productivity gain of \$250,912.98. **BP**

WellSpan Health WellSpan Health proactively paused to step back and consider the true purpose and meaning of new employee orientation. This journey led to transforming orientation from primarily a Human Resource process to a learning and development program. WellSpan was able to weave in a focus on Welcoming, Engaging, and Inspiring employees while sharing critical information and meeting important Human Resource process needs. A new employee "passport" and online new magazine guide are available to new employees the day of orientation and beyond as they start their journey. Training hours were reduced by 33%, with estimated savings of \$372,000. Level 1 training feedback indicates an initial engagement rate of 4.8 out of a possible 5.

Tata Consultancy Services Tata Consultancy Services (TCS) has created a world-class Digital Learning Platform—an integrated ecosystem that combines virtual, physical, and experiential learning with high-quality content that is available anywhere, anytime, and on any device. More than 120,000 TCSers in multiple digital technologies were trained during FY'16. Approximately, 50,000+ digital positions were filled internally. Digital services grew by 52.2% annually, with revenues crossing the \$2 billion mark. Some 83 digital competencies were offered; 139,482 employees trained; 128,869 unique associates acquired at least one E0 digital competency; 125,000+ nano videos viewed; and 689,518 Learning Days for digital in FY'16.

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 the CEO and president. It's a significant investment of time for an officer, but ABF Freight has found the payback to be worth it. Over the last 2 years, executive officers have emphasized the benefits of providing a full portfolio of supply chain solutions to ABF customers. One result of this emphasis can be seen in a 9.15% increase in global revenue in 2015.

Pacific Gas & Electric Company The Leading Forward initiative—an 8-part program for leaders at all levels of Pacific Gas & Electric (PG&E)—features integrated programs and experiences to educate and inspire leaders to take on current and future industry challenges. The curriculum builds leaders' skills in everything from leading with safety and increasing self-awareness to managing operations and developing teams. The program has targeted leaders new to their role at PG&E, directors, and officers, as well as an executive education residential program built in partnership with Stanford's Graduate School of Business. More than 500 employees have participated in these new programs, with a total opportunity equaling 2,500 employees. To date, the return on investment for the program has been \$5.14 for every \$1 spent on training, against an expected \$3.67, representing a 40% increase in overall ROI. **OTI**

Ascend Federal Credit Union Ascend Federal Credit Union is dedicated to developing employees, enabling them to embody the brand and personify the promise in every member interaction. Specialized workshops and training sessions for Contact Center employees enhance service and communication skills, product knowledge, and sales skills. Blended and experiential learning methods are used to enhance the training experience and maximize transfer of learning to the job. Employees make a personal commitment to exceed service expectations, creating coaching and feedback opportunities for Contact Center leaders. Training initiatives for these employees contribute to a member satisfaction rate of 97%, according to Ascend's last member survey.

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16	38	MasTec - Utility Services Group Woodbury, MN Construction	NFP	3,010 U.S.	26/6/60	NFP	NFP	Yes	Yes
17	16	Western Union Company Englewood, CO Finance/Banking	NFP	2,350 U.S. 10,500 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
18	100	OptumRx Irvine, CA Health/Medical Services	NFP	8,500 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
19	45	ESL Federal Credit Union Rochester, NY Finance/Banking	NFP	735 U.S.	7/2/42	\$847K	2	Yes	Yes
20	31	Paychex, Inc. Rochester, NY Business Services	\$2.9B Global	13,401 Global	91/1,447/1,538	NFP	NFP	Yes	Yes
21	10	Birmingham Water Works Board Birmingham, AL Utilities	NFP	625 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
22	47	First Horizon National Corporation Memphis, TN Finance/Banking	NFP	4,200 U.S.	24/73/83	NFP	NFP	Yes	Yes
23	66	Janssen: Pharmaceutical Companies for Johnson & Johnson Titusville, NJ Pharmaceutical/Biotech	NFP	4,835 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
24	13	Gables Residential Atlanta, GA Real Estate	\$275.2M U.S.	1,075 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
25	19	ADP, LLC Roseland, NJ Business Services	\$11.6B Global	56,700 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes

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Additional Information

MasTec - Utility Services Group The organization's New Employee Training program consists of 24 training modules designed to introduce new field employees to core safety concepts and employee programs. Modules include complex safety topics such as Underground Utility Damage Prevention and Hazard Communication to provide introductions to basic company programs and policies. To date, more than 95% of USG employees have completed the orientation curriculum. This program has prepared employees to operate safely and effectively on the job. Their knowledge and confidence is paying off, as MasTec has seen a 29% reduction in OSHA recordable safety incidents over the last 3 years.

Western Union Company With research in hand that its classic performance management process was no longer meeting the needs of the business, Western Union transformed its performance management (PM) process. Leadership realized that for this transformation to be successful, it must leverage its rich learning culture. This drove the creation of Leadership in Action (LIA), an evolved leader-as-teacher program sponsored by the CEO, which was used as a change management tool for the new PM process. LIA has been scaled globally to all 2,000 People managers in 57 countries. In addition to 90% completion of monthly modules to date, LIA has driven a 41% increase in Net Promoter Score (NPS) and led to significant employee engagement increases.

OptumRx Leadership Academy is an award-winning 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; half of the promotions were to leadership roles, and the remaining promotions represented advanced roles within operations.

ESL Federal Credit Union Year-over-year sales production results suggest L&D's learning interventions succeeded in enhancing the knowledge, skills, and effectiveness of the target learning population in ESL Federal Credit Union's Business Banking line. For example: From January through July 2015, ESL's front line booked a total business loan volume of \$252,000. For the same period in 2016, the front line booked a total of \$2.5 million, a 912% increase in sales production. From January to July 2015, ESL's Branch and Contact Center staff and Business Bankers entered 282 applications; during the same time period in 2016, these teams took 862 applications—a year-over-year increase of 206%.

Paychex, Inc. The company increased the number of participants attending virtual classroom training by 62%, with a total of 33,534 participants attending a variety of seminars. Interactivity was increased through use of video via Webcams, chat, polling, and whiteboard activities. Feedback has been positive, with participants relating the visual interactivity to increased focus during Webinars. More than 97% of participants indicated their skill/knowledge increased as a result. In addition to travel cost savings of more than \$900,000, employees enjoy the flexibility of virtual training in their own work environment, which enables them to accomplish work outside of virtual training sessions. Enrollment increased 278% for Paychex, Inc. payroll specialists. **OTI**

Birmingham Water Works Board As a part of an organizational assessment, Birmingham Water Works Board (BWVB) discovered its management needed to improve their ability to have important conversations with employees to increase accountability throughout the organization. In 2015, it set an organizational goal to complete company-wide performance metrics. Crucial Conversations training for leadership was implemented. Managers immediately applied the skills by engaging in conversations about the current performance status of their departments, the desired performance conditions, and what's preventing their team from achieving this level of performance. BWVB met its organizational goal to complete company-wide performance metrics by 100%.

First Horizon National Corporation Fraud recognition and prevention training is required of each employee at First Horizon National Corporation, but does the training investment make a difference? In 2016, the company reflected a \$135,000 (or 16%) reduction in company losses in comparison with total 2015 numbers (goal was 15% for the entire year). Since additional counterfeit checks training was implemented 3 years ago, First Horizon has a 34.7% reduction in counterfeit check fraud, or \$249,000 less in company losses.

Janssen: Pharmaceutical Companies for Johnson & Johnson A new value-based selling model at Janssen: Pharmaceutical Companies for Johnson & Johnson meant that the sales training approach had to change. Couple these new approaches with a volatile and complex payment system and multiple competitors and there was no choice but to learn at the speed of business. The following steps ensured learning transfer: knowledge inspection that they understood the brand messaging; marketing message recall; and impact to the customer assessment. Through instructor-led training (ILT), coaching, and a newly personalized micro-learning gamification using a "trivia crack-like" approach, initial training and "booster" learning sessions resulted in learning transfer and a state of continuous learning using video-based deliberate practice. Metrics: #1 rated cardiovascular representative and 29.6% increase in new market share for their cardiovascular product.

Gables Residential Whether learning strategic thinking through hands-on survival skills training or walking in the footsteps of battlefield leaders, the Gables Leadership Institute takes leadership development to the next level. This year-long cohort-style learning program leverages faculty from the University of Maryland, Georgetown University, and industry experts to deliver a thought-provoking program centered around developing leadership, communication, critical thinking, and strategic thinking. In addition to learning from instructors, the cross-functional nature of the program provides participants with networking access to peers in order to build internal relationships and to provide a forum where they can learn more about the business from each other.

ADP, LLC L&D crushed the challenge to reduce onboarding from 17 to 10 weeks to achieve aggressive business growth targets while maintaining associate performance on key metrics. Analysis of more than 3 million service calls revealed common themes and scenarios, which formed the core of ADP, LLC's redesigned, 10-week "Fast Path to Success" program, which blends formal learning, job immersion, gamification, and peer mentoring. Some 380 new associates were onboarded in nine months with impressive results (versus the 17-week program), including decreased average client-call duration, improved quality survey scores, and savings of 114,000 associate and trainer hours. **OTI**

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26	*	DPR Construction Redwood City, CA Construction	NFP	2,151 U.S. 5 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
27	27	New York Life Insurance Company New York, NY Insurance	NFP	11,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
28	46	Buckman Laboratories International, Inc. Memphis, TN Manufacturing	NFP	381 U.S. 1,745 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
29	32	Edward Jones St. Louis, MO Finance/Banking	\$6.4B U.S. \$6.6B Global	3,9907 U.S. 41,906 Global	486/79/10,386	\$82.1M	2.6	Yes	Yes
30	40	Northwestern Mutual Milwaukee, WI Financial Services	\$27.8B U.S.	5,981 U.S.	192/194/1,467	\$33M	NFP	Yes	Yes
31	43	DaVita, Inc. Denver, CO Health/Medical Services	\$13.6B U.S. \$13.7B Global	64,788 U.S. 67,922 Global	500/5,000/2,000	\$234M	7	Yes	Yes
32	25	Genentech, Inc. South San Francisco, CA Biotechnology/ Pharmaceutical	NFP	14,500 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
33	34	Aon plc London, England Business Services	NFP	23,411 U.S. 71,376 Global	232/581/705	\$163M	3.98	Yes	Yes
34	30	Haskell Jacksonville, FL Construction	NFP	1,180 U.S. 1,261 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
35	83	Anthem Inc. Indianapolis, IN Insurance	NFP	58,917 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes

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Additional Information

DPR Construction According to a joint survey with The Energy Project and the *Harvard Business Review*, feeling happier is associated with 196% greater thriving at work. DPR Construction used The Energy Project training on one of its complex projects, which extended beyond just employees and included the engineers, architects, subcontractors, and customer on that team. Looking at four aspects of energy (physical, mental, emotional, and spiritual), the team's overall energy improved by 43% as a direct result of training.

