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Real estate franchise moves into the top spot on the 2015 Training Top 125

INSIDE: Jiffy Lube International, Capital BlueCross, CHG Healthcare Services, Blue Cross Blue Shield of Michigan Best Practices & Outstanding Training Initiatives

Training

2015 Rank		Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time/Part-Time/SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimburse- ment	Training Infrastructure	
1	2	Keller Williams Realty, Inc. Austin, TX Real Estate/Insurance	NFP	104,102 U.S. 107,565 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
2	1	Jiffy Lube International Houston, TX Retail	NFP	20,000 U.S.	25/6,000/50	NFP	NFP	Yes	Yes	
3	3	Capital BlueCross Harrisburg, PA Health/Medical Services	\$2B U.S.	1,725 U.S.	68/4/429	\$17.7M	10	Yes	Yes	
4	4	CHG Healthcare Services Salt Lake City, UT Health/Medical Services	NFP	1,789 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
5	9	Blue Cross Blue Shield of Michigan Detroit, MI Health Insurance	\$21.3B U.S.	7,707 U.S.	115/5/158	NFP	NFP	Yes	Yes	

^{*} New entry; not ranked in the 2014 Top 125

eller Williams Realty, Inc., is a real estate franchise built by agents for agents, and all of its training is developed by studying and modeling the behaviors of its most successful business leaders. Clearly, this strategy is working as Keller Williams not only notched the top spot on the 2015 Training Top 125 but also increased agent count by 18 percent and saw agent commissions rise 16 percent. The other Top 125ers likewise demonstrated a strong focus on effective training and employee development tied to corporate strategic goals and Kirkpatrick Level 3 and 4 results. Some 27 newcomers earned a spot on the list this year, the 15th in a row *Training* has ranked the top companies of employer-sponsored workforce training and development.

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

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

Best Practices and Outstanding Training Initiatives also are recognized in this issue (beginning on p. 102). Learn about Genentech, Inc.'s CareerLab; Mountain America Credit Union's Flow Philosophy Training; Rent-A-Center's Mobile Revolution; and more. Congratulations to this year's Training Top 125!

Additional Information

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. BOLD graduates increased their income by 175% over non-BOLD agents in 2014.

Jiffy Lube International Certification in technical skills is key to Jiffy Lube's success since technicians must be certified in order to perform a service. More than 175,000 certifications were earned in 2013 and 2.2 million hours invested in training. In the last 3 years, certification levels have gone up and the total hours of training has more than doubled. Today, 41% of all stores are at 100% certification and these stores have higher customer service scores in all 15 categories, 1.5% higher average revenue per customer, and 2% higher customer counts than the system average. OTI

Capital BlueCross Breakthrough Leadership immerses participants in leadership challenges of past leaders and applies the lessons learned to current business decisions. This 12-month journey culminates with the defining learning moment occurring at Gettysburg National Battlefield, where the behaviors and decisions of key leaders from the battle are analyzed. Metric highlights: 71% of graduates promoted; 2 promoted to the Executive Team; 100% of graduates served on a strategic advisory group to senior executives resulting in new strategic directions; and 100% of graduates were selected to lead strategy action teams designed to identify process improvement opportunities.

CHG Healthcare Services The Soar mentoring program provides growth and development opportunities to up-and-comers from 1 CHG division through handson project work. Accepted applicants enter a year-long program where they are paired with a mentor. The group of Soar inductees then tackles a large-scale problem facing the division that year. Division leaders provide oversight, but the Soar participants have full ownership over the project. Not only does the Soar team produce business-altering innovations each year, but this formalized roadmap for career advancement has successfully addressed the low growth and development marks on employee surveys, increasing positive responses by as much as 39%.

Blue Cross Blue Shield of Michigan To guide the organization through national health-care reform and transformational change, Blue Cross Blue Shield of Michigan built a Leadership Competency Framework that keeps the company focused on developing the skills necessary for success in a new world. Twelve competencies are grouped under 3 themes: Deliver Results, Lead People, and Build for the Future. The framework provides alignment between training and the company's strategic goals and also has been incorporated into performance reviews and leader development. Training is mapped by leadership competency. Each month, more than 400 company leaders voluntarily take part in a Webinar series that provides techniques for enhancing one of the leadership competencies.

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6	11	ABF Freight Fort Smith, AR Transportation/Utilities	\$1.7M Global	11,825 U.S. 13,609 Global	55/72/247	NFP	NFP	Yes	Yes	
7	6	McCarthy Building Companies, Inc. St. Louis, MO Construction	\$3.2B U.S.	1,542 U.S.	9/13/214	NFP	NFP	Yes	Yes	
8	25	Wequassett Resort and Golf Club Chatham, MA Hospitality	\$20M U.S.	395 U.S.	1/14/14	NFP	NFP	Yes	Yes	
9	17	Capital One Richmond,VA Finance/Banking	NFP	41,387 U.S. 45,364 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
10	39	Nationwide Mutual Insurance Company Columbus, OH Real Estate/Insurance	NFP	33,619 U.S.	430/90/345	NFP	NFP	Yes	Yes	
11	47	Northwestern Mutual Milwaukee, WI Financial Services	\$26B U.S.	5,000 U.S.	63/85/1,000	\$30M	10	Yes	Yes	
12	125	Novo Nordisk, Inc. Plainsboro, NJ Health/Medical Services	NFP	6,533 U.S. 40,700 Global	87/0/14	\$38.4M	6	Yes	Yes	
13	16	Paychex, Inc. Rochester, NY Business Services	\$2.5B Global	12,600 Global	224/1,148/1,259	\$16.9M	1.67	Yes	Yes	
14	5	Mohawk Industries, Inc. Calhoun, GA Manufacturing	\$7.3B Global	19,142 U.S. 32,201 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
15	32	WellSpan Health York, PA Health/Medical Services	NFP	11,227 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	

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ABF Freight ABF's sales classes combine lecture with games, role-plays, computer work, and other activities. Changing gears every 10 to 15 minutes, the classes make it easy to learn. One class focuses on how to create value for customers by illustrating how ABF's product, though higher in price, can be used as a strategic advantage by customers. ABF also trains on networking strategies that enable account managers to reach decision-makers within customers' organizations with complex supply chain needs that can be satisfied with ABF's Global product. Through this training, ABF's Global business grew by 48% last year.

McCarthy Building Companies, Inc. McCarthy's "Build For Life" Wellness program offers comprehensive wellness training resulting in the company's employee-owners developing a personalized wellness plan, setting/achieving personal goals, and earning premium reductions and other rewards for participating in educational sessions. Wellness training has exploded, with virtual instructor-led training participation increasing 125%, instructor-led training 266%, and online training 215%. Through this focused effort on employee-owner education, McCarthy has achieved a 5% cost reduction between 2012 and 2013 (contributing to substantial plan savings of approximately \$1 million per year), and 50% reduced health-care spending (medical and prescription) from 7 to 9% to 4.8% for 2013.

Wequassett Resort and Golf Club Guests return each year due to the company's philosophy of customer intimacy. The training provided to Wequassett's employees creates a culture that caters to the resort's guests and personalizes each interaction. Wequassett encourages its team to ask pointed questions to find out what makes guests the happiest and then deliver on what they find. Wequassett has created life-long relationships through this training philosophy. Customer loyalty is Weguassett's highest revenue stream each season. Some 5,193 room nights were booked by repeat guests, the most in any market segment. These room nights combined for the most total revenue in any segment, totaling more than \$3 million in revenue for the resort.

Capital One Innovation is about living and working every day in a completely new way. To achieve a new goal, Capital One's UK business needed to change the way it approached day-to-day work. Through the Innovation Program, associates were introduced to a new methodology and asked to bring a fresh approach to their work. These associates know data, but Capital One asked them to go beyond the data to make a difference for customers and associates by asking "what if?" and solving problems creatively. One business success of the Innovation Program was a 30% reduction in customers waiting for a decision on a credit limit increase.

Nationwide Mutual Insurance Company The Leadership Matters (LM) curriculum focuses on developing new Nationwide leaders and helping current leaders position their teams for success. Innovative learning techniques include two hours of coaching for each new leader, assessment tools, social media collaboration communities for leaders who have completed the program, and leadership dialogues. After 1 year of program delivery, key metrics show a 59% lower turnover for new leaders participating in LM compared to new leaders who did not participate, and improved productivity/efficiency of 8.28% for teams reporting to an LM participant as compared to similar non-participating leaders' teams. OTI

Northwestern Mutual Faced with a mobile and independent sales force, Northwestern Mutual was challenged to provide meaningful, credible, and easily accessed learning resources that would be accepted and utilized by its representatives. In 2013, it responded with the development of E3, a mobile, peer-to-peer multimedia training portal. E3 is Education + Expertise = Empowerment. It was designed to deliver timely, relevant video and audio content, on a variety of proprietary sales methods and product topics that can be experienced in as little as 5 minutes.

Novo Nordisk, Inc. Novo Nordisk places a major emphasis on development, with individual development plans and 1:1 manager discussions happening on a regular basis. Managers listen and respond to the needs of the business and all their stakeholders. Leveraging technology to include more on-demand training while lowering costs, Novo Nordisk launched The Learning Library, providing a 1-stop portal for all leadership resources. Taking social learning to new heights, it also launched MY MENTORING, a social learning platform supporting long-term and "in the moment" individual and group mentoring engagements. Most importantly, Novo Nordisk takes learning and development seriously, documenting efficiency savings, effectiveness, and direct business impact.

Paychex, Inc. In fiscal year 2014, Paychex increased its Webinar offerings by 39%, with a total of 14,595 participants attending a variety of seminars. Interactivity was increased through the use of chat, polling, and blackboard work. Feedback has been positive, with participants relating the interactivity to increased focus during Webinars. More than 96% indicated skill or knowledge increased. In addition to monetary savings through reduction of travel costs, employees enjoy the flexibility of virtual training, which enables them to accomplish work outside of virtual training sessions. Enrollment has increased 61% for field employees and supports the company goal of developing and retaining employees.

Mohawk Industries, Inc. Mohawk's manufacturing facilities require employees to maintain up-to-date certifications as a component of productivity, quality, and safety goals. While Mohawk values external certification programs, the company also develops internal certifications. For instance, the "analytical methods of training" program certifies each employee as a "master" of his or her job, requiring demonstrations of proficiency for each component task that constitutes the job. Many certification programs are deployed across the enterprise, including Six Sigma Certification for Champions, Six Sigma Black and Green Belt Certifications, Lean certification in 5S Productivity, SPHR certification for Human Resource professionals, and Microsoft Office certifications for administrative professionals.

Wellspan Health WellSpan's Nurse Residency Program assists newly graduated nurses in navigating the transition from new graduate to staff nurse. Often unprepared for the emotional demands of the job and lacking time management skills and critical thinking skills to transfer classroom learning to real-life experience, they are at high risk for resigning employment within their first year, placing a significant financial burden on the system. WellSpan's year-long Residency program offers the customary orientation program, 12-week preceptorship, mentoring assistance, and monthly "Tales from the Trenches"/professional development sessions. As a result, new graduate turnover has decreased from 15% in 2011, prior to the implementation of the program, to 0% in 2013, resulting in a \$408,517 cost reduction.

