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**2021 Training Top 125 Application**

**Deadline for FINAL Application:
September 14, 2020**

*Training* magazine is pleased to offer the **2021** Training Top 125 application. This document is locked to accept text only; you can include bulleted items for results, but please DO NOT include charts, graphs, photos, illustrations, callouts, etc. This enables more accurate data capture for the quantitative scoring. We will NOT accept your application in any other format.

How do we score the Training Top 125 application? It is evaluated both quantitatively (**72 points** of the total score) and qualitatively (**52** **points** of the total score), plus up to 1 bonus point for the previous year’s ranking—**for scoring details, please see the Quantitative and Qualitative Scoring Memos at** [**https://trainingmag.com/learn-more-about-training-top-125**](https://trainingmag.com/learn-more-about-training-top-125)**.** On the quantitative side, an outside research company scores the application on five different sections as follows:

1. Training Program/Scope (including hours of training, number of trainers, training budget, L&D involvement in business strategy) ***(worth 21 points)***
2. Tuition Reimbursement ***(worth 8 points)***
3. Training Infrastructure and Delivery ***(worth 7 points)***
4. Evaluation/Metrics ***(worth 16 points)***
5. Human Resources (including competency maps, compensation tied to training, employee satisfaction surveys, length of service and turnover, job openings filled by internal candidates, and percentage of new hires referred by employees) ***(worth 20 points)***

On the qualitative side, *Training* judges (members of the Training Top 10 Hall of Fame and myself) look for demonstrable Kirkpatrick Level 3 and 4 results, innovation, success factors, training strategically linked to specific and measurable business goals, corporate commitment to training, potential applicability of best practices companywide and to other organizations and industries, and the ingenuity of outstanding training initiatives and their potential to become best practices. **NOTE: We qualitatively score how well you demonstrate training’s part in achieving measurable business goals in each of these sections: 2.1; 2.2; Best Practices and Outstanding Initiative; 2.64; 3.1; and 3.2. So the more Kirkpatrick Level 3 and Level 4 results linking training to achievement of strategic goals you provide, the higher your qualitative score will be.**

*Training* magazine hopes that completing this application fosters communication among various divisions at your organization and promotes C-suite awareness of the importance and business benefits of training. Thank you for giving us the opportunity to evaluate your Training function and programs. We look forward to reading your application. If you have questions **at any time** while filling out the application, please call me at 516.524.3504 or e-mail me at lorri@trainingmag.com.

Best,

Lorri Freifeld, Editor-in-Chief, *Training* magazine

**INSTRUCTIONS: PLEASE READ IN FULL**

**1. This MS-Word form is locked and password protected to accept text only.** You can include bulleted items for results, but please **DO NOT** include charts, graphs, photos, illustrations, callouts, etc. You will not be able to change the font or color of the text. We will NOT accept your application in any other format. **In completing this application, simply place the cursor inside the answer field alongside each question and type your response.**

**2. We encourage you to fill out this application as completely as possible.** Complete each question fully and avoid ranges wherever possible. Incomplete or vague responses may adversely affect your ranking, while specific and/or detailed answers help us determine the appropriate position for your company. **Please see the qualitative scoring guidelines on** [**https://trainingmag.com/learn-more-about-training-top-125**](https://trainingmag.com/learn-more-about-training-top-125) **to see the definition and examples of measurable strategic business goals.**

**3. You may designate certain answers Not For Publication (NFP) if you wish, BUT YOU STILL MUST PROVIDE AN ANSWER (i.e., for the training budget question).** If there is no NFP box, you can type NFP either before or after the relevant text. We encourage you to use this option sparingly, because one of the benefits of the Training Top 125 is the dissemination of information, methods, and best practices to the wider training community.

**4. Essay questions have word count limits, which are noted in the question.** Please observe these limits as much as possible, as we have imposed them in an effort to cope with the number of applications we receive. Essays that exceed the word count by more than 400 words will be docked .25 points.

**5. On selected questions you will be asked to record your answer using a check box.** To check the box, click the mouse in the box. To uncheck it, click in the box again. Please follow the instructions in cases where only one box of a set should be checked. Please be sure you also have checked the box if you provide an example for an answer.

**6. A note on** **Spell Checking**. Unfortunately, MS-Word will not check spelling on text within a form field. If you need to use spell check, we recommend that you compose your longer text entries in a separate file, check the spelling there, and then copy and paste the corrected text into the application form.

**7. When you have completed your Training Top 125 application, please visit** [**www.trainingmag.com/top125**](http://www.trainingmag.com/top125) **to upload it and pay the $179** **processing fee either by credit card or check** (the link will provide an address to send the check to) and print out your receipt. Applications without payment will not be processed. All payments must be processed by the application deadline.

ALL APPLICATIONS MUST BE UPLOADED BY **SEPTEMBER 14, 2020**. ENTRIES WILL BE JUDGED SOLELY ON THE APPLICATION; PLEASE **DO NOT** SEND SUPPORTING MATERIALS. If you have any questions about the Top 125, please e-mail lorri@trainingmag.com.

**TERMS AND CONDITIONS:** By submitting an application for the Training Top 125, you give *Training* magazine permission to publish any information not marked NFP (Not For Publication) and to use the data in any presentation or description of the Top 125 ranking. This includes posting your Best Practice and/or Outstanding Training Initiative submissions on [www.trainingmag.com](http://www.trainingmag.com) and in the Training Weekly e-newsletter.



