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# **T**raining



2014 Rank	2013 Rank		Annual Revenue	No. of Employees	No. of Trainers Full-Time / Part-Time / SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimburse- ment	Training Infrastructure	
1	2	Jiffy Lube International, Inc. Houston, TX Retail	NFP	20,500 U.S.	25/6,000/50	NFP	NFP	Yes	Yes	
2	41	Keller Williams Realty, Inc. Austin, TX Real Estate/Insurance	NFP	90,848 U.S. 93,128 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
3	10	Capital BlueCross (CBC) Harrisburg, PA Health/Medical Svcs.	\$3.25B U.S.	1,917 U.S.	35/2/55	\$7.3M	5.08	Yes	Yes	
4	5	CHG Healthcare Svcs. Salt Lake City, UT Health/Medical Svcs.	NFP	1,784 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
5	8	Mohawk Industries, Inc. Calhoun, GA Manufacturing	\$5.7B Global	19,759 U.S. 32,417 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	

<sup>\*</sup> New entry; not ranked in the 2013 Top 125

perating like a well-oiled machine, No. 1 Jiffy Lube International, Inc.'s aligned and focused approach to training—in particular, training on new services, customer service skills, and leadership—resulted in a 900 percent increase in the number of stores at 100 percent certification, a reduction in turnover, and a 93 percent approval rating by franchisees. The other Top 125ers likewise demonstrated an unrelenting focus on effective training and employee development tied to corporate strategic goals and measurable results. Some 27 newcomers earned a spot on the list this year, the 14th in a row Training has ranked the top companies of employer-sponsored workforce training and development.

Each Top 125 company was measured on quantitative (70 percent of total score) and qualitative (30 percent of total score) data. Factors influencing the rankings include: Training tied to business objectives

- Demonstrable results Number of trainers Employee turnover and retention Leadership development
- Tuition assistance Training technology and infrastructure Certification Training budget and percentage of payroll. And much, much more. An outside research and statistical data company, under the guidance of Training magazine, scored companies on this data supplied by applicants. Then, our editors and the Training Top 10 Hall of Famers qualitatively reviewed the applications.

Best Practices and Outstanding Training Initiatives also are recognized in this issue (beginning on p. 104). Learn about Valvoline Instant Oil Change's Bench Planning, Walgreens' Leadership LEAP, and more. Plus, we welcome two new Training Top 10 Hall of Famers: Farmers Insurance and Verizon (see p. 56). Kudos to this year's Training Top 125!

#### Additional Information

Jiffy Lube International, Inc. Jiffy Lube University has built its success by helping the learners and the business grow. Certification of technical skills is key to Jiffy Lube's success as technicians must be certified in order to perform a service. More than 148,000 certifications were earned in 2012. In the last 3 years, certification levels have gone up in all 10 categories, and the total hours of training have more than doubled. Today, 89% of all stores have a certification level higher than 80%. A recent analysis revealed that 41% of all stores are at the 100% certification level, and those stores have an average sale that is 9% higher

Keller Williams Realty, Inc. To help real estate agents increase the profitability of their businesses, Keller Williams Realty offers BOLD: Business Objective, Life by Design. This transformative program increases sales through the relentless pursuit of leads and business-building activities. Over the course of 7 weeks, BOLD conditions agents with mindset exercises, language techniques, and lead-generation activities. Participants are assigned to accountability teams and challenged to push each other to achieve big results. BOLD attracts real estate professionals from brokerages and brands throughout the industry, many of whom sign up every time it is offered. Last year, BOLD graduates increased their closed transactions by 50% and increased their income by 114%.

Capital BlueCross Breakthrough Leadership tackles the most critical leadership challenges by assessing participants against proven leadership attributes and exposing them to multidimensional experiences to expand their leadership mindsets and decision-making abilities. The nominated participants are immersed in 7 sessions over a 12-month period. One of the milestone events occurs at Gettysburg National Battlefield. The journey includes multiple checkpoints with leaders, as well as the Executive Team, who serve as classroom faculty. Results: 100% increase in participant willingness to collaborate when making business decisions; 75% of participants have been promoted into increased leadership responsibility (including 2 participants promoted to the Executive Team); 80% of participants have increased readiness in succession for next positions.

CHG Healthcare Services In 2013, CHG increased its commitment to its core value of continuous improvement through a newly developed Lean training. The central component of the initiative is a quarter-long certificate program that uses work sessions to train employees on Lean strategies. This strategy directly contributed to achieving 20% revenue growth. In 2013 alone, Lean training eliminated 1,626 process steps; saved 20,168 labor hours; removed mistake opportunities from 41 processes; and resulted in a cost savings of nearly \$7.3 million. Employee feedback also indicated that the initiative contributed to CHG earning a Top 5 (No. 3) ranking on Fortune's 100 Best Companies to Work For. BP

Mohawk Industries, Inc. Mohawk's waste stream management training has expanded to a "zero landfill" approach with a goal of eliminating all waste from the company's manufacturing facilities. Four sites accomplished this feat in 2013. Individual site coordinators are trained on how each type of waste can be redirected into the recycling stream by a subject matter expert who engages them in a detailed analysis of the facility's waste receptacles. On-site recycling programs now extend to plastic, paper, cardboard, and aluminum cans. Waste stream management training programs have yielded savings of millions of dollars YTD 2013, including revenue from sales to recyclers, as well as the reduced cost for materials sent to landfills.

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6	6	McCarthy Building Companies, Inc. St. Louis, MO Construction	NFP	1,487 U.S.	8/10/189	NFP	NFP	Yes	Yes	
7	24	McDonald's USA, LLC Oak Brook, IL Hospitality	NFP	929,299 U.S. 1.7M Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
8	3	Coldwell Banker Madison, NJ Real Estate/Insurance	NFP	83,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
9	11	Blue Cross Blue Shield of Michigan Detroit, MI Health Insurance	\$10.7B	7,468 U.S.	117/4/78	NFP	NFP	Yes	Yes	
10	17	DPR Construction Redwood City, CA Construction	\$2.8B U.S. \$2.5B Global	1,511 U.S. 1,514 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
11	49	Arkansas Best Corporation (ABF) Fort Smith, AR Transportation/Utilities	\$1.7B Global	10,929 U.S. 10,994 Global	93/205/274	NFP	NFP	Yes	Yes	
12	18	Health Care Service Corporation Chicago, IL Real Estate/Insurance	NFP	16,068 U.S.	266/5/4,921	NFP	NFP	Yes	Yes	
13	19	Economical Insurance Waterloo, ON, Canada Finance/Banking	NFP	2,200 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
14	15	CareSource Dayton, OH Health/Medical Svcs.	NFP	1,573 U.S.	15/5/20	NFP	NFP	Yes	Yes	
15	28	Savvis, A CenturyLink Company Town and Country, MO Technology	\$900M U.S. \$1.2B Global	2,214 U.S. 4,121 Global	NFP/NFP/NFP	NFP	5	Yes	Yes	

 $<sup>\</sup>ensuremath{^{\star}}$  New entry; not ranked in the 2013 Top 125

McCarthy Building Companies, Inc. McCarthy utilizes its "Pre-Mortem" training to help teams communicate about, identify, prioritize, and assign responsibility for managing risk. Inspired by a mental simulation exercise in the book, "The Power of Intuition," by Gary Klein, McCarthy adapted this method to identify areas of risk and take proactive action to address them. The 5-step process is designed to be facilitated with a team and is an engaging way of getting a team to recognize and plan for avoiding the most likely and impactful risks they face. One project team used this training to avoid costs and exposure of almost \$250,000 by identifying just one high-impact, high-likelihood risk with the building exterior. BP

McDonald's USA, LLC English Under the Arches (EUA) is an innovative program of English as a Second Language (ESL) courses that improve communication, performance, confidence, and leadership of high-potential shift managers. Benefits to employer and employee: attracts and retains long-term talent (88% employee retention 1 year after graduation, 78% 2 years after graduation, 70% 3 years after graduation); increases speed to competency among a changing workforce (87% increase in oral proficiency, 2.5 times the national average of students in federally funded ESL programs); and promotes quality service by increasing confidence and competence to communicate with staff and customers.

Coldwell Banker The Coldwell Banker Leadership Series, for commercial real estate owners/managers, is a collaborative community assisted by the corporate learning team and dedicated to collaboration, sharing of best practices, and homegrown resources. It features an information portal on the "7 pillars" of the business, as well as live meetings, interactive Web sessions, threaded discussions, social networking, and other tools for sharing ideas and best practices. Results are tracked, recorded, and analyzed and show that the program has been scoring highly in both content and instructor ratings. Participants comment on the "great interactions" and feel this program will "make us more knowledgeable, more profitable, and more capable of gaining market share."

Blue Cross Blue Shield of Michigan The football field where the NFL's Detroit Lions do battle became a training ground where hundreds of Blue Cross Blue Shield of Michigan employees gained and shared insights on the game-changing nature of health-care reform. Entitled "Health Care's New Normal," the 3-hour, high-impact CEO Town Hall/Learning Map Experience was designed to help employees in all roles statewide see the big picture, providing the know-how, spark, and motivation to prepare for the changes to come. After the interactive experience, 92% of participants said they were personally committed to support the changes facing the organization.

**DPR Construction** As a young company, DPR's goal to "define and execute truly great leadership transitions" is particularly appropriate. The company has designed 4 development programs to meet the different developmental needs of different employees. The Professional Development program, designed for "highly skilled professionals," DPR's best builders and problem solvers, is focused on increasing the Emotional Intelligence (EQ) and self-awareness of emerging leaders. The personal and professional relationships created at the retreat are especially meaningful: One group claimed the PD process was responsible for a recent team collaboration resulting in the win of a \$1.5 million health-care project.

Arkansas Best Corporation (ABF) Through ABF's new Front-Line Management Training course, supervisors and managers are trained in a variety of subjects, including communication skills, leadership, and computer resources. Though some lecture is necessary, ABF limited it while expanding the use of role-plays, games, and other kinetic activities to keep engagement at a high level. The company also is including a pre- and a post-course test to measure retention, as well as a confidence assessment to identify areas where training methods need to be re-evaluated. This ensures that front-line management professionals are equipped not only with the knowledge and skills to do the job, but also the confidence that the decisions being made are the correct ones. With the creation of an online pre-course assignment, ABF has accomplished this while reducing the overall cost of the training.

Health Care Service Corporation With the ever-changing health-care landscape, HCSC expects its sales professionals to provide customers with deep product knowledge and to offer solutions for complex problems—standing with its members in both sickness and health. HCSC developed a robust educational strategy that concentrates on consultative selling skills, value propositions, product knowledge, and leadership skills. The ultimate goal is to equip employees with necessary skills for selling and retaining business. HCSC measures the strategy's success through exams, skill demonstrations, and market performance. Results from the annual questionnaire show that the programs helped sales professionals: sell and support business (89%), perform better (88%), and enhance external business relationships (87%).

Economical Insurance Economical Insurance continues to be a leader in the area of virtual classroom learning and long has embraced instructor-led virtual training covering multiple subject matter areas. The Learning team's ability to use new learning technologies and increase virtual training capacity has achieved the goal of improving productivity and general expense reduction. This has been evidenced in the development and deployment of 75 virtual classroom training courses. Employee resource groups and communities of practice have allowed leadership development to transcend geographic boundaries, fostering collaboration and networking across the enterprise. This has directly increased employee engagement by 10% and enhanced development opportunities for employees who work remotely by 50%.

CareSource CareSource paved the way for a new model of care in Ohio with the High Risk Case Management (HRCM) program. HRCM is structured so that a team of health-care professionals personally works with individual members to help them live better with their medical conditions. HRCM employees develop individual care plans for members with the goal of improving health outcomes through increased engagement. The 5-month transition to HRCM required the onboarding of 350 employees, shifting from office-based to mobile-based employees, creating a new job function called a Navigator, and rollout of a comprehensive training plan to set the staff up for success.

Sawis, A CenturyLink Company The Savvis onboarding program underwent a redesign and rebranding, now called Savvis 101. The goal is to help employees understand Savvis' complex business. The classroom event uses a learning map, designed from the customer perspective, depicting how the organization comes together to serve them. Real-life stories are delivered by a leader describing key customer touch points. In-class activities reinforce this as learners work with a fictitious customer to identify needs and propose a solution, research a solution for a client request, and build a deliverable. The 2-day event culminates with new hires using the learning map to tell their story of how they helped the fictitious customer through each phase.