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16	23	Buckman Laboratories International, Inc. Memphis, TN Manufacturing	NFP	478 U.S. 1,570 Global	20/90/175	NFP	NFP	Yes	Yes	
17	24	Edward Jones St. Louis, MO Finance/Banking	\$5.5B U.S. \$5.7B Global	36,575 U.S. 38,479 Global	364/57/9,456	\$74M	2.7	Yes	Yes	
18	20	ADP, LLC Roseland, NJ Business Services	\$12.2B Global	35,615 U.S. 61,000 Global	640/10/990	NFP	NFP	Yes	Yes	
19	14	CareSource Dayton, OH Health/Medical Services	NFP	1,944 U.S.	19/4/20	NFP	NFP	Yes	Yes	
20	53	University Hospitals Shaker Heights,OH Health/Medical Services	\$2.3B U.S.	17,437 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
21	19	Gables Residential Atlanta,GA Real Estate/Insurance	\$213.7M U.S.	1,222 U.S.	11/3/75	\$2.3M	3.51	Yes	Yes	
22	31	Baylor Scott and White Health Dallas, TX Health/Medical Services	NFP	33,712 U.S.	NFP/NFP/NFP	\$115.9M	9	Yes	Yes	
23	26	Dollar General Corporation Goodlettsville, TN Retail	\$17.5B U.S.	101,348 U.S. 101,420 Global	77/1,805/10,790	NFP	NFP	Yes	Yes	
24	75	Birmingham Water Works Board Birmingham, AL Transportation/Utilities	NFP	623 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
25	35	Walgreens Deerfield,IL Retail	\$72B U.S.	240,000 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	

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Buckman Laboratories International, Inc. A 1-week experiential leadership program for high-potential associates is built around Buckman's vision and values. Over 8 years, this program has taken 150 leaders through a challenging set of scenarios learning about themselves and what it takes to be a leader. The program creates a development bridge for individual contributors as they become leaders. As a result, new leaders share a common cultural experience, create development plans with executive coaches, and learn how to better engage with their teams. Buckman's Associate engagement surveys rank in the top 5% of its peer group in Associate satisfaction with managers, quality of development opportunities, and Associate connection to the organization's mission.

Edward Jones To deliver efficient training to its largest population of 2,200 Level 4 branch teams, Edward Jones created a blended learning experience highlighted by 8 monthly live Webinars in 2012. The just-profitable branch teams—typically 1 financial advisor and 1 branch office administrator—attend the Strive to 5 Webinars together without leaving the branch. Strive to 5 produced dramatic and sustainable business gains, and velocity in moving teams to Levels 5 to 10 quickly, as well as higher client satisfaction ratings. More than 1,000 branch teams enroll in the course annually, and the firm's overall Level 4 branch-team performance has improved, too.

ADP, LLC "Learning Bytes" are 2-minute chunks of just-in-time learning solutions targeted at precise information, available 24/7 across the enterprise. Utilizing a common platform, Learning Bytes were designed to provide clients and associates with demonstrations on various tasks, many of which are performed infrequently. Maximizing the stickiness factor, Learning Bytes act as reminders, reinforcements, and teaching devices. Metrics of success include: reduced development time 50%; reduced client curriculum training from 24 hours to 7 hours (70% reduction); developed 500 individual Learning Bytes, available 24/7 across the enterprise; significantly reduced calls into the service center.

CareSource The "Leadership Transition Coaching" (LTC) program is led by a CareSource University and International Coaching Federation Professional Certified Coach, and provides 6 months of coaching to new and newly promoted leaders. Program goals include more rapid acclimation to the CareSource culture, helping with the challenges new leaders face, and establishing a culture of high employee engagement. Leaders who have been through the LTC program scored higher in 14 of 15 areas of organizational strength and demonstrated a 91% increase in confidence to achieve expectations from the start of the program to completion. The program also identified an overall savings of \$744,632 and produced a return on investment of 211%.

University Hospitals To meet the needs of its current workforce and to fill the talent pipeline with qualified candidates, University Hospitals (UH) partnered with multiple nonprofit organizations in Northeast Ohio communities to address workforce improvement and economic development needs. Through innovative approaches to education, career counseling, talent development, and training, UH is able to enhance employee engagement and drive organizational success. Programs such as Step Up to UH and Bridge to Your Future support the company's mission to help individuals explore and pursue health-care careers, as well as to broaden their knowledge and skills that support personal and professional growth. OTI

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 those communities home. ECI incorporates videos, some "starring" Gables Residential 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, there has been a 15% increase in customer satisfaction scores. OTI

Baylor Scott and White Health In FY'14, 420 new first-line supervisors were required to take 40 hours of blended learning instruction, and 3 e-learning courses. This included training in the 10 supervisor-level competencies, role transition, policies, systems, and tools. Courses include pre-reading, e-learning, on-demand videos, interviews with successful leaders, creation of development plans, participation in Learning Circles led by executives, classroom work, and an assessment of leadership competencies by the learner's leader. Learners rated their courses 4.82 out of 5 for overall value. Their retention of knowledge was 90%.

Dollar General Corporation With the company mission of "Serving Others," one of the main focuses of Dollar General training is to educate employees about the needs and desires of their core customers. Dollar General accomplishes this through a training program called "Know Your Customer," which teaches employees about core customer individual needs and buying habits. Employees from part-time associates to officers complete the program and are empowered to make a difference to serve Dollar General's customers and ultimately live the mission of Serving Others. Since the inception of the program, customer satisfaction scores have risen by more than 7%.

Birmingham Water Works Board Safety is equal with production and quality at the Birmingham Water Works Board (BWWB). The organization's Safety First mantra is communicated, practiced, and observed daily. Safety training is not only conducted for compliance requirements, it's also conducted to help employees be successful. In FY13, BWWB focused on safety performance rather than compliance. This disruptive thinking approach resulted in making a positive impact on BWWB's overall safety culture. Safety training became more relevant, job performance increased, and hazard assessments improved. This also changed how employees viewed safety training. Employee engagement in safety training increased; coaching became more positive and less disciplinary; injuries decreased; and employee safety morale improved.

Walgreens Equipping and inspiring Walgreens team members to deliver "Extraordinary Customer Care" (ECC) is critical to company success. Walgreens University delivers innovative, blended, leader-led ECC learning to 240,000 retail, pharmacy, call center, field, and corporate team members. Retail and call center leader tool kits include discussion cards about each ECC behavior, posters and reference cards for reinforcement, coaching cards for observation and feedback, and "learning bursts" (short events to reinforce ECC behaviors throughout the year). The latest effort, ECC for Everyone, challenges 5,000+ district, market, and corporate employees to internalize retail realities and set personal targets to positively affect customers. BP

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26	12	Health Care Service Corporation Chicago, IL Real Estate/Insurance	NFP	18,600 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
27	30	DEFENDER Direct Indianapolis, IN Consumer Products/ Services	\$495M U.S.	2,100 U.S.	21/18/12	\$8.7M	7.1	Yes	Yes	
28	13	Economical Insurance Waterloo, ON, Canada Real Estate/ Insurance	NFP	2,200 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
29	122	BNSF Railway Fort Worth, TX Transportation/Utilities	NFP	47,629 U.S. 47,706 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
30	49	Century 21 Real Estate LLC Madison, NJ Real Estate/Insurance	NFP	102,140 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
31	36	Avanade Seattle, WA Technology	NFP	2,000 U.S. 7,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
32	43	Gilbane Providence, RI Construction	NFP	2,448 U.S.	6/12/172	NFP	NFP	Yes	Yes	
33	*	Genentech, Inc. San Francisco, CA Biotechnology/ Pharmaceutical	NFP	13,561 U.S.	NFP/0/NFP	NFP	NFP	Yes	Yes	
34	8	Coldwell Banker Real Estate LLC Madison, NJ Real Estate/Insurance	NFP	78,000 U.S. 84,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
35	64	Florida Blue Jacksonville, FL Health Insurance	NFP	5,918 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	

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Health Care Service Corporation (HCSC) HCSC created a corporate goal challenging employees to be internal and external role models for wellness and community involvement. The goal was summed up by the mantra: Know Your Business, Know Your Communities, Know Your Numbers, and Make a Difference. Collaborating with senior leadership. Corporate Learning and Development defined specific role-model activities related to each element of the mantra that would fulfill the goal. Learning and Talent educated and engaged the workforce in becoming role models through the delivery of several role-based learning solutions and communications. Following the training, more than 10,000 employees have completed a role-model activity by volunteering in the community or completing wellness activities.

DEFENDER Direct "We are called to grow and inspire leaders who love and serve people, and we believe everyone is a leader." This statement drives DEFENDER Direct's efforts, enabling it to support each team member to realize their leadership potential in their job, family, and community. All employees participate in the DEFENDER Leadership Advantage programs to grow in emotional, physical, and financial well-being. The suite of offerings has allowed DEFENDER Direct to develop leadership skills necessary to fill every level of its leadership pipeline, from front-line to senior management, with more than 80% of its management positions filled internally.

Economical Insurance In 2014, Economical Insurance provided 25 employees from the lines of business with a job rotation opportunity in Learning and Education. It was conducted over 16 weeks with the goal of providing subject matter expertise into the development of 5 days of end-user training material, a 5-day train-the-trainer program, and facilitation of underwriting technology and process training to support the company's new underwriting model. The facilitators participated in a comprehensive 1-week train-the-trainer program to kick off the job rotation at the head office. The train-the-trainer program had 3 main objectives: understanding adult learning principals, creating environments conducive to learning, and demonstrating ability to facilitate.

BNSF Railway BNSF Railway leverages coaches to accelerate development, transition leaders to new roles, and optimize performance with a results-oriented process. Leadership Insight is a 14-month program. After a 2-day assessment, leaders work with their coach to implement a development plan with support from their supervisor and HR leader; 249 leaders served in 2013. People Leader Training is a 2-day program. Annual training for 5,400 leaders includes team and 1-1 coaching (1/table of 5-6 participants). Programs strengthen leader capability and contribute to goals for development and internal promotion; 96% of senior director and above positions were filled internally in 2013. In early 2013, BNSF was recognized by the Dallas International Coach Federation for outstanding use of coaches for leadership development.

Century 21 Real Estate LLC Advance is a Century 21 University broker-owner regeneration and enhancement program. Its objective is to help affiliated companies recapture market share and improve their independent sales agents' production. It blends traditional classroom, virtual online classroom, self-paced modules, cloud-based streaming video, social learning, and, most importantly, multi-month, 1-on-1 business development calls from university advisors. Advance assists participants to increase their income through net agent growth and increased per-agent productivity. For the first few classes, sales transactions and income by companies completing Advance were significantly higher than companies not in the program (in similar markets).

Avanade The Executive Forum is designed to advance Avanade's high-potential executives and prepare them to successfully lead global IT challenges. Nominated participants go through a 6-month journey of blended learning programs consisting of 3 classroom trainings, multiple virtual seminars, and project work. As a result of the so-far completed 6 forums, Avanade has promoted 25 percent of the participants to the next career level and launched multiple key business initiatives (an outcome of project work), including Avanade Market Place — App Store, increasing direct sales and more.