**PART ONE: ABOUT YOUR ORGANIZATION**

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| **1.1 What is the name and address of your company/organization?** |
| Company Name |       |
| Address |       |
| City |       | State/Province |       | ZIP/Postal Code |        |
| Website |       |
| Twitter |       |

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| **1.2 What is your contact information?** |
| Name |        |
| Title |       |
|  Phone |       | Fax |       |
| E-mail |       |
| Address |       |
| City |       | State/Province |       | ZIP/Postal Code |        |

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| **1.3 For follow-up purposes only, is there an alternate contact at your organization?** |
| Name |        |
| Title |       |
|  Phone |       | Fax  |       |
| E-mail  |       |
| Address |       |
| City |       | State/Province |       | ZIP/Postal Code |       |

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| **1.4 How would you describe your organization?** (Check only 1) |
| Global (more than 5 countries) | [ ]   |
| Multinational (2 to 5 countries) | [ ]  |
| U.S.-based | [ ]  |
| Based in one country other than the U.S. | [ ]  |

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| **1.5 What were your organization’s annual revenues (both U.S. and worldwide operations) in calendar year 2019-2020 (or your most recently completed fiscal year)?** (Please provide your answer in the form of a WHOLE NUMBER - Do not use words, ranges, or abbreviations.) Check NFP if the value is “Not for Publication.” |
| U.S. Operations | $        | NFP | [ ]  |
| Total Worldwide | $       | NFP | [ ]  |

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|  **1.6 How many employees are there in your organization?** (Please provide your answer in the form of a WHOLE NUMBER - Do not use words, ranges, or abbreviations.) |
| United States: |        |
| Total Worldwide: |       |

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| **1.7 Which of the following best describes your organization's primary business activity?**  (Select only one.) |
| [ ]  | Business Services  | [ ]  | IT/Technology |
| [ ]  | Construction  | [ ]  | Manufacturing |
| [ ]  | Consulting | [ ]  | Real Estate |
| [ ]  | Educational Services/Academic Institution | [ ]  | Retail |
| [ ]  | Finance/Banking | [ ]  | Safety |
| [ ]  | Government and Military | [ ]  | Transportation |
| [ ]  | Health/Medical Services  | [ ]  | Utilities |
| [ ]  | Hospitality (food, lodging)  | [ ]  | Wholesale/Distribution  |
| [ ]  | Insurance | [ ]  | Other:       |

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| **1.8 Please describe in 50-100 words exactly what your company/organization does.** |
|       |

**PART TWO: ABOUT YOUR TRAINING ORGANIZATION**

If possible, please fill out this application based on the training programs throughout your entire organization. If you must refer to U.S.-based programs only, for example, please note that.

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| **2.0 SUMMARY: Please explain why your organization should be named to the 2021 Training Top 125—what sets it apart from a learning and development perspective.** |
| **(WORD LIMIT: 400 WORDS TOTAL)** **Description:**      **Identify areas of training innovation the organization implemented in the last year:**       |

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| **2.1 GOALS: List 3 of your organization’s specific, measurable business goals/objectives (can be overall business goals or business unit—but not L&D—goals) in 2019-2020, AND describe how a specific training program sought to achieve each goal, AND** **provide an example of Kirkpatrick Level 3 (behavior change) or Level 4 (business impact) results for** **EACH goal.**  |
| **(WORD LIMIT: 400 WORDS FOR EACH GOAL SECTION)****GOAL #1****List the Strategic Business Goal to Be Achieved (provide a specific, measurable goal):**      **Identify a Specific Training Program and Demonstrate the Linkage Between It and the Strategic Goal:**      **Indicate Level 3 (behavior change) or Level 4 (business impact) Results Achieved Tied to the Goal:**      **GOAL #2****List the Strategic Business Goal to Be Achieved (provide a specific, measurable goal):**      **Identify a Specific Training Program and Demonstrate the Linkage Between It and the Strategic Goal:**      **Indicate Level 3 (behavior change) or Level 4 (business impact) Results Achieved Tied to the Goal:**      **GOAL #3****List the Strategic Business Goal to Be Achieved (provide a specific, measurable goal):**      **Identify a Specific Training Program and Demonstrate the Linkage Between It and the Strategic Goal:**      **Indicate Level 3 (behavior change) or Level 4 (business impact) Results Achieved Tied to the Goal:**       |