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16	23	Paychex, Inc. Rochester, NY Business Services	\$2.3B Global	12,500 Global	220/0/1,236	NFP	NFP	Yes	Yes	
17	20	Capital One Richmond, VA Finance/Banking	NFP	40,268 U.S. 42,951 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
18	14	BB&T Corporation Winston-Salem, NC Finance/Banking	NFP	32,564 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
19	63	Gables Residential Atlanta, GA Real Estate/Insurance	\$209M U.S.	1,204 U.S.	11/3/75	\$2.2M	3.52	Yes	Yes	
20	16	Automatic Data Processing, Inc. Roseland, NJ Business Services	\$11.3B Global	36,000 U.S. 60,000 Global	660/15/990	NFP	NFP	Yes	Yes	
21	9	American Infrastructure Worcester, PA Construction	NFP	1,681 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
22	*	Chesterfield County, Virginia Chesterfield, VA Government & Military	\$722M U.S.	4,128 U.S.	37/24/410	NFP	2.47	Yes	Yes	
23	47	Buckman Laboratories International, Inc. Memphis, TN Manufacturing	NFP	465 U.S. 1,553 Global	20/85/170	NFP	NFP	Yes	Yes	
24	12	Edward Jones St. Louis, MO Finance/Banking	\$485M U.S. \$5B Global	35,837 U.S. 38,015 Global	354/7/8,678	\$67M	2.8	Yes	Yes	
25	13	Wequassett Resort and Golf Club Chatham, MA Hospitality	\$18.8M U.S.	390 U.S.	1/16/16	NFP	6	Yes	Yes	

 $<sup>\</sup>ensuremath{^{\star}}$  New entry; not ranked in the 2013 Top 125

Paychex, Inc. Through its robust sales training programs, Paychex consistently exceeds 2 of its company strategic goals: generating client and revenue growth each year. Paychex's sales programs aim to provide the most comprehensive training so new representatives feel capable and confident to generate sales with the goal of immediate, positive impact to sales units and revenue. For example, the efforts in the Paychex HRS Sales Training Program resulted in an 11% year-over-year increase in this organization's overall revenue and an 8% year-over-year increase in units sold.

Capital One Front-line managers in Capital One's UK contact center observed tenured agents not having the knowledge needed to answer customer inquiries effectively. A learning initiative was implemented to rewrite modules to ensure product information was robust and up to date. The curricula included activities and role-plays to practice the critical behavior of answering client questions quickly and accurately. Overall, managers reported that 90% of the agents showed a behavior change due to the refresher training. Agents were more confident in providing responses and showed an increase in product knowledge. This initiative also resulted in a 36.24% decrease in errors.

BB&T Corporation In fall 2013, BB&T released a mobile app based on its internal leadership model. Inspired by retro games, LEGACY: A BB&T Leadership Challenge is a medieval-period, narrative-driven, role-playing game. The game teaches players leadership skills through meaningful interactions with key characters. Depending on how well the player performs in the interactions, the game world will grow, opening up new quest opportunities, and the player will gain the favor of the king by doing well. Created for the Apple and Android platforms, the game is being promoted to colleges and universities across BB&T's footprint through iTunes and Google Play.

Gables Residential Engage, Connect, Inspire (ECI) provides sales associates with a fun, interactive, and effective learning experience. ECI is delivered over 1 week with opportunities to immediately apply classroom learning in a real-world setting. Sales associates are guided to demonstrate not only the value of Gables Residential's communities, but what it will feel like to call one of its communities home. ECI incorporates videos, some "starring" Gables' own associates demonstrating best practices. Facilitators also use experiential learning activities, such as peeling an orange to understand how powerful questions can peel back layers of customer information. As a result, customer satisfaction scores have increased 19%.

Automatic Data Processing, Inc. 4G iPads were issued to ADP's sales associates, giving them instant access to the tools, learning, and product information they need—simplifying their jobs while providing innovative, time-shifted learning opportunities. Doing this required ADP to integrate learning into iPads, so the company built an internal ADP App Store to provide access to marketing materials, training, proposal generators, and product demonstrations. A team was convened to convert existing training to be "mobile ready." In more than 2 months, 580+ training lessons were updated to accommodate the iOS platform. Now more than 6,500 sales associates have access to learn in a mobile learning environment. BP

American Infrastructure The Career Track rotational leadership development program is designed to "fast track" professional development within the organization. The program provides new professionals with cross-functional experiential assignments, job-shadowing opportunities, mentoring, coaching, training, networking, and leadership/career assessments. The mentors of this program are senior leaders within the organization and work with employees and their supervisors to co-design career opportunities as part of the employee's individual development plan (career roadmap). In 2013, retention of these employees within 2 years after hire is 98%; retention within five years after hire is 91%.

Chesterfield County, Virginia While instructor-led training remains the preferred method of learning for employees of Chesterfield County, Virginia, online learning is becoming the fastest growing method—driven by an increasing Millennial employee population, as well as specific learning initiatives. For FY'13, online learning utilization increased by 116% with 8,947 self-study courses started; 7,790 completed (87% completion rate) comprising 4,948 student hours of learning activity with an average Level 2 increase in learning of 22.5%. Realizing the efficiency of delivery, employee mobility, and staffing challenges of 24/7 operations to avoid accrued overtime costs, online learning effectively accommodates these diverse learning challenges.

Buckman Laboratories International, Inc. A global continuous improvement initiative incorporates a half-day Waste Elimination Workshop, a 3-day Yellow Belt training class, and a 3-day advanced course in Field Statistics. Associates learn to provide customers with best-in-class analysis of production processes. Buckman customers have documented more than \$30 million in savings since 2010. There is \$21.7 million in potential savings currently in work. In-house implementation of the program saved the company \$1,500 per participant. In Buckman's 2012 engagement survey, 88% of its associates said they felt they were encouraged to think of new ideas, an increase of 4 points since 2010, and 24 points higher than the company's peer benchmark.

Edward Jones As part of its aggressive recruiting and training of financial advisor candidates from all walks of life, the firm rolled out a comprehensive training program in May 2012 that is designed primarily for military veterans. FORCES, a first-of-its-kind program in the financial services industry, adds about 10 weeks to the firm's typical 9 months of financial advisor training. In some states, veterans may apply for G.I. Bill benefits while they train for free at Edward Jones. FORCES has signed up several hundred veterans so far. These recruits are experiencing higher rates of success than other trainees and represent a more diverse population, a plus for the firm.

Weguassett Resort and Golf Club Customer service has always been the heart and soul of Weguassett. Every Tuesday was dedicated to customer service training. It began with a presentation from the managing partner, followed up with Wequassett's roadmap to personalized service. Wequassett was able to use social networking sites such as Trip Advisor and Twitter to back up the stories. The day concluded with L.E.A.D. (Listen, Empathize, Act, Dazzle). As a result, the company's Guest Satisfaction Index scores soared. "The level of personal service received" garnered a rating of 95.26% and a 96.7% exceptional rating when asked about "The attitude of the staff."

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26	73	<b>Dollar General Corporation</b> Goodlettsville, TN Retail	\$16.B U.S.	102,654 U.S. 102,715 Global	45/729/1,341	NFP	NFP	Yes	Yes	
27	58	Caesars Entertainment Corporation Las Vegas, NV Entertainment	NFP	58,312 U.S. 65,112 Global	62/1,060/3,345	\$7.5M	NFP	Yes	Yes	
28	22	Christiana Care Health System Newark, DE Health/Medical Svcs.	NFP	10,568 U.S.	103/700/3,000	NFP	NFP	Yes	Yes	
29	69	Shaw Industries, Inc. Dalton, GA Manufacturing	NFP	22,363 U.S. 22,549 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
30	101	DEFENDER Direct Indianapolis, IN Consumer Products/ Services	\$425M U.S.	1,998 U.S.	22/15/9	\$6.2M	9.6	Yes	Yes	
31	38	Baylor Health Care System Dallas, TX Health/Medical Svcs.	NFP	19,572 U.S.	NFP/NFP/704	NFP	NFP	Yes	Yes	
32	59	WellSpan Health York, PA Health/Medical Svcs.	NFP	9,226 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
33	110	<b>Afni, Inc</b> Bloomington, IL Contact Center Provider	NFP	4,481 U.S. 4,673 Global	87/185/25	NFP	NFP	Yes	Yes	
34	61	First Horizon National Corporation Memphis, TN Finance/Banking	NFP	4,600 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
35	*	<b>Walgreens</b> Deerfield, IL Retail	\$72B U.S.	238,000 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	

 $<sup>\</sup>ensuremath{^{\star}}$  New entry; not ranked in the 2013 Top 125

**Dollar General Corporation** With the company mission of "Serving Others," one of the main focuses of Dollar General's training is to educate employees about the core customer. By understanding who DG serves and why it serves them, Dollar General is able to identify with the needs and desires of its customers. The company accomplishes this through a training program called "Know Your Customer," which teaches employees about Dollar General's 4 core customer groups, their individual needs, and buying habits. Employees from associate to officer are given the opportunity to complete the program, and by doing so, they are empowered to make a difference to serve Dollar General's customers and ultimately live the company's mission.

Caesars Entertainment Corporation Caesars Entertainment's learning curriculum, The Empire Series, provides solid links to business strategies and measurably supports organizational goals. The Empire Series consists of comprehensive brand programs, including: Welcome to the Empire: Entertaining Our Best (new hire orientation); Managing the Empire: New Leader Onboarding; Managing the Empire: Executive Onboarding; and Leading the Empire: Legendary Leadership Essentials (competency-based coaching program). Also in the series are talent-focused programs designed to accelerate high-potential employees to the next career level. These programs align learning offerings with organizational succession planning to support the upward mobility of Caesars employees. Programs include: Exploring Supervisory Opportunities; the Emerging Leaders Summit; the Executive Development Workshop; and the Acceleration Workshop.

Christiana Care Health System The Learning Institute Center for Diversity, Inclusion, Cultural Competency, and Equity developed a 1-hour course, Get R.E.a.L! Collecting Data on Race, Ethnicity, and Language, for all front-line registration staff to teach participants the importance of asking patients in a respectful manner for Race, Ethnicity, and Language (REL) data. This data is important for Christiana Care to promote safety and quality encounters. The education program includes: video simulating patient encounters (CCHS Staff); content on importance of race, ethnicity, and language data; interactive role-play exercises simulating difficult patient encounters; and a customer service component on respectful interactions. The education also includes awareness and education for patients and families through posters and brochures for them to better understand why Christiana Care collects this critical information. To date, more than 200 registrars have received training and are generating higher levels of accurate data for registration.

Shaw Industries, Inc. Total Business Transformation is a breakthrough process, changing the way Shaw Industries connects with its customers. It goes beyond being proactive; Shaw embraced a challenge from which it earned the right to dive deep into the lives of its Shaw Flooring Network (SFN) customers. The focus: to determine if the solutions and resources available to customers through SFN really work. Is Shaw capable of transforming a business? The answer is, "Yes," as Shaw has helped to generate a 50.44% increase in sales and a more than 50% increase in margins for the participating dealers.

**DEFENDER** Direct is committed to growing leaders for its business, and the betterment of communities and families. It has a suite of leadership development offerings specific to the DEFENDER culture and leadership beliefs. All employees participate in the DEFENDER Leadership Advantage programs to grow in their emotional, physical, and financial well-being. As well, DEFENDER's Leader in Training program, Leadership Learning Communities, and Strategic Leadership Consortium develop the leadership skills necessary to fill every level of the company's leadership pipeline, from front-line to senior management, with more than 90% of management positions filled internally.

Baylor Health Care System Leadership development programs are based on a needs assessment that yielded Baylor's leadership competencies, stratified by level and linked annually to corporate strategies. Each level has a roadmap containing competencies, knowledge domains, pitfalls, tips, experiential learning, learning through relationships/feedback, and a leadership curriculum. Roadmaps are on the Leadership Portal, a Web-based system available 24/7 to leaders. It houses hundreds of self-paced learning assets such as videos, books, job aids, e-learning, and simulations. Leadership development is steered by a cross-functional executive group called the Leadership Development Council, chaired by a hospital president. BP

WellSpan Health WellSpan Health is an integrated health system serving more than 650,000 people in south central Pennsylvania and northern Maryland with 9,200-plus employees. In support of the strategic goal to provide a patient- and family-centered experience, 1,006 new employees received introductory orientation training associated with Service Education. In addition to introductory information on their first day of employment, 249 employees attended New Employee Service Skills. New for 2013, the structure of the program was modified to a 3-hour class to reduce loss of productivity time for travel.