Gilbane Fast Start for New Managers is a 12-month accelerated program for new managers. They are sent a comprehensive Fast Start Handbook to use as a support tool that enables them to immediately act in their new roles. The program formally kicks off with a virtual orientation. Managers then attend "Getting Started as a New Leader: Your Leadership Journey" to develop leadership behaviors crucial to effective management. This blended approach decreases ramp-up time by giving managers the knowledge/skills to lead/coach. In the first year of the program, turnover of new managers is 5 times lower than the industry average for similar positions, and 15% of program participants have been promoted again.

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

Coldwell Banker Real Estate LLC The Leadership Development Program is designed to increase an office manager's knowledge, skill, and ability to lead a productive and profitable office. Participants receive assignments to prepare them for each monthly Webinar. During Webinars, participants share best practices and lessons learned. Following each Webinar, participants receive business assignments to apply what they have learned. Participants are nominated by their owner, who also serves as their coach. Coaches review work and approve actions prior to them being taken. Key performance indicators, for 2014, showed per-person dollar volume of sales was up 47%, while the number of listings taken was up 33%, reflecting a substantial increase in current and future business.

Florida Blue The Sales Talent Management Program is a multi-week training program for new telesales agents within the Blue Direct Sales Center. The program provides these new hires with the required knowledge and skills to meet changing needs of the health-care industry, and contribute increased revenue via a shorted time to competency. Program results have shown a consistent decrease in time to competency from 9 months (prior to program implementation) to 3 months for most program graduates. For 2013, 77% of new agents achieved this metric, supporting sales and revenue goals for the Center.

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36	33	Afni Bloomington, IL Contact Center Provider	NFP	4,834 U.S. 5,435 Global	82/191/30	NFP	NFP	Yes	Yes	
37	51	Rent-A-Center Plano, TX Retail	\$3.1B Global	22,000 Global	70/600/4,500	\$12.5M	1.78	Yes	Yes	
38	88	DaVita Healthcare Partners Denver, CO Health/Medical Services	\$11.7B U.S. U.S. \$11.8B Global	56,074 U.S. 57,317 Global	502/5,000/1,918	\$231.94M	10.61	Yes	Yes	
39	18	BB&T Corporation Winston-Salem, NC Finance/Banking	NFP	33,768 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
40	50	ConAgra Foods, Inc. Omaha, NE Manufacturing	NFP	29,788 U.S. 32,600 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
41	98	Carilion Clinic Roanoke, VA Health/Medical Services	NFP	11,980 U.S.	137/37/157	NFP	NFP	Yes	Yes	
42	7	McDonald's USA, LLC Oak Brook, IL Hospitality	NFP	796,843 U.S. 1.9M Global	NFP/NFP/NFP	\$15M	NFP	Yes	Yes	
43	57	Blue Cross & Blue Shield of NC Durham, NC Real Estate/Insurance	\$6.4B U.S.	4,775 U.S.	66/3/27	\$14.2M	3.37	Yes	Yes	
44	48	Miami Children's Hospital Miami, FL Health/Medical Services	\$571.5M U.S.	3,541 U.S.	NFP/NFP/NFP	NFP	10	Yes	Yes	
45	90	SpawGlass Selma, TX Construction	NFP	560 U.S.	1/6/100	NFP	NFP	Yes	Yes	

^{*} New entry; not ranked in the 2014 Top 125

Afni Because coaches are integral 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 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 IDPs, which take them full circle in their growth. This approach has resulted in a 20% decrease in attrition since 2011 and improved performance that led to the strategic growth of 800 call center seats last year.

Rent-A-Center The Centers of Excellence infrastructure was at the heart of Rent-A-Center's Mobile Revolution. All content was delivered via a Samsung Galaxy Note II and focused the learning experience around the company's sales process and new Customer Lifestyle Profiles in order to create a phenomenal customer experience. With more than 6,000 coworkers to train during 4 weeks, Rent-A-Center prepared 18 trainers through an intensive 2-week train-the-trainer program followed by 80 Webinars and 40 2-day classroom sessions. All learners used a smartphone for training and to pass certification. As a result, Rent-A-Center is delivering at 110% of its financial model. **OTI**

DaVita Healthcare Partners DaVita University created a revamped Basic Training program for new nurses and patient care technicians (PCTs). Onboarding new teammates is important to introduce them to the DaVita Way and give them the skills and confidence to provide the highest quality care to patients. The updated content, intuitive training materials, new personalized trainer model, and follow-up tracking will ensure all new teammates are trained to the highest standards. The Day in the Life Portal has embedded video and links to all important classes and information, with the learning structured around a nurse's and PCT's day. The updated program is estimated to save the company money in reduced training time.

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

ConAgra Foods, Inc. As part of ConAgra Foods' Recipe for Growth, it is creating a culture of development in which its employees can discover their talents and advance their skills. Nourishing its people gets to the heart of how employees live and work at ConAgra Foods. The Enterprise Learning Team aims to build organizational capability, grow leadership, leverage talent, and optimize learning. 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.

Carilion Clinic Teaming with clinical care providers across the organization and implementing radio frequency identification equipment tracking saved nurses valuable time in tracking down health-care equipment, resulting in reduced delays for patient treatment. Pre-implementation assessments showed that the clinical team was wasting valuable time searching for missing equipment. This often led to new equipment purchases, rentals, and replacement costs. The Training team at Carilion Clinic designed a robust educational plan during all stages of implementation. This educational initiative generated a cost savings of approximately \$354,000 for just one hospital facility at Carilion Clinic, but the real value is better care and quality outcomes for patients.

McDonald's USA, LLC English Under the Arches (EUA) is a 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 include: attracts and retains long-term talent: 88% employee retention 1 year after graduation, 78% 2 years after graduation, and 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.

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 assembled the right combination of best practices, with state-of-the-art technology, social media, and on-the-job immersion to drive optimal workforce performance. Much like its new Customer Service Professionals Development Program, Enterprise Learning & Development (EL&D) effectively aligns with the organizational strategy to achieve measurable outcomes that positively affect the bottom line, to the tune of a \$2.9 million benefit to the organization and a 57% annualized return on the investment.

Miami Children's Hospital Emerging Leaders explore individual contributor and leadership attributes based on a leadership profile of 67 competencies. Top, medium, and low leadership behaviors are identified. Through coaching and feedback, participants develop a 24-month competency development plan that aligns with MCH's strategic direction and top desirable leadership skills. Participants are immersed in interactive, strategic, and operational decision-making sessions facilitated by leaders. Through situational challenges, participants experience what leaders deal with and recommend 1 solution for each challenge to be presented to senior leadership for approval. 11% of eligible employees were accepted into the program, and 55% were promoted within 2 years.

SpawGlass SpawGlass' new 2-day onboarding Boot Camp program for new team members has drastically reduced the time it takes to get a new employee up to speed to be productive on a project. Project managers and superintendents were complaining that they were losing too much productive time explaining SpawGlass processes to new employees. Boot Camp educates and trains new team members in technical areas such as scheduling and PM software, concrete, quality control processes, scheduling basics, client satisfaction, safety, and other key processes. Results: New team members are spending less time asking questions and learning SpawGlass basics and are able to be productive immediately upon being assigned to a project.

= 12										
2015 Rank	2014 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	28	Christiana Care Health System Newark, DE Health/Medical Services	NFP	10,568 U.S.	135/700/3,000	NFP	NFP	Yes	Yes	
47	38	Shape Corp Grand Haven, MI Manufacturing	NFP	2,100 U.S. 3,300 Global	12/33/57	NFP	NFP	Yes	Yes	
48	59	Best Buy Richfield, MN Retail	\$35.8B U.S. \$42.4B Global	105,000 U.S. 140,000 Global	100/150/5,500	\$80M	8.3	Yes	Yes	
49	41	ESL Federal Credit Union Rochester, NY Finance/Banking	NFP	686 U.S.	6/0/42	NFP	2	Yes	Yes	
50	27	Caesars Entertainment Corporation Las Vegas, NV Entertainment	NFP	68,488 U.S. 73,488 Global	62/1,060/3,345	\$7.5M	NFP	Yes	Yes	
51	52	Bankers Life Chicago, IL Real Estate/Insurance	NFP	1,923 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
52	72	BP America Houston, TX Energy	NFP	9,300 U.S. 24,700 Global	155/252/500	\$250M	6.2	Yes	Yes	
53	67	Discover Financial Services Riverwoods, IL Finance/Banking	NFP	14,700 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
54	29	Shaw Industries, Inc. Dalton, GA Manufacturing	NFP	22,363 U.S. 22,686 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
55	110	Western Union Englewood, CO Finance/Banking	\$5.5B Global	10,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	

 $^{^{\}star}$ New entry; not ranked in the 2014 Top 125

Christiana Care Health System The Learning Institute's Center for Transforming Leadership is dedicated to developing leaders from a foundation of 5 Leadership Behaviors and evidence-based leadership competencies from the National Center for Healthcare Leadership. The LEED-R (Leadership Excellence Education for Residents/Fellows) is a 2-week "elective" allowing residents from different disciplines to have dedicated time to learn knowledge, skills, and attitudes critical to be effective leaders. Residents/Fellows completed a "Leadership Challenge" project over 6 months, designed to engage them in key Christiana Care strategic initiatives such as Cultural Competency. Residents evaluated on a scale of 1 (low) - 6 (high): Learning Effectiveness: 5.75; Job Impact: 5.63; Business Results: 5.57.

Shape Corp Technical expertise is a requirement for an automotive manufacturer as there are required cost-downs every year. To ensure technical competence, more than \$3.5 million was spent obtaining advanced robotics equipment and developing the Steel Technologies Engineering Program (STEP). The STEP program stresses advanced engineering concepts and hands on application in Shape Corp's robotics lab. Curricula immerse learners in real-world scenarios that are monitored for testing and feedback. STEP graduates take this knowledge back into the workforce; as a result, ultra-high-strength steel scrap was reduced from \$1.5 million in 2009 to \$844,000 annualized in 2014, while time to troubleshoot a machine that "crashed" went from 44 minutes in 2009 to 20 minutes in 2014.

Best Buy Consistency in message, breadth of audience reach, efficient usage of multi-unit retail leaders' time, strengthening of vendor relationships, and cost savings are benefits Best Buy realized after the Training, Learning and Development Team implemented virtual training as an enhancement to training programs throughout the organization. In support of strategic goals to improve sales and lower cost structure, a shift from classroom to virtual facilitation occurred to reach a broader audience and increase effectiveness of resource use (labor, travel dollars, and leaders' time). This shift to virtual facilitation saved \$75,000 in travel expenses for 1 leadership training program. Appliance unit sales increased threefold as a result of 1-hour virtual trainings offered to retail employees.

ESL Federal Credit Union The Finding Teller Differences class exemplifies the day-in-the-life approach that ESL Training and Performance specialists have found particularly effective in addressing performance issues within instructor-led training settings. Before each class, these specialists review actual teller differences that each participant has experienced in his or her job and then tailor the classroom materials and hands on activities to address these specific, recurring kinds of errors. Year-to-date results suggest this targeted approach is paving dividends. For example, a recent Level 3 evaluation found that 30 days after classroom training, participants reduced their combined teller differences by 54.4%.

