

training

TOP

125

Top companies realize how vital training is to their success and continue to invest in it, even in trying times. First-time No. 1 winner Farmers Insurance puts such a premium on learning that its new national advertising campaign showcases learning taking place at the University of Farmers. The 2011 Top 125 companies collectively dedicated an average 6.7 percent of their payroll to the training budget—and they have the business results to show for it. Some 27 newcomers earned a spot on the list this year, the 11th in a row *Training* has ranked the top companies of employer-sponsored workforce training and development.

As usual, each Top 125 company was measured on quantitative (75 percent of total score) and qualitative (25 percent of total score) data. Factors influencing the rankings include: Training tied to business objectives • Demonstrable results • Number of trainers • Employee turnover and retention • Leadership development • Tuition assistance • Training technology and infrastructure • Certification • Training budget and percentage of payroll. And much, much more. An outside research and statistical data company, under the guidance of *Training* magazine, scored companies on this data supplied by applicants. Then, our editors and the *Training* Top 10 Hall of Famers qualitatively reviewed the applications.

Best Practices and Outstanding Training Initiatives also are recognized in this issue (beginning on p. 94). Learn about Automatic Data Processing, Inc.'s Leaders In Action; Quicken Loans' Quicken's Got Talent; EMD Serono, Inc.'s Virtual Preceptorship; and more. Plus we induct two new members—PricewaterhouseCoopers and KPMG LLP—into the Top 10 Hall of Fame. Congratulations to this year's Training Top 125!

2011 Rank	2010 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time / Part-Time / SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimbursement	Training Infrastructure	Additional Information
1	6	Farmers Insurance Los Angeles, CA Real Estate/Insurance	\$14.6B US	92,680 US	349 / 696 / 275	NFP	3.15%	Yes	Yes	Farmers Insurance With the PowerUp! Program, a new-hire letter confirms the offer and introduces the process. A welcome kit maps their six-month journey. Five videos explain Farmers' values, brand, size/facilities, and community engagement. An Employee Benefit Webinar takes place every Monday. Six online courses cover culture, company structure, products and distribution, benefits, and work environment. Structured boss and peer relationships are complemented by a six-month pulse check and support tools such as a Peer Guide Tool Kit, Manager Tool Kit, and a new-hire Website. Business units participating in PowerUp! experienced 57 percent decrease in new-hire turnover, resulting in savings of \$9 million. BP
2	19	The Economical Insurance Group Waterloo, Ontario, Canada, Real Estate/ Insurance	NFP	2,560 Global	NFP / NFP / NFP	NFP	NFP	Yes	Yes	The Economical Insurance Group The TEIG Online Book Club is an interactive Web-based collaboration tool that invites employees to read best-selling business books prior to joining the online book club event in Dialogue's virtual classroom environment. Using Dialogue Live to host an interactive Webcast, TEIG's facilitators lead discussion on the book's key learning points while involving the participants through voice, visual, and chat functionality. In 2010, TEIG hosted three live Online Book Club events in both French and English. Participation in a live event represents approximately 5 percent of employees.
3	4	Verizon Basking Ridge, NJ Communications	\$107B Global	193,878 US 205,837 Global	1,135 / 355 / 1,641	NFP	NFP	Yes	Yes	Verizon A newly automated scorecard for VZW Customer Service new hires shows data for all graduated classes in their first 30, 60, and 90 days post-training. The scorecard compares graduates' performance in all core metrics of their job to their embedded-base counterparts and to their Performance Agreement targets. The results drive curriculum, trainer delivery, and classroom management improvements.
4	9	SCC Soft Computer Clearwater, FL Health-Care IT	\$111M Global	680 US 1,575 Global	34 / 8 / 86	\$4.2M	8.30%	Yes	Yes	SCC Soft Computer With an emphasis on onboarding, SCC developed an interactive Web-based session called A Day in the Life of General Hospital. Participants assume the roles of hospital staff as they work through an online tutorial and do a walk-through of what it's like to work in a hospital setting or reference lab using SCC's laboratory information systems. HR provides an introduction to SCC policies and procedures, generational and cultural diversity training, a review of FDA regulations and the resulting standard operating procedures, and an in-depth review of employee resources. HR continues to develop a series of online videos for new hires. OTI
5	21	The PNC Financial Services Group, Inc. Pittsburgh, PA Finance/Banking	\$16.2B US	56,456 US	387 / 2 / 1,670	NFP	NFP	Yes	Yes	The PNC Financial Services Group, Inc. The Asset Management Group's Advisortrak program is reserved for advisors who are selected by their regional managing directors and approved by executive management. Three rotations of 30 employees attend the three-month program each year. The course is composed of online courses, practice teleconferences, a two-day instructor-led classroom, and an online final exam. Participants deliver a 45-minute mock client presentation to an internal certification board of evaluators. Feedback commentary, video, and results are provided to the advisor. On average, the Advisortrak graduates achieve a \$63,000 increase in revenue per year compared to non-participants. OTI

* New entry; not ranked in the 2010 Top 125

NFP Information provided, but not for publication ND Information not disclosed N/A Not applicable BP Honored for Best Practice OTI Honored for Outstanding Training Initiative

2011 Rank	2010 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	Additional Information
6	16	EMC Corporation Hopkinton, MA Technology	\$7.3B US \$14B Global	24,000 US 40,000 Global	542 / N/A / N/A	\$127M	4.20%	Yes	Yes	EMC Corporation Last year, EMC launched Sustaining High Performance, an offsite, residential four-day program for EMC's high-potential leaders offered in partnership with Northeastern University. This program was built to offer high potentials an opportunity to use their business and financial acumen to identify and justify opportunities for profitability for EMC. Teams are formed and proposals on innovative solutions to real EMC business challenges are presented to a panel of EMC executives. One of these proposals is currently a finalist for the annual EMC Innovation conference.
7	17	United States Navy Washington, DC Government and Military	\$81.3B US \$169.9B Global	139,904 US 330,772 Global	14,355 / 1,386 / 3,051	\$4B	5.50%	Yes	Yes	United States Navy More than 94 percent of United State Navy sailors and officers will see foreign shores and meet individuals from allied and adversarial cultures. The Navy developed its LREC program to train employees to effectively interface with different cultures. LREC's delivery mechanisms include mobile training teams, individual tutors, distance learning, and mail-order delivery of training materials. All senior executives being assigned abroad receive LREC-generated language training. They attend a regularly scheduled formal foreign language course; have one-on-one tutoring; and participate in a self-paced language learning program.
8	3	Vanguard Malvern, PA Finance/Non-Banking	\$2.3B Global	12,144 US 12,449 Global	33 / 50 / thousands	\$3M	NFP	Yes	Yes	Vanguard Some 80 percent of Vanguard's first-line leadership positions are filled internally. The Launch to Leadership program is tailored to high-performing crew showing readiness for leadership. Selection is based on a rigorous screening process followed by a nine-week program consisting of 34 hours of instruction by senior leaders and 17 hours of on-the-job enrichment activities with their direct managers. To date, 47 percent of the graduates have assumed leadership roles. Within three months in a first-line supervisor's role, all leaders attend Leading the Vanguard Way, a one-week program taught completely by senior officers.
9	8	Microsoft Redmond, WA Technology	NFP	88,365 Global	NFP / NFP / NFP	NFP	NFP	Yes	Yes	Microsoft The Microsoft Mentor Program is broken out into two components: career development mentoring and peer mentoring. Career development mentoring is focused on career and professional development through structured, year-long, cross-group mentoring partnerships. Peer mentoring is a less structured approach to mentoring, focused on work-related knowledge transfer (primarily among members of the same team) and typically facilitated by the apprentice's manager. Supporting infrastructure includes a portal that facilitates mentoring relationships, matching assistance within specific developmental programs, and a social networking application that allows people to connect with each other.
10	78	CareSource Dayton, OH Health/Medical Services	NFP	930 US	3 / 8 / 38	NFP	NFP	Yes	Yes	CareSource Annually CareSource University staff facilitates a strategy session for all levels of management within the Operations function. During these sessions, cross-functional groups are formed to "Discover" what currently is going well, "Dream" about how to create a future supporting the company's business plan, and "Design" the critical themes that will become goals for the coming year. CSU also utilizes discussion boards, wikis, and document libraries to extend learning transfer between classes and collaborate on key cross-functional team projects. Within the four-part Exploring Leadership program, participants must consider the content, formulate an opinion or perform research, and compose a unique response.
11	31	Edward Jones St. Louis, MO Finance/Banking	\$3.4B US \$3.5BB Global	37,573 US 40,768 Global	266 / 14 / 5,538	\$55.5M	3.00%	Yes	Yes	Edward Jones The primary method for identifying future leaders from the field—the largest employee population—is LDC workshops for financial advisors and regional leaders. During one- or two-day LDC sessions, a dozen participants role-play, work on case studies, make presentations, and develop projects addressing firm challenges. Outside observers provide feedback based on firm success competencies, then discuss leadership prospects for each participant and provide follow-up coaching. This process helps select all 228 regional leaders and future principals.
12	23	Best Buy Co., Inc. Richfield, MN Retail	\$37.3B US \$49.6B Global	137,500 US 181,000 Global	268 / 1,605 / 5,350	NFP	7.69%	Yes	Yes	Best Buy Co., Inc. A new program called Talent Mobility was introduced at the corporate campus. It is designed to develop a broader set of skills within the organization's talent pool and pave the way for talent growth opportunities for employees throughout the company. Cross-functional assignments are made available to serve short- and long-term needs while allowing employees to opt in to opportunities that match their passions and development goals. Employees assuming one of these roles remain in their current position but are able to work on assignments that play to their strengths and passions.
13	18	Shaw Industries, Inc. Dalton, GA Manufacturing	NFP	24,732 US 25,186 Global	NFP / NFP / NFP	NFP	NFP	Yes	Yes	Shaw Industries, Inc. Shaw Learning Academy partnered with the manufacturing division to develop the START Industrial Maintenance Trainee Program to develop its own internal feeder pool of maintenance talent. The six- to eight-month training program includes classroom and online training; hands-on lab exercises with coaching; "real-world" experience in manufacturing facilities; and mentoring from existing, skilled maintenance associates. Of the 56 associates who have participated in the trainee program over the last 30 months, 92 percent are still with the company and 42 percent of the associates have received a promotion of at least one level since graduating the program.
14	15	Miami Children's Hospital Miami, FL Health/Medical Services	NFP	3,027 US	NFP / NFP / NFP	NFP	NFP	Yes	Yes	Miami Children's Hospital An aging clinical workforce made job rotation the only means to support long-term career needs at Miami Children's Hospital. Based on the leader's career interest, 10 percent of leaders were selected to lead new areas of responsibility. The CEO emphasizes leadership as a function in itself and challenges leaders to think of themselves as leading "projects" rather than leading "departments." As a result of this paradigm shift, 10 percent of leaders, in highly visible positions, have ventured from clinical responsibilities to project management or vice versa.
15	14	Cerner Corporation Kansas City, MO Technology	\$1.3B US \$1.6B Global	6,403 US 7,856 Global	NFP / NFP / NFP	NFP	NFP	Yes	Yes	Cerner Corporation With uCern, Cerner's professional and knowledge networking system for associates and clients, users share what they know based on solution, clinical venue, project, professional interest, etc., and other users then become consumers of that knowledge. For example, the Learning Center space on uCern enables users to find formal learning events; discuss best practices for developing learning assets; and share learning materials, such as job aids, videos, and solution support guides. Users participating in online discussions or posting information can click the new Manage Learning widget on that same page and search for and enroll in or begin tracked online or on-ground learning activities.