Afni, Inc Because coaches are key to driving performance, Afni created the AchieveMore Coach Program. Upon hire, coaches receive a series of lessons designed to orient them into the company and the coach role, and a mentor who guides them through their first days. After initial onboarding, coaches are introduced to the Afni Coaching Model, key to the company's coaching philosophy, and Leadership Foundations, which broadens leadership skills. During these programs, coaches participate in pre-work, workshops, and periods of in-field support. Finally, coaches establish individual development plans (IDPs), which take them full circle in their growth. This approach has resulted in attrition that has decreased 17% since 2011. Employee engagement scores have increased 12% since 2010.

**First Horizon National Corporation** Big Picture Conversation immerses learners in a role-based workshop, examining the role of the small business owner for their own fictional business. Participants create a visual frame of reference for how a business operates from the inside and what questions to ask a business owner to draw out information. Then, participants work together in small groups to uncover the language and motivations of the small business owner as they ask each other questions about their business needs to determine the best products to offer. Sustainment occurs after the event with Daily 10 coaching sessions resulting in \$840,000 in additional revenue and an increased cross-sell ratio of 6 basis points. **OTI** 

Walgreens Walgreens has transformed the drugstore concept, building team members' skills so they can help customers "Get, Stay, & Live Well" with a 12-week "Well Experience" Field Training (WEFT) integrating change management and innovative learning. Highlights: leader and team member learning labs providing hands-on practice in simulated pharmacy and/or store environments; games such as merchandise scavenger hunts to familiarize teams with new store layouts; job shadowing in already-transitioned stores; and go-live performance coaching. Impact to date: The 13,000 graduates rate WEFT highly, including knowledge confidence at 90% vs. 42% before; in their stores, customer delight increased at a faster rate than control groups. OTI

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36	37	<b>Avanade</b> Seattle, WA Technology	NFP	2,467 U.S. 7,078 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
37	80	Aetna Inc. Hartford, CT Finance and Insurance	NFP	48,829 U.S. 49,243 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
38	25	Shape Corp Grand Haven, MI Manufacturing	NFP	1,801 U.S. 2,704 Global	12/33/57	NFP	NFP	Yes	Yes	
39	21	Nationwide Insurance Columbus, OH Real Estate/Insurance	NFP	33,036 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
40	29	U.S. Security Associates, Inc. Roswell, GA Business Services	\$1.2B Global	56,000 Global	14/140/9,800	\$12M	2.5	Yes	Yes	
41	36	ESL Federal Credit Union Rochester, NY Finance/Banking	NFP	643 U.S.	6/0/42	NFP	NFP	Yes	Yes	
42	93	Wells Fargo & Co. San Francisco, CA Finance/Banking	NFP	274,533 U.S. 309,184 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
43	27	<b>Gilbane</b> Providence, RI Construction	NFP	1,963 U.S. 2,455 Global	6/52/174	NFP	NFP	Yes	Yes	
44	40	Cerner Corporation Kansas City, MO Health Care Information Technology	NFP	11,464 U.S. 13,621 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
45	56	<b>Darden</b> Orlando, FL Hospitality	\$8.6B Global	215,000 Global	NFP/NFP/NFP	NFP	5.3	Yes	Yes	

 $<sup>\</sup>ensuremath{^{\star}}$  New entry; not ranked in the 2013 Top 125

Avanade AvanadeU Live is a virtual platform program delivered via the Avanade standard internal communication tool that reached 17,000 employees in FY'13 and delivered a 54% gain in productivity and 61% gain in efficiency of training deliveries overall. Seminars are designed to supplement existing formal training courses by reinforcing course learning objectives or supplying the objectives to those who haven't attended so they can start applying new skills to the job. Seminars are delivered in bite-size chunks that can be slotted into already-busy schedules, and dates are carefully selected to ensure all global employees can attend. Seminars are recorded for those unable to attend the live event.

**Aetna Inc.** One company goal is to be prepared for the launch of health-care exchanges in 2013. One achievement was the successful release of "What Are Health-Care Exchanges?" This animated, video-based e-learning program pairs a casual, friendly, plain-language narrative with a minimalist-style animation, making difficult concepts accessible to most audiences. More than 90% of employees have taken this non-mandatory course; within the first 4 months of release, the external version had more than 18,000 views. Additionally, a Spanish version is in development, and a cobranded version was created to support the Aetna/ Coventry integration—another corporate goal.

Shape Corp Worksmart re-imagined the orientation process through partnering with Safety and Manufacturing to ensure new employees working on the production floor had all the tools and certifications required to perform their jobs both safely and effectively. Through implementation of the Worksmart Program, OSHA recordable injuries for employees with less than 1 year of service dropped from a rate of 1 in 4 to a rate of 1 in 33, better than their counterparts with more than 1 year of service. In addition, workers' compensation premiums paid in the 2010-2011 plan year totaled \$563,000, a more than \$1 million reduction from just 5 years previously.

Nationwide Insurance My Health is a successful program at Nationwide that has an impact on careers. Nationwide has made a large commitment to the connections between associate health, productivity, and career success. It is a key part of the Nationwide brand. A wide range of training and development techniques are included in the program, including: wellness coaching, online coaching, health self-assessment, MyBrainSolutions assessment, maternity support program, financial health assessment, and counseling. Results: One scientifically validated measurement of workplace productivity, World Health Organization Health and Productivity Questionnaire (WHPQ), is embedded in Nationwide's cognitive training wellness program (MyBrainSolution). For participants, productivity pre-program was measured at 88%; post-program, it was measured at 120%.

U.S. Security Associates, Inc. In FY13, U.S. Security Associates updated and expanded its Loss Prevention training by including professional video simulations to help participants identify shoplifting behaviors. This new program was built around life-like simulations to engage participants and increase retention. This training course requires participant interaction and incorporates quizzes to test the students' understanding. Through this training, USA's Loss Prevention officers have become a desired specialized force. The company utilizes previous successes to demonstrate the potential cost savings for organizations and a platform to increase revenue. Due to the training success accomplished through the simulation training, USA gained more than \$2 million in new business in FY'13.

ESL Federal Credit Union In support of a new sales training approach, front-line managers are trained in coaching techniques. Using a blended approach, managers participate in 30 days of asynchronous training modules, followed by a 1-day workshop. To support the coaching culture, L&D facilitates regular best practice sessions in which managers share ideas, challenges, and success stories. Level 3 evaluation results indicate that employees use their new knowledge and skills 88% of the time, with managers indicating their employees apply new knowledge and skills 82% of the time.

Wells Fargo & Co. Diversity and Inclusion is a business imperative at Wells Fargo and is supported by robust training solutions. Wells Fargo delivers an allteam member curriculum that incorporates a variety of effective learning approaches (videos, online learning, exercises, group discussion, role-play exercises, sustainability tools, team member networks, etc.) to reinforce diversity and inclusion throughout the company. In addition, Wells Fargo offers an in-depth 3-day Diverse Leader program, which has resulted in higher promotion and retention rates for program participants (3.2% and 9.7%, respectively). The company's focus on diversity has resulted in industry recognition, including Diversity, Inc. Top company for Lesbian, Gay, Bisexual, and Transgender (LGBT) and Top 50 for Diversity; Black Enterprise Top 40 for Diversity; and Latina Style 14th for Latinas.

Gilbane The Leadership Development Roadmap is a structured program consisting of 7 identified leadership tracks. Participants in each track attend a foundational leadership course, along with 3-8 additional leadership courses. Communicating for Leadership Success, a foundational course for mid-level and developing leaders, helps them acquire skills to communicate effectively by teaching practical methods for conducting conversations while emphasizing the personal needs of the participants engaged in the conversation. A survey of more than 300 attendees revealed that 87% of participants believe the course would make them more effective leaders, and observers agreed: On average, observers of participants rated the participants' current (post-training) performance as a leader as 90 out of 100.

Cerner Corporation The Successful Presentations - Advanced workshop is a rigorous instructor-led experience. Associates discover new techniques to deliver presentations that differentiate Cerner from others in the industry. Participants use stories, analogies, and props to engage audiences. The program offers learn-bydoing exercises and evaluation culminating in end-of-day presentations that occur under the real-time pressure of being filmed. The learning evaluation continues during a 60-day, post-course reinforcement period. Since the program launch in December 2011, 1,050 associates have completed Successful Presentations -Advanced. A powerful metric that captures the impact of this course is a 122 percent year-on-year increase in instances of presentations being noted by clients as a factor in their decision to choose Cerner.

Darden Darden's Diversity Learning Portfolio offers an intensive curriculum that builds as individuals grow their career. Programs consist of multi-day instructor-led sessions for officers, directors, general managers, and Restaurant Support Center (RSC) leaders. Managers complete an online course and sessions facilitated by leadership. These experiences allow participants to explore preconceived assumptions and learn how to engage in constructive discussions of differences. Leaders are able to set an example for how all employees can use diversity skills for personal and professional growth. Since implementation, more than 15,000 leaders have participated in these programs. Because of this, Fortune has recognized Darden as a "Diversity Champion," ranking it as one of the Top 20 employers on the list for diverse workforces.

2014 Rank	2013 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time / Part-Time / SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimburse- ment	Training Infrastructure	
46	46	Morrison-TouchPoint Atlanta, GA Hospitality	\$2.2B U.S.	30,879 U.S.	25/0/4,767	\$5.6M	1.5	Yes	Yes	
47	84	Northwestern Mutual Milwaukee, WI Financial Services	\$24B U.S.	5,000 U.S.	63/85/1,000	\$30M	10	Yes	Yes	
48	26	Miami Children's Hospital Miami, FL Health/Medical Svcs.	NFP	3,462 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
49	90	Century 21 Real Estate LLC Madison, NJ Real Estate/Insurance	NFP	140 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
50	77	ConAgra Foods, Inc. Omaha, NE Manufacturing	\$15.4B Global	31,448 U.S. 34,840 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
51	*	Rent-A-Center Dallas,TX Retail	\$3B Global	22,000 Global	70/537/4,500	\$8.5M	1.2	Yes	Yes	
52	88	Bankers Life and Casualty Company and Bankers Conseco Life Insurance Company Chicago, IL, Finance/Bank.	NFP	1,711 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
53	*	University Hospitals Shaker Heights, OH Health/Medical Svcs.	NFP	16,696 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
54	34	Quicken Loans Inc. Detroit, MI Finance/Banking	NFP	11,707	NFP/O/NFP	NFP	NFP	Yes	Yes	
55	30	<b>Orkin, LLC</b> Atlanta, GA Pest Control Services	NFP	6,772 U.S. 7,324 Global	25/4/649	NFP	NFP	Yes	Yes	

 $<sup>\</sup>ensuremath{^{\star}}$  New entry; not ranked in the 2013 Top 125

Morrison-TouchPoint The new Supervisor Training Series, Establishing Your Roots as a Manager, exemplifies Morrison-TouchPoint's commitment to learning and alignment with business priorities. Designed to grow leaders from front-line supervisors, the series is facilitated by a certified trainer; an HR representative; and the CEO himself, who committed to teaching his own module at every training location. These 12 sessions and 24 days of travel reflect his leadership by example and Morrison-Touchpoint's strong learning culture. More than 440 hourly supervisors have completed the training since its launch in April 2013, with 16 attendees already promoted. Quality scores have increased 62.5%, and engagement has increased 37.5%, in participating facilities.

**Northwestern Mutual** The Fastrack Training System provides a combination of independent study and interactive classroom learning that helps field representatives become part of the network office and implement a proven sales process from day 1. Fastrack consists of a 3-part system that includes: Fastrack Basics, which provides a self-study kit and a 1-day classroom introduction to foundational knowledge of sales skills; Fastrack Sales School, which consists of an online learning portal, self-paced mobile courses, and classroom instruction organized to teach key fact-finding skills, product and services knowledge, and client relationship-building techniques; and Fastrack Forward: Building Your Practice, which includes a series of mobile modules that expand and solidify the skills acquired in Fastrack Basics and Fastrack Sales School with an ongoing curriculum that focuses on Northwestern Mutual's guiding principles for practice management.

Miami Children's Hospital Identifying and developing talent is critical to survival in times of significant shortages of talent in health-care organizations. The CEO actively engages in conversations with executive leaders to develop the learning and development plans of leaders in critical roles, as well as to identify high-flight succession plans. They share gaps in the talent review process and develop innovative solutions to sustain talent depth. Leaders are evaluated using a group calibration format, which typically is led by the CEO for the director level and executive sponsors for the manager/supervisor levels. Post-calibration, leaders select their personal development plan and propose their preferred career path.