Caesars Entertainment Corporation Caesars Entertainment is in the entertainment business, focused on hospitality for guests, employees, and co-workers. The Service Recovery program provides solid links to business strategies and measurably supports organizational goals to ensure guests do not have to work while on vacation by providing leaders with the tools to proactively address and empower ALL employees to prevent service breakdowns and/or recover from mishaps. Using the model of REMIND, CORRECT, & RECOGNIZE, leaders are able to provide memorable experiences, personalize rewards, and delight every time. As a result, 83% of Caesars properties have positive growth in service scores, and 8 properties have doubled their annual target with a 6% or higher shift.

Bankers Life Top Gun seeks to increase veteran agent retention by addressing barriers to success experienced by agents entering their second year. The optional program (agents must apply and be accepted), designed hand in hand with the Agent Development and Top Gun Advisory committees, spans an agent's second year and provides multiple touch points. Blending self-study, virtual instructor-led, live workshop, and mentorship components, Top Gun is built upon 4 success drivers identified by the committees: developing a Mindset for Success, improving Prospecting, moving from transactional to Relationship Selling, and actionable Goal Setting. The program has a high participation rate, and is successful in terms of both retention and sales.

BP America The Activity Planning Accelerated Development Program spans 1 year and offers formal and informal training, advanced learning technology, and technical coaching. One component, Leading Meetings, was designed to ensure that activity sets are delivered within functional constraints and approved budgets; that scheduled activities are ready for safe, efficient execution; and that delivery risks are managed. Some 81% of respondents felt Activity Planning had significant impacts on improving reliability/operational efficiency and increasing productivity, with performance expected to improve by 16%. 3 critical major projects were implemented in 2013, with unit operating cash margins expected to double compared to 2011.

Discover Financial Services Discover uses games and simulations to drive ongoing increases in agent performance. It uses a proprietary performance-based gaming system, "Discover Rumble," in self-paced new-to-role training programs to help drive greater learning retention. Discover Rumble allows account managers to sign up for daily and monthly missions that target Key Performance Indicators (KPIs) related to the company goal of growing Discover business. Teams can challenge each other to performance-based competitions and participate in Rumble tournaments. Game credits earned on Rumble can be redeemed for company merchandise in the online Company Rewards Store.

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

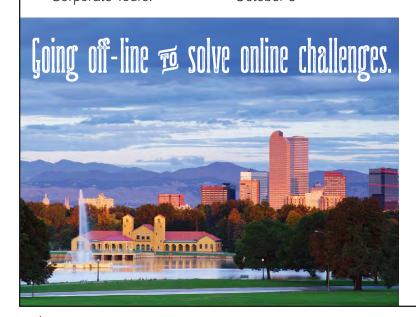
Western Union To increase revenue in support of Western Union's growth priorities, its CEO and CHRO prioritized global sales training. Sales Force Excellence was established enterprise-wide to build alignment and sales capabilities with a cross-functional team of sales managers, front-line associates, and Training. The program involved deploying consultative and strategic sales methodologies with a gamified sustainment plan. Training content aligned to global business realities was delivered to 200 high-performing sales professionals. By allowing participants of the Sales Excellence Program to nominate how they "learned to earn" sales, Western Union has been able to document how the program resulted in increased revenues for the company and garnered significant return on investment.

P RANKINGS 56-60

	2014 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees I	No. of Trainers Full-Time / Part-Time / SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimburse- ment	Training Infrastructure	
56	120	La Quinta Holdings Irving, TX Hospitality	NFP	8,277 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
57	89	BKD, LLP Springfield, MO Professional Services	\$429M U.S.	2,206 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
58	92	Iron Mountain, Incorporated Boston, MA Records and Information Mgt.	\$2.2B U.S. \$3B Global	9,750 U.S. 19,500 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
59	114	One Nevada Credit Union Las Vegas, NV Finance/Banking	\$47.5M U.S.	252 U.S.	1/2/37	\$448,000	2.6	Yes	Yes	
60	37	Aetna Inc. Hartford, CT Finance and Insurance	\$47.3B Global	47,445 U.S. 48,107 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	

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La Quinta Holdings La Quinta's new training initiative, Q-Tubes, are short, to-the-point e-learning courses that play much like a fast-paced video. The language is light and conversational, and written to make learners feel as if they are being trained by a peer or team leader. Accessible on La Quinta's learning management system, Q-Tubes deliver fast, just in-time training in easily digestible bites. Each Q-Tube has an unscored knowledge check and provides corrective feedback. Since the launch of the first Q-Tube, completion rates for general managers increased by 92%. Among other team members, completion rates soared 484%.

BKD, LLP BKD new hires complete Camp BKD, a week-long orientation that provides technical and non-technical training to enhance client service behaviors and results. It helps kick-start their careers and gives them the tools necessary to excel. During Camp BKD, learners interact with firm leaders, partners, and instructors, all of whom model exceptional client service. The experienced professionals introduce campers to the firm's culture, making them aware of BKD's "unmatched client service" (UCS) standards and helping them tackle new responsibilities with confidence and clarity. Post-camp evaluations indicate that 98.5% of attendees find the training useful and feel prepared to perform their duties in line with UCS standards.

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 one, 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 Worker's Compensation claims. BP

One Nevada Credit Union With more than 20 corporate departments and 15 branch locations, One Nevada believes the benefits of job rotation/cross training is vital. Employees who are well versed in the different aspects of One Nevada's business and the financial services industry possess a well-rounded skill set that allows them numerous career opportunities and allows the company to tap into their talents when needed from a business operations perspective. As a result, 39% of current employees submitted a job rotation request last year. The cross-training segment is a supportive factor in the 2014 ONCU Employee Loyalty Matrix in which 72% of all employees are classified as "committed loyalists"—beyond the U.S. norm of 52%.

Aetna Inc. When member dissatisfaction was increasing repeat calls, Aetna designed an innovative approach to increase empathy and ownership and positively influence the member experience. A blend of engaging animated videos complements the 3-day instructor-led training program that uses role-play, group activities, and scenarios to identify the caller's expectations and apply call-handling techniques to display caring, empathy, and ownership to each member's unique situation. The results showed Aetna engaged employees and effectively changed call-handling behavior. First-session participants had a 6.4 percentage-point improvement in customer satisfaction scores, and first call resolution improved 1.29 percentage points over peers'.

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Our people. They're always number 1. In every business decision we make, what's best for them is what's most important. chghealthcare.com





CompHealth,







TOP RANKINGS 61-65

2015 Rank	2014 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	60	CarMax, Inc. Richmond, VA Retail	\$12.6B U.S.	20,200 U.S.	2,313/1,347/577	\$39.5M	3	Yes	Yes	
62	42	Wells Fargo San Francisco, CA Finance/Banking	\$83.8B Global	262,267 U.S. 271,613 Global	NFP/NFP/NFP	\$239M	3	Yes	Yes	
63	104	Mountain America Credit Union West Jordan, UT Finance/Banking	NFP	1,339 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
64	*	Leading Real Estate Companies of the World Chicago, IL Real Estate/Insurance	NFP	85 U.S. 90 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
65	91	G4S Secure Solutions (USA) Inc. Jupiter, FL Private Security Solutions	NFP	45,675 U.S. 618,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	





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Solutions for a Safer World®

CarMax, Inc. Networking Forum is a 6-month program in which participants meet monthly for an opportunity to build relationships throughout CarMax. While participating in the program, employees learn how to collaborate to solve problems, the importance of building an internal network, and how to build a mentor/mentee relationship between executives and new leaders. The program comprises 4 development sessions led by Vice President of Investor Relations Katharine Kenny and select executive guest speakers. Participants also attend 3 "bonus events" focused on applying networking best practices. An example of one of these events is a happy hour at a local restaurant with approximately 50 associates ranging in level from individual contributors to executives.

Wells Fargo The Technology and Operations Group created the Operations Career Education & Awareness Network (OCEAN) to retain talent. OCEAN has a portal that gives Operations team members an opportunity to learn about the various functional areas and potential career options. Site visits average 1,000 per month, with hits averaging 3,500 per month. Level 1 satisfaction is 92%. Level 3 feedback indicates managers feel equipped to use the development tools. Some 65% indicated OCEAN affected their decision to seek a job opportunity at the bank vs. applying outside the company. For positions tracked, almost half (47%) were filled by team members who attended OCEAN events. The engagement ratio increased from 6.2:1 to 23.0:1.

Mountain America Credit Union Beginning in 2013, Mountain America Credit Union partnered with the Westminster College in Salt Lake City to offer an MBA-level certificate program to a group of up-and-coming leaders throughout the organization. Mastering Leadership program participants worked through this 10-month, project-based program, meeting 1-on-1 with members of the senior leadership team. As part of this formal mentorship program, participants met with senior leaders in different areas of the credit union to network and to gain their insights on homework assignments. Since implementing this program, 96% of the graduates are still working for Mountain America and 24% have been promoted within the last 18 months. **BP**

Leading Real Estate Companies of the World The Institute's Sales Manager Series delivers group coaching for Leading RE's front-line supervisors, sales managers. Comprising 7 turnkey modules on topics proven to help sales associates build business, from business planning/budgeting to communications and customer relationship management, the series offers professionally produced introductory and instructional videos, workbooks, e-mail templates, presentation slides, syllabi, industry articles, and corresponding Institute courses/materials for assignments between sessions. Peer accountability and collaboration inherent in group coaching leverage managers' time, increase production, and strengthen loyalty to the manager and team.

G4S Secure Solutions (USA) Inc. G4 Secure Solutions' Career Counseling Development Review (CDR) process allows managers/supervisors to provide meaningful guidance to their employees regarding goals and objectives, i.e., feedback on things they are doing well and areas for improvement to ensure continued professional and personal growth. In addition to receiving initial counseling after hire, employees also receive CDRs annually on their anniversary of hire or promotion date, when they are recommended for promotion, and to provide feedback on superlative performance or substandard performance. G4 is committed to advancement from within whenever practicable, as evidenced by 225 internal promotions as of fall 2014.