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| **2.2 Using the scale below, please indicate which of the following formal training programs your organization uses, how often it’s used, describe your overall approach, AND include a specific example of a successful program, the specific and measurable strategic business or business unit (not L&D) goal it aimed to help achieve, and Kirkpatrick Level 3 (behavior change as reported by a third party such as a manager, direct report, colleague, or customer/patient) or Level 4 (business impact) results that show the program successfully helped to achieve the business goal. (If you do not include a description of the overall approach, you will not receive any points for that section.**) |
|  |
| 1. **Career Counseling:**
 | Always | Often | Seldom | Never |  |
| **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  |  |
| **(WORD LIMIT: 600 WORDS TOTAL)****Describe Overall Approach:**      **Detail a Specific Program:**      **List the Business Goal to Be Achieved (provide a specific, measurable goal):**      **Indicate Level 3 (behavior change) or Level 4 (business impact) Results Achieved Tied to the Goal:**       |
|  |
| 1. **Certification:**
 | Always | Often | Seldom | Never |  |
| **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  |  |
| **(WORD LIMIT: 600 WORDS TOTAL)****Describe Overall Approach:**      **Detail a Specific Program:**      **List the Business Goal to Be Achieved (provide a specific, measurable goal):**      **Indicate Level 3 (behavior change) or Level 4 (business impact) Results Achieved Tied to the Goal:**       |
|  |
| 1. **Coaching:**
 | Always | Often | Seldom | Never |  |
| **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  |  |
| **(WORD LIMIT: 600 WORDS TOTAL)****Describe Overall Approach:**      **Detail a Specific Program:**      **List the Business Goal to Be Achieved (provide a specific, measurable goal):**      **Indicate Level 3 (behavior change) or Level 4 (business impact) Results Achieved Tied to the Goal:**       |
|  |
| 1. **Communications Skills:**
 | Always | Often | Seldom | Never |  |
| **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  |  |
| **(WORD LIMIT: 600 WORDS TOTAL)****Describe Overall Approach:**      **Detail a Specific Program:**      **List the Business Goal to Be Achieved (provide a specific, measurable goal):**      **Indicate Level 3 (behavior change) or Level 4 (business impact) Results Achieved Tied to the Goal:**       |
|  |
| 1. **Compliance Training:**
 | Always | Often | Seldom | Never |  |
| **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  |  |
| **(WORD LIMIT: 600 WORDS TOTAL)****Describe Overall Approach:**      **Detail a Specific Program:**      **List the Business Goal to Be Achieved (provide a specific, measurable goal):**      **Indicate Level 3 (behavior change) or Level 4 (business impact) Results Achieved Tied to the Goal:**       |
|  |
| 1. **Customer Service:**
 | Always | Often | Seldom | Never |  |
| **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  |  |
| **(WORD LIMIT: 600 WORDS TOTAL)****Describe Overall Approach:**      **Detail a Specific Program:**      **List the Business Goal to Be Achieved (provide a specific, measurable goal):**      **Indicate Level 3 (behavior change) or Level 4 (business impact) Results Achieved Tied to the Goal:**       |
|  |
| 1. **Diversity/Inclusion:**
 | Always | Often | Seldom | Never |  |
| **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  |  |
| **(WORD LIMIT: 600 WORDS TOTAL)****Describe Overall Approach:**      **Detail a Specific Program:**      **List the Business Goal to Be Achieved (provide a specific, measurable goal):**      **Indicate Level 3 (behavior change) or Level 4 (business impact) Results Achieved Tied to the Goal:**       |
|  |
| 1. **Employee Orientation:**
 | Always | Often | Seldom | Never |  |
| **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  |  |
| **(WORD LIMIT: 600 WORDS TOTAL)****Describe Overall Approach:**      **Detail a Specific Program:**      **List the Business Goal to Be Achieved (provide a specific, measurable goal):**      **Indicate Level 3 (behavior change) or Level 4 (business impact) Results Achieved Tied to the Goal:**       |
|  |
| 1. **First-Line Supervisor Development:**
 | Always | Often | Seldom | Never |  |
| **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  |  |
| **(WORD LIMIT: 600 WORDS TOTAL)****Describe Overall Approach:**      **Detail a Specific Program:**      **List the Business Goal to Be Achieved (provide a specific, measurable goal):**      **Indicate Level 3 (behavior change) or Level 4 (business impact) Results Achieved Tied to the Goal:**       |
|  |
| 1. **Health/Wellness Training:**
 | Always | Often | Seldom | Never |  |
| **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  |  |
| **(WORD LIMIT: 600 WORDS TOTAL)****Describe Overall Approach:**      **Detail a Specific Program:**      **List the Business Goal to Be Achieved (provide a specific, measurable goal):**      **Indicate Level 3 (behavior change) or Level 4 (business impact) Results Achieved Tied to the Goal:**       |
|  |
| 1. **Job Rotation** (including

overseas assignments): | Always | Often | Seldom | Never |  |
| **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  |  |
| **(WORD LIMIT: 600 WORDS TOTAL)****Describe Overall Approach:**      **Detail a Specific Program:**      **List the Business Goal to Be Achieved (provide a specific, measurable goal):**      **Indicate Level 3 (behavior change) or Level 4 (business impact) Results Achieved Tied to the Goal:**       |
|  |
| 1. **Leadership Development:**
 | Always | Often | Seldom | Never |  |
| **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  |  |
| **(WORD LIMIT: 600 WORDS TOTAL)****Describe Overall Approach:**      **Detail a Specific Program:**      **List the Business Goal to Be Achieved (provide a specific, measurable goal):**      **Indicate Level 3 (behavior change) or Level 4 (business impact) Results Achieved Tied to the Goal:**       |
|  |
| 1. **Mentoring:**
 | Always | Often | Seldom | Never |  |
| **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  |  |
| **(WORD LIMIT: 600 WORDS TOTAL)****Describe Overall Approach:**      **Detail a Specific Program:**      **List the Business Goal to Be Achieved (provide a specific, measurable goal):**      **Indicate Level 3 (behavior change) or Level 4 (business impact) Results Achieved Tied to the Goal:**       |
|  |
| 1. **Professional Skills:**
 | Always | Often | Seldom | Never |  |
| **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  |  |
| **(WORD LIMIT: 600 WORDS TOTAL)****Describe Overall Approach:**      **Detail a Specific Program:**      **List the Business Goal to Be Achieved (provide a specific, measurable goal):**      **Indicate Level 3 (behavior change) or Level 4 (business impact) Results Achieved Tied to the Goal:**       |
|  |
| 1. **Remedial Skills Training:**
 | Always | Often | Seldom | Never |  |
| **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  |  |
| **(WORD LIMIT: 600 WORDS TOTAL)****Describe Overall Approach:**      **Detail a Specific Program:**      **List the Business Goal to Be Achieved (provide a specific, measurable goal):**      **Indicate Level 3 (behavior change) or Level 4 (business impact) Results Achieved Tied to the Goal:**       |
|  |
| 1. **Safety Training:**
 | Always | Often | Seldom | Never |  |
| **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  |  |
| **(WORD LIMIT: 600 WORDS TOTAL)****Describe Overall Approach:**      **Detail a Specific Program:**      **List the Business Goal to Be Achieved (provide a specific, measurable goal):**      **Indicate Level 3 (behavior change) or Level 4 (business impact) Results Achieved Tied to the Goal:**       |
|  |
| 1. **Sales Training:**
 | Always | Often | Seldom | Never |  |
| **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  |  |
| **(WORD LIMIT: 600 WORDS TOTAL)****Describe Overall Approach:**      **Detail a Specific Program:**      **List the Business Goal to Be Achieved (provide a specific, measurable goal):**      **Indicate Level 3 (behavior change) or Level 4 (business impact) Results Achieved Tied to the Goal:**       |
|  |
| 1. **Succession Planning** (separate from leadership development in general):
 | Always | Often | Seldom | Never |  |
| **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  |  |
| **(WORD LIMIT: 600 WORDS TOTAL)****Describe Overall Approach:**      **Detail a Specific Program:**      **List the Business Goal to Be Achieved (provide a specific, measurable goal):**      **Indicate Level 3 (behavior change) or Level 4 (business impact) Results Achieved Tied to the Goal:**       |
|  |
| 1. **Technical / IT Skills Training:**
 | Always | Often | Seldom | Never |  |
| **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  |  |
| **(WORD LIMIT: 600 WORDS TOTAL)****Describe Overall Approach:**      **Detail a Specific Program:**      **List the Business Goal to Be Achieved (provide a specific, measurable goal):**      **Indicate Level 3 (behavior change) or Level 4 (business impact) Results Achieved Tied to the Goal:**       |
|  |
| 1. **Other:**
 | Always | Often | Seldom | Never |  |
| **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  |  |
| **(WORD LIMIT: 600 WORDS TOTAL)****Describe Overall Approach:**      **Detail a Specific Program:**      **List the Business Goal to Be Achieved (provide a specific, measurable goal):**      **Indicate Level 3 (behavior change) or Level 4 (business impact) Results Achieved Tied to the Goal:**       |