Century 21 Real Estate LLC International Management Academy (IMA) instills operational best practices within new franchisees. Low-performing brokerages saw increases in: Adjusted Closed Commissions ( $\pm$ 14%), Closed Transactions ( $\pm$ 18%), and Sales Volume ( $\pm$ 18%). Adoption rates of Century 21 brand programs and resources rose, as well. IMA focuses on developing and expanding critical areas of a broker's business: leadership, business planning, strategic growth, agent management and development, profitability, office growth, and recruiting and retention. Armed with these results, the Franchise Sales Team can reinforce the brand's value for franchise growth and enhance the broker's company value for recruiting while creating a foundation for new and existing agents to be coached, managed, and held accountable for their production.

ConAgra Foods, Inc. As part of ConAgra Foods' Recipe for Growth, it is creating a culture of development where its employees can discover their talents and advance their skills. Nourishing its people takes ConAgra to the heart of how they live and work at ConAgra Foods. The Enterprise Learning Team aims to build organizational capability, grow leadership, leverage talent, and optimize learning. ConAgra invests in its employees to help them grow and succeed through development and formalized training programs. Learning and development is an essential part of each workday. In the last fiscal year, ConAgra Foods employees completed more than 230,000 hours of learning via more than 9,000 different learning solutions.

Rent-A-Center In a relationship business, it's critical that Rent-A-Center embrace diversity so its coworkers are representative of their customers. Core customers are 30- to 45-year-old women, and in many areas, there's a high concentration of bilinguals. As such, Rent-A-Center added female and bilingual diversity to its 5-year strategic plan, tied it to compensation, and continues to track it on its balanced scorecards. Since January 2013, Rent-A-Center has provided a single point of contact, completed two hours of blended training for more than 500 hiring managers and 25 recruiters and provided easier access to content. Results include a 13% increase in female coworkers and a 10% increase in bilingual new hires in 2013.

Bankers Life and Casualty Company and Bankers Conseco Life Insurance Company The mission of the Top Gun Program is to build and retain an elite agent force. Spanning an agent's second year, the program is built on the success drivers identified by the agent advisory committee: mindset for success, prospecting, relationship selling, and actionable goal setting. Top Gun blends delivery approaches, including: online preparation, 10 weeks of virtual instructor-led classes, a live 3-day workshop, and a structured follow-up and mentor program, each centered on the 4 drivers. Graduates share their new skills and insights with others in their branch offices, and act as mentors to newer agents in the program.

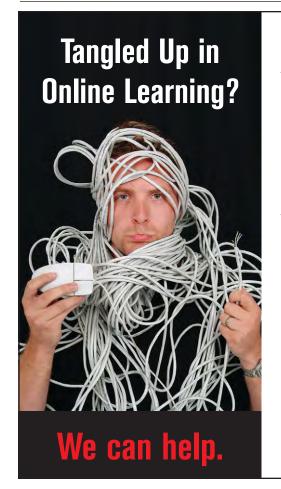
University Hospitals The UH Leadership Academy was a transformational experience for executive leaders and physicians. Nominated participants for the inaugural cohort were immersed in 9 sessions, spanning 2 days, over a 15-month period. The program included: 360-degree feedback and executive coaching, structured classroom learning, team-based projects, and UH senior executive and board member speakers. The structured learning struck an ideal balance between traditional and innovative content. The traditional content emphasized process improvement, finance, strategy, and health-care reform. The innovative content focused on Resonant Leadership through Emotional Intelligence and Positive Change through Appreciative Inquiry. Resonant Leadership and intentional change theory supported the 360-degree and coaching process. Positive Change through Al supported sustainable, desired, strength-based change.

Quicken Loans Inc. A team member's second day of orientation is hosted by company Founder and Chairman Dan Gilbert and Quicken Loans CEO Bill Emerson. This day is dedicated exclusively to culture, and the company's ISMs, a series of 19 tenants that guide everything Quicken Loans does. During the 10-hour session, both Gilbert and Emerson provide examples that tell "who" Quicken Loans is—highlighting the culture that serves as the foundation of the company. As Gilbert explains, "When you know WHO you are as a company, the WHAT you do is easy to understand. What's expected of me? What should I do in this situation? What is right?—these are all easy to answer."

**Orkin, LLC** Orkin's attention to customer survey responses resulted in the creation of a company-wide performance intervention called the Orkin Promise. The Orkin Promise stresses 4 areas of customer service having the greatest impact on customer loyalty and retention. Through highly interactive training sessions, learners identify specific behaviors that have proven to drive customer satisfaction in each of the 4 areas. Students then create action plans based on their own customer feedback. Electronic customer survey responses provide daily progress reports. Since the launch of the Orkin Promise, 6.75% more customers classify themselves as willing to recommend Orkin, and improved customer retention has yielded \$19.2 million in additional recurring revenue.

# OP RANKINGS 56-60

2014 Rank	2013 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time / Part-Time / SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimburse- ment	Training Infrastructure	
56	79	Tandus Centiva (A Tarkett Company) Dalton, GA Manufacturing	NFP	1,047 U.S. 1,283 Global	6/7/85	NFP	NFP	Yes	Yes	
57	*	Blue Cross & Blue Shield of North Carolina Durham, NC Real Estate/Insurance	\$5.7B U.S.	4,600 U.S.	65/3/27	\$12.7M	3.19	Yes	Yes	
58	57	Vistage International San Diego, CA Business Services	NFP	154 U.S. 177 Global	2/1/15	NFP	NFP	Yes	Yes	
59	32	Best Buy Richfield, MN Retail	\$37.6B U.S. \$50.7B Global	110,000 U.S. 165,000 Global	250/1,500/5,500	\$95M	6	Yes	Yes	
60	55	CarMax, Inc. Richmond, VA Retail	\$10.96B U.S.	18,625 U.S.	78/40/3,276	\$3.1M	1	Yes	Yes	



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Tandus Centiva (A Tarkett Company) A strategic account selling course has outstanding sales results by creating a shift in the way that the sales team thinks about the selling process. This 3-day program, customized to fit Tandus Centiva's business and selling model, allows salespeople to evaluate a business opportunity and choose an appropriate strategy. Senior and sales leaders also understand the selling methodology and ask specific selling questions and use proper terminology when assisting account executives on closing a project. Components include compiling customer profiles; conducting opportunity assessment; determining the customer's key requirements; identifying key players, influencers, and decision-makers; analyzing competition; and developing a final strategy. 100% of projects identified during the program pilot resulted in project wins. Tandus Centiva now has an 85%+ close rate for large projects when the account executive has utilized the plan.

Blue Cross & Blue Shield of North Carolina The transformational changes the health-care industry is undergoing has ushered in a tangible opportunity for revolutionary learning and development. In a time when learners need relevant and applicable knowledge and skill-building solutions at their fingertips, BCBSNC has successfully honed the right combination of best practices with state-of-the-art technology, social media, and on-the-job immersion to drive optimal workforce performance. Much like the company's new Customer Service Professionals Development Program, Blue University effectively aligns with the organizational strategy to achieve measurable outcomes that positively affect the bottom line to the tune of a \$1.3 million benefit to the organization and a 57% annualized return on the investment.

Vistage International As the first 5-day session of Foundations of Chairing begins, former CEOs from the U.S., Canada, and the UK fill the seats at every table. Stepping to the front of the room is not a teacher, but another former CEO, a Vistage Chair. He tells everyone that this will be a week of discovery, a test of values, capabilities, and willingness to accept the challenge and pain of growth. He is facing a room of leaders to find the few who are willing to trade a life of importance for a life of significance.

**Best Buy** General Manager Induction is a 5-day immersion held at Best Buy's corporate campus. The program includes focused time at Best Buy's Regional Distribution Center and Enterprise Customer Care Center, networking opportunities with more than 35 corporate business partners, P&L and Labor Management training, as well as a focus on the key leadership skills essential to success in the general manager role. Other programs include Crucial Conversations; 5 Choices for Extraordinary Productivity; and modules focused on teamwork, accountability, work prioritization, and identifying personal leadership styles. Participants are outperforming in their store Revenue to Budget by +772 basis points and Margin to Budget by +287 basis points.

CarMax, Inc. The Summit Program answers the question: Are you born a leader or can leadership be taught? This approach for entry-level managers seeks to teach participants 9 vital behaviors on the job, shoulder to shoulder with their managers, and then immerse them in hands-on activities in which they are observed and assessed on their ability to demonstrate these behaviors. The 14-week program culminates in a workshop at the Home Office that incorporates nonprofit community service into leadership development. Not only is this type of approach making the learning "stick," but its impact is far reaching—both for CarMax's community and for the individuals going through the program.



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2014 Rank	2013 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time / Part-Time / SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimburse- ment	Training Infrastructure	
61	45	EMC Corporation Hopkinton, MA Technology	\$21.7B Global	62,632 Global	610/NA/NA	NFP	4.35	Yes	Yes	
62	35	Allied International Credit Newmarket, ON, Canada Business Services	NFP	121 U.S. 1,300 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
63	103	<b>TD Bank</b> Cherry Hill, NJ Finance/Banking	NFP	27,878 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
64	*	Florida Blue Jacksonville, FL Health Insurance	NFP	5,685 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
65	42	MasterCard Worldwide Purchase, NY Technology	NFP	4,300 U.S. 7,900 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	



**EMC Corporation** EMC selected 15 high-performing employees from around the globe to participate in a project-based program designed to help shape the future leaders of the organization. Participants were split into 3 groups. Each team was given a real business challenge and asked to develop a working solution. Participants were allocated 25% of their working time for CSS Leadership Academy, and continued to work in their existing role. The solutions the first participants created for all 3 business challenges were implemented by the business. CSS leaders were so impressed with the CSS Leadership Academy that they decided to extend the pilot into an ongoing program.

Allied International Credit An interactive card game that replaces traditional role-plays created more than 25,000 complex scenarios with less than 30 hours' worth of effort (including the involvement of subject matter experts). Results include increased engagement, enhanced learning, and a global rollout that is transforming training results.

**TD Bank** TD Bank's mantra is "The Customer Trumps Everything!" This customer-centric vision is at the heart of TD University's flagship employee orientation program, Traditions. Newly refreshed in 2013 to keep it tightly aligned with TD Bank's model, brand, and culture, Traditions is a day of excitement and fun for all new hires. It doesn't just teach the WOW!—it lives it. In 430 sessions from Maine to Florida, more than 5,500 employees were launched into their new roles with a personal plan to WOW! And it shows: TD Bank measures customer satisfaction with its Customer WOW! Index, and in 2013, CWI hit an all-time high.

Florida Blue Sales Talent Management Program is a flagship initiative that encompasses a complete talent lifecycle approach to ensure business alignment, starting with a pre-employment approach that identifies and screens diverse talent pools across the state to find the best fit, a 4-week training program that develops new hire knowledge and skill to 90%+ proficiency, 4-week on-the-job training to ensure an accelerated learning curve, and ongoing coaching and development to drive sales optimization. In 2012, Florida Blue achieved 4.78 satisfaction, 94% proficiency, time to competency in 2 months post-training, accelerated revenue of \$59.3 million, plus the business area achieved center of excellence designation as a Top 10 call center.

MasterCard Worldwide MasterCard Worldwide needed to share knowledge and gain an understanding of what was happening in its product areas, and to determine where it could leverage best practices in order to successfully grow the business in areas where it did not have a strong foothold. The Product Management Excellence workshop, followed by a program in MasterCard's social learning platform, was designed to initiate and engage impactful dialogues between its global product managers. With 97% of product managers attending the sessions, leadership views this program as a success as it instigates a necessary shift in breaking down cultural and regional barriers by reaching the company's collective goal of sharing knowledge via a collaborative learning platform.