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.

Buckman Laboratories International, Inc. A 1-week experiential leadership program for high-potential associates is built around Buckman Laboratories International's vision and values. 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. More than 95% of top leaders and 70% of front-line managers globally have completed the program. Buckman's Associate engagement surveys rank in the top 5% of its peer group in Associate satisfaction with managers, quality of development opportunities, and Associate connection to the mission of the organization.

Edward Jones In the Advanced Branch Team Performance (ABTP) program, current and former top-performing financial advisors coach veteran already-successful branch teams. They help teams strategize and write tailored business plans to serve clients more deeply. A 2014 control group study showed that participants earned nearly 4% higher gross commissions and nearly 11% higher net new assets and focused on serving fewer households more deeply. Edward Jones expanded ABTP and has seen remarkable performance improvements among its most veteran teams.

Northwestern Mutual In 2016, Northwestern Mutual launched a new company strategy to shape its future and influence collaboration. To help employees align their daily work to the organization's strategy of delivering financial security to clients through a comprehensive life-stage planning approach using an integrated suite of products and a distinctive client experience, employees were invited to attend a Strategy Workshop. While these workshops were not required, employee commitment to learning is apparent as more than 85% of all employees attended. As a result of the learning, 85% of the attendees can directly connect how their work impacts the company strategy and Northwestern Mutual's vision of being at the center of its clients' financial lives.

DaVita, Inc. Academy is a DaVita University flagship program. The foundational content provides teammates the opportunity to immerse themselves in DaVita, Inc.'s distinctive culture during a 2-day, off-site meeting. It is an opportunity for teammates to develop themselves in a fun, engaging, and highly informative atmosphere. It is a good example of DaVita's emphasis on whole person learning. More than 8,000 teammates attend Academy each year. In total, since 2001, more than 44,000 teammates have attended Academy. 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.

Genentech, Inc. The Genentech Procurement Academy (PA) was launched to develop functional and strategic skills of procurement professionals through targeted capability building aligned to the lifecycle of strategic projects. PA offerings are role- and competency-based and include assessment options for learners to derive personalized learning plans based on individual knowledge gaps. PA supplements learning plans with strategic skill-building offerings that include external subscriptions/memberships, internal collaboration programs, online simulations, face-to-face experiential-based learning and e-learning/micro-learning based on the latest neuroscience and cognitive load theory concepts around optimal adult learning. PA supported the \$410 million cost savings department goal achievement in 2015.

Aon plc Continuing its journey for delivering distinctive client value, Aon plc introduced Mastering Client Interactions (MCI) last year as part of the Client Promise Academy on Aon University. Teaching colleagues how to effectively listen to and interact with clients, MCI delivers the highest results on return on value, time investment, and a near-perfect Net Promoter Score among colleagues who attend. Leaders attending MCI deliver better business results and experience improved quality in client relationship management. This new program achieves better program results over its predecessor while saving time and money through a more efficient delivery format. MCI has had a \$3.2 million business impact to date.

Haskell The Packaging "Center of Excellence" in Atlanta offers job rotation opportunities for all Haskell Design Engineers to experience a full-scope view of packaging systems engineering. All Design Engineers work not only with a design team but also rotate into the System Analytics (SA) group, which focuses on process improvement and emulation/simulation testing for complex manufacturing systems. The SA rotation exposes engineers to the importance of making data-driven decisions derived from a complex "pre-testing" environment. The result is a reduction in manufacturing design errors, improved designs, and the elimination of time/cost inefficiencies for project installations and start-ups. Some 66.7% of promotions at that location occurred as a result of job rotation.

Anthem Inc. Anthem Inc.'s Executive Preparation program provides focused development for high-potential leaders who have been identified by senior executive leadership as successors for executive positions. Program participants engage in an 18-month leadership development program that readies leaders to navigate the business challenges and advanced leadership responsibilities that come with executive roles. During its 10-year history, the program has resulted in mobility for 68% of all alumni. Additionally, 93% of participants are extremely likely to recommend the program to others, and 84% of their managers have observed significant growth and development.

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36	57	Allianz Life Insurance Company of North America Minneapolis, MN Insurance	\$11.6B U.S. \$135.9B Global	2,183 U.S. Global	53/0/35	\$9.4M	3.63	Yes	Yes
37	*	Ferguson Enterprises, Inc. Newport News, VA Wholesale/Distribution	NFP	22,600 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
38	*	Parexel International LLC Waltham, MA Health/Medical Services	NFP	4,140 U.S. 18,600 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
39	29	Gilbane Building Company Providence, RI Construction	NFP	2,432 U.S. 2,583 Global	7/19/204	NFP	NFP	Yes	Yes
40	81	Crown Resorts Australia Southbank Victoria, Australia Hospitality	NFP	11,923 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
41	42	Iron Mountain Boston, MA Information and Asset Management	\$2.2B U.S. \$3B Global	7,991 U.S. 23,727 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
42	44	PPD Wilmington, NC Health/Medical Services	NFP	8,500 U.S. 17,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
43	7	Vistage Worldwide San Diego, CA Business Services	NFP	203 U.S. 235 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
44	92	United Shore Financial Services Troy, MI Finance/Banking	\$20.2B U.S.	1,800 U.S.	62/186/186	\$12M	12	No	Yes
45	65	Valvoline Instant Oil Change Lexington, KY Retail	NFP	3,000 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes

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Additional Information

Allianz Life Insurance Company of North America New online application ApplyNOW affects how producers send Allianz Life Insurance Company of North America business. It has created a better experience for customers, while enabling employees to focus their talents on higher-value endeavors. Allianz educated producers via conferences, Webinars, online modules, and videos while upskilling employees via classroom and online learning to offer technical support and process incoming business. Application completion time was reduced 83%; applications in good order increased 191%; and submission time was reduced by 4.71 days. The parent company recognized ApplyNOW's success; the application is being added to the best practices collection shared across global operating entities.

Ferguson Enterprises, Inc. Achieving annualized sales growth and gross margin improvement requires a formal step-by-step process to support sales managers in coaching their teams at Ferguson Enterprises, Inc. Leveraging a truly blended approach, participants are immersed in a 12-month program with instructor-led sessions, self-paced online components, dashboards, and job aids integrated into core business processes. Linking developmental coaching to clearly defined key performance indicators (KPIs) and Ferguson's performance management process strengthened the partnership across executive sales leadership, operational leaders, and the Learning and Development group, resulting in year-over-year investment in the program. In the last year, 75 people have been promoted into a sales management role.

PAREXEL INTERNATIONAL LLC Increasing global clinical trial volume within the biopharmaceutical industry is causing a significant shortage of qualified, experienced clinical research staff to support and monitor trials. PAREXEL INTERNATIONAL LLC demonstrates commitment to building the global biopharmaceutical workforce by offering a 6-month Postgraduate Certificate in Clinical Trial Management to university graduates at key locations worldwide. The program addresses internal and external staffing gaps by offering practical learning experiences to prepare students for a variety of careers. Of the 800+ students who completed the program, 68% were hired by PAREXEL and 32% by sponsors and competitors.

Gilbane Building Company For certain multi-site construction projects, Gilbane Building Company requires completion of an online safety orientation by trade contractors prior to arrival. The 1-hour orientation includes quizzes that verify comprehension, is mobile-friendly and accessed via the Internet, and available in both English and Spanish. An in-person, site-specific tour points out the unique potential hazards and logistical details necessary to work safely at that location. This innovative blended approach to safety training for trade contractors has reduced the in-person time required by more than 50%; resulted in 300,000 man hours of work with only 1 recordable incident; and helps ensure everyone goes home safe at the end of the day.

Crown Resorts Australia The company's new Dealer Training Model was implemented as a direct result of an identified training need to accommodate a 77% increase in the annual demand for trained and competent dealers. Crown Resorts restructured its existing training model by reducing the off-the-job training component from 5 weeks to 3 weeks, incorporating intensive on-the-job mentoring and supervision, and increasing the focus on the development of proficient technical skills and excellent customer service. Results include: a significantly reduced labor cost per school (from \$87,635 to \$72,394) and a faster training turnover that met the business' needs and objectives.

Iron Mountain Recognizing the common business challenge where up to 40% of new managers don't meet expectations in the first 18-24 months, Iron Mountain adapted its 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 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.

PPD The company 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 a 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, 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 multi-million-dollar skill gain value.

Vistage Worldwide Employee Development Days create opportunities for 100% of employees to experience the power of a confidential peer advisory group. Employees are divided into teams of 15-20. Any employee can ask his or her group for help in resolving a personal or professional challenge with the promise of being heard and respected, without judgment. A seasoned Vistage peer group facilitator guides the discussion, securing confidentiality and engaging the group in listening, paraphrasing, and asking deeply probing questions. Within an hour, new perspectives and solutions emerge. As a result, 100% of employees feel more deeply connected. At least 1 person from every group has discovered a new light at the end of the tunnel.