* New entry; not ranked in the 2010 Top 125

NFP Information provided, but not for publication **ND** Information not disclosed **N/A** Not applicable **BP** Honored for Best Practice **OTI** Honored for Outstanding Training Initiative

2011 Rank	2010 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		Additional Information
16	48	University of New Mexico Hospitals Albuquerque, NM Health/Medical Services	\$645M US	5,969 US	68 / 8 / 91	\$10.8M	3.20%	Yes	Yes		University of New Mexico Hospitals “Speed Networking” has become one of the hallmarks of UNM Hospitals’ mentoring program. These two-hour sessions provide up to 15 mentees with the opportunity to meet and dialog with 15 mentors in a fast-paced, focused conversation. These quarterly sessions provide the mentee with exposure to multiple leaders’ guidance and tips and networking opportunity. The formal mentor program pairs less experienced leaders with a seasoned leader (who has demonstrated success in the organization). Each pair receives a “Mentorship Program Partnering Guide,” which provides information on their roles, structure for monthly meetings, and ideas for development activities and relationship building.
17	2	Automatic Data Processing, Inc. Roseland, NJ Business Services	NFP	29,872 US 47,000 Global	651 / 22 / 300+	NFP	NFP	Yes	Yes		Automatic Data Processing, Inc. The Management Development Program covers fundamental skills a new manager needs including: transitioning to manager, business acumen, interpersonal skills, managing individuals and teams, and career development. Through a blended learning approach in 2010, 350 global participants attended in cohorts of 16 people for 12 months. Relationship managers facilitate the learning so participants can practice their new skills with individualized coaching and feedback. Participants complete a capstone project in which they demonstrate how they have applied what they have learned over the course of the year. Managers also participate in a variety of role-specific programs within their business functions. BP
18	68	Mohawk Industries, Inc. Dalton, GA Manufacturing	\$5.3B Global	21,161 US 27,464 Global	NFP / NFP / NFP	NFP	NFP	Yes	Yes		Mohawk Industries, Inc. Mohawk recognizes that training must impact the employee’s life outside of the organization. Therefore, after learning that 40 percent of employees did not have a primary care physician, the company launched a wellness program to help employees manage chronic diseases. More than 20 on-site health-care clinics now provide both episodic care and chronic disease management to employees; this was expanded to include spouses in 2010. Last year, Mohawk also introduced healthy life coaches to address ongoing chronic health issues through diet, exercise, and education about medication and support.
19	12	Chesterfield County, Virginia Chesterfield, VA Government and Military	\$715M US	4,362 US	29 / 26 / 657	\$4.2M	2.24%	Yes	Yes		Chesterfield County, Virginia The Center for Organizational Excellence implements a Level 4 evaluation through its Success Story Summary process in which employees demonstrate the application of learning via documented improvements to processes or business functions, including measurement of costs avoided, annual hours saved, cycle time reduction, and customer service or quality of work life improvements. For FY10, employees applying the quality curriculum produced \$1.2 million in dollars saved, 661 hours saved, and 39 process improvements. When a department or team completes a process improvement initiative, a Success Story Summary form is completed in CQS Central, a centralized database.
20	30	BB&T Corporation Winston-Salem, NC Finance/Banking	\$10.8B US	32,394 US	142 / 3 / N/A	\$32M	1.80%	Yes	Yes		BB&T Corporation All new employees must attend a New Employee Orientation (NEO) session within 30 days of joining BB&T. The course has a cruise theme with trainers welcoming new employees aboard the “SS Opportunity.” With tropical music in the background and fun “onboard” activities, new employees learn about BB&T’s culture, benefits, dress code, career development, and learning opportunities. In conjunction with NEO, BB&T developed an onboarding process. This 10-step process guides the hiring manager through the acclimation of their employee’s first 90 days. These practices contributed to BB&T’s 2009 average employee retention of 89 percent.
21	37	Intel Corp. Santa Clara, CA Manufacturing	\$7B US \$35.1B Global	43,800 US 78,356 Global	0 / 0 / 634	\$266.7M	3.80%	Yes	Yes		Intel Corp. Initially, two required courses for technician certification were delivered in seven days of lecture and two days of classroom lab, and schedules could only meet 34 percent of the 5,000-student demand. This, in turn, led to a lack of certified technicians to perform equipment maintenance and the cost of corresponding equipment downtime. Instructor travel costs were \$200,000 during the last year of this model. The ensuing blended learning model consisted of interactive Web-based training, facilitated hands-on lab, and online mentoring. Training time fell by 50 hours for the certification (with associated cost savings of \$560,700 based on enrollments at that time) and required travel fell to \$25,000 per year.
22	10	Aetna Inc. Hartford, CT Real Estate/Insurance	NFP	33,221 US 34,021 Global	336 / 0 / 66	\$46M	2.60%	Yes	Yes		Aetna Inc. To train sales representatives weekly and sometimes daily on health-care reform, Aetna built informative yet short nano “learning bites” that are accessed quickly by office computers or mobile devices. These m-learning modules are designed to work on a small BlackBerry screen. The content is presented as a dialog between two moderators in a narrative discussion. Out of the 1,500 members of the sales force, more than 70 percent choose to access this training in a mobile format. Satisfaction ratings from the participants have increased by 30 percent.
23	34	Allied International Credit Newmarket, Ontario, Canada Business Services	NFP	141 US 1,138 Global	11 / 15 / 150	NFP	NFP	Yes	Yes		Allied International Credit In 2010, Allied International Credit launched a Team Leader Training Program consisting of 29 topics and five formal tests. There is a competitive application process to gain admittance to the program, and the content is created and delivered by AIC management personnel. Besides incumbent team leaders and managers, other high-potential employees are invited to participate even when no step-up position is available. This creates a company “bank” of team leader- and manager-ready employees. Some 62.5 percent of the participants in the first course were successfully promoted to a full-time team leader role within five months.
24	33	McDonald's USA, LLC Oak Brook, IL Hospitality (food, lodging)	\$7.9B US \$22.7B Global	87,646 US 381,000 Global	260 / 28,387 / 1,412	NFP	NFP	Yes	Yes		McDonald's USA, LLC The third tier of McDonald’s People Migration Strategy focuses on restructuring how it manages its restaurants, and trains and supports its management teams. As an outcome of its Future Learner Study, the new Restaurant Department Management Curriculum incorporates virtual collaboration sessions. One-hour modules are attended virtually by up to 24 managers from across the U.S. and are facilitated by two Hamburger University professors. Learners benefit from national contact, calibration, and support by being able to share learnings and experience, and connect with others training in the same department manager role.
25	64	Sacramento Municipal Utility District (SMUD) Sacramento, CA Transportation/Utilities	\$1.2B US	2,113 US	24 / 8 / 83	\$12.3M	6.00%	Yes	Yes		Sacramento Municipal Utility District (SMUD) The organization built into its Building Leadership Talent program a one-year mentoring program that matches participants with a coach who is outside their business unit. SMUD provided an initial orientation and half-day training session for the coaches that included skill building and role-playing and a process model for effective coaching, templates to document individual goals and progress, skill practice, and Web-based training. An ongoing Coaches Forum fosters learning and sharing of best practices among coaches. A coach-coachee mixer is facilitated to help ensure a solid foundation for the relationship, and a Coaching Agreement is created and signed by both parties.

* New entry; not ranked in the 2010 Top 125

NFP Information provided, but not for publication **ND** Information not disclosed **N/A** Not applicable **BP** Honored for Best Practice **OTI** Honored for Outstanding Training Initiative

2011 Rank	2010 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		Additional Information
26	32	Paychex, Inc. Rochester, NY Business Services	\$2B US	12,174 US 12,201 Global	166 / 5 / 1,193	NFP	NFP	Yes	Yes		Paychex, Inc. The Paychex Training & Development Center created a corporate YouTube-like video environment, commonly called PayxTV. Sales teams use their laptops, equipped with cell card/WiFi technology to access the secure video site, hosted by a third-party vendor. Videos also are available using an iPhone. Top-producing sales reps and managers in key leadership positions stop by Paychex's corporate multimedia studio to record three- to eight-minute video clips on a subject of their choosing. Each video can be rated by viewers. To date, more than 900 users have access to 70-plus videos.
27	29	Suffolk Construction Company, Inc. Boston, MA Construction	NFP	803 US	11 / 105 / 193	NFP	3.00%	Yes	Yes		Suffolk Construction Company, Inc. The CareerStart Program immerses recent high-potential college graduates into the industry and the company. Over a two-year period, the Career Start Program rotates new employees through Suffolk's main operational areas of Estimating, Field Operations, and Project Management. Through these eight-month rotations, employees learn the daily responsibilities of each team member and department. Career Start employees also receive a one-day overview training for each operational area. After each rotation, they complete a graded assessment to measure their understanding. Learning & Development reviews grades with each Career Start employee and arranges coaching in needed areas.
28	22	AlliedBarton Security Services LLC Conshohocken, PA Security Services	NFP	NFP	NFP / NFP / NFP	NFP	NFP	Yes	Yes		AlliedBarton Security Services LLC A customized 360-degree report maps AlliedBarton's Core Values and Leadership Non-Negotiables. This drives the development and business performance of company executives. The 360-degree process is linked to an online talent tool kit, The Leader's EDGE, which enables leaders to utilize mapped leadership tips for their development—recently introduced as The AlliedBarton Leadership Index. This leadership rating system compares leaders across business units on quality of leadership and how well they execute toward living AlliedBarton's “Dare to be GREAT” values. Results will be used for succession and talent planning.
29	49	American Infrastructure Worcester, PA Construction	NFP	1,441 US	NFP / NFP / NFP	NFP	NFP	Yes	Yes		American Infrastructure The Leadership for New Professionals program is designed for newly promoted office supervisors. Facilitated by the CEO, it spans 12 weeks and involves a training course and leadership coaching. The Field Employee Development Programs (foreman, superintendent, and project manager) have leadership development components built into them. They involve coaching, mentoring, training courses, experiential assignments, peer group discussions, and best practice sharing. The 18-month Leadership Intensive program focuses on senior managers (field and office) and involves training, mentoring, assessments, cross-functional assignments, coaching, peer group discussions, group teambuilding experiences, and best practice sharing.
30	91	BÖWE BELL + HOWELL Durham, NC Manufacturing	NFP	1,552 US 1,657 Global	17 / 5 / 455	NFP	3.15%	Yes	Yes		BÖWE BELL + HOWELL In pursuing a robust return on value (ROV) program, BBHU recently hired a new technical training manager (TTM) with several years' experience as a BBH field service manager. Leveraging strong relationships within the Field Service organization (a large component of BBH's training client base), the new TTM contacts the manager of students three to four weeks before they attend a class, identifying the managers' and students' specific expectations and objectives. The TTM passes this information to the class instructor to allow for tailored content. The TTM and field manager also identify specific production metrics that can be compared before and after training to quantify improvements and training value.
31	47	Quintiles Transnational Corp. Durham, NC Pharmaceutical Services	NFP	6,654 US 22,613 Global	123 / 60 / 225	NFP	NFP	Yes	Yes		Quintiles Transnational Corp. An online hub for manager effectiveness tips called Managers' Edge features mini-presentations that focus on actions managers can use immediately to build trust and energize their teams. The presentations are deliberately brief—around two minutes—to fit into managers' busy schedules. Most presentations included a mini-quiz to reinforce the learning and a rating function. Managers logged more than 495 hours of presentations with 6,095 visits to the site from May-October 2010. In post-presentation satisfaction surveys, 97 percent of managers reported that the information was helpful.
32	26	CarMax, Inc. Richmond, VA Retail	\$7.4B US	13,439 US	54 / N/A / 1,900	\$16.1M	3.00%	Yes	Yes		CarMax, Inc. CarMax frequently uses validation studies to evaluate if the training, skills, and behaviors it thinks drive successful performance really do so. For example, in evaluating the effectiveness of its Management Assessment Program (MAP), CarMax conducted a validation study using more than 300 data points, spanning 18 months. Candidate raw scores representing several different elements of the program were compiled and sent to an external consulting firm for analysis. The results of this analysis helped CarMax to determine adjustments that needed to be made to its overall scoring system, plus confirmed the overall strength of the program and each of the components.
33	50	Jiffy Lube International Houston, TX Retail	NFP	NFP	8 / 46 / all employees	NFP	NFP	Yes	Yes		Jiffy Lube International New Franchisees and their management staff spend one week at a training store. Prior to the training, they complete all the e-learning, including the orientation, customer service, and technical skills courses. In those courses, they complete e-modules and perform the on-the-job training guided by the Daily Training Observation Guide, and pass the Proficiency Exams. After the training week, they attend five management workshops. Finally, during the first week on the job, the JLI district manager visits and coaches them. OTI
34	71	ESL Federal Credit Union Rochester, NY Finance/Banking	NFP	623 US	6 / 0 / 25	NFP	NFP	Yes	Yes		ESL Federal Credit Union In 2010, ESL changed the role of its front-line supervisor, prompting Learning and Development to redesign supervisor training. The upgraded Manager Fundamentals training series now consists of four half-day modules with a heavy emphasis on skill-focused exercises and hands-on activities. Between sessions, managers receive assignments to help build their skills while on the job. Managers are asked to practice giving feedback, using their listening skills, and recognizing their employees and report back at the next session. An indicator of the program's success can be found in ESL's turnover rate (projected at 14 percent, as compared to the industry benchmark of 17.6 percent).
35	38	PAETEC Fairport, NY Communications	\$1.5B US	3,693 US	20 / 1 / 75	NFP	2.00%	Yes	Yes		PAETEC The new onboarding program features a New Hire Landing Page that includes 10 computer-based trainings (CBTs) designed to jumpstart new hires' PAETEC knowledge. For their first 30 days, new hires have a Co-Pilot (a dedicated person in their office to help train them on their work environment) and the online PAETEC Passport (links to CBTs and other training material that must be completed within the first month). New hires are rewarded for completing their Passport requirements with PAETEC Points that can be used to purchase items from the company store, including gift cards and bikes. Follow-up with new hires occurs after seven, 30, and 180 days.