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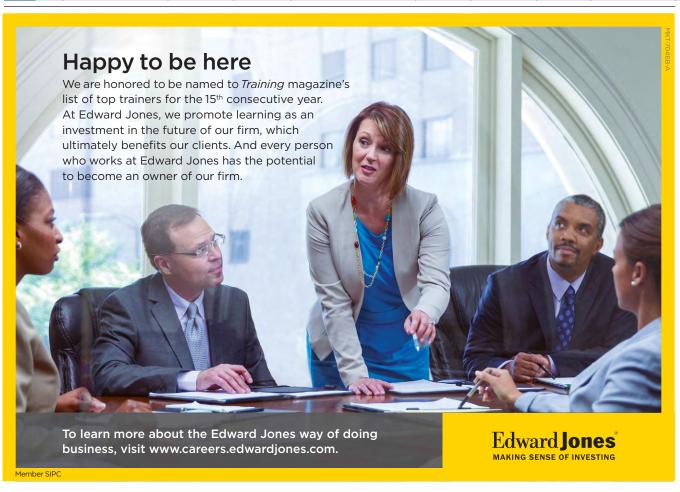


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RANKINGS 66-70

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2015 Rank		Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time/Part-Time/SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimburse- ment	Training Infrastructure	
66	56	Tandus Centiva (A Tarkett Company) Dalton, GA Manufacturing	NFP	1,056 U.S. 1,323 Global	6/8/85	NFP	NFP	Yes	Yes	
67	69	PPD Wilmington, NC Health/Medical Services	NFP	7,500. U.S 13,000 Global	110/568/3,000	NFP	0.01	Yes	Yes	
68	63	TD Bank Cherry Hill, NJ Finance/Banking	NFP	26,606 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
69	85	Sonic Automotive Charlotte, NC Retail	\$8.8M U.S.	9,750 U.S.	46/10/8	NFP	NFP	Yes	Yes	
70	66	NewYork- Presbyterian Hospital New York, NY Health/Medical Svs.	NFP	21,112 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	



Tandus Centiva (A Tarkett Company) A strategic account selling course reaped outstanding sales results by creating a shift in the way 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. Components include compiling customer profiles; conducting opportunity assessments; 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. The company now has a more than 85% close rate for large projects where the account executive has utilized the plan.

PPD Clinical research associates (CRAs) participate in an intensive study of clinical trial conduct and monitoring based on ICH Guidelines and FDA Regulations. CRAs are an essential role in the pharmaceutical research industry. This training program is an intensive 6-day course that teaches the skills required to perform trial monitoring tasks such as protocol review and monitoring informed consent. Some 89% of PPD's CRAs successfully complete the training, which helps clients deliver safe and effective therapeutics as it ensures all CRAs are thoroughly trained and competent to successfully work on research studies.

TD Bank Newly refreshed in 2014, TD Bank's Contact Center New Hire Training focuses on the Employee Experience, building confidence and proficiency in TD's sales and service model, customer security, and skillful call handling by balancing foundational learning, simulation, and daily immersion into the environment in which employees will work. New agents are better equipped to meet TD Bank's high customer service standards and more confidently doing so as best illustrated by the 7% reduction in new employee attrition, 10% more call production, and an 11.3% increase in sales revenue.

Sonic Automotive Sonic Automotive trained its salespeople to use iPods and iPhones with proprietary applications focused on enhancing the customer experience. Now, instead of putting a car buyer through a stressful ordeal, salespeople to tell the customer up front, "We believe you should lead your own purchase process." Customer are encouraged to accomplish what they want during their visit. The process eliminates back-and-forth negotiations, and pricing is based on accurate data. The company trains managers first and salespeople a week later, measures effectiveness 1 month later, and then repeats the training in 30 days. The results: a shorter buying process, increased ROI, greater market share, and happier investors.

NewYork-Presbyterian Hospital To prepare for the changing health-care environment, NewYork-Presbyterian Hospital 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 hospital projects, and executive forums. Throughout the program, participants are assigned senior-level mentors. 360-degree assessments show program participants had better employee and patient satisfaction scores than the rest of the institution.



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TOP RANKINGS 71-75

2015 Rank	2014 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	46	Morrison Atlanta, GA Hospitality	\$1.3B U.S.	25,500 U.S.	25/0/4,767	\$5.7M	1	Yes	Yes	
72	116	Haskell Jacksonville, FL Construction	NFP	783 U.S. 816 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
73	74	Vi Chicago, IL Health/Medical Services	NFP	2,946 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
74	83	Bass & Associates, P.C. Tucson, AZ Law Firm	NFP	71 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
75	105	RE/MAX, LLC Denver, CO Real Estate/Insurance	NFP	412 U.S. 432 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	

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Thank you, Training Magazine, for making us one of the Top 125 and to our management team and staff for all you do to make us shine.















Morrison The Patient Program Certification Course (PPC) exemplifies Morrison's commitment to learning and aligns with its business priorities. This 4-day course is designed to train new directors, managers, and supervisors on 2 Patient Services programs used in hospital accounts. Morrison had more than 20 PPC classes last fiscal year, with approximately 400 managers/supervisors attending from 192 accounts. Turnover rate for accounts who had employees attend PPC was 6.12%. Client retention rate in accounts where at least 1 person attended PPC was 99.46%. Accounts that had 2 people attend PPC had a client retention rate of 100%. This training program will continue to help Morrison maintain its 97.3% client retention rate.

Haskell Management Series is a 3-part training comprising 30 sessions. Nominated participants learn to effectively manage in everyday situations while acting strategically to support the company's corporate objectives. Highlights include an executive profile conducted by a peer and executive leadership forums. Profiles include interviews with supervisors, direct reports, and peers, and are meant to be a complete insight into participants, while also allowing them to learn how to conduct an interview on a peer. Executive leadership participates in multiple sessions in open forum sessions to discuss career development and their impact on strategic alignment with the corporate vision in open dialogue. Some 43% of participants have been promoted into supervisory positions.

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

Bass & Associates, P.C. Orientation at Bass is not just about getting policies signed and tax forms completed. It is about setting up each employee for success in his or her new position. Each day in orientation is designed to help determine the learning style of the new hire. On day 1, new hires spend the majority of the day in a classroom atmosphere. Day 2 is primarily self-paced online study, and day 3 is hands-on learning of Bass' account system. This variety and focus continues throughout the 90-day program. The Training and Development manager observes and then writes a report for the new hire's supervisor describing what training technique likely will be most effective.

RE/MAX, LLC A key to technology innovation for leads and referrals is Leadstreet, Web-based technology that RE/MAX agents and broker/owners have used with dramatic results. The company created 9 e-learning simulations, all of which are mobile compatible. These have had the highest take rates at 2,610 completions. A broker/owner in Kansas City has been on the system since 2005 via training. To date, he has made \$1.2 million+ in commissions directly from Leadstreet leads, with most of his commissions made during the recession. He was an early adopter of this technology and continues to be engaged as RE/MAX refines its techniques.



BNSF Railway is one of North America's leading freight transportation companies, with a rail network of 32,500 route miles in 28 states and two Canadian provinces. For more than 160 years, we have played a vital role in building and sustaining our nation's economy. The people who built BNSF embodied a unique blend of forward-thinking dreamers and results-oriented business leaders, a tradition that continues today.

We are honored to be recognized as one of Training magazine's Top 125 for the second year.

PRANKINGS 76-80

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2015 Rank	2014 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	93	Valvoline Instant Oil Change Lexington, KY Retail	NFP	2,200 U.S.	9/0/NFP	NFP	NFP	Yes	Yes	
77	44	Cerner Corporation Kansas City, MO Health-Care Information Technology		12,921 U.S. 15,205 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
78	96	New York Community Bancorp, Inc. Westbury, NY Finance/Banking	\$1.4B U.S.	3,626 U.S.	28/15/341	\$4.9M	2.7	Yes	Yes	
79	70	USAA San Antonio, TX Financial Services and Insurance	\$21B U.S.	27,058 27,177 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
80	81	VSP Global Rancho Cordova, CA Health/Medical Services	NFP	4,103 U.S. 5,158 Global	30/10/50	NFP	NFP	Yes	Yes	



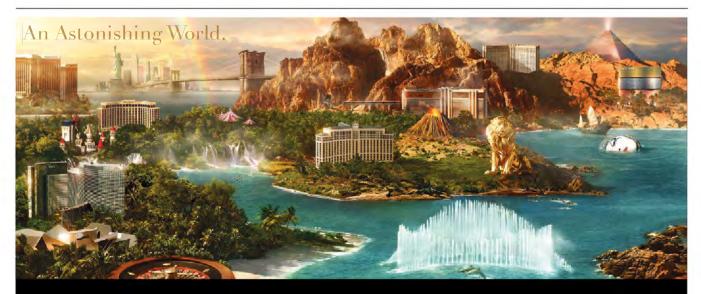
Valvoline Instant Oil Change The Valvoline Instant Oil Change SuperPro certification process is the cornerstone of the company's hourly training program. Every process is taught via a defined training program, demonstrated by the learner, and certified by a manager. Certification consists of three components: 1) Complete all required training for the task (online, ILT, and hands-on) 2) Pass the online assessment 3) Demonstrate the process with 100% accuracy. Processes are grouped together into roles, so that team members who are certified in all the component processes are said to be certified in that role. The roles in which an employee is certified determine job titles, promotions, and compensation.

Cerner Corporation The RevWorks Certificate Sales course familiarizes members of the workforce with the health-care revenue cycle, as well as the Cerner Revenue Cycle brand. Through associate surveys before and after the class, trainers analyze how the course enables associates to have strategic and confident conversations. Taught 19 times in 2013 and educating more than 370 associates, data show an average increase of 62% in associates' self-perceived ability to present the value of Cerner's Revenue Cycle to a CFO. The pipeline of potential deals nearly tripled from the inception of the course in March 2013 to the end of 2013

New York Community Bancorp, Inc. The success of New York Community Bancorp's Elite Program relied heavily on the training, which provided participants with the information, tools, and skills needed to launch the program. The training was developed to mirror the same extraordinary "white-glove" service employees provide every day. Guest speakers came dressed in tuxedos and served breakfast as they greeted participants. By raising the bar in training, the company showed employees that they could do the same with the service they provide. As of September 2014, NYCB had invited 31,058 customers to join the Elite Program and successfully enrolled more than 20%.

USAA "Going above for those who have gone beyond" is a calling that resonates with every employee at USAA. The mission unifies the company's actions; it drives employees to raise the bar on performance every day by reinventing the ways they learn; it lays the groundwork for creating a Gallup Great Place to Work. As a privately held company, all of the energy USAA puts into making learning better is focused on improving the lives of its members and their families. **BP**

VSP Global VSP Global recently implemented a talent pipeline process that is 4 levels deep in its 6 lines of business—CEO through supervisors—helping it differentiate high-potential and high-professional employees in order to ensure VSP Global is enabled to drive growth and operational excellence, sustain its competitive edge, and strategically develop its leadership bench strength. With the pipeline squarely focused on agility, those pipeline candidates will be poised to move throughout the organization, into any job within any of VSP's lines of business.