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# RANKINGS 66-70

2014 Rank	2013 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time / Part-Time / SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimburse- ment	Training Infrastructure	
66	66	NewYork-Presbyterian Hospital New York, NY Health/Medical Svcs.	NFP	19,970 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
67	65	<b>Discover Financial</b> <b>Services</b> Riverwoods, IL Finance/Banking	NFP	13,380 U.S.	77/30/430	NFP	NFP	Yes	Yes	
68	51	IMG College Winston-Salem, NC Multimedia, Collegiate Sports Marketing, Licensing, & Broadcast.	NFP	740 U.S.	4/4/62	NFP	NFP	Yes	Yes	
69	96	PPD Wilmington, NC Health/Medical Svcs.	NFP	6,300 U.S. 12,500 Global	99/568/2,884	NFP	1	Yes	Yes	
70	*	USAA San Antonio, TX Financial Services and Insurance	\$20.3B U.S. \$20.7B Global	24,532 U.S. 24,650 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	



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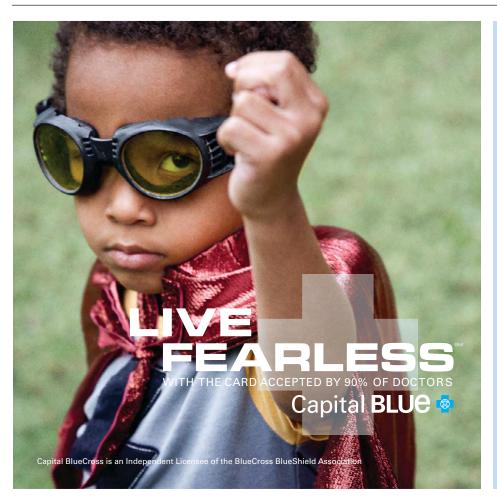
NewYork-Presbyterian Hospital To prepare for the changing health-care environment, NYP created a cohort-driven, 18-month development process for high-performing managers. Building Tomorrow's Leadership has executive sponsorship from NYP's president and an executive committee that oversees every program detail. There are 3 phases: classroom learning based upon the leadership competency model and the group's collective development needs, action learning where teams work on highly visible hospital projects, and executive forums where important hospital-wide issues are discussed. Throughout the program, participants are assigned senior-level mentors. Results: 360-degree assessments show program participants have improved in every leadership competency and received better employee and patient satisfaction scores than the rest of the institution.

Discover Financial Services Discover has begun an aggressive program to prepare call center agents for the challenges and opportunities of the future. In early 2013, Discover launched a blended New Hire program designed to foster self-reliance, creative problem solving, and fanatical customer advocacy. Drawing inspiration from the Khan Academy, Discover "flipped the classroom," converting 70% of its training content from instructor-led training to self-paced e-learning. This enabled Discover to fundamentally change the learning experience. Instead of staffing each class with an instructor, Discover created a New Hire Advisor role, the core responsibility of which was to guide learners through the program, set aggressive individual goals, evaluate individual performance, and provide differentiated coaching. OTI

IMG College IMG College's sales model is to provide strategic conceptual solutions to its customers through a detailed understanding of their business needs. IMG's sales training programs focus on how to diagnose business problems and then provide solutions that drive revenue, marketing objectives, and brand recognition. Annual in-person training programs that provide these skills include regional Combines, property impact programs, the IMG College Partner Symposium Delivered by UPS, and Rookie Camp. All employees are sellers, no matter the role, and programming reflects this. Responsible for half of its parent company's annual earnings in 2013, IMG sees the direct correlation between training and profitability.

PPD The Global Leadership Program (GLP), a flagship program, is in direct alignment with PPD's corporate people and culture platform. It is a 6-month program that hones the skills of emerging high-potential leaders to pursue executive roles. Selected annually, through an executive nomination process, 20 participants follow a program incorporating C-suite networking, executive mentorship, MBA-level development, inter-session projects with C-suite presentations, and 360-degree feedback with coaching and development planning. This program addresses succession planning, retention, increased capabilities, and bench strength in leadership as is evidenced by PPD leaders scoring 14% higher than the benchmark within the CEB leadership survey category of "ability to adaptably apply leadership competencies."

**USAA** Commitment to customers is the reason USAA exists—its mission is to facilitate the financial security of its members. Customer service representatives are the link to the customer. Aiming to ensure a best-in-class experience, training begins with a 3-day orientation to "know" the customer—members of the U.S. Armed Forces, veterans, and their families. The first year of the learning process includes an average of 280 classroom hours, during which representatives participate in a variety of learning experiences that end in live work and certification. This level of commitment to customer service is what drives USAA's high customer approval ratings.



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# RANKINGS 71-75

2014 Rank	2013 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time / Part-Time / SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimburse- ment	Training Infrastructure	
71	76	Choice Hotels International Rockville, MD Hospitality	NFP	1,080 U.S. 1,158 Global	NFP/NFP/NFP	NFP	NFP	No	Yes	
72	*	BP Houston, TX Energy	NFP	22,400 Global	157/277/554	NFP	NFP	Yes	Yes	
73	52	Western Summit Constructors, Inc. Englewood, CO Construction	NFP	579 U.S.	1/80/80	NFP	4	Yes	Yes	
74	75	Vi Chicago, IL Health/Medical Svcs.	NFP	2,700 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
75	95	Birmingham Water Works Board Birmingham, AL Transportation/Utilities	NFP	624 U.S.	3/1/15	NFP	NFP	Yes	Yes	

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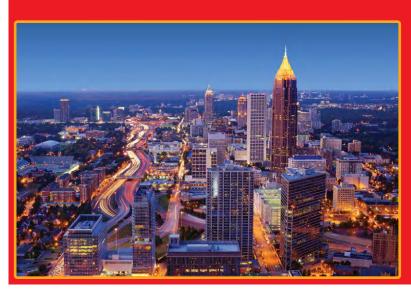
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Choice Hotels International Choice Hotels recognizes the need to be agile and adaptable in order to drive the organization forward. Due to constantly changing industry trends and the speed at which it must continue to learn and grow, Choice Hotels understands the importance of investing in its talent, which requires it to build the proper infrastructure to encourage and support personal and professional development. Choice Pathways is a tool designed to help associates strategically develop and maneuver through each of the stages of their professional journey. It promotes a common language for describing important skills and characteristics of success necessary for growth and development.

BP The oil and gas sector faces a potential shortfall in skilled people due to retirements and global expansion. BP builds internal capability and proactively works to obviate the skill gap. BP's Challenge program leads new hires through their first 3 years with BP. Career counseling gives participants clarity on their development path and provides an efficient method for developing deep capability. Participants receive unique learning experiences with exposure to the entire upstream industry, field experience linked to competency targets, proactive coaching, and regular performance assessments. Challenge receives strong ratings—4.8 (out of 5) on Learning Effectiveness and 4.4 on Job Impact. Participants' average attrition is 4%; demand is up across 14 countries.

Western Summit Constructors, Inc. The purpose of the Construction Project Management Simulation is to replicate the pressures of being a senior manager on a project, having to balance technical knowledge with leadership skills. The overall purpose is for participants to self-identify what areas they need to develop to advance in career and for senior managers to help narrow the technical and communication skills gap and to provide one-on-one coaching from subject matter experts. The company asks senior management to contribute conflicts that happened to them in the past; then these same members of senior management play the roles of the client, subcontractors, and challenging employees. Once the participant has resolved the problem, upper management provides him or her with immediate coaching and feedback.

Vi Vi's comprehensive and sustainable Leadership Development Program targeted at nurse leaders exposes participants to a multi-faceted year-long program that leverages a battery of developmental assessments, coaching, mentoring, action learning, a custom learning plan, and projects to engage nurse leaders in building their leadership competencies. A highlight of this program for participants is the 1-week classroom experience in which members of Vi's Executive Management Team act as faculty. Since inception of this program 3 years ago, Vi voluntary attrition for nurse leaders has dropped from 75% to 10% for those participating in this program.

Birmingham Water Works Board (BWWB) The BWWB Training team has developed and implemented leadership programs to support the organization's commitment to fostering an environment that facilitates training to enhance the skills of its employees to prepare the organization for the future. Some 117 employees have enrolled in BWWB's leadership programs, and 60 of them have graduated. Of these graduates, 37 have been promoted (62%) year to date. The quality of BWWB's leadership programs is represented by the high percentage of graduate promotions. The development and implementation of these leadership programs successfully demonstrates BWWB's commitment to its strategic goal/objective to "train the workforce to enhance innovative knowledge, skills, and abilities to improve system operations."



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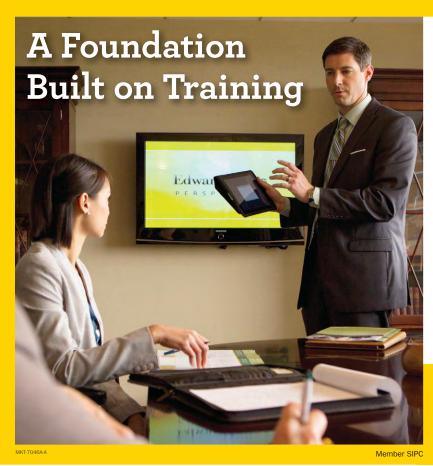






# RANKINGS 76-80

2014 Rank	2013 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time / Part-Time / SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimburse- ment	Training Infrastructure	
76	89	Tech Mahindra Ltd. Pune, Maharashtra, India IT Services & Solutions	\$383M U.S. \$1.2B Global	24,872 U.S. 47,498 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
77	53	University of New Mexico Hospitals Albuquerque, NM Health/Medical Svcs.	\$760M U.S.	6,028 U.S.	62/11/103	\$10.8M	3.2	Yes	Yes	
78	39	Baptist Health Care Corporation Pensacola, FL Health/Medical Svcs.	NFP	6,768 U.S.	30/12/450	NFP	3.1	Yes	Yes	
79	*	First Data Corporation Atlanta, GA Technology	NFP	17,000 U.S. 24,500 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
80	62	Cartus Danbury, CT Relocation	NFP	2,171 U.S. 3,037 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	



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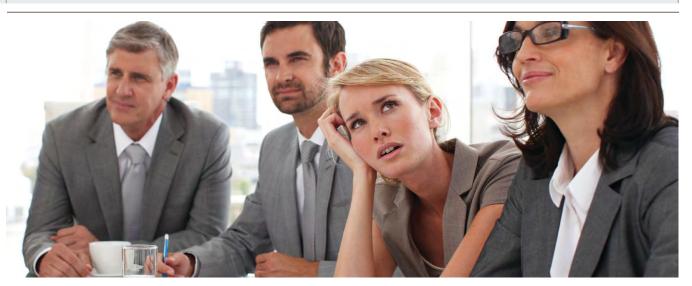
Tech Mahindra Ltd. In addition to regular training sessions, to meet the challenge of limited time availability of senior resources, Tech Mahindra delivers specially designed short-duration power capsules (1- to 2-hour sessions) on the latest technology, domain, and business trends. Last year, 50+ short-duration sessions were provided and attended by 700+ employees in senior management.

University of New Mexico Hospitals The UNM Medical Leadership Academy prepares current and future physician and administrative leaders with the skills to more effectively contribute and lead within their areas of responsibility. This 2-year program focuses on leadership skills and exposure to organizational dynamics and requires participants to directly contribute to an organizational goal. A networking forum builds collaboration, promotes skill development, advances engagement, and supports execution of organizational initiatives. Workshops provide physician and administrative leaders with a common language and framework for solving problems and the skills necessary to bring about change and performance improvement. Cohort members are identified as high potentials and the next generation of leaders for UNM Health System.

Baptist Health Care Corporation Baptist Health Care's new customer service and communication curricula consist of two courses: Words That Work and Relate. The goal of these new courses is to teach a systematic, yet customizable approach to relating to others. Through scenario-based learning, team members examine how to relate to and effectively communicate with others. All clinical departments across the organization saw increases in their patient experience scores, some jumping as much as 40 percentile points, allowing them to exceed their patient experience targets for the year. These service results also contributed to Baptist Health Care receiving a pay-for-performance incentive payment from the government, thus contributing to the financial viability of the organization.

First Data Corporation First Data Corporation revamped Sales Onboarding by transitioning traditional instructor-led programs conducted over a 6-month period to a fully blended 12-week learning program consisting of 65% short virtually facilitated Web conferences that include role-plays, a full-text searchable knowledge management site for performance support, and mentoring by both trainers and managers. This program has account executives in the field sooner, resulting in a decrease in travel expenses, improved alignment of training resources, and an increase in quota attainment of more than 16%. OTI

Cartus Cartus awards Sales Certifications following a successful presentation, thereby increasing the effectiveness of system demonstrations to clients. Training involves system navigation practice, conveyance of details on Cartus' internally developed business systems, podcast demonstrations of an ideal sales presentation, and a mock demonstration. Both the Sales SVP and a trainer with system experience evaluate the mock presentation. Following this presentation, an initial 81% of the team achieved certification, with the remaining 19% successfully improving after a second presentation. Having confident and better-prepared salespeople increases overall productivity, and reduces the expense of inviting business subject matter experts to sales presentations. Additionally, this training ultimately saves money as it reduces turnover.