**BEST PRACTICE AWARDS**

As part of the Training Top 125 Award Program, several special BEST PRACTICE AWARDS will be presented. Please nominate TWO formal training program(s) that you would like to submit for consideration for this distinction. **Although these are separate awards, BOTH Best Practice nominations will factor into the overall qualitative scoring for the Top 125.**

Best practices have several characteristics. One is that they aren’t procedures; they’re a choice among options. Another is that they make a difference—they result in more sales, better trained employees, better customer relationships, a better reputation for the company, and so on. Finally, best practices can be replicated; that is, when taught to others, they achieve similar or the same results. So, typically, a best practice has demonstrated consistent results over time, while an outstanding initiative, in contrast, is a strategy that has shown success in one area in a short span of time but has not yet been proven over time in multiple scenarios.

**Best Practices are scored on: Project scope, linkage to a business or business unit goal, innovation, reinforcement, senior leadership involvement, and Level 3 (behavior change) AND Level 4 (business impact) results.**

**Submissions can be chosen from the formal programs described in Section 2.2 (but don’t have to be). That list includes:**

*Career Counseling; Certification; Coaching; Communications Skills; Compliance Training; Customer Service; Diversity; Employee Orientation; First-Line Supervisor Development; Health/Wellness Training; Job Rotation; Leadership Development; Mentoring; Professional Skills; Remedial Skills Training; Safety Training; Sales Training; Succession Planning; and Technical / IT Skills Training*. **(WORD LIMIT: 300 WORDS PER FIELD)**

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| **Best Practice Award Submission One:**  |
| Name of Program |        |
| **(WORD LIMIT: 800 WORDS TOTAL)****Define Project Scope (learners trained companywide, across half of the company’s business units, several business units, or a single business unit):**      **List the Business or Business Unit (NOT L&D) Goal (provide a specific, measurable goal):**      **Describe the Program:**      **Describe the Program’s Innovation (if any):**      **Describe Program Reinforcement (short- and long-term):**      **Indicate Senior Corporate Leadership (i.e., CEO, CFO, CMO, Operations EVP/VP, etc.) Involvement in Design, Development, Marketing, and/or Facilitation (must include executive’s title):**      **Detail Level 3 (behavior change) Results Achieved Tied to the Business Goal:**      **Detail Level 4 (business impact) Results Achieved Tied to the Business Goal:**       |

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| **Best Practice Award Submission Two:**  |
| Name of Program |        |
| **(WORD LIMIT: 800 WORDS TOTAL)****Define Project Scope (learners trained companywide, across half of the company’s business units, several business units, or a single business unit):**      **List the Business or Business Unit (NOT L&D) Goal (provide a specific, measurable goal):**      **Describe the Program:**      **Describe the Program’s Innovation (if any):**      **Describe Program Reinforcement (short- and long-term):**      **Indicate Senior Corporate Leadership (i.e., CEO, CFO, CMO, Operations EVP/VP, etc.) Involvement in Design, Development, Marketing, and/or Facilitation (must include executive’s title):**      **Detail Level 3 (behavior change) Results Achieved Tied to the Business Goal:**      **Detail Level 4 (business impact) Results Achieved Tied to the Business Goal:**       |

**OUTSTANDING NEW TRAINING INITIATIVE AWARD**

In addition to the Best Practice Awards described above, several winners also will receive an OUTSTANDING NEW TRAINING INITIATIVE AWARD. Please note that although these are separate awards, these nominations will factor into the overall qualitative scoring for the Top 125.

To nominate an outstanding initiative for consideration for this award, please describe an outstanding training and development initiative (EXCLUDING the formal programs nominated above for Best Practice Award consideration) **that your organization has undertaken in the last 12 months.** Such an initiative has shown success (please detail results) in one area in a short span of time but has not yet been proven over time in multiple scenarios. In time, it may become a best practice.

**The Outstanding Training Initiative is scored on: Project scope, linkage to a business or business unit (NOT L&D) goal, innovation, reinforcement, senior leadership involvement, and Level 3 (behavior change) and/or Level 4 (business impact) results.**

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| **Outstanding Training Initiative Award Nomination:**  |
| Name of Program |       |
| Date Initiated |        |
| **(WORD LIMIT: 800 WORDS TOTAL)****Define Project Scope (learners trained companywide, across half of the company’s business units, several business units, or a single business unit):**      **List the Business or Business Unit (NOT L&D) Goal (provide a specific, measurable goal):**      **Describe the Program:**      **Describe the Program’s Innovation (if any):**      **Describe Program Reinforcement (short- and long-term):**      **Indicate Senior Corporate Leadership (i.e., CEO, CFO, CMO, Operations EVP/VP, etc.) Involvement in Design, Development, Marketing, and/or Facilitation (must include executive’s title):**      **Detail Level 3 (behavior change) AND/OR Level 4 (business impact) Results Achieved Tied to the Business Goal:**       |