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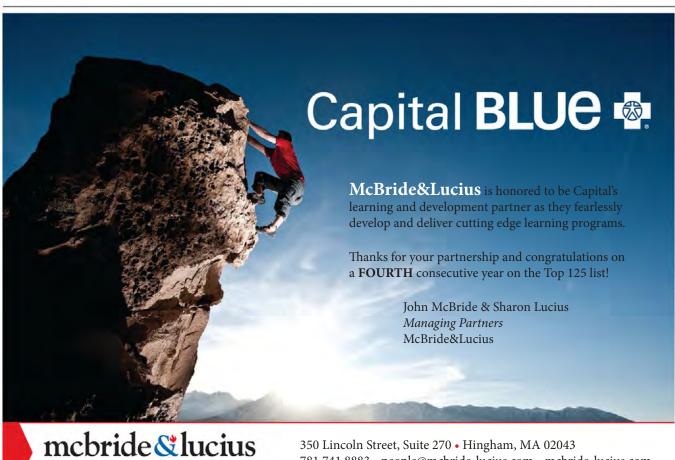


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FIZE RANKINGS 81-85

2015 Rank	2014 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	86	Navy Federal Credit Union Vienna, VA Finance/Banking	NFP	1,2215 U.S. 12,705 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
82	40	U.S. Security Associates, Inc. Roswell, GA Business Services	\$1.2B Global	46,000 Global	14/140/9,800	\$4.2M	0.5	Yes	Yes	
83	76	Tech Mahindra Ltd. Pune, Maharashtra, India IT Services & Solutions	\$1.4B U.S. \$3.1B Global	6,036 U.S. 63,606 Global	NFP/2,694/NFP	NFP	NFP	Yes	Yes	
84	*	Tenaris Luxembourg Manufacturing	\$10.6B Global	3,669 U.S. U.S. 27,400 Global	107/0/1,401	NFP	NFP	Yes	Yes	
85	61	EMC Corporation Hopkinton, MA Technology	\$23.2B Global	60,000 Global	NFP/NA/NA	NFP	3.45	Yes	Yes	



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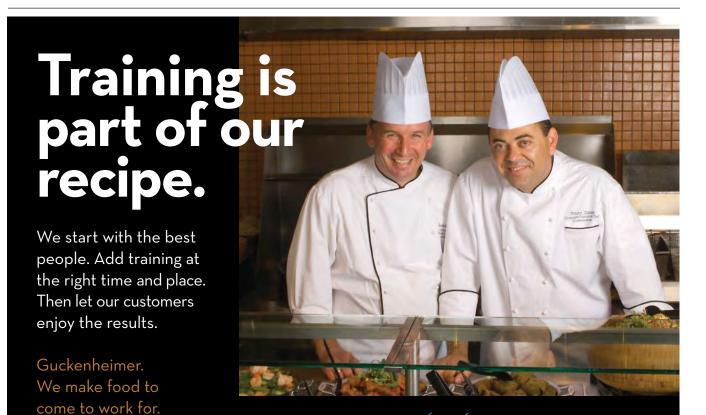
Navy Federal Credit Union Navy Federal leadership in Training departments across the enterprise vocalized a need for in-house trainer training. Motivators for creation of the program included accessible networking and developmental opportunities for trainers and standardization of practices across the organization. Based on the objectives and audience, the approximately 40-hour programs use a blended approach, including classroom instructor-led training (ILT), virtual ILT, e-learning, breakouts, gamification, assessments, scenario-based activities, threaded discussions, job aids, white papers, and current/capstone projects.

U.S. Security Associates, Inc. At USA Security Academy, certified training professionals provide nationwide instruction through live interactive platforms, flexible recorded sessions, and user-friendly Web modules. Leveraging the expertise of its subject matter experts, U.S. Security Associates delivers industry-unique value to its clients with training programs customized to specifications, job complexity, and level of responsibility. It supports accountability and accuracy with technology such as the Daily Trainer, a proprietary site testing tool, and its learning management system, which provides evaluation and storage of defined metrics. USA's investment in training supports its goal of 100% client satisfaction and retention.

Tech Mahindra Ltd. The Project Management for Practitioners (PMfP) program was implemented to re-skill project managers (PMs) to handle new challenges. New role-based, competency-aligned content; flexible delivery; and systemic changes made the program relevant and sustainable. Classroom, weekend, virtual, and modular batches provided delivery flexibility, and e-learning modules provided self-paced learning. Tech Mahindra measured effectiveness through 6 indicators pre- and 2 months post-training. PMfP was linked with career progression for baselining of PM capability. Some 1,300 PMs have been trained through 52 batches conducted by 210 practitioners, yielding 76.08% average knowledge gained, 47% reduction in RED projects, and 47% improvement in project maturity.

Tenaris Tenaris University, working with the Field Services director, set up a training program to certify employees who assist in the customer rig site during the running of tubes. This certification includes courses as well as on-the-job training, working side by side with an expert on at least 6 jobs. Certified employees are valued by customers as they verify well integrity and proper installation, thereby avoiding costly remakes and accidents. Due to the increased knowledge of Field Service specialists and the good reputation Tenaris has achieved through its ever-more qualified team, invoicing levels for running assistance jobs increased 41% from 2012/2013 to 2013/2014.

EMC Corporation In June 2014, EMC upgraded its collaboration platform and integrated its intranet to create a new place for employees to learn about corporate news and to learn, share, and collaborate across borders and organizational boundaries. The goal was ambitious: to change the way EMC works. Within 2 weeks, employee users grew from 44,681 to 61,004 users, a 27% increase. EMC also has seen a 535% increase in documents created, a 250% increase in discussions created, and a 112% increase in replies to discussions.



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TOP RANKINGS 86-90

2015 Rank	2014 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	54	Quicken Loans Inc. Detroit, MI Finance/Banking	NFP	11,549 U.S.	226/0/165	\$27.5M	9	Yes	Yes	
87	65	MasterCard Purchase, NY Technology	NFP	4,400 U.S. 9,300 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
88	80	Cartus Danbury, CT Relocation	NFP	2,130 U.S. 2,985 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
89	*	Ricoh USA Malvern, PA Technology	NFP	27,000 U.S. 10,800 Global	238/0/3,144	NFP	NFP	Yes	Yes	
90	71	Choice Hotels International Rockville, MD Hospitality	NFP	1,198 U.S. 1,463 Global	NFP/NFP/NFP	NFP	NFP	No	Yes	



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Quicken Loans Inc. The Journey is a leadership development program designed for any level of leadership in a scalable way. It aims to help lower turnover rates and increase interest in leadership roles. The program has 6 levels and supports growth as employees journey along their career path. The Journey has a social media element that allows sharing of learning from participants and leaders alike through an online community page. Quicken Loans makes leadership development accessible in all of its company locations, creates partnerships between team members and leaders, and utilizes its brightest leaders to teach the next generation of leaders what they know.

MasterCard The Reverse Mentoring program has played a vital role in MasterCard's success, helping it to overcome barriers and misplaced generational stereotypes, and, as a result, gain a mutual understanding and respect in working together toward the corporate mission. In a recent interview with the Wall Street Journal, MasterCard Chief Human Resources Officer Ron Garrow described how he was paired up with a Millennial employee, Rebecca Kaufman, at MasterCard, who helped him build a presence on social media. This has created an opportunity in building relationships between Millennials and senior staff—with both parties benefitting from providing or sharing their expertise and/or experiences with each other.

Cartus Cartus introduced a mentoring program in which interested employees can apply to be either a mentor or a mentee. Applicants complete a profile of interests, expertise, and experience, and the system matches mentors and mentees based on that information. Once matched, the pair makes arrangements about goals and relationship structure; afterward, they receive system prompts that track their progress throughout the 6-month relationship. Participation in this program has been strong, with 77% of participants confirming their goals had been met.

Ricoh USA Throughout Ricoh's transformation to a services-led business model, Ricoh Learning Institute has been positioned as a driver of change. This is demonstrated through cultural alignment training, which resulted in increased understanding and confidence in the new strategy. In addition, the Portfolio Training Initiative enabled the salesforce to articulate to customers the services-led model that drove increased Professional Services revenues. Finally, Sales leaders were developed to meet the new leadership requirements of the transformed organization. This leadership training resulted in meaningful improvement in both Enterprise Sales and Equipment Sales.

Choice Hotels International Choice Hotels International understands the pace at which change occurs, especially as it pertains to technology learning needs. To address and overcome these challenges, the Talent Development team set out to design, develop, and implement a solution that allows associates the ability to build and manage their individual learning paths. This new solution is called Choice GPS or Gateway to Performance Solutions. In partnership with a third-party software-as-a-service (Saas) solution, Choice GPS provides associates a social learning and collaboration system that connects people and professional development through the use of content curation.



RANKINGS 91-95

2015 Rank	2014 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	100	ValleyCrest Companies Calabasas, CA Landscape Services	\$1B U.S.	11,210 U.S.	6/64/90	\$3.8M	1.2	Yes	Yes	
92	115	Allianz of. America, Inc Minneapolis, MN Real Estate/Insurance	\$7B U.S.	4,496 U.S.	54/0/35	\$1.3M	0.02	Yes	Yes	
93	*	Sacramento Municipal Utility District SMUD) Sacramento, CA Transportation/Utilities	\$1.4B U.S.	2,026 U.S.	26/4/24	\$15M	8	Yes	Yes	
94	*	MasTec - Utility Services Group Coral Gables, FL Construction	NFP	2,200 U.S.	14/16/80	NFP	NFP	Yes	Yes	
95	103	Owens & Minor, Inc. Mechanicsville, VA Health/Medical Services	\$8.7B U.S. \$9B Global	4,900 U.S. 1,800 Global	8/45/30	\$4.5M	1.5	Yes	Yes	



ValleyCrest Companies Field training focuses on practical, on-the-job training in a group setting of 12 to 15 for 3 to 4 hours. This field training is conducted within 1 week of the traditional training to reemphasize the content. Choosing a field platform benefits both the employees and customers by solving routine and non-routine challenges on-site where a majority of ValleyCrest's business is conducted. As a result of this training, 91% of the participants surveyed have requested additional training on different topics in the same format.

Allianz of America, Inc. The "Informal Presentations: How to Prepare, Present, and Persevere" learning program aligns to one of Allianz of America's key priorities: employee development and recognition. This 3-part series uses a blended learning approach, providing an opportunity for real-time practice of new skills/knowledge and coaching/feedback for learners. Exceeding all metrics (Level 1- Level 3), this program closed a skill gap in the Operations group. One learner stated, "This series has been an outstanding learning experience. The constructive feedback is delivered in a safe learning environment, and each participant has an opportunity to apply tips and techniques to improve presentation quality. I use these skills in my everyday job to work more effectively with project stakeholders."

Sacramento Municipal Utility District (SMUD) "Building Leadership Talent" is a 12-month experiential learning program that integrates psychometrically validated assessments, individual development plans, a group community project, and peer-to-peer team presentations. As part of the self-discovery phase, participants take 7 assessments, including a 360-degree feedback survey based on leadership competencies. Participants also develop and manage a large-scale community project. The 2013/2014 team's project focus was the St. John's shelter for women and children in Sacramento. This is the seventh consecutive year SMUD has delivered the Building Leadership Talent Program. Some 48 percent of all participants received promotions following program completion.

MasTec - Utility Services Group A New Employee Orientation program rolled out as reinforcement to the "Safety Is You" initiative. The campaign communicated and emphasized the importance of each employee's commitment, involvement, and accountability around working safely. This initiative and subsequent training rollout has had a positive impact on the organization's safety record, and ultimately, the bottom line. MasTec's Utility Services Group saw a year-over-year 60% decrease in OSHA recordable incidents and a significant decrease in the severity of incidents. Additionally, the group saw an 81% decrease in incurred Workers' Compensation claims.

Owens & Minor, Inc. Driving Operational Excellence is designed to improve productivity through a warehouse simulation. It is designed for 8 people who work in teams of 4 on a typical warehouse task such as boxing, transporting, and storing packages. As 1 group participates, the other group observes and prepares to provide feedback. After the simulation, teams self-examine and debrief what they did. They also receive feedback from the observing team. Each team is given an opportunity to improve its processes during a second round, which is made more challenging because the behaviors and rules have changed. Early results indicate a 9% increase in performance.