United Shore Financial Services The company believes the key to improving business results is to coach and "train its people up." To make that happen, United Shore implemented a team member skills coaching and development platform called "Yourtime" and a Trainer Certification Program to develop the training skills of company leaders. Both programs require leaders to be in "the weeds of the business" with team members and to be "on call" to develop team members at any time. Year-to-date, training has a 96% approval rating with team members; the training hours have increased by 206%, and loan originations increased by \$7 billion in 2016.

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

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

2017 Rank	2016 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers FullTime/Part-Time/SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimbursement	Training Infrastructure
46	121	SinglePoint Inc. (Formerly Collectcents) Toronto, Ontario, Canada Business Services	NFP	450 Global	2/3/10	NFP	NFP	Yes	Yes
47	37	Carilion Clinic Roanoke, VA Health/Medical Services	NFP	1,2642 U.S.	142/50/158	NFP	NFP	Yes	Yes
48	90	Hagerty Insurance Traverse City, MI Insurance	NFP	771 U.S. 911 Global	9/7/60	NFP	NFP	Yes	Yes
49	73	Vi Chicago, IL Health/Medical Services	NFP	2,946 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
50	48	Miami Children's Health System Miami, FL Health/Medical Services	\$646.8M U.S.	3,846 U.S.	41/203/248	NFP	8	Yes	Yes
51	79	Mastercard Purchase, NY Technology	NFP	5,235 U.S. 11,876 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
52	60	Enterprise Holdings St. Louis, MO Transportation	\$20.9B Global	90,000 U.S. 97,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
53	*	SpawGlass Selma, TX Construction	NFP	590 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
54	52	Aetna Inc. Hartford, CT Insurance	\$60.2B Global	50,234 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
55	53	Blue Cross & Blue Shield of North Carolina Durham, NC Insurance	\$8B U.S.	4,875 U.S.	60/3/26	\$27.4M	NFP	Yes	Yes

* New entry; not ranked in the 2016 Top 125

Additional Information

SinglePoint Inc. The Career Counseling Training Program selects top-performing front-line agents who have expressed interest in other internal career opportunities and allows them to participate in SinglePoint Inc.'s Career Steps to Success Empowerment Program. This initiative consists of a series of customized learning workshops dedicated to various roles within the organization. Participants select the specific course aligned with their interest and, through a blended learning approach, are introduced to the responsibilities, challenges, and next steps required to get them closer to achieving their career aspirations in the future. To date, 65 employees have participated in the project, with 18% being successfully promoted to a new role.

Carilion Clinic Interactive Patient Care is a delivery model that empowers patients to participate in their care, thus leading to better outcomes. Carilion Clinic chose to use technology tool GetWellNetwork (GWN). Through Carilion's educational efforts, patient engagement with GWN has improved from an initial 27% utilization of health information to 57%. The number of patients completing educational videos has increased from 2,300 to an average of 4,300 per month. Finally, patients and nurses have greatly increased their GWN searches for information (i.e., uses, side effects, etc.) on their medications from 7,887 for all of 2015 to 8,039 in just the first 7 months of 2016.

Hagerty Insurance The Hagerty Service Center conducts Peer-to-Peer Call Reviews in which Licensed Sales Agents (LSAs) listen to the calls of other LSAs and provide feedback based on the Client-Centered Solutions Sales Model. Managers facilitate the sessions and review the tenets of the Sales Model. A theme is predetermined for the listening sessions based on recent trends in the Service Center. The agents learn sales techniques from one another and share best practices in a collaborative environment. After the sessions are completed, the call clips are stored in an audio library for LSAs to continually reference additional examples.

Vi The company has realized significant results as a result of its 1-year Breakthrough Leadership Program for high-potential leaders. Through a third-party evaluation conducted by DePaul University, Vi realized knowledge gains on average of 40%, a 10% gain in self-efficacy, an 8% yield in utility performance, a 33% increase in on-the-job task performance, a 20% increase in emotional intelligence, and a return on value of \$138,640 based on the average participant salary.

Miami Children's Health System An automated, Web-based solution guides the Miami Children's Health System (MCHS) onboarding process of new hires, 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 to enhance the onboarding experience. MCHS buddies also go through an instructor-led Web-based training. As a result of this initiative, new hire employee attrition was reduced from 27.3% in 2014 to 10.1% in 2016.

Mastercard The company puts the options and capability to learn directly in its employees' hands. It does this by engaging employees in "Degreed at Mastercard"—the one place for an employee to explore, discover, connect, and collaborate on all things learning. The global workforce has access to both Mastercard-created content and to the company's preferred third-party content providers: Safari Books Online, getAbstract, Lynda.com, Massive Open Online Courses (MOOCs), and Harvard Business Publishing, to name just a few. On top of this, Degreed at Mastercard provides access to the more than 1,200 content providers offered by Degreed. **BP**

Enterprise Holdings The Account Executive (AE) First-Year Road Map provides a solid year of training and development for new sales professionals in Car Sales at Enterprise Holdings. After being immersed in training for 2 weeks, AEs attend Sales Boot Camp (SBC). SBC includes demonstrations by Car Sales management and skill practice sessions where AEs practice sales skills and receive coaching from successful managers. AEs start selling in week 4 and follow the roadmap until the end of their first 12 months. From FY'15 to FY'16 (since the training's implementation), the number of AEs selling 10 or more vehicles in their first 6 months tripled.

SpawGlass Self-perform packages can run into millions of dollars and take months to complete. For a project superintendent, it is like having 2 projects to manage. To resolve this, SpawGlass created a training program for its craft foremen with 2 goals: 1. Provide craft foremen with the leadership and technical skills to manage self-perform work to relieve the project superintendent; and 2. Provide foremen with a career path. Superintendents now spend about 90% of their time on the overall project and 10% of their time on the self-perform work. 90% of that 10% is now coaching and mentoring the foreman and not managing the self-perform work itself.

Aetna Inc. A 2016 strategic goal for Operations and Technology (O&T) at Aetna Inc. was to evolve and deliver on the strategy to attract and develop the next generation of talent to ensure the company's success. With increased focus on Aetna's commitment to recruiting and retaining military veteran talent, the company created and delivered a successful Veteran's Hiring Workshop for 115 senior leaders to help them translate military veteran resumes. All participants concluded the session enabled them to better match veteran candidates' resumes, skills, knowledge, and abilities with business roles. Veterans made up 15% of all O&T's external hires in 2016, exceeding the company's 2016 objective of 7%.

Blue Cross & Blue Shield of North Carolina The transformational changes in the health-care industry have ushered in an opportunity for revolutionary learning and development. In a time when learners need relevant and applicable knowledge and skill-building solutions at their fingertips, Blue Cross & Blue Shield of North Carolina (BCBSNC) has assembled the right combination of best practices, technology, social media, and on-the-job immersion to drive optimal workforce performance. 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 impact the bottom line, to the tune of a \$2.9 million benefit to the organization and a 57% annualized return on the investment.

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2017 Rank	2016 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
56	113	FORUM Credit Union Fishers, IN Finance/Banking	NFP	332 U.S.	7/0/53	NFP	NFP	Yes	Yes
57	72	G4S Secure Solutions (USA) Inc. Jupiter, FL Private Security Solutions	NFP	46,970 U.S. 610,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
58	62	One Nevada Credit Union Las Vegas, NV Finance/Banking	\$53.6M U.S.	257 U.S.	3/2/37	\$450K	2.65	Yes	Yes
59	70	Ricoh USA, Inc. Malvern, PA Technology	NFP	25,100 U.S. 109,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
60	64	VSP Global Rancho Cordova, CA Insurance	NFP	4,867 U.S. 6,020 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
61	68	BKD, LLP Springfield, MO Professional Services	NFP	2,572 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
62	*	General Motors Sales, Service & Marketing Division Detroit, MI Wholesale/Distribution	NFP	1,250 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
63	63	Sacramento Municipal Utility District (SMUD) Sacramento, CA Utilities	\$1.4B U.S.	2,121 U.S.	36/12/38	\$17M	7	Yes	Yes
64	56	CarMax, Inc. Richmond, VA Retail	\$15B U.S.	22,702 U.S.	756/2,021/1,820	\$42.9M	4.19	Yes	Yes
65	86	Navient Wilmington, DE Asset Management	NFP	7,300 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes

* New entry; not ranked in the 2016 Top 125

Additional Information

FORUM Credit Union Peer-to-Peer is FORUM Credit Union's flagship leadership program. 100% of front-line supervisors and manager-level employees participate in 1 of 5 cross-functional peer groups. Through the program, they network and build relationships, and participate in facilitated book discussions, interactive workshops, and special projects. Additional learning occurs through an online community, Webinars, podcasts, and online courses. Post-pilot survey results indicated 100% believed the program provided skills, knowledge, and resources that were immediately applied to the job, building relationships across the organization, understanding different parts of the business, or gaining support for leading people. In addition, 22% of participants have received a promotion in the last 12 months.

G4S Secure Solutions (USA) Inc. RISK360 is an incident and case management software that allows G4S Secure Solutions (USA) Inc. clients to make better decisions about security operations and to be more proactive in approaching incident reduction. Although the firm has other technical software (G4S Insight) and hardware (Secure Trax), RISK360 is the only security software solution that can be sold as a stand-alone product from G4S' primary manned guard services. Enhancements in RISK360 Software Training have been successful for G4S as the firm has secured a \$1.5 million contract with one of the largest publicly held companies in the world.