* New entry; not ranked in the 2010 Top 125

NFP Information provided, but not for publication **ND** Information not disclosed **N/A** Not applicable **BP** Honored for Best Practice **OTI** Honored for Outstanding Training Initiative

2011 Rank	2010 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		Additional Information
36	93	First Horizon National Corporation Memphis, TN Finance/Banking	NFP	6,438 US	NFP / NFP / NFP	NFP	NFP	Yes	Yes		First Horizon National Corporation Branch teams were encouraged to send in their podcast skits showing the right and wrong way to provide customer service using their cell phones or other means to capture the video. The contest was titled, “Fishing for Customer Service”; a make-shift basement studio was used to film an announcement for the contest using a green screen and overlaid stock video footage. The announcement shows the narrator dressed in fishing attire and holding a fishing pole as he “fished for outstanding customer service.” The winning team was located in Bristol, TN, and its feature podcast was titled “Churchlady Meets the Mystery Shopper.”
37	46	Shape Corp Grand Haven, MI Manufacturing	NFP	1,500 US 1,680 Global	10 / 21 / 37	NFP	NFP	Yes	Yes		Shape Corp Candidates identified as top talent work in teams to develop solutions to real-world Shape Corp problems, which then are presented to the Executive Committee. This allows current executives to see how potential leaders handle complex issues Shape Corp currently is dealing with while also allowing the next generation of Shape Corp leadership the chance to obtain buy-in from current leadership and implement their ideas. Results are measured quarterly, and if personnel are failing to produce results, they are replaced with a new individual (no more than 30 candidates are enrolled at a given time—six teams of five).
38	27	Wells Fargo & Company San Francisco, CA Finance/Banking	NFP	276,600 Global	NFP / NFP / NFP	NFP	NFP	Yes	Yes		Wells Fargo & Company An interactive skill drill program called Key Drivers in Action -The Voice of WOW! was introduced to enable store team members to hear customer/team member interactions, and rate how well a team member provided an outstanding customer experience based on key drivers and behaviors. Participants receive points for rating close to the “expert” rating and have the opportunity to hear the scenario replayed where the team member performs at a 5 rating on the scale of 1 to 5.
39	53	Scotiabank Group Toronto, Ontario, Canada Finance/Banking	\$14.7B Global	600 US 68,000 Global	156 / N/A / N/A	C\$55.3M	1.50%	Yes	Yes		Scotiabank Group With Scotiabank operations in more than 50 countries and spanning six continents, the ability to bridge people and information, enhance collaboration, and facilitate networking is essential. In response, the organization developed an internal social networking application called FaceForward. It features user profiles, blogs, wikis, communities of practice, and social bookmarks. FaceForward went from 3,000 users while in pilot in 2009 to 20,000 users in 2010. Scotiabank plans to expand the tool to the remainder of its employee population this year, as well as link it to its learning management system.
40	54	Miami Cerebral Palsy Residential Svcs., Inc. Miami, FL Health/Medical Services	NFP	318 US	NFP / NFP / NFP	\$82.6K	NFP	Yes	Yes		Miami Cerebral Palsy Residential Services, Inc. The organization continues the process of developing individualized training modules for each of its consumers that will be accessed through the learning management system. Once completed, consumers and their family will be involved in creating and sharing with MCPRS staff what they value as customers. These modules are called “Get to Know Me.” Staff working with consumers will learn specific information they can use in supporting the consumers who receive MCPRS services. All MCPRS employees will complete these “Get to Know Me” online learning modules.
41	43	Nationwide Mutual Insurance Company Columbus, OH Real Estate/Insurance	\$20.8B US	36,279 US	NFP / NFP / NFP	NFP	NFP	Yes	Yes		Nationwide Mutual Insurance Company Online computer-based training and readings are prerequisites for many of Nationwide’s instructor-led sessions. Three workshops for the independent contractor audience reduced on-site training by one full day in each workshop due to the assignment of online pre-work. Projected savings are estimated at \$1 million over the course of a year. Many agents express that the pre-work helps them be better prepared to participate in the instructor-led workshop.
42	95	SpawGlass Selma, TX Construction	\$460,952 US	554 US	1 / 50 / 75	\$400K	1.50%	Yes	Yes		SpawGlass The SpawGlass guide for annual employee performance/development review includes specific discussion of employees’ career goals, as well as training credits achieved in prior years and training and development planned for the next year. The performance/development review discussion includes evaluation of performance progress and completion of relevant training courses. SpawGlass recently completed the development of a hybrid 360 assessment it will use with team members this year. It also is completing a revised career track matrix that has a list of training topics focused on competencies that need to be completed in years 1 to 4 for six different key positions.
43	66	Navy Federal Credit Union Vienna, VA Finance/Banking	NFP	7,051 US 7,175 Global	103 / 0 / 500	NFP	NFP	Yes	Yes		Navy Federal Credit Union Conducted bi-weekly at Navy Federal’s three campuses, New Employee Orientation (NEO) includes employees from all areas of the organization. The program includes computer skills training, communication, professional behavior, diversity, ethics, teamwork, and an introduction to products and services. An interactive <i>Jeopardy</i> -like game shows participants how a credit union earns profits. Managers and above attend specially designed NEOs. Each business unit has its own blended approach that furthers orientation specific to their area. Employees at new branches, for example, go through 240 hours of instructor-led training, with an additional 80 hours required for team leaders.
44	87	MetLife, Inc. New York, NY Real Estate/Insurance	NFP	37,300 US 53,800 Global	NFP / NFP / NFP	NFP	NFP	Yes	Yes		Met Life, Inc. MetLife transformed its bi-annual National Sales Meeting into an annual learning and professional development conference for 500 market-facing Employee Benefits Sales (EBS) professionals and managers. The mini-university-style program enabled sales representatives, sales managers, and customer service personnel to receive 12 hours of training workshops. Workshops employed role-plays, videos, case studies, games, and audience response activities. A central intranet portal provided access to pre-work, job aids, classroom instructional material, and workshop facilitator and participant guides for all attendees post-conference.
45	81	Western Summit Constructors, Inc. Denver, CO Construction	NFP	455 US	4 / 80 / 40	\$850K	4.00%	Yes	Yes		Western Summit Constructors, Inc. The District Leadership Development Program (DLDP) is a year-long leadership program that includes a 360-degree review and debrief, outside executive coaching, and results-oriented action planning. DLDP aims to promote candidates into executive positions where they can further benefit the larger organization and create growth opportunities for others. Graduates from DLDP are considered for nomination into the Executive Leadership Development Program (ELDP) after two years of successful executive-level management. ELDP candidates are considered the upcoming successors to current senior executive positions, and are likely to become officers of the company.

* New entry; not ranked in the 2010 Top 125

NFP Information provided, but not for publication **ND** Information not disclosed **N/A** Not applicable **BP** Honored for Best Practice **OTI** Honored for Outstanding Training Initiative

2011 Rank	2010 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	Additional Information
46	57	ABF Freight System, Inc. Fort Smith, AR Transportation/Utilities	\$1.3B Global	10,863 US 10,924 Global	123 / 2 / 200	NFP	1.00%	Yes	Yes	ABF Freight System, Inc. The Operations Management Training series consists of three instructor-led courses that are taught at ABF's Corporate University. Training is reinforced by front-line management, quarterly periodicals, and online computer-based modules. This process began in 1993 and has grown into a major part of ABF's culture. More than 2,500 of ABF's front-line supervisors have attended these classes.
47	*	Keller Williams Realty Austin, TX Real Estate/Insurance	NFP	80,634 Global	NFP / NFP / NFP	NFP	NFP	Yes	Yes	Keller Williams Realty Every KW office has an Associate Leadership Council (ALC) comprising the top 20 percent most successful agents. ALC members sign a covenant each year, with one of the agreements being to "contact at least four agents a year and offer assistance." Keller Williams also offers MAPS Coaching for all levels of agents and leadership. Programs range from "fast-track" (group coaching over 16 sessions) to two-to-one and one-to-one coaching. Offices that are large enough include a Productivity Coach who works with new associates to provide advice, answer questions, and hold them accountable as they complete the tasks necessary to increase their productivity.
48	79	Healthways, Inc. Franklin, TN Health/Medical Services	NFP	2,913 US 3,050 Global	30 / NFP / NFP	NFP	NFP	Yes	Yes	Healthways, Inc. In 2010, the 90-day CONNECT onboarding process offered 350 of Healthways' newest colleagues: consistent and frequent communications with access to videos, links, resources, and other colleagues that helped them acclimate, adjust, and excel in their new role and team; a full-day orientation highlighting the culture and resources available to them to ensure their success; and interactive touchpoints such as PowerHours, Brown Bags, Field Trips, and online learning content that connected the newest colleagues to the business, customers and members, leaders, and each other.
49	100	U.S. Security Associates, Inc. Roswell, GA Business Services	\$688M US	30,000 US	10 / 100 / 2000	\$6.9M	1.50%	Yes	Yes	U.S. Security Associates, Inc. Before becoming a supervisor with U.S. Security Associates, officers are required to complete the eight-course Supervisor Training Series and pass a test with a score of 80 percent or higher on each unit. Supervisor Training is available via a recorded session module and in files that can be played on an MP3 player, compatible cell phones, and portable video players. The series introduces the employee to: the role of supervisor; principles of leadership; customer service; time management and organizational skills; negotiation skills and conflict management; managing and motivating officers; alcohol, drug, and substance abuse; and legal issues for supervisors.
50	82	SPIN, Inc. Philadelphia, PA Human Services	\$58.5M US	987 US	6 / 0 / 95	\$626K	2.00%	Yes	Yes	SPIN, Inc. Every year, SPIN's Children Services employees complete a comprehensive Professional Development Record (PDR): a pathway to professional growth and development for professionals in the Early Childhood field. Through career counseling with each employee, annual professional development training goals are identified and an individual training plan is developed. PDR responses are compiled and then training is designed to address identified areas of professional development the majority of the workforce has identified as priority needs. This year, 71 of the 109 individualized goals were realized.
51	110	ResMed San Diego, CA Manufacturing	NFP	673 US 3,191 Global	5 / 12 / 25	NFP	NFP	Yes	Yes	ResMed The company offers one-hour "Power Hour" trainings on different topics each week. In one week, there is a single day during which ResMed offers two different times to attend a one-hour training on the topic for that week. This minimizes time away from a learner's desk while still allowing them to attend training. Topics range from soft skills (such as e-mail management) to departmental overviews. The idea is to offer small pieces of existing courses that people may not be able to attend, or to fill a business need (such as introducing the role of a new department).
52	125	EMD Serono, Inc. Rockland, MA Health/Medical Services	\$1.2B US	1,095 US	2 / 2 / 61	NFP	NFP	Yes	Yes	EMD Serono, Inc. All new EMD Serono employees attend at a minimum 17 hours of orientation in the form of two separate programs: The newly created Day One program provides employees with the need-to-know information in their first week of employment. During the second phase, all EMD Serono new employees participate in HOOP (Home Office Orientation Program), which provides a "molecule-to-market" presentation. This program includes a comprehensive overview of all major business functions by senior leadership. It also features visits from actual patients, a laboratory tour, a welcome reception, and a short training program on how EMD Serono employees can "live" the company values. OTI
53	*	ISP America's Home for College Sports Winston-Salem, NC Communications	NFP	300 US	NFP / NFP / 20	NFP	NFP	Yes	Yes	ISP / America's Home for College Sports A Property Surge is a two-day sales surge at a specific ISP property designed to identify and close immediate business; establish health of 30-, 60-, and 90-day pipelines; provide one-on-one coaching; reinforce the passion and importance of ISP's partnerships; complete self-assessment and customer 360 feedback surveys; and re-energize the sales team. Day 1 consists of one-on-one meetings with each seller and the sales trainer to discuss their self-assessments, study their sales progression charts, and evaluate client feedback. Day 2 is dedicated to sales calls/ride-alongs and client meetings. As a direct result of Property Surge events, ISP secured approximately \$150,000 of new business.
54	51	Cartus Corporation Danbury, CT Relocation Services	NFP	1,743 US 2,310 Global	16 / 3 / 114	NFP	NFP	Yes	Yes	Cartus Corporation Emerging leaders engage in a nine-month program. The classroom portion is delivered in conjunction with a local university and combines leadership theory with experiential activities. A core element of the program is Leaders Develop Leaders, where VPs and directors share their leadership experiences and organizational perspective. Course participants receive 360-degree feedback and use it to personalize their development experience. New managers are provided access to a self-study guide of development actions they can take within the first three months of their new role. All managers use the Leadership Development Roadmap to identify classes they may need to take to develop or hone their skills.
55	62	Baptist Health Care Pensacola, FL Health/Medical Services	NFP	5,347 US	30 / 12 / 450	NFP	3.00%	Yes	Yes	Baptist Health Care The company uses a training process called Quest for all new leaders, from supervisors to SVPs. Quest consists of three eight-hour days of classroom-based learning (spread over three weeks), combined with a mentoring program, assignments, and a new leader luncheon hosted by the CEO. The CEO shares the history of the organization, the present organizational structure, and the future vision for the health-care system. He also reviews the leadership core competencies that define expected leader behaviors at BHC. Baptist Health Care also incorporated a new leader orientation checklist into this process.