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2014 Rank	2013 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time / Part-Time / SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimburse- ment	Training Infrastructure	
81	106	VSP Global Rancho Cordova, CA Health/Medical Svcs.	NFP	3,774 4,816 Global	30/5/40	NFP	NFP	Yes	Yes	
82	*	The Aerospace Corporation El Segundo, CA AerospaceFederally Funded R&D Center	NFP	3,485 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
83	72	Bass & Associates, P.C. Tucson, AZ Law Firm	NFP	98 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
84	54	Ho-Chunk Gaming Wisconsin Dells Baraboo, WI Hospitality	NFP	1,275 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
85	*	Sonic Automotive, Inc. Charlotte, NC Retail	\$8.5B U.S.	9,000 U.S.	NFP/6/8	NFP	NFP	Yes	Yes	

What do 9 of the 14 Training Hall of Fame companies and 30 of the Top 125 have in common?

# } getabstract compressed knowledge

VSP Global This last year, 250 leaders completed Covey's Speed of Trust workshop with significant impact on the organization. Not only has the workshop equipped VSP Global's management team with a common, shared language allowing for more robust conversations, but it improved business relationships and efficiency, resulting in an innovative cross-line of business projects, better internal strategic alliances between divisions, and accelerated speed to market. This drove greater growth and created a foundation for operational excellence, strategic partnerships, and competitive edge. VSP revenues increased 5.6%. Some 25% of new hires are referrals, and 37% of VSP's positions are filled internally. Average tenure continues to increase (8.2 years), while turnover continues to decrease (currently 6%).

The Aerospace Corporation Space is a challenging and unforgiving business—with each launch we are given one opportunity for success. What The Aerospace Corporation does is essential to national security, to help drive the economy, and to protect the American way of life. The Program Office Personnel Enhanced Learning (PROPEL) training assists in assuring 100% mission success. It provides the "Assurance in Action" principles by providing the "what, when, and how" to Aerospace employees so they have technical currency, work from the same baseline, and consistently apply tasks to guarantee success. It allows the organization to maximize its resources and makes its program office processes and expertise easier to pass along.

Bass & Associates, P.C. Bass understands that the quality of its employees directly affects its success. Every Bass employee participates in an Employee Monthly Review (EMR) with his or her immediate supervisor. The review follows a standardized format, mapping out benchmarks for evaluation, detailing interim goals that tie back to the employee's current job responsibilities. An integral part of this review is a section detailing the employee's strengths and growth opportunities. Bass discusses the employee's career path and sets interim goals that are aligned with his or her career aspirations. Together, the supervisor and employee may create a career development plan. During each EMR, the career plan is discussed and amended, and additional training may be provided.

Ho-Chunk Gaming - Wisconsin Dells In the last 6 years, Ho-Chunk Gaming - Wisconsin Dells has taken great strides toward becoming an "everyday resource" to its property. T&D specialists provide coaching, performance evaluations, and career consulting, as well as sitting on a variety of committees, boards, and special cross-department project teams. T&D also helps in areas that are not training related but require comparable skills, such as graphic design, page layout, desktop publishing, and Powered Industrial Training. T&D does everything possible to support and contribute to its fellow co-workers so they may deliver a great end product of creating a memorable and positive experience for each person who walks through the casino's doors. These initiatives and proactive increases in training investment in the last 4 years since the economic downturn have helped Ho-Chunk Gaming achieve excellence.

Sonic Automotive, Inc. The new Sonic Sales Process and its training is the first significant change in a 100-year-old process of buying a car. Sonic has trained its salespeople to use iPads and iPhones with proprietary applications focused on enhancing the customer experience. Now, instead of putting a car buyer through a stressful ordeal, Sonic has trained its salespeople to tell the customer upfront, "We believe you should lead your own purchase process." Sonic does not train its salespeople to sell cars anymore; it trains them to help customers buy a car. The process eliminates the stressful back-and-forth negotiations, and pricing is based on accurate data. Sonic trains managers first and salespeople a week later, measures effectiveness 1 month later, and then repeats the training in 30 days. Results: The buying process is shortened and less stressful for the customer and the salesperson, increased ROI, greater market share, and happier investors.

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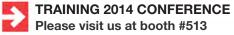
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2014 Rank	2013 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time / Part-Time / SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimburse- ment	Training Infrastructure	
86	50	Navy Federal Credit Union Vienna, VA Finance/Banking	NFP	11,209 U.S. 11,561 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
87	74	Windstream Communications Little Rock, AR Communications	\$6B U.S.	13,584 U.S.	36/0/826	NFP	NFP	Yes	Yes	
88	83	DaVita Denver, CO Health/Medical Svcs.	\$8.1B Global	47,000 Global	475/5,000/1,900	NFP	NFP	Yes	Yes	
89	*	<b>BKD,LLP</b> Springfield, MO Professional Services	\$418M U.S.	2,175 U.S.	3/5/82	NFP	NFP	Yes	Yes	
90	*	SpawGlass Selma, TX Construction	NFP	486 U.S.	1/18/300	NFP	NFP	Yes	Yes	

Training

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Navy Federal Credit Union Navy Federal Credit Union's Executive Development Program (EDP) provides a development experience for high-potential leaders. EDP is a 2-year program for aspiring executives in the organization. This comprehensive program gives participants opportunities to build a greater understanding of Navy Federal's culture and business operations, interact with senior leadership, and prepare them for future growth in their careers. Since the program's inception, 84 participants have successfully completed the program, and 62% have assumed expanded leadership positions or have been promoted within Navy Federal. After completing the program, 37% of participants transitioned into new functions. The company hopes to fill 75% of all future vice president positions from the EDP program by 2015.

Windstream Communications Actual sales results from newly hired sales reps were lower than expected at Windstream Communications. A team was formed to focus on changing these results. Narrowing the new hire product mix was identified as a key opportunity. Training was modified to support product knowledge in all areas of training (product training, selling skills, and systems training). The goal is to increase confidence in new hire sales reps, positively affect revenue numbers, and increase employee engagement scores from these new reps. Early results from the company's initial efforts show that sales revenue increased nearly 160% month over month for sales reps trained in the new manner, as opposed to new reps trained in the old process.

DaVita One of DaVita's key training goals is to ensure teammates have the skills to communicate effectively and address and resolve conflicts quickly. Academy 1, one of DaVita's premiere training programs, helps bolster those skills by integrating communication best practices education and tutorials throughout the comprehensive, 2-day, off-site event. DaVita conducted 8 Academy programs in 2012 and collected more than 2,700 teammate evaluation surveys of the training. Teammates who attend Academy 1 have, on average, a 14% lower turnover rate than peers who did not attend the Academy.

BKD, LLP BKD's firmwide performance management and coach training program is designed to enhance professional growth throughout one's career. The program has 2 levels (team member and coach) and provides tools, techniques, and best practices designed to further day-to-day and long-term effectiveness for BKD client service and administrative professionals. Both focus on how to purposefully fulfill the organization's mission through behavioral competencies associated with successfully demonstrating each Unmatched Client Service standard, as well as giving and receiving feedback related to professional development, improvement, and growth. Since the implementation of this program, employee engagement results related to effectiveness of coaching, communication, and career opportunities have improved from 68% to 76%.

SpawGlass SpawGlass' leadership development workshops, AGC Excellence Award-Project and Executive Management Training, are built around games, exercises, and simulations. There are at least 2-3 different exercises each day, and each exercise gets harder and builds off the previous exercise or game. The entire workshop is a simulation of running a company, with games and exercises to get everyone involved and to teach teamwork and other leadership/management skills. One consistent goal of the sessions is to get participants to look for and find the deeper meanings so when they get back to the workplace, they can apply that thought process in their decision-making and problem-solving.



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# RANKINGS 91-95

2014 Rank	2013 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time / Part-Time / SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimburse- ment	Training Infrastructure	
91	64	G4S Secure Solutions (USA) Inc. Jupiter, FL Private Security Solutions	NFP	46,086 U.S. 620,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
92	*	Iron Mountain Incorporated Boston, MA Information Management	\$2.2B U.S. \$3B Global	9,940 U.S. 18,091 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
93	*	Valvoline Instant Oil Change Lexington, KY Retail	NFP	2,141 U.S.	9/0/NFP	NFP	NFP	Yes	Yes	
94	82	New York Life Insurance Company New York, NY Real Estate/Insurance	NFP	8,957 U.S. 8,961 Global	208/10/350	NFP	NFP	Yes	Yes	
95	86	Healthways, Inc. Franklin, TN Health/Medical Svcs.	\$646M U.S. \$677M Global	2,332 U.S. 2,493 Global	36/9/44	\$4.3M	1.94	Yes	Yes	



**G4S Secure Solutions (USA) Inc.** The G4S Career Center is a Web-based, software-as-a service platform that allows users to learn more about the company, people, and values and apply for current job openings across all G4S USA businesses. Since September 2012, the Career Center has received more than 2 million visitors; 435,000+ registered users; 280,000+ applications on the primary Website and 630,000+ visitors and 65,000+ registered users on the mobile site. G4S has hired close to 18,000 employees exclusively through this technology. The Career Center has become a differentiator for the company because it can quantify its recruitment efforts more effectively while providing a user-friendly, engaging, and interactive process for both internal and external job seekers.

Iron Mountain Incorporated Iron Mountain developed the Sentinel Program to prepare newly hired front-line employees to work safely, independently, and accurately. As a standardized learning program, Sentinel uses a blended approach that includes e-learning, on-the-job training with a certified peer coach, and knowledge and performance assessments. From day 1 Sentinel's learning roadmaps guide new employees through the knowledge, skills, and attitudes they need to perform their daily roles and responsibilities. Not only does Sentinel produce job-qualified front-line employees, the program has reduced turnover by 40% and saved the company \$10.5 million in workers' compensation claims.

Valvoline Instant Oil Change Valvoline Instant Oil Change has invested heavily in online games and simulations. Examples of innovative modules include a 3-dimensional VIOC Service Center in which learners encounter safety hazards to be identified and corrected, a virtual sales environment where learners are exposed to 27 different sales scenarios, and a game-board-style town where learners encounter business owners and learn about antitrust laws and prohibited behavior. Games and simulations support multiple strategic goals within the company. For example, the sales simulation has supported year-over-year same-store sales growth. **BP** 

New York Life Insurance Company Promoting a culture of accountability in a sector that demands specialized knowledge and capabilities necessitates a customizable approach. To better align professional skills training with performance management, New York Life introduced 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 access to thousands of activities outside of a classroom setting; this solutions-based approach already has been successful in promoting enhanced engagement and development.

Healthways, Inc. Healthways' Innergy Healthier Weight 10-day product training prepares coaches to deliver a weight-loss intervention developed in collaboration with Johns Hopkins Medicine. Innergy is the commercial version of the clinically proven intervention from the NHLBI-sponsored Johns Hopkins Power Trial. Coaches use Motivational Interviewing to create trusting relationships for the healthier weight journey. Coaches receive 2.5 days of Motivational Interviewing training and hone their techniques throughout the training using scenarios. Coaches receive ongoing, tailored training to improve skills. Healthways' tenured coaches all score proficient using Motivational Interviewing Treatment Integrity coding, and more than half of the coaches trained in January are proficient, with the remainder trending up.



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# RANKINGS 96-100

2014 Rank	2013 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time / Part-Time / SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimburse- ment	Training Infrastructure	
96	113	New York Community Bancorp, Inc. Westbury, NY Finance/Banking	\$501M U.S.	3,700 U.S.	27/15/341	\$5.2M	2.6	Yes	Yes	
97	*	Kimberly-Clark Corporation Roswell, GA Manufacturing	\$10.5B U.S. \$21.1B Global	14,500 U.S. 58,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
98	*	Carilion Clinic Roanoke, VA Health/Medical Svcs.	NFP	11,805 U.S.	137/37/157	NFP	NFP	Yes	Yes	
99	48	Intel Corporation Santa Clara, CA Technology	\$8.3B U.S. \$53.3B Global	49,763 U.S. 95,275 Global	0/581/4,251	NFP	NFP	Yes	Yes	
100	98	ValleyCrest Landscape Calabasas, CA Landscape Services	NFP	9,500 U.S.	4/17/53	\$3.5M	1	Yes	Yes	





New York Community Bancorp, Inc. New York Community Bancorp's mission is to execute very best customer service practices by focusing on providing an exemplary customer experience. Every Customer Every Time (ECET) is a customer service training program that captures the organization's focus on doing what's right for the customer. ECET includes 4 components of New York Community Bancorp's Customer Service Model: Customer, the customer is the center of everything the organization does; Service Delivery, courtesy, accuracy, responsiveness, and relationships; Service Environment, "Everything Speaks" to the customers; Processes, evaluating operations and measurement. As a result, customer satisfaction ratings have increased from 83.1% to 87.4% year to date and Service Attribute scores from 85.8% to 91.8% YTD.