One Nevada Credit Union Proactive Leadership is a year-long program consisting of 9 courses designed specifically to promote and enhance leadership development at One Nevada Credit Union. Participants are those who exhibit potential leadership skills; employees must be nominated by management in order to enroll, and it is considered a privilege to participate. Participants learn how to increase their team's productivity by providing individualized support combined with the right amount of assistance and direction. This builds a winning organizational culture and creates a cohesive and collaborative atmosphere where employees feel valued and involved.

Ricoh USA, Inc. The Learning organization continues to be positioned as a driver of change as Ricoh USA, Inc., evolves the organization and accelerates its services-led approach. The Learning organization is driving the transformation through employee and leadership development, enablement, and engagement. Through programs such as Portfolio Training 2, Ricoh USA is successfully enabling its sales force to sell services-based solutions. The Learning organization is helping increase operational efficiency through programs such as Cross Training for Managed Services, making it easier to do business with Ricoh USA. Driving the transformation through training is how Ricoh makes information work for its employees. **BP**

VSP Global The customer service business provides Leadership Talent Development (LTD), a 6- to 18-month program with a competitive selection process that takes into account competencies required for leadership and customer service excellence. Results include: a 91% promotion/career-advancement rate; 50%+ Customer Care leadership promoted from within LTD; out of 500+ organizations assessed for their Service Quality Management Group (SQM,) VSP was awarded Call Center of the Year, Contact Center World Class FCR Certification, Highest Customer Service – Insurance Industry, Highest Customer Service – Business-to-Business, Most Improved Employee Satisfaction, Highest Employee Satisfaction – Insurance Industry, and World Class Employee Satisfaction, CSR Training Program.

BKD, LLP Discipline and execution have been the hallmarks of BKD, LLP, culture for more than 90 years. The BKD Sales Training Institute (STI) is a firmwide proprietary sales training program created to apply those same values to business development. STI seeks to enhance sales skills by offering team members live training and online BKD University courses to more effectively sell BKD's services, enrich and strengthen the sales culture, weave discipline and accountability into the sales efforts, continue creating rewarding career opportunities, and drive firm growth. To the STI survey prompt, "This training is an effective use of my time," positive participant feedback increased 23% over the previous year's results.

General Motors Sales, Service & Marketing Division In 2014, facing staff retirements and needing to expand its District Manager (DM) team, the General Motors Sales, Service & Marketing Division created a 3-month training program. But after 3 months, DMs still lacked confidence and requisite skills. The division revamped the program into a 6-month District Manager New Hire Learning Journey. This blended learning immersed attendees in GM's culture. DMs met subject matter experts (SMEs), worked at dealerships, answered calls on a customer hotline, shadowed seasoned DMs, worked with coaches, participated in formal training, and built their GM network. Graduates demonstrated an 8-month acceleration in their time to proficiency over graduates of the prior program, resulting in a 60% ROI. **BP**

Sacramento Municipal Utility District (SMUD) The New Leader Boot Camp blended training program was designed and delivered to all new leaders at the request of Sacramento Municipal District's (SMUD) CEO as part of its Growing Our Next Generation of Leaders initiative. This 7-day program provides critical learning to improve leadership skills, master essential operational functions required of supervisors, ensure all new leaders have a well-cemented understanding of their roles and responsibilities, and equip them to shift SMUD's culture within their teams. A 90-day follow-up survey validated that 86% of graduates increased their leadership skills as a result of program participation, while 100% indicated they completed the program better able to fulfill their essential operational functions.

CarMax, Inc. The Career Latticing program at CAT and Home Office enables CarMax, Inc., associates to learn the business through experiential and shoulder-to-shoulder activities as they move through different departments. Associates choose to move into 1 of more than 30 unique departments and learn the associated knowledge and skills required. The program supports the unique learn-and-grow opportunities available to associates on every career level. Many associates choose to lattice in an effort to open up new vertical pathways, while others want the chance to learn from a new leader or work in a particular department. Last year, 254 associates made a lattice move: 103 promotions to new departments and 151 either vertical or "step back" moves to move forward.

Navient Talent Management facilitates the 2-day Supervising Others Effectively workshop for Navient employees from supervisor to director levels who would like to build or refresh essential management practices and principles. Through experiential activities and the sharing of best demonstrated practices, participants discover strategic and tactical approaches to a variety of topics. Topics include: Being an Effective Supervisor, Performance Management, Coaching and Feedback, Recognition and Rewards, Transition Management, Progressive Discipline, Interviewing, Balancing Time and Productivity, and Employment Law Basics. As a result, participants score as much as 12% higher on an evaluation of 5 core competencies 6 months after the training.

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66	33	Mohawk Industries, Inc. Calhoun, GA Manufacturing	\$8B Global	21,400 U.S. 34,200 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
67	78	Bass & Associates, P.C. Tucson, AZ Legal	NFP	56 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
68	74	TD Toronto, Ontario, Canada Finance/Banking	NFP	27,780 U.S. 94,073 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
69	75	Avanade, Inc. Seattle, WA Consulting	NFP	2,349 U.S. 7,932 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
70	50	BB&T Corporation Winston-Salem, NC Finance/Banking	NFP	35,956 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
71	58	Tandus Centiva (A Tarkett Company) Dalton, GA Manufacturing	NFP	1,154 U.S. 1,409 Global	7/8/95	NFP	NFP	Yes	Yes
72	41	Florida Blue Jacksonville, FL Health Insurance	NFP	5,775 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
73	49	Afni Bloomington, IL Contact Center Provider	NFP	3,335 U.S. 5,247 Global	227/202/49	NFP	NFP	Yes	Yes
74	61	Bankers Life Chicago, IL Insurance	NFP	1,653 U.S.	559/350/140	NFP	NFP	Yes	Yes
75	67	Shaw Industries, Inc. Dalton, GA Manufacturing	NFP	21,566 U.S. 21,877 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes

* New entry; not ranked in the 2016 Top 125

Additional Information

Mohawk Industries, Inc. Encouraging Innovation is a 21-day workshop dedicated to uncovering innovative ideas across all Mohawk Industries, Inc., facilities. Participants are challenged to identify an area of concern, develop a solution to the area of improvement, and create a detailed plan for implementation. While this course has developed advantages in the areas of safety and time savings, the seminar also has proven to be a vast source of employee motivation and facility ownership. The Encouraging Innovation course exemplifies Mohawk's belief that its employees are truly its greatest asset.

Bass & Associates, P.C. Due to the nature of the industry that Bass & Associates, P.C., operates within, negotiation skills are critical for success of the individual, as well as the company. In the collections department, Bass built 2 training stations directly next to the department supervisors' 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, it has shown staff the company's commitment to their ongoing training and overall performance.

TD The company's unique and inclusive employee culture is core to its brand. TD developed its Direct Investing Onboarding program considering all its employees' varying capabilities and diverse learning styles. This program combines in-class sessions and on-the-job training, leveraging multiple learning vehicles, including, interactive e-learning and PDFs, business cases, call shadowing, self-reflection, and coaching. Learner capabilities are measured during this program through scenario-based e-learning and online quizzes. Upon completion, learners receive immediate feedback on their responses, including points towards capabilities developed. Results are used by facilitators and People Managers to deliver personalized refresher sessions targeting coaching opportunities. Learners demonstrated a 57% increase in job efficiency and 23% higher sales revenues.

Avanade, Inc. The Leadership Development team, in collaboration with Avanade Inc.'s Executive Committee, revamped its Leadership Development strategy to create the A.G.I.L.E. Leadership strategy—representing the qualities of the Avanade leaders who will execute on the company's Imagine 2020 objectives and respond rapidly to clients' needs. This new strategy came to fruition with the implementation of several programs, such as the Leadership in Action for Directors (LIA). In total, Avanade delivered training to nearly 200 (high-potential) targeted participants across programs with an overall average participant satisfaction score of 4.7 out of 5. These leadership programs exemplify Avanade's ability to build customer centricity, grow talent, build leadership strengths, and promote competitive innovation.

BB&T Corporation For more than 50 years, The BB&T Leadership Institute and its legacy firm, Farr Associates, have helped leaders and organizations to maximize their full potential. The BB&T Leadership Institute is a subsidiary of BB&T that provides leadership and teambuilding solutions for its internal associates, large corporate clients, and other companies throughout the U.S. The Leadership Institute's impact extends to the nonprofit sphere by providing free leadership training to public school superintendents and principals throughout the BB&T footprint. BB&T Leadership Institute programs are designed to support a mission of positively impacting business and society through the teaching of leadership principles that are rooted in self-awareness, values, and ethics. **BP**

Tandus Centiva (A Tarkett Company) Manager@Tarkett is a 4-day leadership course required of all leaders at Tandus Centiva (A Tarkett Company). It is a major talent management initiative that sets the foundation 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. Tandus Centiva's worldwide Employee Survey takes place every 2 years. In 2008, only 70% of employees answered positively in the "Management" category. However, 78% of employees answered positively in 2016 and think their manager does a good job of setting work objectives and being available when needed.

Florida Blue Leadership Academy is a development program for high-potential directors identified as successors for executive positions with 96% in a ready 1- to 2-year classification. In July 2015, 23 directors began the 6-month program that focuses on building trust and credibility with real-world problem solving. Working in groups, the leaders applied a strategic thinking framework to Florida Blue business problems, developing solutions they presented to the Enterprise Executive Leadership Team. Post-graduation, 52% of participants were promoted into successor-identified positions and 28% were promoted to officer positions. 69% of program graduates had 2015 employee engagement scores at or above best practice, and 100% of program graduates remain with Florida Blue.

Afni The Afni Coaching Model is designed to provide performance management, development, and career counseling. Sessions are held weekly to discuss behavioral trending, successes, and opportunities to improve. Afni leadership partners with the employee to identify what actions are affecting development, understand why it is happening, and collaboratively design a behavioral solution with the employee to achieve goals. Compliance monitoring and triad observations ensure qualitative and quantitative results. The Talent Development organization supports this process through multi-tiered training tied to the learner level. This consistent dedication to coaching continues to keep Afni as a top partner of choice.