* New entry; not ranked in the 2010 Top 125

NFP Information provided, but not for publication **ND** Information not disclosed **N/A** Not applicable **BP** Honored for Best Practice **OTI** Honored for Outstanding Training Initiative

2011 Rank	2010 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time / Part-Time / SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimbursement	Training Infrastructure	Additional Information
56	*	Cianbro Corporation Pittsfield, ME Construction	NFP	2,000 US	NFP / NFP / NFP	NFP	NFP	Yes	Yes	Cianbro Corporation A rotational program for new hires is a three-part program that provides exposure to estimating, engineering, and field experience. The Financial Department also provides a program that entails rotations through field assignments, business unit assignments, and a corporate rotation. At the senior levels of the organization, Cianbro rotates top talent to provide them with the exposure and experiences they will need to take on a senior management position in the organization. This process is managed by the Talent Council, which is composed of the president, CFO, VP of Human Resources, and VP of Operations.
57	28	Steelcase, Inc. Grand Rapids, MI Manufacturing	\$1.2B US \$2.2B Global	6,964 US 11,254 Global	15 / 6 / 30	\$4.6M	3.20%	Yes	Yes	Steelcase, Inc. Steelcase University has an online support tool called Leadership Essentials for newly hired or promoted managers (People Leaders). This just-in-time tool replaces an 18-month training initiative. Leadership Essentials has two sections. The first section is People Leader Tools, which provides all of the necessary information they may need to reference as managers. The second part of this support system is People Leader Courses, which provides courses that support all of the identified competencies required for People Leaders.
58	75	Bank of America Charlotte, NC Finance/Banking	\$98.2B US \$119.6B Global	280,000 Global	NFP / NFP / NFP	NFP	NFP	Yes	Yes	Bank of America The Consumer Leadership Program (CLP) recruits and develops leaders to assume critical Consumer executive roles (50 leaders annually). Associates participate for six to 18 months and are assigned a Leadership Development (LD) coach and a line of business (LOB) coach/mentor. Each is responsible for leading a business project to demonstrate the leadership skills and business acumen needed for an expanded or "next-level" role. The program success measures include satisfaction (99 to 100 percent), promotion (80-plus percent), retention (99 to 100 percent), and on-the-job performance for 12 months after promotion (consistently outperform non-CLP peers).
59	39	DaVita, Inc. Denver, CO Health/Medical Services	\$6.1B US	35,595 US	87 / 249 / 188	\$28.5M	2.00%	Yes	Yes	DaVita, Inc. DaVita requires teammates from the director to senior executive-level to participate in an immersion program called "Reality 101." This program requires one day of classroom instruction alongside new patient care technicians (PCTs). Then, in a hands-on clinical training portion, the executive spends eight to 32 hours with a PCT functioning as a technician. In addition, formalized job rotation—including managing a dialysis facility for three to six months—is a core component of DaVita's Redwoods Resident program. In combination with shadowing and mentoring, this management practicum provides new directors in the program with a realistic view of what it takes to successfully manage a clinic.
60	113	Coldwell Banker Real Estate Parsippany, NJ Real Estate/Insurance	NFP	85,000 US 93,000 Global	NFP / 40 / 60	NFP	NFP	Yes	Yes	Coldwell Banker Real Estate The ACT (accelerated career training) blended and staged program provides comprehensive training for front-line supervisors. Topics include the basics of real estate branch management, leadership, managing change, communication, and coaching for increased productivity. There are two days of traditional classroom instructor, plus self-paced titles and a Webex. Learner behavior is self-assessed after 90 days. The Global Management Summit is an annual three-day event to provide best practice-sharing opportunities, breakout sessions with key topics applicable to franchise and real estate management, and motivational keynote speakers.

WellDone

At WellSpan, we are honored to have been chosen by Training Magazine as a Top 125 organization. Like our colleagues, we recognize that ongoing education is critical to building a culture that facilitates an exceptional customer experience. Our team is dedicated to providing learning opportunities to help employees in their current position and to enhance their skills for future job growth. All while offering encouragement, support and a helping hand along the way.

www.westernsummit.com

Congratulations to all companies who are recognized in the 2010 Training Top 125. We are proud to be ranked among training leaders from around the world.

Western Summit Constructors, Inc. is a premier environmental contractor, building municipal and industrial water and wastewater facilities and associated pipelines throughout the United States. At nearly thirty years old, we've

training TOP 125

THE WATER & WASTEWATER CONSTRUCTION SPECIALISTS


66 | JANUARY/FEBRUARY 2011 training

www.trainingmag.com

www.trainingmag.com

training JANUARY/FEBRUARY 2011 | 67


2011 Rank	2010 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	Additional Information
61	104	Healthpoint LTD Fort Worth, TX Health/Medical Services	NFP	250 US 265 Global	3 / 14 / 30	\$1.9M	NFP	Yes	Yes	Healthpoint LTD All new sales hires participate in 40 hours of Home Study, 120 hours of On-The-Job Training with a field-based sales trainer, and 80 hours of Home Office Facilitated training within their first three months of employment. In addition, eligible employees participate in week-long Orientation I, Orientation II, and Advanced III Courses to further enhance their selling skills. Healthpoint also employs two dedicated National Sales Trainers whose sole purpose is to work with new employees within three months of completing orientation. The company also provides detailed training with industry key opinion leaders at national meetings.
62	69	Buckman Memphis, TN Manufacturing	NFP	462 US 1,460 Global	20 / 85 / 150	NFP	NFP	Yes	Yes	Buckman The company formed global teams and workgroups to facilitate best practice sharing across Buckman's operating companies and functional departments and to help associates learn from each other. These associates meet virtually at least quarterly and hold face-to-face meetings in Memphis and other locations yearly. During these meetings, they participate in round robin one-on-one meetings with other participants in the meeting and other pertinent associates on site. The teams and workgroups are supported by portals, forums, and communities of practice to facilitate intracompany communication.
63	109	Banner Health Phoenix, AZ Health/Medical Services	\$4.6B US	35,920 US	NFP / NFP / NFP	NFP	NFP	Yes	Yes	Banner Health In 2009, Banner introduced its first consistent enterprise model New Employee Orientation (NEO) class: Some 75 percent of the curriculum content is universal to the system; 25 percent is facility specific. In addition, clinical employees are paired with preceptors until they demonstrate adequate ability to deliver patient care independently. New nurses must pass "academies" in their clinical specialties before being able to work independently on the unit. Academies include didactic, experiential practice, and competency test at the BSimMC. Experienced clinicians who come to Banner for the first time, or nurses who change specialties within Banner, also must pass specialty competencies at the BSimMC.
64	67	NIIT (USA), Inc. Atlanta, GA Business Services	\$111M US \$260M Global	469 US 3,483 Global	NFP / NFP / NFP	NFP	.60%	Yes	Yes	NIIT (USA), Inc. The Global Leadership Program (NGLP) is a competency-based developmental plan designed for individuals who are identified as successors for the critical roles within the organization. Every year, 18 specially identified employees are eligible for NGLP certification. NGLP is a series of three five-day workshops planned every four months (followed by a business project) to build a strong conceptual foundation for critical business areas. This is supplemented by interactive sessions with industry experts through the Synchronous Learning Technique (SLT) platform. Once the program is complete, NGLP graduates are allocated new roles based on an internally defined "Role Allocation Matrix."
65	80	InterContinental Hotels Group Atlanta, GA Hospitality (food, lodging)	\$772M US \$16.8M Global	16,364 US 110,000 Global	95 / N/A / 95	NFP	33.00%	Yes	Yes	InterContinental Hotels Group For many initiatives, IHG measures business impact using an industry model that correlates improvements in customer satisfaction with increases in revenue generated at each hotel. For example, IHG uses this model to assess impact of major overhauls of the service cultures at each of its seven brands. To date for the STAY REAL initiative at all Holiday Inn and Holiday Inn Express hotels worldwide, IHG estimates customer service improvements at hotels that have undergone the training will translate into annual incremental revenue of \$82 million in the Americas region alone. BP




Enhance the level of expertise and professionalism in your security program through the AlliedBarton EDGE[®], our unique learning and development system. From eLearning to on-the-job training, we prepare our security officers and track their performance to ensure excellence.

Responsive local trainers supported by extensive national resources are at the core of AlliedBarton's success in the security services industry.

Get the EDGE on enhanced security.
Visit us at AlliedBartonEDGE.com to learn more.



Local Response | National Support



THE MOST HONORED
SECURITY OFFICER
SERVICES COMPANY

866.825.5433 | AlliedBartonEDGE.com



At Aetna, we believe knowledge is power. That translates into the way we do business in the marketplace and the way we run our company. We are proud to recognize our learning and performance community for achieving recognition on *Training* magazine's prestigious "Training Top 125" list — for the 7th year in a row.

©2010 Aetna Inc.