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| * 1. **HOURS OF TRAINING:** **For each of the following "types of employees," how many PER-PERSON HOURS of formal, planned training (excluding orientation) does your organization provide employees ANNUALLY?**
 |
| [ ]  NFP |  **Annual** **per-person hours** |
| Production/Line Employees |       |
| Supervisory Employees  |       |
| Administration/Support Staff |       |
| Professional Employees  |       |
| Sales/Account Management |       |
| Technical / IT Staff |       |
| Management Employees |       |
| Senior Management |       |
| Independent Contractors⁄Franchisees |       |

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| **2.4 What is the TOTAL number of each classification of TRAINING PROFESSIONALS in your organization?** |
| **Full-Time Training Professionals** (35 hours/week)  |       | [ ]  NFP |
| **Part-Time Training Professionals** (can include employees who spend at least 50% of their time on training but don’t report to the Training function) |       | [ ]  NFP |
| **Subject Matter Experts** (full-time employees responsible for some training) |       | [ ]  NFP |

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| **2.5 TRAINING BUDGET:** **What is your company’s TOTAL training budget for calendar year 2019-2020 or your current fiscal year?** (Please provide your answer in the form of a WHOLE NUMBER in U.S. dollars—do not use words, ranges, or abbreviations. Be sure to include training staff salaries, outside expenditures, materials, services, etc. You can choose to mark your answer NFP, but you MUST provide an answer.) |
| Total Training Budget  | $       | [ ]  NFP |

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| **2.6 What percentage of your organization’s current fiscal year or calendar year 2019-2020 payroll does the total training budget represent?** (You can choose to mark your answer NFP, but you MUST provide an answer.) |
| % of Total Payroll |       % | [ ]  NFP |

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| **2.61 What was your organization’s total annual payroll for all training staff/personnel in the current fiscal year or calendar year 2019-2020?** (You can choose to mark your answer NFP, but you MUST provide an answer.) |
| Total Training Payroll | $        | [ ]  NFP |

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| **2.62a TRAINING COST SAVINGS**: **What cost savings as a percentage of your training budget did you achieve in calendar year 2019-2020 or your current fiscal year by using new technology, reallocating resources, optimizing current resources, and/or simply training more efficiently?** (Please provide your answer in the form of a percentage.) |
| % of Training Budget Saved |       % | [ ]  NFP |

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| **2.62b Provide an example of a training efficiency achieved in 2019-2020, detail how it was achieved, how many employees were affected and the portions of the company that reaped the benefit of the efficiency, and explain the impact on the organization (i.e., travel costs saved, employee hours saved, productivity increases, additional employees trained—please give specific metrics for the impact).**  |
| **(100 WORD LIMIT)****Describe the Efficiency (include # of learners affected and portions of the company that reaped the benefit of the efficiency):**     **(200 WORD LIMIT)****Describe the Specific Business Impact:**      |

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| **2.63 Using the scale below, please indicate how your organization makes decisions on Learning and Development (L&D) investment.** |
|  | Always | Often | Seldom | Never | Not Applicable |
| a. L&D programs are in response to specific business challenges the organization identifies. | **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  |
| b. L&D program decisions are based on a sufficient needs assessment or front-end analysis. | **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  |
| c. L&D initiatives are selected based on their alignment with the organization’s strategy. | **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  |
| d. L&D initiatives require justification based on ROI. | **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  |
| e. L&D initiatives are a collaboration between L&D and a line function/department. | **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  |

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| **2.64 Describe the governance model for your Learning function, including how the Learning function aligns with the business and the role of senior L&D leaders in defining and enabling the business strategy (include a description of the L&D reporting structure and number of employees involved, L&D leaders’ role on the organization’s executive team, participation in business unit strategic planning meetings and financial discussions, and participation in organizational goal discussions—please provide specific examples, frequency of meetings, and titles involved).** |
| **(WORD LIMIT: 800 WORDS TOTAL)** **Describe the L&D Reporting Structure (include # of L&D/Training professionals):**     **Describe the L&D Governance Model:**     **Detail an Example of How the Governance Model Works Successfully:**     **Provide the Title of an L&D/Training Professional Who Is a Member of the Senior Executive Team:**     **Provide the Title of an L&D Member Who Meets Regularly with the Senior Executive Team (include titles) and Detail the Meeting Frequency:**     **Provide the Title of an L&D Member Who Meets Regularly with Business Unit Leaders (include titles) and Detail the Meeting Frequency:**     **Provide the Title of an L&D Member Who Participates in Creating the Organization’s Annual Strategic Business Goals:**     **Detail an Example of a Training Program Created Based on L&D’s Involvement in the Organization’s Setting of Annual Strategic Business Goals:**      |

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| **2.65 Provide examples of the role your organization’s senior leaders (i.e., C-suite and other corporate senior executives) play in training/learning and development (L&D) initiatives (including participating in training strategy meetings/training program kickoffs, marketing/championing training, facilitating courses, recording program videos, and providing subject matter expertise for courses—please provide specific examples and titles of the senior executives involved).**  |
| **(WORD LIMIT: 600 WORDS TOTAL)** **Provide Example of Top Executives (provide titles) Involved in Training Strategy Meetings or Program Kickoffs (provide details):**     **Provide Example of Top Executives (provide titles) Championing L&D Initiatives at In-Person Events or Recording Talks/Videos on the Importance of L&D Initiatives (provide specifics):**     **Provide Example of Top Executives (provide titles) Serving as Subject Matter Experts for Training Programs (provide program name and an example of the content the executives provided):**     **Provide Example of Top Executives Facilitating Training Courses or Recording Course Videos (provide course names):**      |

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| **2.7 Does your organization have a tuition reimbursement/payment program available to employees?** (If you select NO, please skip to question 2.12.) |
| [ ]  Yes [ ]  No  |