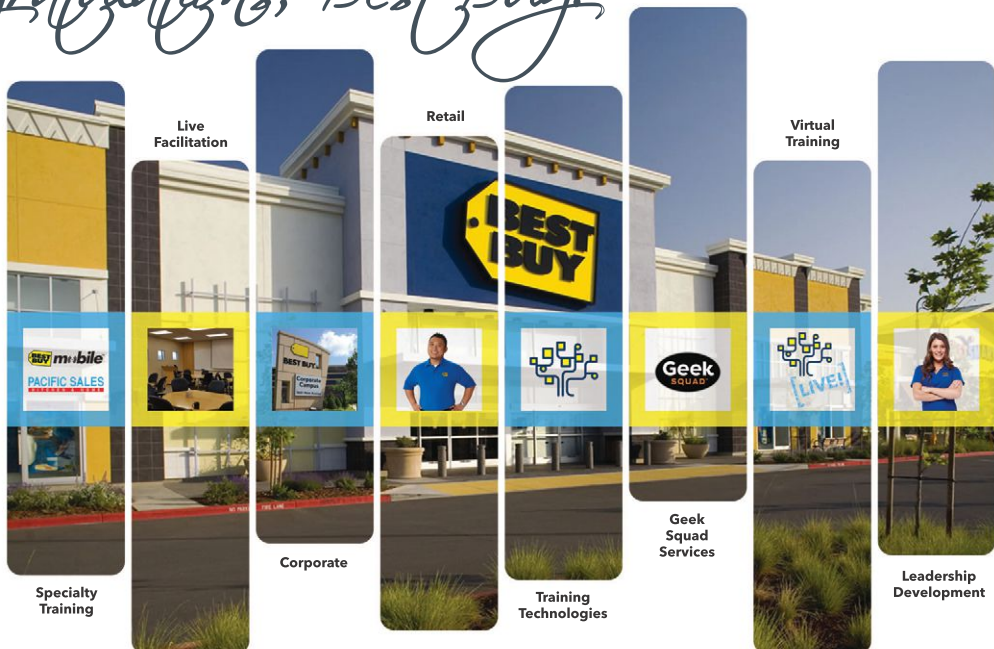
Bankers Life The Emerging Leaders program identifies and accelerates leadership development of front-line managers to take on higher positions within the field organization at Bankers Life. Major components of the 1-year program include: 1. 3 face-to-face classroom sessions; 2. A virtual forum to discuss best practices, reinforce concepts, and introduce new leadership development topics; 3. Self-selected accountability groups and peer mentoring; and 4. A 2-part Capstone project: a) Personal development reflection and b) Business challenge presentation with the accountability groups. This successful program is building a strong leadership pipeline for Bankers Life, and has resulted in a 96% retention rate of graduates, with 40% of all graduates receiving promotions to date.

Shaw Industries, Inc. Recognizing that people learn in different ways and that each method of training is best suited for certain types of content, Shaw Industries, Inc., has moved to an increasingly blended education and training approach. Using a combination of instructor-led sessions (in virtual and classroom settings), computer-based self-study, videos, games, simulations, role-play, and other techniques, Shaw provides more than 1 million hours of training annually to its wide range of associates—machinists and marketers, scientists and salespeople, designers and data scientists, nurses and network administrators. That's an average of 48 hours per associate.

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76	89	Paycor Cincinnati, OH Business Services	NFP	1,345 U.S.	30/80/185	NFP	NFP	Yes	Yes
77	77	United Services Automobile Association (USAA) San Antonio, TX Financial Services and Insurance	\$24.3B U.S.	29,000 U.S.	195/15/58	\$83.7M	2.03	Yes	Yes
78	124	TIAA New York, NY Finance/Banking	NFP	12,950 U.S.	61/23/200	NFP	NFP	Yes	Yes
79	76	Quicken Loans, Inc. Detroit, MI Finance/Banking	NFP	15,000 U.S.	240/0/180	\$40.6M	6.5	Yes	Yes
80	98	AT&T Inc. Dallas, TX Integrated Solution Provider	\$146.8B Global	234,199 U.S. 267,765 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes

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Additional Information

Paycor In 2016, Paycor continued its new hire experience for sales with 5-week training programs customized for unique sales positions. These programs incorporate 2 weeks of virtual training (VLT and VILT); 2 weeks of instructor-led training (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 the company to teach new sales associates the correct behaviors before being influenced by shortcuts.

United Services Automobile Association The Property Upskill training is a redesigned course for the insurance and underwriting communities. United Services Automobile Association (USAA) wanted to get representatives who were already selling and servicing auto insurance to also offer property insurance. One of USAA's key priorities is "World Class Experience," which extends to its members and employees. USAA delivers on that promise by making sure members inquiring about auto insurance also have sufficient property coverage. Overall, the quality of work for the reps who completed the new curriculum met their business goals, the acquisition of products sold exceeded their peers' average, and the total dollar amount generated by the course was \$2.8 million within 90 days post-training.

TIAA The organization addresses many of its process issues using its improvement methodology known as DRIVE. DRIVE is equivalent to established improvement approaches of LEAN and Six Sigma, but includes a strong focus on mindsets and behaviors needed to sustain improvement results. This combination offers a powerful Continuous Improvement (CI) approach necessary to deliver high customer value and real financial results. Green Belt certification requirements include 2 weeks of training, a test score of 80+ (on a 100-point scale, 40 questions), and a successful project with benefits greater than \$100,000. Since 2014, TIAA has certified more than 120 employees as Green Belts, with benefits from training projects in excess of \$11 million.

Quicken Loans, Inc. The Tell/Show/Do/Review approach of the Quicken Loans Banker Coaching Recipe serves as the foundation for Quicken Loans' continued success in mortgage loan origination performance. The combination of instructor-led classroom training, role-playing scenarios, phone call ride-alongs, and classroom reviews allows for real-time impact on banker production.

AT&T Inc. Scenario Based Driving is a simulated training solution using best-in-class technology from a global simulation provider. Scenarios are customized for AT&T Inc. and include fleet-specific vehicle dynamics and programmable scenarios based on analytics behind current accident trends. Early results have been encouraging. Survey results show 98.88% of students find the content relevant and 97.77% have applied the learning on the job. AT&T has tracked a 52.2% reduction in accidents for those attending the training. This translates to a 102% annualized return on investment and approximately \$375 million in potential savings at scale over the next 5 years.

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2017 Rank	2016 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time/Part-Time/SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimbursement	Training Infrastructure
81	82	U.S. Security Associates, Inc. Roswell, GA Business Services	NFP	52,000 U.S. 52,750 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
82	91	MTM, Inc. Lake St. Louis, MO Transportation	\$392M U.S.	1,451 U.S.	65/2/4	782K	.17	Yes	Yes
83	87	ConServe Fairport, NY Finance/Banking	NFP	790 U.S.	16/0/44	NFP	NFP	Yes	Yes
84	122	Johns Hopkins Community Physicians Baltimore, MD Health/Medical Services	NFP	1,275 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
85	*	AMN Healthcare San Diego, CA Healthcare Staffing and Workforce Solutions	\$1.4B U.S.	2,700 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes

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Learn more about the hidden cost of bias and what Grovo's Unconscious Bias content can do to help. Visit us at **Booth 607 at Training Conference 2017** to learn more.

Or visit www.grovo.com/trgconf

Additional Information

U.S. Security Associates, Inc. U.S. Security Associates, Inc., believes in creating the most safe, secure, and friendly environment for its employees, clients, and their guests. The Preparing for Active Shooter Situations course is required for all officers and emphasizes a proactive security approach. Fortunately, the investment saved lives. In August 2016, an active shooter event occurred at a client's site, where a disgruntled worker fired an automatic weapon in a crowded work environment. U.S. Security Associates officers reacted successfully by contacting the authorities and sheltering employees in safe locations. As a result, the suspect later was arrested, while all employees remained unharmed. The officers credited their training for being able to successfully respond to the attack.

MTM, Inc. The On the Move travel training program educates learners about local public transportation options. Travel trainers partner in removing community barriers by helping passengers travel independently safely and confidently on buses and trains in their communities. Individuals receiving training report increased confidence and self-reliance that are immediate results of learning to travel independently. Travel training benefits the clients and communities by reducing program expenses while increasing the use of cost-effective public transit systems. MTM, Inc.'s travel trainers have assisted in transitioning more than 200 individuals to public transportation in 2015. With average weekly cost savings of \$120, travel training has resulted in an estimated annual savings of more than \$1 million.

ConServe The company 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. Together with world-class partners such as Dale Carnegie Training of Rochester, NY, and Vitalwork, of Fairport, NY, ConServe University has delivered more than 36,000 hours of training to its most valuable asset: its people.

Johns Hopkins Community Physicians Johns Hopkins Community Physicians (JHCP) provides ongoing IT skills training to all of its clinical team members because of its reliance on effective team function. Depending on employee type, 16-40 hours of initial training is followed by Thrive training (reassessment, consolidation, and skills enhancement) 60 to 90 days later. Curricula is co-developed and taught by a team consisting of an instructional design specialist and an Electronic Health Record (EHR) subject matter expert(s). To date, 90% of primary care providers, 42% of clinical support staff (CSS), and 96% of managers have completed at least one Thrive course; assessments show gains of 42%-71% in baseline skills. This supports top-box quality outcomes across the organization.

AMN Healthcare Leaders at AMN Healthcare are expected to lead by example, emulating the CEO, who "walks the talk," and living the company's core purpose of "Helping people achieve professional and personal goals every day." The cornerstone program, LEAD@AMN, orients newly promoted or hired leaders with a 21-hour, 7-week training series on effective coaching, delivering feedback, leading teams through transformational change, motivating and developing direct reports, and demonstrating managerial courage. Leaders cap off the program by committing to an Individual Development Plan. Annual engagement survey results related to leadership effectiveness exceed external benchmarks, and team members consistently rank AMN leaders as the best in the industry.