Kimberly-Clark Corporation The "One K-C Culture of Accountability" initiative helps Kimberly-Clark employees put the "One K-C Behaviors" (Build Trust, Make Decisions, Win Consistently, Think Customer, Continuously Improve, and Build Talent) into practice every day. As a result, almost 90% of salaried employees, and countless more hourly, contracted, and intern employees, completed the training in just 2 years. More than 95% of senior leaders completed the training in 2012. Additionally, K-C has seen remarkable increases in net sales for each consecutive year it has embraced the "One K-C Culture of Accountability" initiative, and noteworthy increases in employee engagement from its 2010 to 2013 employee engagement surveys.

Carilion Clinic As health care continues to change at ever-increasing rates, it is important to ensure that leaders are change hardy and have the skills necessary to lead in constantly changing times. In addition, leaders are considered a competitive advantage for Carilion Clinic and are essential to attracting and retaining the right talent and thoughtfully engaging employees to serve in compassionate ways. Carilion has revamped its leadership orientation and continuing education to ensure that leaders are skilled as they start their new leadership roles and throughout their career. Through the use of assessments, simulation centers, blended learning approaches, and coaches, Carilion is continuing to develop and engage its leaders to prepare them to lead the organization to its future.

Intel Corporation Long-term business plans for Intel and for Sales and Marketing were reverse engineered into people, system, and process capabilities via a job task analysis. The people capabilities needed to achieve those business plans became the future-oriented core competencies for the sales organization by job role. These skill areas, combined with core competencies, drive learning and development along 5 levels of proficiency. This proficiency matrix allows managers to coach employees to the next level by providing the right kinds of on-the-job projects and account activities to apply what they have learned in training. A 360-degree survey provides clear gap and strength pictures to guide development.

ValleyCrest Landscape Companies ValleyCrest account managers are its customers' key contact. Last year, ValleyCrest University added a new class, Account Manager 2 Training (AM2), which helped account managers develop stronger relationships with each client by focusing on how they can help improve their business by what ValleyCrest does. The second in a planned 3-part curriculum (AM1 focuses on company culture and communication, while AM3 will focus on coaching and mentoring field personnel), this program uses a blended methodology approach that includes e-learning, instructor-led training, and follow-up conversations with the facilitator to measure Level 3 of Kirkpatrick's model of training evaluation. Approximately 40% of the target audience have completed this training.



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## $\frac{P}{5}$ RANKINGS 101-105

2014 Rank	2013 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time / Part-Time / SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimburse- ment	Training Infrastructure	
101	91	American Fidelity Assurance Company Oklahoma City, OK Real Estate/Insurance	NFP	1,622 U.S.	11/1/138	NFP	3.46	Yes	Yes	
102	97	SunTrust Banks, Inc. Atlanta, GA Finance/Banking	\$8.5B U.S.	29,237 U.S.	69/0/2,000	\$35.1M	21	Yes	Yes	
103	*	Owens & Minor Medical Inc. Mechanicsville, VA Wholesale/Distribution	\$8.7B U.S. \$8.9B Global	4,800 U.S. 6,558 Global	8/20/50	\$4.3M	2	Yes	Yes	
104	114	Mountain America Credit Union West Jordan, UT Finance/Banking	NFP	1,277 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
105	78	RE/MAX, LLC Denver, CO Real Estate/Insurance	NFP	320 Global 92,474 Independent Contractors	595/109/152	NFP	NFP	Yes	Yes	





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CarMax, a Fortune 500 company and one of the FORTUNE® magazine's "100 Best Companies to Work For," is the nation's largest retailer of used cars.



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American Fidelity Assurance Company New Manager School has become an important method of integrating recently promoted or hired supervisors into their roles at American Fidelity. There is a lot to learn, including: Company Culture, Legal Issues, Motivation, Teambuilding, Delegation, Challenges, Perceptions, Conflict Management, and Developing Colleagues. Six half-day sessions give new managers time to learn important skills and knowledge, as well as bond with each other. The purpose behind New Manager School is to continuously work toward being an Employer of Choice, one of American Fidelity's 5 company goals.

SunTrust Banks, Inc. SunTrust Chief Talent Officer Mary Slaughter has positioned the company's Talent Management and Development (TMD) organization as an award-winning group that enables SunTrust to achieve its goals and is trusted by executives to provide expertise on strategic planning and spending in relationship to teammate learning and development. When the banking industry faced its disastrous decline, SunTrust had the courage to invest in its people. In 2013, SunTrust increased investment in teammate learning and development, while the federal government had an exceeding impact on the internal workings and business model of banking. This pressure increased learning demand by 40% but decreased planning time by 33%. To meet these needs, 90% of projects are staffed within 7 days

Owens & Minor Medical Inc. Owens & Minor leadership teammates in key positions spend 3 focused days in Development Centers that include a variety of exercises such as role-plays that simulate actual critical on-the-job scenarios. The role-plays (i.e., coaching a teammate, leading a new team) are digitally recorded. On day 2, the teammate watches the video with an interactive coach to get feedback. On day 3, the teammate repeats key exercises incorporating feedback. The results include improved competencies for participants and improved skills for coaches. Additionally, Owens & Minor University (OMU) knows where to focus training dollars, and teammates receive customized development plans that enable them to improve performance and leverage strengths back on the job.

Mountain America Credit Union Mountain America Credit Union has tapped into a neglected pool of potential members: new employees. Though some employees are already MACU members, many are unfamiliar with credit unions. Early in the new hire training process, employees are taught about the not-for-profit structure of credit unions, their history, and the history of Mountain America specifically. To assist employees in making an informed choice, some class time is spent sharing the benefits of membership. Later, an employee from MACU's membership development group comes to class to open new accounts for interested trainees. When this process began, 1,155 employees owned 1,665 MACU accounts. As of July 2013, 1,262 employees owned 2,061 accounts.

RE/MAX, LLC RE/MAX celebrated its 40th anniversary in 2013. There has been colossal growth and monumental change, but training is still at the heart of the company's agent-centric philosophy—training based on what the agents encounter in the field. An example is the RE/MAX University Certified Advisor program. When RE/MAX Chairman Dave Liniger trained franchisees in 1976 in his Denver office, his key tool was a yellow legal pad. Today, franchisees are trained in classrooms all over the world by instructors who utilize multimedia presentations, and agents and broker/owners lead many education sessions at RE/MAX conferences and are featured in RE/MAX University's online training.



At Novo Nordisk, our employees show their commitment toward preventing, treating and ultimately curing diabetes. And our Talent Management team is an important part of that mission, by helping to provide the training and resources our employees need for continuous professional growth and development.

#### For more information:

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# **RANKINGS 106-110**

2014 Ran		Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time / Part-Time / SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimburse- ment	Training Infrastructure	
106	104	ExactTarget Indianapolis, IN Technology	NFP	1,418 U.S. 1,673 Global	NFP/NFP/NFP	NFP	1.4	Yes	Yes	
107	124	Microchip Technology Inc. Chandler, AZ Technology	\$313M U.S. \$1.5B Global	2,327 U.S. 7,198 Global	30/16/101	\$3.5M	1.63	Yes	Yes	
108	111	Schmitt Sussman Enterprises dba PFP Orange, CT Insurance Marketing	\$38M U.S.	300 U.S.	5/1/15	\$325K	9	No	Yes	
109	*	Special Response Corporation Hunt Valley, MD Emergency Security Services Provider	NFP	359 U.S. 360 Global	18/3/5	\$400K	18	Yes	Yes	
110	*	Western Union Englewood, CO Finance/Banking	NFP	9,000 Global	104/8/340	\$11.7M	2.3	Yes	Yes	

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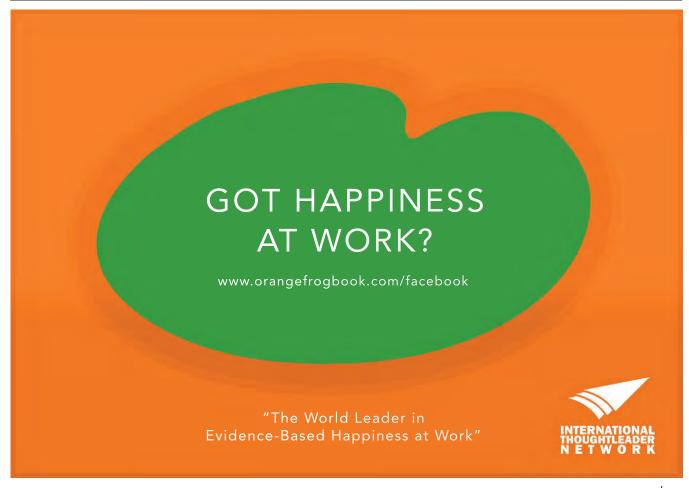
**ExactTarget** ExactTarget's Leading Orange Program graduated 68% of the company's managers in helping to build its first leadership competency program. The FIERCE Conversations curriculum helped to facilitate discussions about 4 leadership models: Team, Coaching, Delegation, and Confrontation Conversations to create a 2-day program. This program features a 3-month certification process to become "Leading Orange Certified." Leaders must complete a journal of on-the-job application, meet with a peer coaching group at least 3 times, participate in online social learning, and pass an exam. The program boasts a 97% ROI score from its participants and has helped ExactTarget achieve its 2013 strategic theme of "The Year of Leadership."

**Microchip Technology Inc.** The primary focus of sales training in FY'13 was the establishment of the certification/accreditation infrastructure and its integration with the onboarding process—both have the task of bringing new sales and application engineers to the required capability as quickly as possible and keeping them there. Topics covered initially by the online learning modules include the core aspects of sales opportunity strategy, planning, and management, plus sales call planning. Microchip sales grew 14% in FY'13, exceeding the goal of 8.7% set by executive staff. This growth was assisted by the assessment, and systematic training and coaching provided by the sales training team in FY'13.

Schmitt Sussman Enterprises dba PFP In 2013, PFP added a learning management system (LMS) to its Training and Development Department. The investment, implementation, and execution of the LMS has fulfilled the company's No. 1 of 6 strategies to "Deliver specialized education throughout the organization by employing learning management systems and face-to-face solutions." The new 24/7 system was rolled out in 3 levels. Level 1 consisted of small group introduction and application meetings across the company. Level 2 established comfort with the new system by assigning individuals modules to work in, with the assistance of a trainer if needed. Level 3 made the LMS part of PFP's corporate culture as employees now select to engage in the self-learning system on their own.

Special Response Corporation During the last quarter of 2012, Special Response Corporation trainees had the opportunity to take a field trip to Philadelphia, PA, to attend the American Society for Industrial Security (ASIS) conference. Attendees saw firsthand the technological advances in the security industry, newest uniforms and equipment, and training and job placement opportunities. Trainees also attended several leadership summit seminars presented by some of the industry's leading material experts. Attending this conference enhanced trainees' professional and IT skills.

**Western Union** The Executive in Residence (EIR) program sends leaders to developing countries to work with local non-governmental organizations (NGOs) providing expertise, advice, and other volunteer services for 2 weeks. This program is in partnership with Ashoka (www.Ashoka.org), a nonprofit organization that supports social entrepreneurs. Each EIR is paired with an Ashoka Fellow working with local NGOs supporting Western Union's focus areas of education and economic opportunity. Returning leaders are expected to volunteer 20 hours as Western Union University faculty, for business development, or as a Social Ventures volunteer. In addition to the significant life-changing impact reported by Western Union leaders, the company has provided significant value to NGOs since 2010.