2011 Rank	2010 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time / Part-Time / SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimbursement	Training Infrastructure	Additional Information
66	*	NCO Financial Systems, Inc. Horsham, PA Business Services	NFP	15,350 US 30,000 Global	350+ / 0 / 45	NFP	NFP	No	Yes	NCO Financial Systems, Inc. Newly promoted supervisors are enrolled in Level 1 and 2 Leadership Development Programs, which last 1.5 years. The program includes surveys taken each quarter by their associates and senior manager to gauge their ability to lead and perform key job functions. The HR Reporting Analysis reports survey results quarterly. Meetings are held monthly with the senior vice presidents/business owners to review any recent survey results for their division, and held quarterly with the management team at the respective locations to discuss action plans for improvement.
67	20	VSP Rancho Cordova, CA Health Insurance	NFP	2,476 US	52 / 0 / 75	NFP	NFP	Yes	Yes	VSP Sales Training focuses on sales strategy and competitive positioning with the rollout of a new sales message and new product launches. A concentrated effort to work effectively with Marketing resulted in a consistent message going out to all of VSP's primary customers. VSP created Sales University with the development of 10 new online interactive training modules; trained the entire sales force on new Sales messaging via modeling and role-play; expanded its STAR Trainer program to two new customer audiences; conducted numerous sales strategy communication calls with Sales staff across many locations; and continued to revise and train on customer relationship management system enhancements.
68	59	Orkin, LLC Atlanta, GA Business Services	NFP	8,000 Global	27 / 2 / 1871	\$17.7M	7.10%	Yes	Yes	Orkin, LLC Employees are selected to participate in a customized three-level training program to prepare to ultimately run an Orkin Branch office. The Branch Manager Training curriculum, conducted over nine months, consists of self-directed, on-the-job and classroom training with milestone tests that must be passed before proceeding to the next level. After successfully completing the curriculum, trainees attend Management Development School in which they are constantly exposed to real-life branch situations. The chairman and CEO spend significant time leading segments each time the school is conducted. This program provides each participant more than 1,000 hours of leadership development.
69	88	Verity Credit Union Seattle, WA Finance/Banking	NFP	109 US	NFP / NFP / NFP	NFP	NFP	Yes	Yes	Verity Credit Union In response to the expressed desire to have internal candidates more "supervisor ready," the training department created a Supervisor Pipeline program. Training for candidates interested in becoming supervisors is conducted over several months and is composed of interviews, mentoring with key subject matter experts, role-playing common supervisor issues, small group or one-on-one training, and individual projects. Candidates walk away from this program with a clear understanding of the talents, skills, and abilities needed to take on a supervisory role. The end result of this program is a more prepared talent pool to fill internal needs when they arise.
70	*	FedEx Express Memphis, TN Transportation/Utilities	NFP	102,000 US 140,000 Global	290 / 610 / 500+	NFP	NFP	Yes	Yes	FedEx Express The 10-month Finance Leadership Exploration (FLEX) is a leadership development program for high-potential employees in the Finance Department. The program includes guest speakers, a series of activities (experiential and instructor-led workshops), assignments, and a one-on-one coaching experience with a manager of their choice. At the end of the 10-month program, they present their Individual Development Plans to their vice presidents. BP

Cerner is honored to be recognized as a **Training Top 125** company. At Cerner, we are working to create high-performing healthcare workforces, beginning with our own.

Congratulations to all of the talented Cerner professionals who recognize the importance of learning and development to their personal success and the success of their clients.

Cerner is a global supplier of healthcare solutions. Working together with more than 8,000 clients worldwide, we are solving healthcare's many challenges by making sure the right people have the right information at the right time. Building on our clinical expertise, we are finding new and innovative ways to deliver value to our clients.

www.cerner.com

CONGRATS!

We'd like to recognize everyone who helped contribute to our team and organization by supporting comprehensive training programs with an emphasis on quality.

Here's wishing you continued success in 2011 as you strive to push the boundaries of what excellence in training looks like.

RETAIL TRAINING & DEVELOPMENT
grow. perform. succeed

2011 Rank	2010 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time / Part-Time / SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimbursement	Training Infrastructure	Additional Information
71	103	Grant Thornton LLP Chicago, IL Business Services	\$1.1B US \$3.6B Global	5,214 US 30,379 Global	25 / 0 / 295	NFP	NFP	Yes	Yes	Grant Thornton LLP The Client Service Cycle (CSC) was developed using client service best practices and incorporating five years of Grant Thornton client feedback. Part of Client Service Cycle training is a leadership development training module on the Service Quality Measurement (SQM) process, which is the core component of the CSC's "Measure Results" phase. Session co-leaders are a managing partner and high-performing program graduate. Co-leaders review the client survey that drives SQM scores and provide guidance on how and whom to survey. Learners then use role-play to practice managing client feedback. Next, learners individually review sample SQM results and formulate a follow-up discussion with the client based on the feedback.
72	55	Baylor Health Care System Dallas, TX Health/Medical Services	\$3.4B US	19,546 US	99 / 76 / 80+	NFP	NFP	Yes	Yes	Baylor Health Care System New leaders are required to take six e-learning courses, and three classroom courses when they are onboarded to their leadership role. They also develop a plan to improve their leadership based on an assessment they take in one of those courses. The components of the assessment are mapped to developmental activities, including project work and mentorship. Existing leaders are assessed online through a Web-based talent management system, and supported with Baylor's Individual Development Planning Resource Guide. Managers and above attend a twice-yearly day-long event called the Leadership Development Institute, where industry thought leaders share their research on leadership best practices.
73	102	Windstream Communications Little Rock, AR Communications	\$4B US	9,500 US	19 / 0 / 657	NFP	NFP	Yes	Yes	Windstream Communications Windstream Training uses a variety of methods to solicit feedback from employees including: 1. Blogs/Wikis: These tools are available for employees to post their thoughts, best practices, etc. 2. Web Feedback: All training Websites have links requesting feedback. These links are monitored weekly for comments/suggestions. 3. Surveys: After each facilitator-led class, Windstream asks participants to submit confidential surveys used to gauge progress and pinpoint areas of improvement. 4. Workgroup Meetings: During regular meetings with workgroup management, Windstream Training shares immediate plans and requests direction from management on training needs.
74	77	American Fidelity Assurance Company Oklahoma City, OK Real Estate/Insurance	NFP	1,495 US	13 / 3 / 140	NFP	4.50%	Yes	Yes	American Fidelity Assurance Company In American Fidelity's Mentoring Program (AMP), participants are paired based on Personal Profile Indicator (PPI) results and mentee goals and objectives. A Mentoring Orientation introduces mentor/mentee participants to their tool kits, including a mentoring agreement, action plan meeting tools, PPI results, resources, and evaluation forms. The mentoring relationships last from six to 12 months. Participants are required to submit scheduled relationship/process evaluations, progress reports, and application reports. The information obtained from the evaluations is used in the ROI analysis and for program recommendations.
75	73	G4S Secure Solutions (USA) Inc. Palm Beach Gardens, FL Security Solutions	\$2.3B US \$10.9B Global	33,542 US 630,000 Global	NFP / NFP / NFP	NFP	NFP	Yes	Yes	G4S Secure Solutions (USA) Inc. The company offers 82 entry-level security-related training programs, 98 advanced learning programs for security supervisors, 41 Harvard-authored online programs for supervisors and managers, basic skills programs of at least 40 hours for all security new hires, 25 continuing education interactive security training programs offered via the learning management system, and numerous continuing education opportunities designed to hone technical skills on an ongoing basis. IT skills are tested prior to hire, when required, and/or provided for through online courses sponsored by Microsoft. G4S also provides online courses in Safety for OSHA certification and compliance.

Thank you!

It's an honor to be named among the 2011 Training Top 125, and I want to thank the entire staff of the Discover Training Center of Excellence. Your dedication and professionalism made this award possible. Congratulations!

On behalf of our team, thanks to Training magazine for this recognition.

Sincerely,
 Jon Kaplan
 Director, Training Center of Excellence

DISCOVER

training

TOP 125

Edward Jones

is honored to be named one of *Training* magazine's Top 125 companies.

Our state-of-the-art training facilities provide a host of resources for financial advisors and associates.

Edward Jones

MAKING SENSE OF INVESTING

2011 Rank	2010 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	Additional Information
76	58	Loews Hotels New York, NY Hospitality (food, lodging)	\$380M Global	6,710 Global	28 / 1 / 567	\$2.9M	1.25%	Yes	No	Loews Hotels After Loews' CEO participated in TLC's show, <i>Now Who's Boss</i> , where corporate executives work in entry-level positions within their organization, he mandated that Executive Committee members be assigned to hourly positions and wear the same uniforms and perform the duties of that role to standard. Star Trainers train the executive in their jobs, and the experience is videotaped. At the conclusion of the day, a roundtable discussion examines issues and results in action plans. Loews also expanded this model to include department heads at some of its properties to better establish working relationships interdepartmentally.
77	*	J.B. Hunt Transport Services, Inc Lowell, AR Transportation/Utilities	\$3.3B US	15,160 US	45 / 12 / 45	\$623.8K	2.00%	Yes	Yes	J.B. Hunt Transport Services, Inc. The company developed a competency model that encourages all employees to take a leadership role in their respective position. The leadership model is made up of seven pillars of leadership, which include: Lead, Execution, Asset Management, Direction, Ethics, Relationship Building, and Safe Practices. The seven pillars are made up of 23 success factors in which key behaviors have been identified. Leadership development is centered around the identification of each employee's strengths and growth opportunities within those 23 factors. The assessments vary from self-reports and supervisor ratings to formal diagnostic assessments, for which J.B. Hunt retains an outside industrial/organizational psychologist.
78	97	Blue Cross and Blue Shield of Michigan (BCBSM) Detroit, MI Health Insurance	NFP	7,092 US	NFP / NFP / NFP	NFP	NFP	Yes	Yes	Blue Cross and Blue Shield of Michigan (BCBSM) To reach employees scattered across 40 locations, BCBSM created two integrated business information sites: KnowIt and MISource. KnowIt has 150 higher-level wikis, Web courses, podcasts, discussion boards, and e-self-studies providing information on more than 80 business topics. MISource provides operational-level information to claims and customer service employees. The high utilization—with an average of 5,000 hits per day—validates its importance as a key resource for accurate information.
79	92	APC by Schneider Electric West Kingston, RI Manufacturing	\$1.4B US \$3.2B Global	2,720 US 11,250 Global	62 / 15 / 300	NFP	NFP	Yes	Yes	APC by Schneider Electric The company incorporates role-play in its Sales Training University for new hires, as well as continuing education for ongoing sales development. APC utilizes weekly role-plays to test and enhance employees' skills in an "as-close-to-real" environment as possible. The scenarios draw from actual customer situations (names changed to protect customer confidentiality). APC provides both the role-play participants, as well as actors (often members of the sales management teams) with detailed background information. Depending on the level of the salesperson within the organization, the company expects them to discover different information and evaluate it accordingly.
80	*	Tata Consultancy Services Ltd. Mumbai, Maharashtra India Business Services	\$3.3B US \$6.3B Global	19,091 US 160,429 Global	95 / N/A / 515	\$12M	0.56%	Yes	Yes	Tata Consultancy Services Ltd. A seven-day instructor-led module based on an eclectic mix of techniques such as theater, yoga, and behavioral processes where participants are encouraged to reflect, introspect, and measure themselves against 12 leadership behavioral indicators forms part of a senior leadership development initiative. The program helps participants develop a personalized development plan, which is monitored over one year by supervisors and external coaches. The module begins with orientation, followed by a three-day module devoted to identification of the individual's leadership development needs, in the form of simulations, exercises, case studies, and discussions.



Behind the nation's largest security force, stands a team of training experts.

training TOP 125 We are proud to be named among Training magazine's "Top 125" for the fourth consecutive year!

With over 55 years of experience, G4S' North America Training Institute (NATI) was named one of three world-class corporate universities in Nathan Greeno's book, "Corporate Learning Strategies", published by the ASTD.

ISO 9001:2008
Registered Training Organization

800.922.6488 • 561.691.6737
g4s.com/us

G4S
Securing Your World



People are the key
to creating



Congratulations to the Global Learning and Talent Development teams for being recognized 2 years in a row as a Training Magazine Top 125 company!

We Aim higher to make sure our people have Room to grow.