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2017 Rank	2016 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
86	104	CVS Health Woonsocket, RI Health/Medical Services	\$153.2B U.S.	243,000 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
87	94	Dominion Enterprises Norfolk, VA Marketing Services	NFP	2,384 U.S. 2,395 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
88	*	University of New Mexico Hospitals Albuquerque, NM Health/Medical Services	\$825.2M U.S.	6,760 U.S.	75/10/105	\$11.2M	3.3	Yes	Yes
89	114	Norton Healthcare Louisville, KY Health/Medical Services	NFP	13,000 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
90	*	Penn Station, Inc. Milford, OH Hospitality	NFP	4,800 U.S.	2/306/580	\$340K	5	No	Yes

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Additional Information

CVS Health Keeping Learning Alive is a program developed to keep up with the speed of business. It reinforces colleagues' prior learning by providing a mix of fun games, quizzes, and visuals, which are developed in partnership with subject matter experts from the business. Designed to cause minimal impact to the production environment, activities can be completed at any time and take less than 10 minutes. CVS Health works with business leaders to identify important topics for critical concepts or responses to error trends. Keeping Learning Alive supplements formal training and provides ongoing refreshers to colleagues in a fun way that helps them retain what they've learned.

Dominion Enterprises EChO 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 continues to see advances in per installation efficiencies. These advances directly affect the bottom line with savings of up to 35% per project.

University of New Mexico Hospitals The Up and Comers Succession Planning Program at University of New Mexico Hospitals is a staff-level program where employees get a sneak peek at leadership by attending 6 meetings, 3 leadership classes, and 6 mentoring sessions. Guest speakers at each meeting are invited to present on topics identified by the participants as learning needs, and all speakers are current leaders in the organization. Leaders must nominate possible successors from their own reporting structure, based on high-potential leadership skills and attributes. A committee reviews all applications and letters of recommendation to determine final participants for the 6-month program. 6 of the 20 cohort members were promoted to leadership positions during FY'16.

Norton Healthcare Recognizing the importance of strong partnerships with physicians in the clinical enterprise of managing the care for a population of patients, Norton Healthcare developed the Practice Manager Development program to ensure effective leader practices at its Norton Medical Group (NMG) facilities. The program consists of 5 "blended" modules containing content that is essential for effective practice management. Since implementing the program, NMG patient satisfaction has improved. (91.2% of patients would "always" recommend this office; 91.8% indicated a top box score for courteousness and helpfulness of staff). Additionally, with more efficient and standard operations across locations, Norton Healthcare increased access to care for patients by 150,000 in the last year.

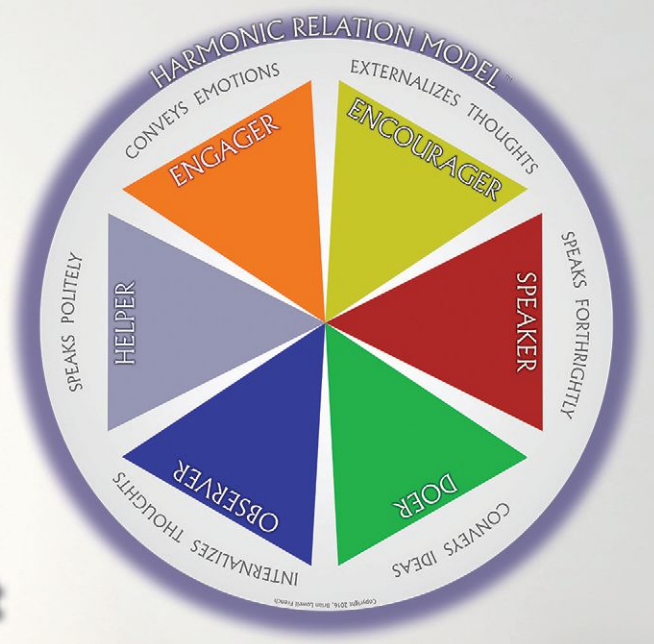
Penn Station, Inc. The My Penn Path Development tool is a self-directed program that maps the personal and professional proficiencies necessary for each level of employment at Penn Station, Inc., with a clear path to learning the skills and procedures necessary for career growth. The modular structure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



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2017 Rank	2016 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers FullTime/Part-Time/SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimbursement	Training Infrastructure
91	99	Choice Hotels International Rockville, MD Hospitality	NFP	1,508 U.S. 1,858 Global	NFP/NFP/NFP	NFP	NFP	No	Yes
92	95	Cartus Danbury, CT Relocation	NFP	1,950 U.S. 2,842 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
93	*	Office of the Comptroller of the Currency Washington, DC Government and Military	NFP	3,843 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
94	*	Empire Wealth Strategies New York, NY Insurance	NFP	65 U.S.	1/6/13	NFP	NFP	Yes	Yes
95	93	Navy Federal Credit Union Vienna, VA Finance/Banking	NFP	16,352 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes



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For an eighth year, we are honored to have been chosen by Training Magazine as a Top 125 organization. At WellSpan Health, we recognize that innovation and learning are critical to help our patients reach their health goals. We are proud to receive this recognition and to be part of the celebration.

Learn more at WellSpan.org/Careers



Additional Information

Choice Hotels International HOST is a senior hotel operator certification program that prepares leaders to run their Choice branded hotel more effectively. The program, which supports Choice Hotels International's initiative to reinforce a culture of learning to improve performance and achieve business objectives, was redesigned from a 5-day instructor-led training (ILT) to a blended approach that includes self-directed e-learning, instructor-led virtual workshops, and knowledge tests. Since the program's launch in 2015, enrollments have increased, learning has become more applicable to jobs, participants are more satisfied, and the company has realized a significant ROI.

Cartus In the beginning of 2016, Cartus rolled out the Account Management Development Program (AMDP) to the Account Manager audience. The program is a blend of classroom, online, and self-study opportunities with global access via learning management system MyLearning. All classroom facilitation is recorded and then added to MyLearning for employees to have future access to the material. Since this audience is located in several global locations, in multiple time zones, and often working from home, the program's self-study aspect has proven vital to participant success. Within 6 months of being implemented, 85% of Account Managers have utilized the training site, taking more than 36 different courses in 25 locations globally.

Office of the Comptroller of the Currency The agency is building a vastly stronger base of leadership skills, expectations, and a common language among all its employees, thereby fulfilling the agency's vision for leadership and providing a framework for making each employee a better leader. New 2-day course Leadership Foundations (LD101) is designed to help the Office of the Comptroller of the Currency (OCC) achieve these objectives. After taking this course, participants have a clear understanding of how OCC defines leadership and the tools necessary to develop their own leadership competencies. All current and future OCC employees will attend the course. In 2016, OCC offered 23 sessions of the classroom course; it has 50 sessions scheduled for 2017.

Empire Wealth Strategies The company dedicates a lot of time to role-playing with new hires. During their first 90 days, there are specific sessions for their elevator talk, phone calling, handling objections, and conducting an opening interview. Empire Wealth Strategies has formal role-play assessments throughout a new hire's first year and they are performed in front of the leadership team, which provides constructive feedback for areas of improvement. The company also conducts more advanced role-plays after a new hire's first year that include scenarios for each specific role-player to assess how he or she handles more complex situations. This has contributed to better skill development, resulting in a 320% increase in productivity from new hires over the last year.

Navy Federal Credit Union Instructor-led training (ILT) is tailored to specific organizational goals and professional development at Navy Federal Credit Union. General enrollment courses are offered by Learning & Development in 8 tracks of study, including Career Development, Communication, Financial Management, Technical, Leadership, Management, Member Service, and Self-Enrichment. Sessions are participant centered, based on adult learning principles. Learning & Development facilitated 900+ workshops for 17,000 employees in 2015. Business units conduct instructor-led training for specific skills training. The Mortgage team trained 2,500 employees in regulatory issues. Contact Center Operations trained more than 490 sessions with 5,343 participants more than in 2015.



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2017 Rank	2016 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
96	*	BayCare Health System Clearwater, FL Health/Medical Services	NFP	26,396 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
97	118	Bright Horizons Family Solutions Watertown, MA Educational Services/ Academic Institution	\$1.1B U.S. \$1.4B Global	21,000 U.S. 27,500 Global	33/25/109	NFP	NFP	Yes	Yes
98	*	Eaton Dublin, Ireland Manufacturing	\$11.3B U.S. \$20.8B Global	31,000 U.S. 96,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
99	110	Bell and Howell Durham, NC Services and Technology, Manufacturing, Integrator	NFP	817 U.S. 910 Global	10/4/339	\$1.4M	2	Yes	Yes
100	97	Special Response Corporation Hunt Valley, MD Emergency Security Services Provider	NFP	315 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes

Norton Healthcare

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2017 Training Top 125

Lifelong learning is the key to a better future, both personally and professionally, and a solid foundation on which to support Norton Healthcare's values and the community we serve.

We strive for excellence by:

- Developing the "Norton Leadership Way," which defines the behaviors expected of all Norton Healthcare leaders
- Presenting diversity and inclusion training at events in our community in 2016 and impacting more than 120 national organizations
- Providing AMA continuing education credits to over 150,000 physician and nonphysician participants over the past five years
- Offering an Elevating First-Line Employees program
- Being recognized with the A.O. Sullivan Award for Excellence in Education (2009 and 2011) and Brandon Hall Group Bronze Excellence in Learning Award (2015)

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UNIVERSITY

Additional Information

BayCare Health System The organization recognized it had an opportunity to accomplish two goals: 1. Fill the physical need of adequate nurse staffing with high-quality candidates; and 2. Provide career growth and upward financial momentum for entry-level team members. BayCare Health System accomplished this by working with CareerSource Pinellas, the local workforce board, and St. Petersburg College (SPC), the local state college in Pinellas County, FL. 242 students have graduated since spring 2011. Additionally, BayCare has seen this effort positively affect team member engagement and loyalty.