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| **2.8 What percentage of eligible employees MADE USE of tuition reimbursement in calendar year 2019-2020 or your most recently completed fiscal year?** |
|       % | [ ]  NFP |

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| **2.9 What is the maximum tuition reimbursement/payment your company has established for each employee in calendar year 2019-2020 or your most recently completed fiscal year?** (If your organization does not set a dollar limit, please check "No Maximum.") |
| $       [ ]  No Maximum | [ ]  NFP |

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| **2.10 Using the scale below, please indicate how often each situation applies to your organization’s tuition reimbursement/payment program.**  |
|  | Always | Often | Seldom | Never | Not Applicable |
| a. Program must be related to job of employee | **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  |
| b. Program must be degree-seeking in nature | **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  |
| c. Tuition is reimbursed on a sliding scale depending upon grade achieved | **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  |
| d. Tuition is reimbursed after coursework is completed | **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  |
| e. Tuition is prepaid by the organization | **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  |
| f. Tuition reimbursement/payment includes materials and books | **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  |
| g. Employee must complete a certain term of employment before participating in the program | **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  |
| h. Employee must stay with the organization for a certain length of time after finishing courses or he/she may have to pay back all or part of the tuition reimbursement | **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  | **[ ]**  |

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| **2.11 Company-wide, how much did you spend on your tuition reimbursement/payment program in calendar year 2019-2020 or your most recent fiscal year?** Please provide your answer in the form of a WHOLE NUMBER - do not use words, ranges, or abbreviations. |
| $       | [ ]  NFP |

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| **2.12 TRAINING INFRASTRUCTURE & DELIVERY:** **Do you have a technological infrastructure to support the delivery and management of training at your organization (i.e., learning management system, learning content management system, EPSS/knowledge management system, and other management/measurement system)?** |
| [ ]  Yes | [ ]  No (please skip to question 2.14) |

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| **2.13 Please describe what your system does and how it both manages and makes your training more effective.** (Word count: 200 words) |
|       |

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| **2.14 Please provide some additional information about your organization’s training sessions:** |
| How many people are employed by the organization for which you are filling out this application (i.e., if your organization is global, but you are filling out the application for the U.S. division, only give the number of U.S. employees)?  |       |
| How many independent contractors or franchisees also work for the organization for which you are filling out this application)? |       |
| How many TOTAL employees and independent contractors⁄franchisees are trained overall annually at your organization (this includes classroom, online, mobile, etc., training sessions)? |       |
| How many TOTAL employees and independent contractors⁄franchisees are trained annually via **instructor-led classroom sessions**? |       |
| How many TOTAL employees and independent contractors⁄franchisees are trained annually via **online, self-paced study**? |       |
| How many courses are offered as instructor-led classroom sessions (i.e., you offer 5 different communications courses on various communications topics, not that you offer 1 communications course 5 times a year)? |       |
| How many courses are offered as instructor-led virtual classroom sessions? |       |
| How many courses are offered as online, self-paced modules? |       |

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| **2.15 Which training delivery methods do you offer learners?** (Check all that apply.) If you check a delivery method, you **MUST** provide an example of an innovative use of that type of training delivery for a particular program**.**  |
| **Instructor-Led Classroom** | [ ]  Yes | [ ]  No |
| **(WORD LIMIT: 400 WORDS TOTAL)** **Example:**      **What’s Innovative:**       |

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| --- | --- | --- |
| **Instructor-Led Virtual Classroom** | [ ]  Yes | [ ]  No |
| **(WORD LIMIT: 400 WORDS TOTAL)** **Example:**      **What’s Innovative:**       |

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| --- | --- | --- |
| **Computer-Based Self-Study** | [ ]  Yes | [ ]  No |
| **(WORD LIMIT: 400 WORDS TOTAL)** **Example:**      **What’s Innovative:**       |

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| --- | --- | --- |
| **Mobile** (via iPod, cell phone, PDA, etc.) | [ ]  Yes | [ ]  No |
| **(WORD LIMIT: 400 WORDS TOTAL)** **Example:**      **What’s Innovative:**       |

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| **Games and Simulations** | [ ]  Yes | [ ]  No |
| **(WORD LIMIT: 400 WORDS TOTAL)** **Example:**      **What’s Innovative:**       |

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| **Role-Play** | [ ]  Yes | [ ]  No |
| **(WORD LIMIT: 400 WORDS TOTAL)** **Example:**      **What’s Innovative:**       |

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| **Blended** | [ ]  Yes | [ ]  No |
| **(WORD LIMIT: 400 WORDS TOTAL)** **Example:**      **What’s Innovative:**       |

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| **Social Networking/Peer-to-Peer** (communities of practice, wikis, blogs, virtual worlds) | [ ]  Yes | [ ]  No |
| **(WORD LIMIT: 400 WORDS TOTAL)** **Example:**      **What’s Innovative:**       |

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| **Video** | [ ]  Yes | [ ]  No |
| **(WORD LIMIT: 400 WORDS TOTAL)** **Example:**      **What’s Innovative:**       |

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| **Flipped Classroom** | [ ]  Yes | [ ]  No |
| **(WORD LIMIT: 400 WORDS TOTAL)** **Example:**      **What’s Innovative:**       |

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| **Augmented or Virtual Reality** | [ ]  Yes | [ ]  No |
| **(WORD LIMIT: 400 WORDS TOTAL)** **Example:**      **What’s Innovative:**       |
| **Artificial Intelligence** | [ ]  Yes | [ ]  No |
| **(WORD LIMIT: 400 WORDS TOTAL)** **Example:**      **What’s Innovative:**       |