2011 Rank	2010 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	Additional Information
81	72	MasterCard Worldwide Purchase, NY Finance/Banking	\$5B Global	5,100 Global	19 / 25 / 75	\$6.1M	NFP	Yes	Yes	MasterCard Worldwide Launched in 2010, a new Career Management Center supports talent mobility, career coaching, and career transition. A self-directed online portal provides mentoring resources, job postings, and 70/20/10 development suggestions, as well as access to an online personal job coach utilizing a personality-type assessment. Personalized career coaching is also available to help employees develop action plans to meet their career goals. Career coaches are HR Business Partners and Global Talent Acquisition, Management and Development staff who have been trained in career counseling. The program also includes the piloting of a physical career center space in the Purchase, NY, headquarters.
82	63	Choice Hotels International Silver Spring, MD Hospitality (food, lodging)	\$522M US \$564.1M Global	1,506 US 1,597 Global	NFP / NFP / NFP	NFP	NFP	Yes	Yes	Choice Hotels International In Choice Hotels' Contact Centers, courses are developed in tandem with the company's center management/leadership team based on annual appraisal results and/or new initiatives. Supervisors also receive customized refresher training two times a year in a formal classroom setting. It includes sales and service elements, coaching, communication, and motivation skills. Partner (outsourced) sites participate in a buddy system program where new supervisors are paired with established, experienced in-house supervisors for ongoing mentoring, coaching, and communication. A series of Power Hour learning tools assist managers and directors in hosting crucial conversations and learning moments during staff meetings.
83	101	CHG Healthcare Services Salt Lake City, UT Health/Medical Services	NFP	1,124 US	23 / 5 / 20	NFP	NFP	Yes	Yes	CHG Healthcare Services This year, the Sales Training Steering Committee established a new measurement protocol to study the effect of new trainings on CHG new hires' performance throughout their first year. The new process requires first establishing a performance baseline for the new hires through the collection of Key Performance Indicator (KPI) data, including the number of applications received, interviews, days booked/jobs placed, and total billings. As new training courses are introduced, CHG can track the effect upon the KPIs of the new hires throughout their first year. CHG also is using this measurement process to track and compare the efficacy of different divisional trainings.
84	56	NewYork-Presbyterian Hospital New York, NY Health/Medical Services	NFP	18,462 US	98 / 16 / 29	NFP	NFP	Yes	Yes	NewYork-Presbyterian Hospital An "NYP Faculty" program is being deployed to ensure quality of delivery for subject matter experts (SMEs) who provide training. The first phase of the program is geared toward hospital-wide training programs that utilize SMEs. A member of the training staff completes a standard evaluation template, and provides feedback each time SMEs deliver training. After five evaluations, a summary is compiled to review overall quality, progress, and trends. Another feedback session is held with the SME and their manager, as appropriate. SMEs who successfully maintain the required threshold of delivery competency are awarded an NYP Faculty pin and padfolio, and attend recognition events.
85	*	Vi Chicago, IL Health/Medical Services	\$400M US	3,600 US	NFP / NFP / NFP	NFP	NFP	Yes	Yes	Vi To support development and enhancement of communication skills, Vi offers more than two dozen online courses through Harvard Business Publishing. Leaders also complete simulations called Managing Difficult Conversations, Productive Business Dialog, and Coaching. In 2010, Vi introduced a series of blended learning courses that require pre-work of online courses, review of Harvard Business articles, Webinars facilitated by Harvard Business Publishing and Vi instructors, and follow-up case studies completed at each of the company's locations. Executives kicked off these programs to underscore the importance of this core competency. Vi also offers employees instructor-led modules such as bridging the communications gap and issues resolution.

success isn't cooked up overnight.

success is learned.

(and boy, does it taste good!)



Morrison Management Specialists, the nation's only food service company exclusively dedicated to providing food, nutrition and dining services to the healthcare and senior living communities, has been named to the Training Magazine Top 125 for the 2nd consecutive year.

Congratulations to Morrison and all the Top 125 winners.



www.IamMorrison.com



Congratulations to the learning professionals across Nationwide!

You should be proud, once again, to be recognized for the value of your work and how it improves our associates' and agents' ability to do what we do best — protecting what matters most and building a secure financial future for our customers.

Learn more: nationwide.com

Nationwide, the Nationwide framemark and On Your Side are service marks of Nationwide Mutual Insurance Company. © 2011 Nationwide Mutual Insurance Company. All rights reserved.



On Your Side®

2011 Rank	2010 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time / Part-Time / SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimbursement	Training Infrastructure	Additional Information
86	84	Century 21 Real Estate LLC Parsippany, NJ Real Estate/Insurance	NFP	131 Global	NFP / NFP / NFP	NFP	NFP	Yes	Yes	Century 21 Real Estate LLC Mastermind Group (MMG) sessions were designed with two-main objectives: 1. Provide an environment for field staff to stay connected and experience community; and 2. Provide an opportunity for field staff to share best practices, challenges, and successes. These informal meetings are held on a monthly basis, run for about 1.5 hours, and are either open-forum or have a predetermined topic. The group moderator helps to move the conversations forward and makes sure everyone has an opportunity to speak. Following each MMG, a summary document is sent to the field services group outlining the topics, solutions, and successes that were shared.
87	35	TD Bank Cherry Hill, NJ Finance/Banking	\$4B US C\$17.8B Global	22,000 US 75,000 Global	NFP / NFP / NFP	NFP	NFP	Yes	Yes	TD Bank A critical component of the retail store new-hire Teller & Customer Service Representative program, Destinations, is the role of Roadside Assistants, who act as coaches/mentors and take an active role in the overall learning process for new employees. A Roadside Assistant is typically someone from the same store who assists with e-learning modules and conducts checkups throughout the program. Monthly Roadside Assistant Webinars are held to educate those new to the role by introducing them to the process and role accountabilities. Over the last year, through Destinations, TD Bank trained nearly 4,000 employees with the help of more than 2,000 Roadside Assistants.
88	94	Wequassett Resort and Golf Club Chatham, MA Hospitality (food, lodging)	NFP	320 US	1 / 15 / 15	\$408K	7.80%	No	Yes	Wequassett Resort and Golf Club Training sessions covered Customer Intimacy, Policy & Procedures, Etiquette, Property Information, and Quality Standards. Each session included four teams of five staff members led by two instructors. Teams included staff from different departments, repeat/new hires, and supervisory/line level. An oversized game board modeling Monopoly was used to train on the topics. Each space on the game board represented the Resort's guest room buildings, restaurants, and recreational facilities. When stopping on one of the spaces, the employee would learn something about that location and would have to answer a question on one of the topics.
89	89	William Osler Health System Brampton, Ontario, Canada, Health/Medical Services	NFP	4,352 Global	NFP / NFP / NFP	NFP	NFP	Yes	Yes	William Osler Health System A key priority is to develop in-house training programs that allow individuals to grow into leadership roles by understanding the expectations in those roles, and develop the skills, abilities, and competencies that support organizational values. William Osler offers a formal preceptorship program for the organization's direct-care givers. The program consists of six core workshops and two elective courses. Each course is offered four times between September and June to ensure that individuals can complete the Preceptorship Program in a 12-month period. Participants earn a certificate once the requirements are completed.
90	86	Special Response Corporation Hunt Valley, MD Business Services	NFP	309 Global	NFP / NFP / NFP	NFP	NFP	No	Yes	Special Response Corporation Fifteen percent of each manager's year-end bonus is tied to development of his or her direct reports. Each manager is tasked with teaching all of their job functions to the employee who would most likely replace them, or to another manager. Each manager is responsible for making sure their direct reports receive all the training required, and work with that employee to develop a plan of progression.



Lam Research is proud to be named a 2010 Training Top 125 Award Winner

Lam Research is committed to selecting and retaining successful people and developing them to contribute at their highest potential in pursuit of world-class organizational performance.

We are recognized as a leader in employee development and training, providing development plans for all employees for their professional growth aligned to needed competencies.

With our etch and clean expertise and world-class global customer support, Lam Research addresses many of today's most advanced semiconductor processing challenges.

FAST to Customer Solutions™



On Your Side® Training



Copyright © 2011 Nationwide Mutual Insurance

Congratulations to Nationwide Sales Training Organization's learning professionals for being recognized **four consecutive years as a Top 125 Training Organization and for winning a Top Five Best Practices Award in 2009.** Our training programs create value to our policyholders by protecting what is most important and by helping build a secure financial future.



2011 Rank	2010 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time / Part-Time / SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimbursement	Training Infrastructure	Additional Information
91	*	The Nebraska Medical Center Omaha, NE Health/Medical Services	\$777.2M US	5,700 US	0 / 1 / 595	NFP	NFP	Yes	Yes	The Nebraska Medical Center As part of succession planning, formal career coaching occurs in three programs: Six Sigma Black Belt job rotations (nine full-time positions on a two-year rotation), Physical Development Leadership Series (PDLS) (60 new participants every three years), and Leadership Acceleration (25 per quarter). Leadership competencies are evaluated via a variety of 360-degree options. Multiple coaching sessions occur with each participant to share the results of the 360-degree process, prioritize opportunities, and plan development activities. An Individual Leadership Development Plan is designed and monitored jointly on a quarterly basis. When key milestones are met, a participant's progress is reported to different selection committees.
92	96	Tandus Flooring Dalton, GA Manufacturing	NFP	1,053 US 1,412 Global	3 / 1 / 58	\$1.4M	3.00%	Yes	Yes	Tandus Flooring In 2010, Tandus launched the Tandus Leadership Development Program. This 18-month training program targets first-line supervisor development. The learning framework includes company information, product knowledge, individual development, business and leadership training. Course content is delivered in half-day classroom sessions every other week for 12 months. A minimum of 75 hours of online training via the company's learning management system also takes place parallel to the classroom training. Finally, a six-month, on-the-job mentorship program completes the development of these first-line supervisors.
93	99	sanofi-aventis Pharmaceuticals Bridgewater, NJ Health/Medical Services	NFP	8,343 US 105,000 Global	NFP / NFP / NFP	NFP	NFP	Yes	Yes	sanofi-aventis Pharmaceuticals The company encourages high-performing sales professionals to undertake a preceptor program (a temporary project or assignment within the Commercial Training department) to determine if the training specialist role is right for them. The field-based preceptor programs range from a few days to several weeks, depending on the needs of both the individual and the training unit. Sales professionals who accept a full-time position in training generally rotate to another home office role in two to three years (usually Marketing) or may rotate back to the field in a different sales force or accept a promotion to district sales manager.
94	*	SuperMedia LLC DFW Airport, TX Advertising	NFP	5,100 US	80 / 0 / 35	NFP	NFP	Yes	Yes	SuperMedia LLC The company has an executive "Sherpa" coach who delivers two-day leadership sessions often (roughly 20 sessions in 2010) and consistently has 15 to 20 leaders going through a weekly development course that lasts 15 weeks. In addition, SuperMedia partners with the Center for Creative Leadership to facilitate 360-degree evaluations, which include one-on-one coaching and assessment.
95	74	Gables Residential Atlanta, GA Real Estate/Insurance	NFP	1,289 US	6 / 6 / 0	NFP	NFP	Yes	Yes	Gables Residential Learning & Development implemented an onboarding development plan containing 12 learning solutions such as virtual instructor-led trainings, e-learning courses, and independent assignments. The first is "Welcome," an interactive e-learning program that demonstrates the most important aspects of the company and culture. Next is a series of e-learning courses that immerse employees in Gables Residential's customer-centric business model, standard operating procedures, ethics, and risk management. Employees must complete the full plan within 60 days. The move to a technology-based onboarding curriculum has cut initial onboarding training time by more than 68 percent.



ow Sweet It Is

Soft Computer is tickled pink to rank in the Training Top 5 for the second time in three years and the Training Top 10 for the fourth consecutive year.

We're so proud of the men and women of our Educational Services division who helped make it possible. At the heart of our success is their dedication to building one of the finest workforce training and development programs in the health-information technology industry.

Soft Computer is the world's largest laboratory information systems (LIS) production house, developing powerful and innovative information management solutions for hospitals, large inpatient networks (IDNs), and laboratories. We are so honored to be recipients of the Training Top 125 for the ninth time,

and we congratulate the members of the 2011 Training Top 125. Kudos!

SCC Soft Computer is proud to be the first Healthcare Information Technology Company to rank in the Training Top 5 twice and the Training Top 10 four consecutive years.




Oakwood would like to congratulate all of our Associates who made this honor possible for the fifth consecutive year.

We are proud and grateful for the work they do in successfully placing valued guests in nearly 15,000 furnished apartments worldwide.