Bright Horizons Family Solutions The newly launched Internal Executive Coaching program provides access to formal, tailored executive coaching for selected employees based on need, potential, and openness to the process rather than ability to afford an external coach. Certified coaches conduct 360-degree assessment interviews and then engage in a 3- to 9-month coaching engagement. Employees are identified through Bright Horizons Family Solutions' succession planning process as being most likely to benefit from the program; early results indicate a 500% ROI.

Eaton The company's learning culture philosophy is transforming every part of its global business. Strategic programs such as "Values in Action," "Valuing Diversity," and "In the Zone," as well as 1,000+ function-specific programs are used to drive development for more than 90,000 employees worldwide. Eaton also provides access to these learning resources through a global network of Learning Hubs in 5 languages in the Americas, EMEA, and APAC, as well as 10 virtual Functional Colleges (i.e., Sales, Engineering, Human Resources), a Personal Skills College, and the Eaton Leadership Center.

Bell and Howell The company partnered with a major e-commerce supplier to establish a training program for its carton wrapping machine. This was accomplished by sending several support personnel to Italy for 6 weeks to assist in building the machine and testing its functionality. Bell and Howell technicians received direct training from the manufacturer, which allowed them to effectively train their customers. Also, a course guide was created to outline the training strategy for customers in North America. The training provided benefits such as hands-on class times, formal feedback testing, and documentation. As a result, Bell and Howell received an initial \$13 million sales order with a potential future annual revenue growth of \$1.3 million.

Special Response Corporation The organization has been providing high-quality training in the security industry for 30 years. The company has received hundreds of client testimonials in those three decades citing its teams' "helpfulness, professionalism, and attention to detail." Special Response strives to receive reviews like this by delivering the best possible customer service by providing the best training to its employees. The company's "Customer First" philosophy and customer service are key elements in Special Response Corporation's success.

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2017 Rank	2016 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
101	*	Specialist Staffing Group Chicago, IL Business Services	\$242M U.S. \$1.4B Global	336 U.S. 2,712 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
102	115	Mariner Finance, LLC Baltimore, MD Finance/Banking	NFP	1,500 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
103	84	Rent-A-Center Plano, TX Retail	\$3.1B Global	22,338 Global	19/600/4,500	\$12.5M	1	Yes	Yes
104	59	La Quinta Holdings Inc. Irving, TX Hospitality	\$1B Global	7,238 Global	NFP/NFP/NFP	NFP	NFP	No	Yes
105	119	Federal Deposit Insurance Corporation Arlington, VA Government and Military	NFP	6,886 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes



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Additional Information

Specialist Staffing Group Specialist Staffing Group is an international staffing agency servicing the pharmaceutical, IT, banking, and energy industries. The company prides itself on delivering a service to customers that is unparalleled in speed, efficiency, and quality. It also prides itself on having some of the best talent in the industry, all of whom the company has led, trained, and coached through its corporate sales training program, RecruitFit. The new hire sales training program consists of 2 months of boot-camp style training where Specialist Staffing Group embeds the fundamentals of sales and recruitment through a mix of blended, video, and coaching-style training.

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 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, LLC's culture, proprietary systems, profit drivers, reports, and metrics through learning to be a leader in a dynamic, fast-paced industry. Supplying more than 38 new managers and 7 assistant vice presidents in the last 2 years, the program provides the skills, challenges, and rewards that bring success.

Rent-A-Center A rebranded sales approach leads to an enhanced gamification strategy at Rent-A-Center. The company's new model, "Winning Fans," is supported through several e-learning modules encompassing a variety of game features. These features, including knowledge checks, tips from the pros, and scenario-based branching discussions, all contribute points to the "Winning Fans Meter," ultimately defining the learner's progression through and comprehension of the sales process. As sales typically increase 8% in the fourth quarter over the previous quarters, Rent-A-Center projects the release of these gamified modules will contribute to this success, and expand the need and want for learning through gamification for upcoming initiatives.

La Quinta Holdings Inc. The company recently launched a new initiative called WIN Summer to support its hotels during the busy summer season. The WIN Summer initiative deployed 102 corporate office employees to 20 of the company's highest-occupancy corporate-managed hotels. WIN Summer volunteers were cross-trained on many property operational tasks; then participants applied this training when interacting with and positively impacting guests on property. The company has seen an increase in positive online guest reviews, as well as employee morale, at the WIN Summer hotels. Working together at the hotel, La Quinta's corporate and property teams strengthened their relationship, which, in turn, has fostered greater cohesiveness and rapport long beyond summer.

Federal Deposit Insurance Corporation The Federal Deposit Insurance Corporation (FDIC) Chairman's Workforce Development Initiative promotes aspiration and develops future leaders. As part of this initiative, the Succession Planning Review program was launched due to the increasing number of executives and senior managers who are eligible to retire. This program assesses managers' developmental needs and creates a plan to enhance their skills. FDIC Corporate University (CU) furthers the objectives to attract talented employees to senior positions through enhanced training and diverse work experiences. In each of the last 2 years, 90% of managers and executives completed the Succession Planning Review survey, and nearly 70% aspire to a more senior leadership position.



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106	125	Van Meter, Inc. Cedar Rapids, IA Wholesale/ Distribution	\$282.3M U.S.	450 U.S.	3/NFP/30	\$400K	10.8	Yes	Yes
107	102	Microchip Technology Inc. Chandler, AZ Technology	\$344.9M U.S. \$2.1B Global	3,495 U.S. 5,692 Global	40/21/876	\$5.7M	1.64	Yes	Yes
108	*	Sitel Nashville, TN Business Services	NFP	13,967 U.S. 75,100 Global	NFP/NFP/500	NFP	NFP	No	Yes
109	*	National Commercial Bank Jamaica Limited Kingston, Jamaica Finance/Banking	NFP	2,425 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
110	*	Holman Automotive Group, Inc. Mount Laurel, NJ Automotive	NFP	4,122 U.S. 4,767 Global	24/3/25	\$3M	.59	Yes	Yes

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Additional Information

Van Meter, Inc. The Emerging Leaders Program at Van Meter, Inc., 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 new positions. 100% of participants have served on committees and in other leadership roles in the organization.

Microchip Technology Inc. In the last decade, Microchip Technology Inc.'s market capitalization increased more than 60%. Strategic acquisitions have helped enable this growth, and Microchip's strong company culture is instrumental in its success. When acquiring organizations, Microchip transmits culture through a comprehensive onboarding and integration program. Managers learn to facilitate change within their teams, and individuals build capacity to address challenges while exploring Microchip's culture and Guiding Values. Learning & Development (L&D) assesses priority development needs with the integration team and delivers existing/customized trainings. An organizational climate survey tests cultural alignment across multiple business systems; targeted support follows. Microchip measures cultural acquisition with its annual survey; 2015 engagement results showed positive response means from 81% to 85%.

Sitel A compass points us forward and ensures we always know where we are and where we are going. Sitel undertook a company-wide effort to provide this direction to its 71,500 employees around the globe with Sitel's Compass. The company recruited a cross-functional group of leaders and high-potential employees for a 6-month, interactive initiative to build and cascade the message. Results showed that participation in Compass sessions resulted in an average employee Net Promoter Score 17.5 points higher than those who had not participated. And today across the globe, you'll see signage, competitions, focused learning and development activities, video story-telling contests, and recognition, all tied to Sitel's Compass.

National Commercial Bank Jamaica Limited The Wealth Management Program at National Commercial Bank Jamaica Ltd. was designed to improve the ability of employees in 3 business lines (NCBCM, NCBIC, and RBD) to satisfy the needs of high-net-worth customers. Since its inception, 61 participants, representing 77% of those who entered the program, have successfully completed it. The performance appraisal scores of more than half of the participants showed improvement in the first 2 years of the program. At least 6 participants received Pinnacle Awards for their contribution to the business. At least 3 graduates since have been promoted to the position of manager. A representation of NCBIC participants consistently qualify for the Million Dollar Round Table (MDRT) every year.

Holman Automotive Group, Inc. Persuasive transfer of experience from experts to participants accelerates performance of service advisors at Holman Automotive Group, Inc. The 2-day workshop focuses on creating best practice as a form of habit using proven methods. Attendees then use hands-on practice to refine skills and adapt to challenging scenarios. An instructional focus on teaching the whys of sales methodologies encourages participant buy-in and, thus, increases rates of application and success. Data showed an average increase of 5.5% or \$15 per repair order for the tested group. That becomes a \$3.5 million annual increase in sales for the first cohorts.

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2017 Rank	2016 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers FullTime/Part-Time/SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimbursement	Training Infrastructure
111	120	Health Decisions, CRO+ Durham, NC Health/Medical Services	NFP	60 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
112	*	Red Roof Inn Inc. Columbus, OH Hospitality	NFP	2,890 Global	9/NFP/NFP	NFP	NFP	Yes	Yes
113	*	U.S. Postal Service Washington, DC Government and Military	NFP	633,102 Global	120/6/274	NFP	NFP	Yes	Yes
114	*	Signature Consultants Fort Lauderdale, FL IT Staffing	NFP	436 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
115	105	American Fidelity Oklahoma City, OK Insurance	NFP	1,918 U.S.	10/0/149	NFP	3	Yes	Yes



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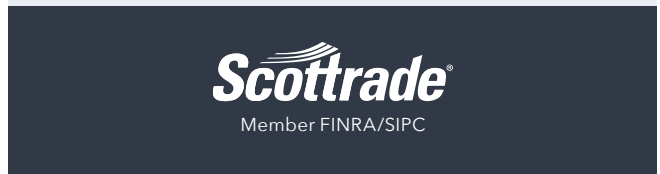
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Additional Information

Health Decisions, CRO+ To ensure compliance with the training requirements of the Federal Information Security Management Act (FISMA), Health Decisions, CRO+ implemented a company-wide 2016 learning initiative that included data security, ethics, and employee code of conduct training. By working with the function heads of each department, the IT, HR, and Training departments were able to create a learning management system-based set of e-learning courses and links that blended organizational strategy with federally mandated review material. Both general and role-specific curricula were offered. As a result, all Health Decisions staff members were 100% compliant with FISMA training requirements for 2016.