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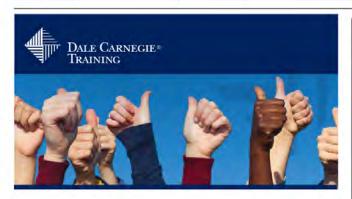
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TOP RANKINGS 96-100

2015 Rank	2014 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	124	Consigli Construction Company, Inc. Milford, MA Construction	NFP	680 U.S.	2/2/35	NFP	NFP	Yes	Yes	
97	62	Allied Global Newmarket, ON, Canada Business Services	NFP	113 U.S. 1,230 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
98	101	American Fidelity Assurance Company Oklahoma City, OK Real Estate/Insurance	NFP	1,709 U.S.	12/1/142	NFP	3	Yes	Yes	
99	95	Healthways, Inc. Franklin, TN Health/Medical Services	\$663.3M Global	2,604 U.S. 2,804 Global	40/5/50	\$4.7M	2.1	Yes	Yes	
100	107	Microchip Technology Inc. Chandler, AZ Technology	\$365.6M U.S. \$1.9B Global	2,714 U.S. 5,012 Global	33/16/442	\$5.3M	2	Yes	Yes	



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Consigli Construction Company, Inc. Consigli Construction designs and develops its own Web-based courses for employees to have on-the-job and just-in-time training. The WBT library hosts courses that provide new information such as "LinkedIn 101: What is LinkedIn and how can it be used at Consigli?" and "Landmark Restorations Principles," courses that supplement instructor-led training such as the series of courses called "Let's Review Lean" (which quiz employees on class content to highlight and reinforce the most important concepts), and video demonstrations for software rollouts (Procore Project Management tool, Gateway App for iPads) and changes to processes (how to submit a performance review, how to access important forms on the intranet).

Allied Global Mentoring happens as part of Allied Global's Coaching Culture and consists of its managers, program leads, and/or executives being paired up with individuals who are assessed for strengths and weaknesses. This journey will demonstrate the individual's ability to learn new skills and grow into future roles. The company has found that this type of mentoring has led initiatives to engage its agents, helping them improve their skills and get involved and interested in the business beyond their usual duties. This, in turn, has assisted in improving Allied Global's retention rate.

American Fidelity Assurance Company American Fidelity Assurance implemented a new Customer Service Certificate. To earn the certification, colleagues must take 5 online customer service courses in addition to an instructor-led course. There are knowledge tests along with each course to be sure colleagues are learning the content. Colleagues from customer service or any other area of the company can earn the certification. Colleagues can voluntarily sign up to earn the certificate or it can be assigned as a task by their managers.

Healthways, Inc. Healthways' AIM HIGH program recognizes, develops, and retains female executive leaders. This high-potential professional development program builds momentum among executive women, connecting them more intentionally. The program also creates specific opportunities for participants to pay it forward by coaching, mentoring, developing, and supporting other high-potential women critical to the company's future success. A key component to the success of the program is the mentoring pairings—12 mentors and their mentees connect frequently for the purpose of networking, best practice sharing, and career development. Retention is 100% for this group, plus 2 of the 24 participants have moved into new key seats.

Microchip Technology Inc. Microchip's Large Account Management Process (LAMP) sales training consists of 6 weeks of pre-work on a high-priority "live account" by a cross-functional team, including sales leaders, plus 2 days of classroom training. During short sessions that are tied to Microchip's selling approach, participants identify and define relationship position, then create a comprehensive sales strategy and plan that is "pressure-tested" by all the class participants in a formal process. With manager support and coaching, the plan is executed immediately with key accounts. An example of LAMP training success includes being awarded one of the largest single pieces of business in Microchip's history.

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TOP RANKINGS 101-105

2015 Rank	2014 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	112	Cognizant Technology Solutions Teaneck, NJ, Technology	NFP	30,010 U.S. 171,400 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
102	97	Kimberly-Clark Corporation Roswell, GA Manufacturing	\$10.5B U.S. \$21.1B Global	13,000 U.S. 45,100 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
103	94	New York Life Insurance Company New York, NY Real Estate/Insurance	\$36B Global	9,356 Global	231/15/416	NFP	5	Yes	Yes	
104	*	PAREXEL International Waltham, MA Health/Medical Services	NFP	4,164 U.S. 16,299 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
105	*	Cisco San Jose, CA Technology	\$27.8M U.S. \$47.1B Global	28,566 U.S 75,725 Global	32/1/0	\$33.5M	0.5	Yes	Yes	





Cognizant Technology Solutions CasKade is a futuristic IT capability and proprietary assurance-based learning framework that assures skill improvement through structured assessment. The CasKade journey involves 3 stages: Diagnostics Phase: Skill gap assessment; Capability Development Phase: Personalized learning for workforce capability management; Assurance Phase: Certifying through skill assessments, SMART goal tracking, and SKI shifts. CasKade offers a cost-effective framework that assures capability uplift through its modularized and tailored learning curriculum. It promotes self-directed learning and enables improved predictability of performance through skills audit and profiling.

Kimberly-Clark Corporation Kimberly-Clark will deliver better results once every member of its team is focused on personal accountability, giving honest feedback, and working on bringing its "One K-C" vision to life. The "One K-C Culture of Accountability" initiative drives that. How employees operate with one another and with their customers is as important as what K-C makes. Nearly 90% of salaried employees globally, and more than 95% senior leaders (directors and executives) have completed the training. As a result, the overall engagement score rose 2 points, from 75 in 2010 to 77 2013, and the enablement score rose 4 points, from 68 to 72.

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 continues to utilize a new online tool allowing each employee to create a plan for managing their career development. Understanding employees' unique learning profiles, "My Development Blueprint," offers 3 integrated paths to knowledge: learning through experiences, learning through relationships, and learning through education. The tool provides employees with access to thousands of activities outside of a classroom setting; this solutions-based approach continues to successfully promote engagement and development.

PAREXEL International PAREXEL's Site Manager Basic Training (SMBT) supports Clinical Research Associates (CRAs) as they learn the most critical functions that their clients depend on. The 9-day onboarding training is built around all the phases of a clinical study. Through discussion, coaching by managers, online simulations, and role-plays, CRAs experience not just the content but the context of their job. The business goal is to have the CRAs 90-95% billable (able to perform work that is billed for) in their first 60-90 days. Within the U.S., billability numbers for new hires have reached a steady 92-95% within the first 60-90 days of hire.

Cisco Leadership Breakthrough is a high-potential leadership development experience for directors and principal engineers in Cisco's Development Organization. The program strengthens leadership capability in customer centricity, shaping strategy, building capability, leading change, and developing self. Directors are challenged and developed through a 6-month journey that includes assessment against Cisco's leadership competencies, simulation, residentials, executive coaching, and action learning projects. Business Impact study results reveal that 73% of participants have increased the engagement of their team members, 71% have built better relationships with key stakeholders, and 78% have demonstrated a greater focus on Cisco customers.



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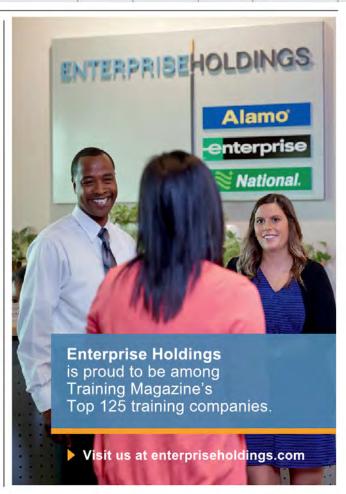
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TOP RANKINGS 106-110

2015 Rank	2014 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	
106	109	Special Response Corporation Hunt Valley, MD Emergency Security Services	\$10.2M Global	331 U.S. 332 Global	23/8/4	\$500,000	5	Yes	Yes	
107	*	Navient Newark, DE Loan Management/ Asset Recovery	\$2.3B U.S.	6,200 U.S.	56/169/240	NFP	0.45	Yes	Yes	
108	*	ConServe Fairport, NY Finance/Banking	NFP	595 U.S.	11/0/30	NFP	NFP	Yes	Yes	
109	*	Dominion Enterprises Norfolk,VA Technology, Internet Advertising and Marketing	NFP	3,136 U.S. 3,215 Global	47/14/70	NFP	NFP	Yes	Yes	
110	*	NIIT Atlanta, GA Business Services	NFP	82 U.S. 2,642 Global	10/55/35	NFP	NFP	Yes	Yes	





Special Response Corporation During first quarter 2014, Special Response Corporation completed 3 training classes. For 1 training class in Tampa, FL, 20 students had the opportunity to attend both the 40-hour Florida State-mandated security training and the 60-hour Special Response Corporation Basic Security Training. Attendees also had the opportunity to learn from experienced supervisors and fellow team members. This specialized training allowed these individuals to transition straight to an active job assignment. 75% of the students who attended this training are still active employees currently.

Navient "Developing Future Managers" is specifically designed for Navient representatives and is the first step in the supervisory development process. It aims to develop leadership "bench strength." Participants are those who have expressed an interest in management and also have been identified by management as high-potential employees. 9 1-hour modules are delivered on a monthly basis. Representatives are introduced to a variety of skills that will help them transition into more responsible positions. In the last year, of the representatives who participated in this program, 41% were promoted to senior collector, 15% were promoted to supervisor, and 9% were promoted to unit collection manager.

ConServe ConServe University is creating a world-class culture through its partnership with Dale Carnegie Training of Rochester, NY. To measure the effectiveness of each class, Dale Carnegie provides 360-degree assessments, along with a Learning Transfer System Inventory (LTSI) report. On a scale of 1-5, in the area of motivation to transfer these skills, ConServe has seen an average score of 4.21, and its average positive personal outcome score is 4.14.

Dominion Enterprises In early 2014, Dominion Enterprises launched a set of online tools that can be used in different ways to support the ongoing development of technical staff, including tools they can use to think about and plan for their own career development. Dominion provided formal training to managers to prepare them to use these tools to discuss employees' future career development and build appropriate development plans. This initiative involved developing a framework based on best practices and describing what a "good job" looks like at each level in one's career.

NIIT The company continues to incorporate tested models in evaluating and assessing the impact of the learning function. It uses a four-fold process of evaluating learning outcomes: 1) Collating participants' response 2) Analyzing learning outcomes 3) Tracking the impact of knowledge transfer to workplace reality 4) Mapping impact on quality, productivity, and growth. For trainings where the feedback score is 4.3 or below, NIIT does a root cause analysis to identify the causes of a failure in training by discussing with the trainer and speaking to the participants. It then decides on the appropriate action, which may involve a reinforcement session or assignment or change in content or design.