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# © RANKINGS 111-115

	)14 ank	2013 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time / Part-Time / SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimburse- ment	Training Infrastructure	
1	11	*	Migros Ticaret A.S. Istanbul, Turkey Retail	\$3B Global	18,000 Global	74/0/55	\$3.1M	.05	Yes	Yes	
1	12	87	Cognizant Technology Solutions Teaneck, NJ Technology	NFP	26,723 U.S. 156,722 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
1	13	*	Four Seasons Hotels and Resorts Toronto, ON, Canada Hospitality	NFP	19,500 U.S. 39,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
11	14	109	One Nevada Credit Union Las Vegas, NV Finance/Banking	\$50.9M U.S.	251 U.S.	1/0/35	\$400K	2	Yes	Yes	
1	15	*	Allianz of America, Inc. Minneapolis, MN Finance/Insurance	\$94B U.S.	4,470 U.S. 144,094 Global	47/0/35	\$4.7M	2	Yes	Yes	





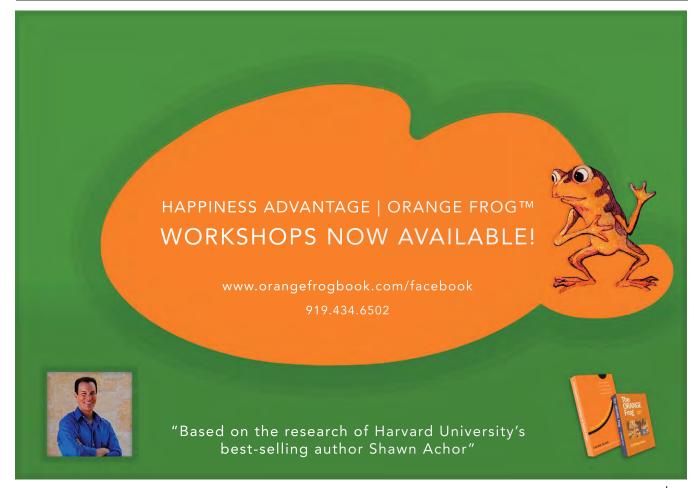
Migros Ticaret A.S. Migros Ticaret's supermarket brand that caters to the luxury segment was, until 2013, unrivaled in Turkey. But as new competitors began to enter the market, fortifying customer loyalty toward Migros Ticaret's brand became a new and critical business issue. The Perspective program combines in-class training, learning through experience, and a cultural development program in 2 modules. The first consists of in-class and learning-from-experience activities, experimental sessions, and workshops. The second is based on learning through experience by participating in a trip abroad. While Migros Ticaret's yearly growth was 6% in 2012, it rose to 15% and employee loyalty increased by 13% in 2013. The program has a satisfaction score as high as 4.99 out of 5.

Cognizant Technology Solutions Cognizant Academy's Business Communication framework is spearheaded by a Communication Excellence program popularly referred to as ComEx. This program delivers a holistic learning experience and assures capability elevation of core business communication skills. Apart from self-learning, clients, supervisors, peers, and teams are involved in coaching and providing feedback to the employee. ComEx has affected 1,000 employees in Phase 1. At the foundational level of this program, the employee is assessed and compared to a calibrated scale of global proficiency in business communication. Post-training, 89% of employees have moved up in business communication proficiency. Some 78% of participants have shown 1-level overall progression, while 11% have progressed by 2 levels.

Four Seasons Hotels and Resorts The Dynamic Leadership Program (DLP) develops in leaders and managers a new and empowered relationship with results, and the mindset to produce consistent performance in Four Seasons Hotels and Resorts' key areas: People, Product, Profit, and Growth. As part of the program, each property develops a series of results-based goals to drive positive change in these areas over a 90-day period. The program, which eventually will be conducted in every Four Seasons globally, includes a 3-day on-site training program for all managers at the property; 90 days of follow-up coaching for each team post-program; and 3 months of leadership coaching for global senior leaders.

One Nevada Credit Union ONCUniversity emphasizes one important fact that has always been at the foundation of the company: It's in the people business. One Nevada Credit Union is a cooperative financial institution, owned and controlled by the people who use its services. The most important lesson comes from One Nevada President and CEO Brad Beal: "Our Passion for Service." The dictionary defines "passion" as "a powerful emotion" and "boundless enthusiasm." More than ever before, the employees of One Nevada feel that way about their jobs as they are trained to educate members on financial matters and become experts on One Nevada's products and programs that can help members travel confidently on the road to lifetime financial security.

Allianz of America, Inc. Recognized as the Team of the Month in August 2013, the Allianz of America (AZOA) Learning & Development Team made significant contributions to the PAS (Policy Administration System) program. This program is aligned with one of the key corporate goals for 2013 to deliver a new policy administration platform to AZOA's variable business. The training program included 2,921 hours of learning and took more than 3,000 hours to create/deliver. This blended learning approach was made up of 7 videos, 4 e-learning modules, 80 job aids/worksheets, and 106 learning sessions. All program metrics exceeded expectations: Level 1: 96% vs. 95% expectation; Level 2: 98% vs. 80% expectation; and Level 3: 91% vs. 90% expectation.



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# P RANKINGS 116-120

2014 Rank	2013 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time / Part-Time / SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimburse- ment	Training Infrastructure	
116	112	Haskell Jacksonville, FL Construction	\$556M U.S. \$569M Global	791 U.S. 810 Global	0/21/184	\$612K	1.05	Yes	Yes	
117	*	<b>Aditya Birla Minacs</b> Farmington Hills, MI Business Services	NFP	3,292 U.S. 20,300 Global	100/100/50	NFP	NFP	Yes	Yes	
118	102	Veterans Affairs Acquisition Academy Frederick, MD Government and Military	NFP	22,000 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
119	117	Smiths Medical St. Paul, MN Medical Devices	NFP	2,338 U.S. 7,160 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
120	115	<b>LQ Management, L.L.C.</b> Irving, TX Hospitality	NFP	8,182 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	



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Rent-A-Center is privileged to be recognized among Training magazine's Top 125 and congratulates those who share this accomplishment with us.



Haskell Technical development fuels both individual professional growth and achievement of corporate goals. Haskell's structured development of career-specific technical content is relevant, fresh, and immediately applicable. While administered by HR, faculty for the Program for Technical Development (PTD) are both inhouse subject matter experts and outside consultants. Courses include: PTD 2.0 – Fundamentals of Design & Construction, PTD 3.0 – Construction Management, PTD 4.0 – Design & Design Management, PTD 5.0 – Project Director Development, and PTD 6.0 – Program for Marketing Professionals. These multi-session, year-long programs develop Haskell's people in high-impact positions, supporting growth of revenues and pursuit of excellence.

Aditya Birla Minacs Altitude, a career progression intervention for front-line staff, combines classroom instruction with a coaching and mentoring framework. Altitude focuses on behavioral and functional skills to support an associate's transition to a team leader role. To assist Altitude graduates in completing self-identified action items from the workshop, Aditya Birla Minacs offers a program called Mentor Magic. Successful supervisors are chosen based on their experience and performance to play the role of mentors. Here, mentees work with mentors on the action items that have been identified in the Altitude program. The mentoring activities include job shadowing, reverse mentoring, and coaching sessions.

Veterans Affairs Acquisition Academy The Program Management (PM) Fellows program follows an holistic internship model. The program is designed to accelerate development of general business, leadership, and technical PM skills within a specific career field (IT, construction, and health care) to enable participants to make an immediate impact within their organization. To date, 21% of Fellows received promotions in their first year of participation in the program. Supervisors responding to questionnaires on Fellows' performance on the job gave the program a 91.4% satisfaction rating. The program receives an overall approval rating of 98.4%, and the average course rating for the 872.5 student contact hours for the whole 18-month program is 4.64 out of 5.

Smiths Medical Leadership Education and Development (LEAD) is for supervisors and managers throughout Smiths Group. LEAD focuses on becoming a successful and effective leader at Smiths in 3 areas: Understanding Your Leadership Role, Knowing the Business, and Leading Others. As a result, leaders align personal actions to the company's mission, vision, key goals, imperatives, and values. Blended learning is used, including self-study, Webinars, individual assignments, group project, peer coaching, and instructor-led sessions. Participants have opportunities to practice learned skills using current real-world challenges, and craft a plan to apply the learning on the job. Currently, 17% of Smiths Medical leaders have completed the program, with the remaining to be completed by December 2015.

**LQ Management, L.L.C.** At La Quinta, it's all about the rooms, and what employees do matters. To support this laser focus, La Quinta developed a Heart of the House certification program with various "belts," much like in martial arts. The company feels so strongly about the importance of everyone knowing how to clean rooms the La Quinta way that it encourages all hotel and corporate employees to become certified. This underscores the value La Quinta places on these skills and fosters healthy competition as everyone strives to earn a black belt. La Quinta has 840 certified employees, and this number increases by 4-6.25% each week. Results of this program include a 0.4% increase in Medallia Service Quality Scores.



At WellSpan, we not only celebrate our employees' professional goals, we support them — by providing opportunity, encouragement, and, if needed, a helping hand. We are honored to have been chosen by *Training Magazine* as a Top 125 organization. Like our colleagues, we recognize that ongoing education is critical to building a culture that facilitates an exceptional customer experience. Today, as we observe this recognition, we are proud to offer our congratulations and to be part of the celebration.

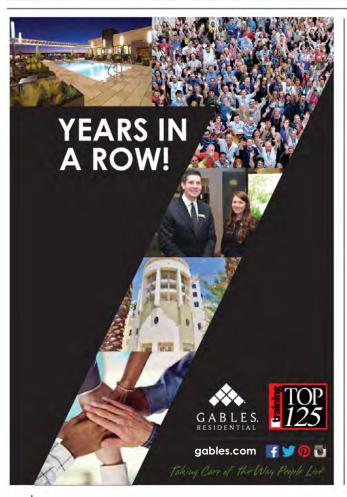
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**HEALTH** 

# RANKINGS 121-125

Health/Medical Svcs.

7 12										
2014 Rank	2013 Rank		Annual Revenue	No. of Employees	No. of Trainers Full-Time / Part-Time / SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimburse- ment	Training Infrastructure	
121	*	Mars, Incorporated McLean, VA Manufacturing	NFP	12,000 U.S. 72,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
122	*	BNSF Railway Fort Worth, TX Transportation/Utilities	NFP	42,867 U.S. 43,013 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
123	*	<b>BigMachines, Inc.</b> Deerfield, IL Technology	NFP	340 U.S. 408 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
124	123	Consigli Construction Company, Inc. Milford, MA Construction	NFP	520 U.S.	2/2/30	NFP	NFP	Yes	Yes	
125	116	<b>Novo Nordisk Inc.</b> Plainsboro, NJ	\$6.1B U.S.	5,695 U.S. 34,731	85/0/11	\$30.5M	6	Yes	Yes	



Global



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Mars, Incorporated People managers play a critical role at Mars. Effective managers drive associate performance and engagement and reinforce Mars' commitment to The Five Principles. The transition from being an individual contributor to a manager is one of the most difficult changes in an associate's career at Mars. Leadership@Mars is a 3-part learning opportunity to help managers develop the skills they need at different times in their leadership journey. By 2012, 2,422 Mars line managers had completed Part 1; 828 had completed Part 2; and 210 leaders had completed Part 3—affecting more than 22,000 Mars associates.

BNSF Railway Since 2001, all BNSF leaders have attended the 2-day People Leader Training (PLT) annually. PLT is always focused on the BNSF Leadership Model and is led by a facilitator and 1 coach per 5-6 participants. Through PLT, 100% of BNSF's exempt population receives development from a credentialed coach. Coaches facilitate peer discussions and experiential exercises and help participants make critical connections between the leadership content and their work. The coaches receive an overall value rating of 6.40 on a 7-point scale. Through PLT and other leadership development efforts, BNSF prepares leaders for future challenges; 90% of BNSF's top leadership roles are filled internally. OTI

BigMachines, Inc. Developed in 2009, BigMachines' Sales Training program focuses on 4 primary foundational areas: Company and Industry Basics, BigMachines Product Knowledge, Solution Selling, and Sales Process and Execution. This program has enabled significant growth year over year, which has fueled continued growth within the organization. This foundational program also was integral to the success of launching the new product, BigMachines Express. The newly formed BigMachines Express sales team was easily able to adapt the program to their specific needs, leading to exceeding revenue targets in the first year since launching this new product.

Consigli Construction Company, Inc. Along with its leadership development curriculum, Consigli Construction created an emerging leaders program in 2011. Since the start of the program, the company has had approximately 30 leaders. It has retained 27 of those leaders over the last 3 years and promoted approximately 4 upon completion, averaging a 40% promotion rate after year 2. The multi-faceted program is primarily a 2-year commitment. Year 1 focuses on theory, philosophy, and applicable technique. Year 2 focuses on exposure and application. In 2013, Consigli Construction mapped out a longer-term view of the program to make sure it wasn't losing sight of its leaders' development. This included a new leadership development plan and associated metrics such as number of promotions, number of special project assignments, and success rate in the new roles.

Novo Nordisk Inc. At Novo Nordisk Inc., all new hire sales representatives undergo a High-Stakes Testing process to ensure they have the requisite product and disease state knowledge to represent the company. In 2012 alone, the organization delivered and scored more than 1,700 High-Stakes tests. This certification is one example of how the company ties all of its processes to the Novo Nordisk Way and its ambition to strengthen its leadership in diabetes and change possibilities in hemophilia by ensuring its representatives have the knowledge to discuss what is best for patients.