**PART THREE: ABOUT YOUR TRAINING MEASUREMENT**

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| **3.1 EVALUATION:** **Describe the processes and mechanisms you use to evaluate the effectiveness of training in your organization.** (Select all that apply and briefly describe your approach and provide an example of a specific, numerical evaluation result that demonstrates the training was effective)  |
| [ ]  | **Return on Value** |
|  | **(WORD LIMIT: 400 WORDS TOTAL)** **Describe Approach:**      **Example of Specific, Numerical Evaluation Result for a Particular Training Program:**       |
| [ ]  | **Return on Investment** |
|  | **(WORD LIMIT: 400 WORDS TOTAL)** **Describe Approach:**      **Example of Specific, Numerical Evaluation Result for a Particular Training Program:**       |
| [ ]  | **Balanced Scorecard Approach** |
|  | **(WORD LIMIT: 400 WORDS TOTAL)** **Describe Approach:**      **Example of Specific, Numerical Evaluation Result for a Particular Training Program:**       |
| [ ]  | **Six Sigma** |
|  | **(WORD LIMIT: 400 WORDS TOTAL)** **Describe Approach:**      **Example of Specific, Numerical Evaluation Result for a Particular Training Program:**       |
| [ ]  | **Kirkpatrick's Level 1 (Reaction)** |
|  | **(WORD LIMIT: 400 WORDS TOTAL)** **Describe Approach:**      **Example of Specific, Numerical Evaluation Result for a Particular Training Program:**       |
| [ ]  | **Kirkpatrick's Level 2 (Learning)** |
|  | **(WORD LIMIT: 400 WORDS TOTAL)** **Describe Approach:**      **Example of Specific, Numerical Evaluation Result for a Particular Training Program:**       |
| [ ]  | **Kirkpatrick's Level 3 (Behavior)** |
|  | **(WORD LIMIT: 400 WORDS TOTAL)** **Describe Approach:**      **Example of Specific, Numerical Evaluation Result for a Particular Training Program:**       |
| [ ]  | **Kirkpatrick's Level 4 (Business Results)** |
|  | **(WORD LIMIT: 400 WORDS TOTAL)** **Describe Approach:**      **Example of Specific, Numerical Evaluation Result for a Particular Training Program:**       |
| [ ]  | **Other** Please specify here |
|  | **(WORD LIMIT: 400 WORDS TOTAL)** **Describe Approach:**      **Example of Specific, Numerical Evaluation Result for a Particular Training Program:**       |

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| **3.2 BUSINESS METRICS:** **Which of the following business metrics does your organization track and use to evaluate or demonstrate the effects of training? If you answer yes, you MUST PROVIDE A SPECIFIC EXAMPLE of how the metric has been improved through training (please include the overall business or business unit—NOT L&D—goal the company aimed to achieve, an example of a particular training program that aimed to help achieve that goal, and specific Level 4 business impact results that the training helped achieve in relation to the business goal/expectation).**  |
| **Retention/Turnover** | [ ]  Yes | [ ]  No |
| **(WORD LIMIT: 400 WORDS TOTAL)** **List the Specific, Measurable Business or Business Unit Goal to Be Achieved:**      **Provide an Example of a Particular Training Program that Aimed to Achieve the Business or Business Unit Goal:**      **Detail Level 4 (business impact) Results the Program Achieved:**       |
| **New Employee Referrals** | [ ]  Yes | [ ]  No |
| **(WORD LIMIT: 400 WORDS TOTAL)** **List the Specific, Measurable Business or Business Unit Goal to Be Achieved:**      **Provide an Example of a Particular Training Program that Aimed to Achieve the Business or Business Unit Goal:**      **Detail Level 4 (business impact) Results the Program Achieved:**       |
| **Internal Promotions** | [ ]  Yes | [ ]  No |
| **(WORD LIMIT: 400 WORDS TOTAL)** **List the Specific, Measurable Business or Business Unit Goal to Be Achieved:**      **Provide an Example of a Particular Training Program that Aimed to Achieve the Business or Business Unit Goal:**      **Detail Level 4 (business impact) Results the Program Achieved:**       |
| **Quality** | [ ]  Yes | [ ]  No |
| **(WORD LIMIT: 400 WORDS TOTAL)** **List the Specific, Measurable Business or Business Unit Goal to Be Achieved:**      **Provide an Example of a Particular Training Program that Aimed to Achieve the Business or Business Unit Goal:**      **Detail Level 4 (business impact) Results the Program Achieved:**       |
| **Production/Output** | [ ]  Yes | [ ]  No |
| **(WORD LIMIT: 400 WORDS TOTAL)** **List the Specific, Measurable Business or Business Unit Goal to Be Achieved:**      **Provide an Example of a Particular Training Program that Aimed to Achieve the Business or Business Unit Goal:**     **Detail Level 4 (business impact) Results the Program Achieved:**       |
| **Customer Service/Satisfaction** | [ ]  Yes | [ ]  No |
| **(WORD LIMIT: 400 WORDS TOTAL)** **List the Specific, Measurable Business or Business Unit Goal to Be Achieved:**      **Provide an Example of a Particular Training Program that Aimed to Achieve the Business or Business Unit Goal:**      **Detail Level 4 (business impact) Results the Program Achieved:**       |
| **Customer Loyalty** | [ ]  Yes | [ ]  No |
| **(WORD LIMIT: 400 WORDS TOTAL)** **List the Specific, Measurable Business or Business Unit Goal to Be Achieved:**      **Provide an Example of a Particular Training Program that Aimed to Achieve the Business or Business Unit Goal:**      **Detail Level 4 (business impact) Results the Program Achieved:**       |
| **Innovation** | [ ]  Yes | [ ]  No |
| **(WORD LIMIT: 400 WORDS TOTAL)** **List the Specific, Measurable Business or Business Unit Goal to Be Achieved:**      **Provide an Example of a Particular Training Program that Aimed to Achieve the Business or Business Unit Goal:**      **Detail Level 4 (business impact) Results the Program Achieved:**       |
| **Revenue/Sales** | [ ]  Yes | [ ]  No |
| **(WORD LIMIT: 400 WORDS TOTAL)** **List the Specific, Measurable Business or Business Unit Goal to Be Achieved:**      **Provide an Example of a Particular Training Program that Aimed to Achieve the Business or Business Unit Goal:**      **Detail Level 4 (business impact) Results the Program Achieved:**       |
| **Market Share** | [ ]  Yes | [ ]  No |
| **(WORD LIMIT: 400 WORDS TOTAL)** **List the Specific, Measurable Business or Business Unit Goal to Be Achieved:**      **Provide an Example of a Particular Training Program that Aimed to Achieve the Business or Business Unit Goal:**      **Detail Level 4 (business impact) Results the Program Achieved:**       |
| **Safety/Health** | [ ]  Yes | [ ]  No |
| **(WORD LIMIT: 400 WORDS TOTAL)** **List the Specific, Measurable Business or Business Unit Goal to Be Achieved:**      **Provide an Example of a Particular Training Program that Aimed to Achieve the Business or Business Unit Goal:**      **Detail Level 4 (business impact) Results the Program Achieved:**       |
| **Product/Service Development**  | [ ]  Yes | [ ]  No |
| **(WORD LIMIT: 400 WORDS TOTAL)** **List the Specific, Measurable Business or Business Unit Goal to Be Achieved:**      **Provide an Example of a Particular Training Program that Aimed to Achieve the Business or Business Unit Goal:**      **Detail Level 4 (business impact) Results the Program Achieved:**       |
| **Employee Engagement** | [ ]  Yes | [ ]  No |
| **(WORD LIMIT: 400 WORDS TOTAL)** **List the Specific, Measurable Business or Business Unit Goal to Be Achieved:**      **Provide an Example of a Particular Training Program that Aimed to Achieve the Business or Business Unit Goal:**      **Detail Level 4 (business impact) Results the Program Achieved:**       |
| **Other**        | [ ]  Yes | [ ]  No |
| **(WORD LIMIT: 400 WORDS TOTAL)** **List the Specific, Measurable Business or Business Unit Goal to Be Achieved:**      **Provide an Example of a Particular Training Program that Aimed to Achieve the Business or Business Unit Goal:**      **Detail Level 4 (business impact) Results the Program Achieved:**       |