2011 Rank	2010 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time / Part-Time / SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimbursement	Training Infrastructure	Additional Information
96	117	CareerBuilder Chicago, IL Online Recruitment	NFP	1,396 US 1,596 Global	14 / 0 / 45	NFP	NFP	Yes	Yes	CareerBuilder The Learning and Development Series (LDS) program provides top performers with the perspective, tools, and relationships necessary to become successful business leaders at CareerBuilder. Participants must be nominated by their vice president. Candidates participate in a three-year MBA-style curriculum utilizing professors from business schools such as Northwestern's Kellogg School of Management. All graduates of CareerBuilder's Learning and Development Series (LDS) program receive an iPod as a gift to promote continuous learning. The iPod is pre-downloaded with more than 60 articles and podcasts on topics from management skills to business leadership.
97	116	Avanade Seattle, WA Consulting	NFP	NFP	26 / 0 / 160	NFP	NFP	Yes	Yes	Avanade The Foundational Project Management course is a three-day virtual course run for classes of up to 20 people from around the world. After completing nine hours of prerequisite online courses, students join the virtual class, where they are taken through a combination of instruction, virtual activities, and Q&A by a certified project management professional. This course's combination of whole-class discussions and virtual breakout rooms allow students to network with peers from around the world, and at the same time, work in small groups on realistic project management scenarios that were designed based on actual Avanade projects.
98	*	Scottrade St. Louis, MO Finance/Banking	\$821M Global	3,411 Global	10 / 0 / 73	NFP	NFP	Yes	Yes	Scottrade The company converted its instructor-led business writing courses into 10- to 15-minute e-learning courses so associates in its 475-plus branch offices could receive the same education opportunities as headquarters associates. Scottrade also split its training team into two teams. The first team concentrates on associates in corporate campuses, while the second team focuses on the training needs of the branch office associates. Each team has training specialists focused on IT, brokerage operations, and the bank, so all associates receive a comprehensive understanding of the firm.
99	107	Oakwood Temporary Housing Los Angeles, CA Hospitality (food, lodging)	NFP	1,450 US 2,900 Global	6 / 2 / 45	NFP	NFP	Yes	Yes	Oakwood Temporary Housing In 2009, Oakwood significantly expanded its Leadership Communication and Development with the formation of the Extended Leadership Team (ELT). The program began with regular conference calls with 160 leaders from across the organization to share timely, transparent business information about progress, business realities, and the future. In August 2010, Oakwood introduced the ELT Business Review, which is a conference call summary to enable its leaders to communicate effectively with their associates. Oakwood also instituted an online feedback tool to encourage greater two-way communication. A bi-weekly digital newsletter, The Oakwood Wire, includes news, tips for leaders, and guidelines for staff meetings. BP
100	*	Lam Research Corporation Fremont, CA Manufacturing	\$2.1B Global	1,850 US 3,700 Global	25 / 32 / 148	NFP	NFP	Yes	Yes	Lam Research Corporation Lam Research's president and CEO created one-day President Management Forums annually, which he delivers globally to all managers. Each member of the executive team also is expected to deliver segments of the Lam Business Philosophy training to new hire employees quarterly. Subject matter experts (SMEs)—whether in sales, service, engineering, operations, or account management—are called upon to train globally. Recently, as Lam Research transitioned from Sales Force Automation software to Customer Relationship Management software, it called upon SMEs from different organizations to travel to Asia, Europe, and North America over a three-month period to deliver instructor-led training to hundreds of employees.

Our innovative employee development programs combine the expertise of our in-house trainers, state-of-the-art delivery methods, and real life learning opportunities in the field. The result? Construction professionals who have the knowledge to successfully manage the most complex projects in the country, and the skills to further their careers.



www.suffolkconstruction.com

“Now is the time to rebuild your Learning Organization using a variable model.”

David Vance, Economist , Former President, Caterpillar University, and 2006 CLO of the Year — Fall 2010 CLO Symposium

Large product or process roll-outs to short-term applications classes, whatever size or scope training project you need delivered, **The Training Associates (TTA)** has the resources you need to ensure your organization's learning and development needs will be met.

TTA offers expert trainers and instructional designers for any technology or soft skill — *even* your custom and proprietary subjects — delivered on-site, with guaranteed quality and with no upfront investment!



Build Your Variable-Cost Learning Model Using Trainers and Training Delivery Solutions From TTA

Find out why **TTA** is trusted by leading and Fortune 1000 companies to substantially reduce fixed training costs while maximizing training offerings.

TTA is the recipient of several industry awards including the most recent:

- *HRO Today* —“Baker’s Dozen— Top Learning Providers” and
- *TrainingIndustry.com* —“Top 20 Training Outsourcing Companies”

- TRAINERS FOR ALL TECHNOLOGIES AND SOFT SKILLS
- INSTRUCTOR-LED, BLENDED, AND E-LEARNING
- INSTRUCTIONAL DESIGNERS
- COMPREHENSIVE CONSULTING SERVICES
- CONTRACT, TEMP-TO-HIRE, AND DIRECT PLACEMENT SERVICES
- CERTIFIED PROJECT MANAGEMENT
- VENDOR MANAGEMENT
- COURSEWARE FULFILLMENT
- COURSEWARE UPDATING, EDITING, AND REVIEW
- TRAIN-THE-TRAINER
- TRAINER READINESS





1.800.241.8868

TheTrainingAssociates.com

82 | JANUARY/FEBRUARY 2011 training

www.trainingmag.com

www.trainingmag.com

training JANUARY/FEBRUARY 2011 | 83



2011 Rank	2010 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	Additional Information
106	70	IKON Office Solutions, Inc. a Ricoh Company Malvern, PA Business Services	NFP	20,000 US 108,500 Global (including Ricoh)	NFP / NFP / NFP	NFP	NFP	Yes	Yes	IKON Office Solutions, Inc. a Ricoh Company A key initiative for IKON's Technology Training organization was to certify the sales force on their product demonstration skills for the Ricoh Pro C900. Sales activity was measured before and after the certification program. Prior to the certification, sales activity and participation rates among sales representatives were below corporate objectives. Four months later, a 200 percent increase in product placements was realized. Newly hired account executives participated in a Field-Based Certification to validate they are equipped with the right tools to be effective. Since implementation, those who completed the program and were certified generated 76 percent more business than those who were not certified.
107	115	Western & Southern Life Cincinnati, OH Real Estate/Insurance	NFP	2,646 US	7 / 1 / 7	\$3M	3.00%	Yes	Yes	Western & Southern Life The company replaced its week-long, instructor-led sales manager training with a blended learning program called "Quick Start." It features self-paced on-the-job training with application assignments and milestone checkpoints, two week-long skill-building workshops at the home office, and individual development planning. Quick Start develops managers in six competencies, focusing on survival skills necessary for a new sales manager to meet the requirements of the job model while coaching and leading effectively and behaving ethically. The Management Exploration Program for targeted sales reps consists of seven modules that allow participants to sample the five key sales activities of the sales manager's job.
108	61	Nevada Federal Credit Union Las Vegas, NV Finance/Banking	\$53.9M US	266 US	1 / 0 / 35	\$300K	1.50%	No	Yes	Nevada Federal Credit Union The firm's formalized Training Assignments contain a list of goals, measurement criteria, completion dates, and management approval. Promotional Criteria require an employee to perform at a certain level, meet position description requirements, complete specific training courses/cross training, and possess a specific amount of time performing the required duties in order to be eligible for promotion.
109	*	Discover Financial Services – Cust. Svc. Cons. Banking (CSCB) Riverwoods, IL Finance/Banking	\$6.7B Global	10,500 US	NFP / NFP / NFP	NFP	NFP	Yes	Yes	Discover Financial Services The company piloted a proprietary performance-based gaming platform (Discover RUMBLE) to support its most critical training programs. Each time a customer service representative reaches a key performance objective in a target-shooting game called Discover Survivor, he or she automatically receives a turn to compete in a computer-based target competition. Winning teams receive incentive awards and prizes. Discover has seen a significant controlled lift in post training performance of CSRs who have access to the Survivor game, and the company plans to implement these tools and processes across the enterprise.
110	83	White Lodging Services Merrillville, IN Hospitality (food, lodging)	\$825M US	7,000 US	5 / 1 / 40	NFP	NFP	Yes	Yes	White Lodging Services Each leader within the organization has a career steward who is responsible for ensuring the leader is on the right career path and is getting the training, mentoring, and coaching needed for success. Each leader also has a "2 Sheet," which is a dashboard that looks at a leader's performance over time (as measured by White Lodging's Balanced Scorecard), what their short- and long-term goals are and the path to get there, what training they have had, and what training they need to achieve their goals. It also tracks key touch points the individual has had with senior leadership and all recognitions they receive throughout their tenure.

How do you bottle up learners' stories and experiences?

Stories to Learn System is a web-based platform that helps you harness the power of stories and experiences to engage learners for continuous learning.

You weave and add stories and experiences into your learning plans, activities and projects. Strengthen oftentimes boring online courses, webinars and face-to-face sessions with stories and experience sharing. **Inject life in your training!**

To learn more, visit Storiestolearn.com.

 **Stories to Learn** Sys e
www.storiestolearn.com




101 WAYS TO TELL STORIES
FREE Download an eBook

Vignettes Lea ing

Creating an award-winning workplace.

Baylor Health Care System in Dallas/Ft. Worth, TX would like to congratulate *Training* magazine's Top 125! Thank you for your dedication to workforce training and development.

 Like you, we believe that investing in the growth and development of our employees is key to organizational success. We are proud to add a second year on *Training* magazine's Top 125 to our growing list of awards in quality patient care, outstanding nursing, leadership, research innovations and employee satisfaction.

Wherever you want your career and life to take you, Baylor will help you get there.

Baylor.
Get There. 

To learn more about career opportunities at Baylor in Dallas/ Fort Worth, TX, visit www.baylorhealthcareers.com/TM.

Where do CEOs turn for Leadership?



Don't make tough business decisions alone. With more than 14,000 members in 15 countries, Vistage is the world's leading chief executive organization, empowering CEOs with:

- Global Network of CEOs
- Peer Group Meetings
- 1-to-1 Coaching
- Expert Speakers

www.vistage.com
800.274.2367

VISTAGE
better leaders • decisions • results

11452 El Camino Real, Suite 400 | San Diego, California 92130

2011 Rank	2010 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time / Part-Time / SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimbursement	Training Infrastructure	Additional Information
111	*	NetApp Sunnyvale, CA Technology	NFP	NFP	NFP / NFP / NFP	NFP	NFP	Yes	Yes	NetApp For technical skills training in the product development team, the engineering video on demand (VOD) library provides access to more than 200 hours of training videos on topics that are core to NetApp technology. The engineers who created and work on the technology create the video content for their peers. Almost all of the 1,500-plus people in engineering have active accounts in the VOD Library, which has had more than 73,000 course attendances since being launched in September 2006. NetAppU gives Platinum, Silver, and Gold awards to engineers who created VODs that are viewed most frequently.
112	*	McCarthy Building Companies, Inc. St. Louis, MO Construction	NFP	1,424 US	7 / 3 / 152	NFP	NFP	Yes	Yes	McCarthy Building Companies, Inc. The company recently launched "Management 101" for first-time managers. This 20-week program focuses on four key areas: People Management, Customer Management, Project Management, and Self Management. The program begins with a kick-off WebEx to establish expectations, program agenda, and review pre-work. Four to six weeks later, participants attend a week-long classroom workshop where key executives, members of the management team, and other experts work with the group via hands-on exercises, a progressive case study, and other activities. Post-workshop activities include completion of an individual development plan, a 60-day follow-up WebEx, manager coaching, and on-the-job assignments.
113	*	Quicken Loans Detroit, MI Finance/Banking	NFP	2,800 US	37 / 0 / 97	NFP	NFP	Yes	Yes	Quicken Loans New bankers receive more than 20 hours of initial sales training. Upon graduation onto the sales floor, a designated full-time sales coach works within each of the developmental regions. This coach provides live call coaching via instant messaging technology, one-on-one recorded call reviews, group recorded call reviews, and advanced group sales trainings. Bankers also can access the library of more than 400 recorded calls featuring best practices and an online video library with sales tips from top mortgage bankers. Leaders have access to an on-demand intranet site with 31 separate training modules. OTI
114	*	Naval Surface Warfare Ctr., Port Hueneme Div. Port Hueneme, CA Govt. and Military	NFP	1,928 US	NFP / NFP / NFP	NFP	1.20%	Yes	Yes	Naval Surface Warfare Center, Port Hueneme Division Managers use a series of checklists to ensure new employees (even before they report to the worksite) begin to become assimilated into the organization. New employees receive a welcome e-mail that includes information and links, including one to an online program that explains benefits, policies, key concepts, history, and organizational culture. NSWC provides a two-week training class dedicated to familiarizing professional employees with the mission, products, and key technical concepts critical to success at the organization. In addition to orientations aboard naval ships, employees can access a Website offering self-directed training materials such as videos, audios, e-learning, books, and CDs.
115	*	Vistage International San Diego, CA Business Services	\$100M Global	498 US 576 Global (including independ. contractors)	NFP / NFP / NFP	NFP	NFP	Yes	Yes	Vistage International The company increased the number of available Best Practice Learning Modules from 0 to 63; increased the number of podcasts and audio speaker presentations from 0 to 2,500; grew connectivity of members, chairs, and employees using social networking (including Ask Vistage, General Business Forum, Members Exchange Advice, Learning Communities, Chair Idea and Resource Exchange tied to Workshops, and Daily Global Business Updates, with archives of white papers, articles, and wikis); and widened professional learning online via 24/7 accessibility to 300-plus courses.