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TOP RANKINGS 111-115

2015 Rank	2014 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time/Part-Time/SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimburse- ment	Training Infrastructure	
111	*	MGM Resorts International Las Vegas, NV Tourism	\$6B U.S. \$9.8B Global	62,000 U.S. 68,000 Global	100/1,000/25	\$4.1M	1	Yes	Yes	
112	*	Office of the Comptroller of the Currency Washington, DC Government and Military	NFP	3,903 U.S.	NFP/NA/NFP	NFP	NFP	Yes	Yes	
113	*	Ascend Federal Credit Union Tullahoma, TN Finance/Banking	NFP	407 U.S.	7/8/58	NFP	3.39	Yes	Yes	
114	*	PetSmart Phoenix, AZ Retail	\$6.8B Global	50,639 U.S. 54,406 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
115	*	EMD Millipore and EMD Serono Rockland, MA Health/Medical Services	NFP	4,570 U.S.	6/4/20	NFP	NFP	Yes	Yes	

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MGM Resorts International "Inspiring Our World" is a training method MGM Resorts uses to inspire employees and deliver the company mission: 3 days, 9 shows (written and performed by employees with a personal appearance by the CEO at each), delivered to 41,000 employees. The show was a musical journey, including costumes, choreographed routines, and songs conveying MGM Resorts' company initiative of diversity, sustainability, and corporate social responsibility. As a result, all employees leave "Inspiring Our World" as a "Diversity Champion." Employee Opinion Surveys show increases in employee feelings and attitude toward the company. The show was performed by invitation at the CR Commit Forum Conference in New York City and the U.S. Chamber of Commerce Business Civic Leadership Center in Washington, D.C.

Office of the Comptroller of the Currency Continuing Education's mission is to develop a competent workforce by providing the right training, at the right time and cost. To meet these goals, the Office of the Comptroller of the Currency (OCC) implemented a Web-based solution that meets the requirements of the Fair Lending course. The course is designed as a blended learning course combining 2 modes of instruction: online modules and exams, and facilitated virtual class sessions with a geographically dispersed audience. The OCC acquired Adobe Connect to support its efforts to improve and expand the use of virtual classroom technology to develop a competent OCC workforce and reduce travel-related expenses. This initiative has resulted in an annual savings of \$204,000.

Ascend Federal Credit Union Ascend Federal Credit Union recognizes that its members' experiences create its brand, and serving members effectively is each employee's top priority. Sales and Service training teaches employees to consult with members and develop relationships, allowing the organization to identify their needs. AFCU does not simply sell products or services to members to meet a quota, but educates members on what best meets their needs and helps improve their financial lives. Since beginning Sales and Service training, AFCU has seen an 8% increase in the number of members, with current memberships topping 147,000. The most recent member service survey reported a 94% satisfaction rate.

PetSmart LEAD (Leadership Excellence Assessment & Development) is a 5-day leadership development program for store and distribution center leaders. Participants travel to PetSmart's headquarters and are exposed to a multitude of foundational leadership concepts, such as Blanchard's Situational Leadership Model, delegation, change management, developing individuals to build high-performing teams, and getting business results. Senior leadership team members help deliver messaging and serve on panel discussions on leadership lessons. PetSmart facilitates multiple team activities to inspire creative thought in exemplifying and applying leadership lessons taught. Level 4 results indicate that LEAD participants delivered a 5% increase in both operations and behavioral performance.

EMD Millipore and EMD Serono The Management Development Programs accelerate business decisions, increase innovation and the ability to lead change, and drive higher organizational performance. Both the Advanced Management Program and the Managerial Foundations Program take a blended learning approach of classroom training, e-learning, and peer or leadership coaching. Individuals are nominated to participate in both programs, which consist of 2 modules covering topics such as team performance, change management, strategic thinking, and innovation. Previous graduates are asked to be sponsors and act as informal mentors. Programs effectiveness has been 90%, and a few participants have been promoted to new roles since the session.



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RANKINGS 116-120

2015 Rank	2014 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	*	Tata Consultancy Services Limited Mumbai, Maharashtra, India Technology	NFP	24,379 U.S. 300,464 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
117	*	Guckenheimer Redwood Shores, CA Hospitality	NFP	2,500. U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
118	*	Monitronics International, Inc. Dallas, TX Alarm Monitoring and Security Services	\$451M U.S. \$449M Global	1,066 Global	15/0/60	\$1.2M	3	Yes	Yes	
119	*	Otsuka America Pharmaceutical, Inc Princeton, NJ Pharmaceutical & Medical Devices	NFP	700 U.S. 24,595 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
120	*	ERA Franchise Systems LLC Madison, NJ Real Estate/Insurance	NFP	50 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	

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Blue Cross Blue Shield of Michigan is proud to be in the top five of Training magazine's Training Top 125. This recognition is a tribute to our outstanding employees and their tireless commitment to the people we serve.



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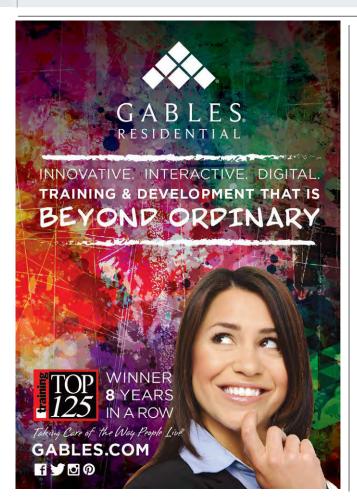
Tata Consultancy Services Limited An important tool in creating a collaborative learning culture is the proprietary social learning application, Knome (pronounced "know-me"). The organization's marriage of the social media connection for its employees results in people naturally forming communities to get things done, to discuss ideas, and to have fun. Nearly half of the 300,000 employee population actively participates in social learning on the job, making it the biggest social learning community. With 75,000+ employees on the Learning & Sharing community, collaborative learning through social networks is a large differentiator, placing Tata Consultancy Services on the path of innovation and growth.

Guckenheimer Continuous Process Improvement (CPI) is based on 7 steps to analyze barriers to performance improvement, prioritize the barriers, and develop a plan to overcome them, thus improving the process and performance. The training process started at the top with a seminar for the Executive Team that included workbooks, activities, and role-plays. Classroom training then was scheduled in 7 geographic areas for front-line supervisors. Once training was completed, each participant had to use the process in addressing a real-life operational problem. The CPI team evaluated the completed exercise. In some cases, the CPI team visited the site to provide individualized coaching and feedback.

Monitronics International, Inc. In 2013, Monitronics redesigned its new hire training program, including overhauling and rebranding the existing online help systems; initiating a mentor program; writing knowledge checks aimed at assessing higher orders of thinking; and creating corresponding participant workbooks, facilitator guides, and visual aids. This redesign led to shortened class lengths, contributing to a 30% reduction in labor costs associated with training, as well as expanded the role of active learning (games, simulations, and role-play) to minimize information transmission and emphasize skill development. This initiative directly contributed to increasing new hire retention rates by 14% and exceeding learner performance goals by 11%.

Otsuka America Pharmaceutical, Inc. Otsuka Business Institute (OBI) is a mobile platform-based corporate virtual university that delivers required and ondemand learning and development solutions. The OBI technology platform integrates multiple learning delivery and management technologies, artificial intelligence capabilities, a recommendation engine, a gamification framework, and social media-like learning support tools. Learners also can build their own simulations or games. All skills, learner requirements, and preferences are tracked and monitored by the OBI Artificial Intelligence engine that enables adaptive learning paths, comprehensive learning analytics, and socio-cognitive scaffolding.

ERA Franchise Systems LLC Leadership Academy uses all methods of teaching, including live, virtual, and self-paced. Companies that went through Leadership Academy had an 18% increase in the number of productive agents in their company compared to an increase of 5% for the rest of ERA companies. There was also a Leadership Academy increase of 17% in per person productivity versus a 6% increase for all other ERA companies.





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TOP RANKINGS 121-125

2015 Rank	2014 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time/Part-Time/SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimburse- ment	Training Infrastructure	
121	*	Enterprise Holdings (Enterprise Rent A Car) St. Louis, MO Transportation/Utilities	\$17B Global	72,500 U.S. 85,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
122	*	Hagerty Insurance Traverse City, MI Real Estate/Insurance	NFP	617 U.S. 650 Global	6/4/35	NFP	NFP	No	Yes	
123	*	Pacific Gas & Electric San Francisco, CA Transportation/Utilities	\$15.6M U.S.	22,000 U.S.	134/50/1,687	NFP	NFP	Yes	Yes	
124	*	Health Decisions, CRO+ Durham, NC Health/Medical Services	NFP	70 U.S.	NFP/NFP/NFP	\$440,500	NFP	Yes	Yes	
125	*	PPL Electric Utilities Allentown, PA Transportation/Utilities	NFP	2,292 U.S.	31/0/0	NFP	NFP	Yes	Yes	



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Enterprise Holdings Open Minds Open Doors diversity training begins in new hire orientation with an introduction to diversity; employees complete 2 additional modules within the first year. Newly promoted supervisors complete Cross-Cultural Communication, and newly promoted managers complete Cross-Cultural Leadership. Topics include: diversity mission statement, business case, company initiatives, mentoring, cross-cultural communication with employees and customers, coaching a diverse team, sustaining an inclusive work environment, and supporting equal opportunity for career advancement. Since the program's implementation, Enterprise has achieved a 13 percent increase in women and an 11 percent increase in minorities in top management positions.

Hagerty Insurance Hagerty doesn't just insure classic cars, it fuels its clients' experience of ownership and engagement, and promotes the cultural value of collecting globally. To deliver on its vision, Hagerty provides all of its employees with the experience of restoring a classic vehicle; 69% of the participants in 2013 were client-facing employees. Participants spend time at the Hagerty Garage working alongside fleet specialists who provide all of the tools and instruction for the day's events. Projects include cleaning, sanding, body work, paint, installing engine and transmission, and installing interior components. To date, 3 Employee Vehicle Restoration Projects have been completed, including a 1930 Model A that was driven by an employee for a full year (www.365daysofa.com).

Pacific Gas & Electric PG&E Academy virtual learning courses leverage direct video and audio connectivity, student polling and assessment questions, hands-on application sharing, video playback, screen layout changes, and student status reactions (such as agree/disagree). Time in training also is adjusted, from multiday instructor-led training to short-duration virtual learning sessions that are blended with other training delivery types as needed to ensure the highest learning impact over time. To date, in moving from physical classroom sessions to instructor-led virtual sessions, PG&E Academy has calculated cost savings for the business in the amount of \$699,011 due to reduced miles driven and elimination of hotel and conference room charges.

Health Decisions, CRO+ Health Decisions identified possible operational cost savings by boosting employee telecommuting participation. Executive leadership collaborated with the Training department to support this initiative. Using ADDIE methodology to analyze enterprise needs, training was assigned to both managers and general employees. The end product was a blended learning approach that began with instructor-led manager training delivered 30 days prior to the start of employee training. Using the LMS, staff reviewed online course material and then reviewed department-specific requirements with their managers in a 1-on-1 setting. As a result, Health Decisions now provides telecommuting to more than 42% of employees at least once per week, and will use post-training surveys to assess training's long-term effectiveness.

PPL Electric Utilities Storm Damage Assessors are the first line of information during a storm. These individuals are tasked with patrolling PPL Electric Utilities lines and identifying damage to the system. The initial training is a 1-day classroom session that introduces students to devices, their operating statuses, patrolling techniques, and reporting. Assessors then are required to attend a JPM class where they visit a simulated down line in PPL's physical training yard and must perform a patrol and written assessment of the line. A yearly refresher course is required and delivered via Web-based training. Storm Damage Assessors also are invited to participate in PPL's system-wide biannual storm drill.





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