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| **HUMAN RESOURCES:** **Below are questions about how training is viewed in your organization. Please answer either Yes or No to each question, and provide additional comments if desired.** |

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| **3.3 Does your organization make use of competency maps and personal/individual development plans?** | [ ]  Yes | [ ]  No |
| Additional Comment (word count limit: 200):        |

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| **3.4 Does your organization tie managers’ compensation to the development of their direct reports?** Remember: Almost all companies include this item in performance reviews and determine compensation based on it and several other factors. We want to know if any part of a manager’s bonus or salary is tied specifically and only to his or her efforts to develop direct reports. | [ ]  Yes | [ ]  No |
| Describe how compensation is tied to the development of direct reports. (word limit: 150)      |

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| * 1. **Does your organization use employee satisfaction or climate surveys?**
 | [ ]  Yes | [ ]  No |
| Describe how you have used the results to tailor or improve your training efforts.(word limit: 150)      |

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| **Please provide the following factors:** |
| **3.6 What is the average length of service of your organization's employees?** |        years |
| **3.7 What is the average rate of turnover in your industry?** |        % |
| **3.8 What is your company’s current rate of turnover?** |        % |
| **3.9 For your most recently completed fiscal year or calendar year 2019-2020, what percentage of job openings did internal candidates fill?**  |        % |
| **3.10 For your most recently completed fiscal year or calendar year 2019-2020, what percentage of new hires did employees refer?** |        % |
| **3.11 For your most recently completed fiscal year or calendar year 2019-2020, what percentage of overall employees were new hires?** |        % |

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| **3.12 Please give highlights/results from one training program in Section 2.2 or 2.15 that you would like to see published in the Training Top 125 chart copy in the March/April 2021 issue of *Training* magazine if your organization makes the list. EXAMPLE: Breakthrough Leadership tackles critical leadership challenges by assessing participants against proven leadership attributes and exposing them to multidimensional experiences. Nominated participants are immersed in 7 sessions for 2 days over a 12-month period. One of the milestone events occurs at Gettysburg National Battlefield, where participants examine the behaviors, actions, and decisions of key leaders from of the Battle of Gettysburg. The breakthrough leadership journey includes multiple checkpoints with participants’ leaders, as well as the Executive Team who serve as classroom faculty. As a result, 75% of the participants have been promoted into increased leadership responsibility, and two of the participants have been promoted to the Senior Leadership Team.** |
| (Word count limit: **80-110**: You **MUST** adhere to this count as it’s the maximum # that can fit in the chart.)       |

**Please print this page for your records.**

All applicants must submit their application as an MS-Word form document with all of the fields found in the original form (.doc or .docx). Do not attempt to unlock the form or edit content outside of the form fields. **PDFs will NOT be accepted.** ENTRIES WILL BE JUDGED SOLELY ON THE APPLICATION; PLEASE **DO NOT** UPLOAD SUPPORTING MATERIALS OR TRY TO ADD GRAPHS, CHARTS, OR IMAGES TO THIS APPLICATION.

**PLEASE VISIT** [**WWW.TRAININGMAG.COM/TOP125**](http://WWW.TRAININGMAG.COM/TOP125) **TO REGISTER AND UPLOAD YOUR APPLICATION AND PAY THE $179 PROCESSING FEE BY SEPTEMBER 14, 2020. Our system requires you to pay the fee and upload the application at the same time; if you need/want to pay ahead of time, please do so and then e-mail your application to: Lorri Freifeld at lorri@trainingmag.com.**

If you have any questions about the Top 125, please e-mail lorri@trainingmag.com.

**Thank you for applying for the 2021 Training Top 125.**

**Timeline for the Training Top 125 process:**

Judging will take place in October and November 2020. All applicants will be told whether they placed in the Top 125 by the end of November 2020.

For those who place, invitations to the 2021 Training Top 125 Gala (which will be held Monday, February 22, 2021, at Disney’s Coronado Springs Resort) will be sent out in December 2020.