Red Roof Inn Inc. Escalating an economy brand with an enhanced line extension through remodeling is not enough to sustain the differentiation. Red Roof Inn Inc. realized with the launch of Red Roof PLUS+ that it must enhance both its hard and soft skill quality training to ensure its service exceeds its guests' expectations. Through the implementation of the RED Academy learning management system (LMS) as a 1-stop shop for all training materials, manuals, policies, and procedures, the development of an additional 2-day onsite training program, and dedication to annual engagement training, Red Roof has been able to deliver and sustain the Red Roof PLUS+ expectations. Red Roof PLUS+ customer satisfaction results run 8.78% higher than those of the overall brand.

U.S. Postal Service The Management Essential for Field Leadership (MEFL) Program is an 8-week program for newly promoted field managers. The program is designed to address organizational skill gaps in managing people and relationships, and improving productivity through employee engagement. It utilizes key drivers of leadership performance and provides managers with leadership skills and functional technical abilities, and increases self-awareness. MEFL is made up of various elements, including classroom instructor-led training, virtual learning, adventure-based learning, and project development to drive change and innovation within the U.S. Postal Service. MEFL provides managers with an opportunity to model desired behaviors and generate solutions to real-world problems.

Signature Consultants The Recruiter Development Program (RDP) aligns an Associate Recruiter Program graduate with a Senior Recruiter and an Account Manager. Through this team structure, the Recruiter is able to learn from the experiences of his or her team members, with the Senior Recruiter focused on day-to-day communication and the Account Manager available to teach the overall business strategy. Both functions ingrain culture, ensuring the Recruiter's alignment to Signature Consultants' unique business model. The RDP program is linked directly to the increase in submittals to job orders by 20% or 4 to 5.2 submittals per day. Across the organization of 215 recruiters, this is equivalent to adding 65 recruiters to the enterprise.

American Fidelity The company rolled out Lead U, a new leadership development program, in May 2016. The newly designed leadership program provides training and development on leadership characteristics and behaviors as defined in the American Fidelity Leadership Model. All supervisors and officers, including those without direct reports, have a required number of training hours for the rolling 12-month curriculum calendar with a quarterly development focus.



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116	107	Miami Cerebral Palsy Residential Svcs., Inc. Miami, FL Nonprofit Care for Develop. Disabled	NFP	284 U.S.	1/0/23	\$72K	.04	Yes	Yes
117	*	NYC Health + Hospitals Corporation New York, NY Health/Medical Services	\$6.4M U.S.	38,870 U.S.	81/41/NFP	NFP	NFP	Yes	Yes
118	112	PPL Electric Utilities (PPL EU) Allentown, PA Utilities	\$7.6B U.S.	2,173 U.S.	29/1/54	NFP	NFP	Yes	Yes
119	116	Total Quality Logistics Cincinnati, OH Transportation	NFP	4,306 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
120	*	Scottrade Inc. St. Louis, MO Finance/Banking	NFP	3,798 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes

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Additional Information

Miami Cerebral Palsy Residential Services, Inc. Every newly hired Miami Cerebral Palsy Residential Services, Inc. (MCPRS) employee goes through a rigorous 3-week orientation training. Fiscal Year 7/1/2015 to 6/30/2016 totaled 4,479 hours of orientation training. All in-house key players are subject matter experts and take an active role in the training process. Last year, a unique partnership was forged with the largest college in the U.S. (Miami Dade College) in order to facilitate college degrees for lifetime achievement work and study acquired at MCPRS and elsewhere with the first course offering onsite.

NYC Health + Hospitals Corporation The NYC Health + Hospitals Corporation Fellowship Program prepares existing leaders within the system to fill high-level vacancies as part of a pipeline of promoting internal talent. During this 15-month program, participants go through a 360-degree review, attend 6 2.5-day intensives, are paired with a senior executive coach who provides career development and guides them to leverage competencies within the workplace, and are required to complete a project that is in alignment with and focused on achieving the organization's strategic priorities. Of a total of 21 participants in the Fellowship program, 7 have been promoted into executive leadership roles such as chief executive officers.

PPL Electric Utilities The Transmission and Distribution apprenticeship program for linemen, electricians, distribution techs, and system operators is being modernized with a multi-modal, blended solution. The programs are key to PPL Electric Utilities' response time and system reliability. PPL relies on the development of the right knowledge, skills, and abilities, so improving distribution of knowledge and retention is critical. PPL's programs must remain compliant with OSHA, regulatory requirements, and commitments in bargaining unit contracts. As a result, PPL's apprenticeship programs are finding savings in delivery. The utility maintains a 95% pass rate. The Apprenticeship Program is key to PPL's customer service and reliability being in the top quartile of its peers.

Total Quality Logistics All of Total Quality Logistics' new hire and sales training is instructor led. The company feels that the clearest message can be presented with live trainers who can interact with their classes. In these sessions, trainers use interaction rather than a lecture format. These interactions include role-plays and class presentations by trainees. Each trainee has a computer station where he or she can use the skills learned in class. The major areas taught in these classes are logistics industry knowledge, day-to-day job knowledge, and sales skills. With 95 trainers and training designers nationwide, Total Quality Logistics has trained and coached more than 4,000 employees over the last 12 months.

Scottrade Inc. The company prides itself on its "Top 100" conferences, which are held twice a year, one for Investment Consultants and one for Branch Managers. Top 100 rewards some of Scottrade's top contributors, as well as giving headquarters an opportunity to receive input from the front line. The conference focuses on building camaraderie, showcasing excellence, exchanging best practices, and offering additional training. The event concludes with a Q&A session with members of the Executive Leadership Team, where associates are able to ask pertinent questions and gain insight into the direction of Scottrade's vision. The most recent Top 100 earned a Net Promoter Score of 92.1.

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121	117	Guckenheimer San Mateo, CA Hospitality	\$300M U.S.	3,028 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
122	108	NIIT Atlanta, GA Business Services	NFP	163 U.S. 2,926 Global	3/60/25	NFP	NFP	Yes	Yes
123	*	Workiva Inc. Ames, IA Business Services	NFP	1,201 U.S. 1,259 Global	NFP/NFP/NFP	NFP	NFP	No	Yes
124	*	The Guardian Life Insurance Company of America New York, NY Insurance	NFP	8,500 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
125	*	Persistent Systems Ltd Pune, Maharashtra, India IT Software	\$300.7M U.S. \$351.6M Global	880 U.S. 9,000 Global	35/0/80	\$2M	.96	Yes	Yes



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Additional Information

Guckenheimer In the spirit of Continuous Process Improvement, Guckenheimer's Training department introduced virtual training sessions to reduce travel costs and limit the time out of the unit for employees. Far more than a typical PowerPoint-based Webinar, these sessions attempt to replicate the fun and engaging classroom experience by incorporating polling and quiz questions, Webcams, breakout rooms, etc. Sessions are offered multiple times each month to accommodate work schedules, and then a recording of the session is posted on the learning management system (LMS) after the fact for those who weren't available when it originally was offered or who want to review key pieces of information or share it with a team member.

NIIT The Vector program at NIIT is a series of fun research projects in multiple areas to exchange and inspire new ideas. Each month, teams get together to research a particular topic and then present it to the rest of the teams. There are five main areas of collaboration: 1. Pulse: Market research; 2. Memories: Learning from past work; 3. Gaming: Gamification for learning and finding new and innovative gamification approaches for learning; 4. Stories: Stories, characters, narratives, and plots in books and movies; and 5. Ideas: Ideas that have significantly transformed the world.

Workiva Inc. Last year, Workiva Inc. held its first annual "demOlympics" certification for the entire sales organization. The program—an engaging, fun, bracket-based elimination-style contest—engages employees in friendly competition based on their technical skills and domain knowledge of the company's product. Throughout the week-long competition, sales reps are given demo topics with brief scenarios that they address in mock presentations. Those with the highest scores receive prizes and go on to compete in the final round of the competition. The program provides an opportunity to grow skills, encourage development, and identify employees in need of additional training—plus, it's fun and builds team spirit.

The Guardian Life Insurance Company of America Leadership development at The Guardian Life Insurance Company of America is delivered on a continuum, available to participants as they grow throughout their career, with the intention to move into senior leadership roles in their agencies. The Leadership Institute is the first step, and is carefully structured to use blended learning that consists of both academic and practical field experiences supervised by a coach over a 10-month period. Participants' activity is tracked via a Web-based activity management system. Since its inception in 2011, 45% of graduates have been promoted to first-line supervisors. These graduates also have seen larger teams, better quality recruits, and better retention.

Persistent Systems Ltd The company developed a learning solution to offer different methodologies for training delivery, including in-class trainings, remote trainings, assisted self-learning, self-learning, Massive Open Online Courses (MOOCs), and assessments for internal certification. Persistent Systems Ltd's organization-wide blended programs in the last year included: Full Stack Trainings, Domain Upskilling Program, Communication Enhancement Program, RBT Hands-On Workshops, and Role-Based Trainings, covering 7,000+ total enrollments. These programs covered 10 times the number of participants for each batch than in-class sessions, and saw a 30% higher completion rate than self-learning.

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