Building on strengths is something we do every day.

As a health care organization, helping people get stronger is a part of our everyday lives. And thanks to Banner Health's learning professionals, helping our employees make the most of their strengths is something we're committed to every day, too. We're proud for being recognized as a Top 125 training program and we thank all of our learning professionals for helping make Banner Health strong.



Banner Health®
www.BannerHealth.com

Banner Health is one of the nation's leading nonprofit health care providers.

CONGRATULATIONS

to Training Magazine's Top 125

Cbeyond University is dedicated to employee excellence and the spirit of continuous learning. We are honored to make the list.



CBEYOND UNIVERSITY
Learn. Improve. Advance.

Voice • Broadband • Mobile • Email • Web Hosting • Security

Thanks to our trainers!

Jolene

Zach

Jared

Aaron

Julyn

Rachel

Scott

Our philosophy of "Putting People First" has not only made us one of the best healthcare staffing firms in America but also ranked us among the best companies to work for. Now, we are proud to be in the Training Top 125 for the third successive year.

Get a glimpse of our exciting culture at www.chgpulse.com

C

H

G

CHG Healthcare Services

Business Process Outsourcing (BPO) Solutions





NCO is proud to be named again as Training Magazine's Top 125 companies.

Behind the world's largest business process outsourcing organization is our Training & Development team. NCO recognizes that our employees are our most important asset and investing in their development and professional career growth is essential to our success. This is driven through our Leadership Development programs and a solid commitment to compliance.

The core purpose of our organization is to deliver quality customer-focused outsourcing services. We build quality partnerships and use our operational expertise to create value for our customers and employees.

Come partner with us.



NCO UNIVERSITY



Your career is our investment... imagine your future.

www.ncogroup.com/careers

2011 Rank	2010 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time / Part-Time / SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimbursement	Training Infrastructure	Additional Information
116	65	WellSpan Health York, PA Health/Medical Services	NFP	8,414 US	30 / 8 / 225	NFP	NFP	Yes	Yes	WellSpan Health One new area of job rotation is with a group of students who spend their senior school year at WellSpan learning key job skills in areas such as Reception, Food Service, Research, and Biomedical. Called Project Search, the program matches disabled students with sponsoring departments that provide a learning environment for the students to develop specific skills that enhance their employment potential. The students, who have special needs and special talents, rotate through two or three experiences during the school year. The goal for the 10 students is to secure employment either at WellSpan or another organization in the community.
117	*	University Health System San Antonio, TX Health/Medical Services	\$887.8M US	4,312 US	36 / 4 / 0	\$5.2M	4.50%	Yes	Yes	University Health System In 2010, Learning Resources launched the Customer Service Institute. Sixty departments that provide direct patient care sent representatives, called Service Champions, to the institute to receive monthly training over six months. The training is focused on University Health System's corporate customer service behaviors of Take Care, Take Initiative, Take Responsibility, and Take Pride. Since the model requires that the Service Champions return to their departments and teach their co-workers, they also learn presentation tips, learning exercises, and observation and feedback skills, which they practice in class.
118	*	ValleyCrest Landscape Companies Calabasas, CA Landscape Services	\$1B Global	9,700 Global	6 / 0 / 60	\$2M	6.00%	Yes	Yes	ValleyCrest Landscape Companies In "Business Developer Boot Camps," new business developers are brought to ValleyCrest's corporate office for a two-day sales training session. This session introduces them to the ValleyCrest culture and provides an overview of the company's sales and customer service philosophies. Upon completion of Boot Camp, all business developers participate in monthly training sessions to introduce new topics and reinforce others. These sessions historically were conducted via conference call, but this year several of them were conducted via Webinar. A different business developer presents the topic each month, and the training often requires completion of an online quiz to ensure comprehension of the material covered.
119	*	AIT Laboratories Indianapolis, IN Health/Medical Services	NFP	475 US	2 / 1 / 83	NFP	3.25%	Yes	No	AIT Laboratories The company's leadership program features a leaders forum with speakers from either inside the company or from the community who share their experiences, values, and ideas about leadership. The program also has book forums where participants discuss leadership topics; assessments and personal development planning; the opportunity for four to six high-potential employees to receive a one-year scholarship to participate in the leadership program; and a mentoring program. An advanced leadership program for 20 employees features additional book forums and speakers, advanced case studies, and training for participation on nonprofit boards.
120	*	Sierra Nevada Corporation Sparks, NV Defense/Aerospace	\$1.3B US	2,000 US	4 / 1 / 24	\$1.8M	NFP	Yes	Yes	Sierra Nevada Corporation New Employee Orientation is provided every Monday. Prior to orientation, new-hire onboarding begins with contact from Sierra Nevada's Talent Acquisition and Training teams. The program incorporates the company's background, history, culture, vision, and values. Leaders from HR, Benefits, Payroll, IT, and Security all present parts of the orientation. On the first day, there is a meet-and-greet lunch date with the new hire's supervisor. Employees continue their onboarding for a 90-day period, which includes components of e-learning, mentoring, on-the-job training and a 90-day performance review.



We are Healthpoint!

TOP 125

We are proud to be recognized by *Training Magazine* as one of the Top 125 Companies for employer-sponsored workforce training and development – **for the second year in a row**. Congratulations to all members of this distinguished list.

Healthpoint is committed to providing all of our employees with the developmental opportunities necessary to achieve their personal and professional goals.

For more information, please visit us at www.healthpoint.com

HEALTHPOINT

HPU500-1210



We are proud of our Learning & Development Team for being named to the Training Top 125 for the 4th CONSECUTIVE YEAR, and are pleased to share this honor with other outstanding organizations.

TOP 125

With a mission of Taking Care of the Way People Live®, Gables Residential owns, develops and manages luxury rental communities throughout the nation.

GABLES.COM

Congratulations, CarMax!

In recognition of our commitment to Associate development and engagement, we've been recognized as one of *Training* magazine's 2011 Top 125 Companies for Training Excellence. We're proud of the CarMax managers, mentors, and field facilitators that contribute to our ranking among the most elite training organizations in the country. Thank you and congratulations!

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

CARmax

The way car buying should be.



2011 Rank	2010 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	Additional Information
121	114	Kendle International, Inc Cincinnati, OH Health/Medical Services	\$181.1M US \$416.7M Global	1,229 US 3,229 Global	8 / 15 / 150	\$1M	0.30%	Yes	Yes	Kendle International, Inc. Traditionally, the training of clinical monitors was done in a live, face-to-face environment. Kendle decided to convert its classroom training to a blended approach that uses both self-paced core content and virtual interactive sessions for application and reinforcement. As a result, it increased training delivery and learning accomplishment by more than 600 percent, while reducing travel expenses by more than 90 percent. Another major initiative was the conversion from paper to digital training files. That step alone eliminated five full-time positions and reduced the administrative tasks of more than 80 associates who performed these duties on a part-time basis.
122	*	Naval Undersea Warfare Ctr. (NUWC) Division, Newport Newport, RI Govt. and Military	\$1B US	2,700 US	0 / 0 / 0	\$6.3M	2.20%	Yes	Yes	Naval Undersea Warfare Center (NUWC) Division, Newport NUWC developed a full two-day face-to-face new-hire orientation. There are 16 presentations with senior leaders, where new employees engage in nine required trainings and seven briefings on the introduction to life at Division Newport. Subject matter experts provide technical program reviews to ensure that new employees receive insight into Division Newport's areas of expertise for potential collaboration in future endeavors. Portions of this program also are provided online to serve as a reference site for access at any time. New employees also receive Lean Six Sigma "Yellow Belt" training, which is an introduction to the Continuous Process Improvement Program at Division Newport.
123	*	Carilion Clinic Roanoke, VA Health/Medical Services	NFP	11,800 US	46 / 23 / 18	\$4.7M	0.80%	Yes	Yes	Carilion Clinic Adopt a Student Nurse is a six- to 12-week summer mentor program pairing nursing students with experienced nurses in a patient care setting. Opportunities to observe and assist include the following: physical assessments, critical thinking, documentation, developing plans of care, organizational and time management skills, developing collaborative relationships with the health-care team, and specific nursing skills with RN supervision. Debrief sessions are held with the groups to obtain feedback and enhance the experience. Of the 73 Adopt a Student Nurses from summer 2008, 37 were hired as new graduates in 2009. Of those 37 new graduates, 33 have remained at Carilion as registered nurses.
124	*	Union Sanitary District Union City, CA Transportation/Utilities	\$41M US	130 US	1 / 1 / 111	\$482K	1.80%	Yes	Yes	Union Sanitary District The District has a Balanced Scorecard at the District-wide level that links employee growth and development objectives to customer, financial, and internal process objectives. The measures for these District objectives include: number of training modules developed; number of employees trained; number of employees assessed as competent; number of accidents, injuries, and lost time; number of safety training events delivered versus planned; and employee satisfaction surveys. Each team develops its own scorecard with a training component linked to team-specific objectives. Teams plan, track, and report on their objectives and measures on a quarterly basis.
125	*	AAA - The Auto Club Group Dearborn, MI Real Estate/Insurance	NFP	4,700 US	NFP / NFP / NFP	NFP	NFP	Yes	Yes	AAA - The Auto Club Group As part of a hands-on executive coaching and development experience, all 35 AAA/ACG vice presidents were divided into six groups and assigned to a senior executive. Each team was given a relevant key initiative to problem solve and develop strategic recommendations for. During this development period, participants were expected to perform research, generate ideas, demonstrate organizational skills, identify innovative solutions, present and defend points of view, exhibit strong teambuilding skills, and have the ability to execute assigned tasks. This exercise also provided senior leadership with an opportunity to assess bench strength and form a succession planning outlook.

Ithaca College

PROFESSIONAL DEVELOPMENT

Actionable Strategies.
Online. Anytime. Anywhere.

Online Certificate Programs

Performance Improvement Management

Strategic Communication Management

Sustainability Leadership

ITHACA

GRADUATE AND PROFESSIONAL STUDIES

www.ithaca.edu/certificates

Visit

www.TrainingMag.com

TRAINING MAGAZINE'S DIGITAL HOME

Redesigned for the *Training* Audience

New Content Updated Daily

Featured Columns

Research and Reports

Training Top 125 Best Practices

Exclusive Case Studies

Tips & Trends

New Products

Fuel

their Motivation

with the

Shell Gift Card

New 2011 Designs!

2011 Shell Gift Card

No. 22 Kurt Busch
Shell Racing Gift Card

www.shell.us/giftcard

(888) SHELL-04

Royal Performance Group

The Competitive Edge

Royal Performance Group is the proud program services provider for the Shell Gift Card.

©2011 Shell Oil Company. All rights reserved. All trademarks are the property of Shell Trademark Management BV. All names, designs and marks are trademarks of their respective owner (Shell Group of Companies and Royal Performance Group) and are used with permission.

92 | JANUARY/FEBRUARY 2011 training

www.trainingmag.com

www.trainingmag.com

training JANUARY/FEBRUARY 2011 | 93