

training

TOP 125

2018 Rank	2017 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time/Part-Time/SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimbursement	Training Infrastructure	
1	3	Leading Real Estate Companies of the World Chicago, IL Real Estate	NFP	110 U.S. 120 Global 130,000 Network Sales Assocs.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
2	2	New York Community Bancorp Hicksville, NY Finance/Banking	NFP	3,693 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
3	5	Sonic Automotive Charlotte, NC Retail	\$9.7B U.S.	9,800 U.S.	776/NFP/NFP	NFP	NFP	Yes	Yes	
4	4	BNSF Railway Co. Fort Worth, TX Transportation	NFP	41,280 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
5	8	Dollar General Corporation, LLC Goodlettsville, TN Retail	\$21.9B U.S.	128,002 U.S. 128,067 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	

* New entry; not ranked in the 2017 Top 125

The real estate industry continued its Training Top 125 win streak, with Leading Real Estate Companies of the World (LeadingRE) earning the No. 1 spot on the 2018 list. LeadingRE and the other Top 125 winners are game-changing organizations that champion training and employee development tied to corporate strategic goals and business impact. Some 31 newcomers earned a spot on the list this year, the 18th in a row *Training* has ranked the top companies of employer-sponsored workforce training and development.

Each Top 125 company was measured on quantitative (85 points) and qualitative (40 points) data. Factors influencing the rankings include: Training tied to business objectives • Kirkpatrick Level 3 and 4 results • Training's role in strategic decision-making • Number of trainers • Employee turnover and retention • Leadership development • Tuition assistance • Training technology and infrastructure • Certification • Training budget and percentage of payroll • Executive involvement in L&D • Training delivery methods and innovation. And much, much more. An outside research and statistical data company, under the guidance of *Training* magazine, scored companies on quantitative data supplied by applicants. Then, *Training's* editor-in-chief and the Training Top 10 Hall of Famers qualitatively reviewed the applications.

Top 125 Best Practices and Outstanding Training Initiatives also are recognized in this issue (beginning on p. 86). Learn about Edward Jones' Insurance Partnership; WellSpan Health's New Employee Orientation; Hagerty Insurance's Automotive Enthusiast Certification; Pacific Gas & Electric's Becker Valve Operator 3-D Simulator; and more. Congratulations to this year's Training Top 125!

Additional Information

Leading Real Estate Companies of the World (LeadingRE) LeadingRE's Institute provides robust content for managers, sales associates and marketing, relocation, training, and IT staff. Its 350+ online courses are engaging, short (5-15 minutes) accommodating busy schedules, available 24/7, mobile-friendly, graphic-rich with video and interactions reinforcing learning. Courses are accompanied by additional resources, and the library features multimedia content, audio and video clips, articles, and white papers on a host of searchable topics. Experiences are enhanced with auto-connectivity recognition and video formats to accommodate slower Internet speeds, faster video uploading, downloadable course promos, and learning maps, guiding independent learners to content relevant to experience levels and interests.

New York Community Bancorp Employee Development & Training developed an interactive learning experience utilizing mobile devices to educate employees on the end-user experience of a new service offering provided by New York Community Bancorp. The learning experience was kicked off by top executives, who then participated in the program and endorsed the new service. Training consisted of hands-on application by way of a mobile device (smartphone/iPad) using genuine customer scenarios, results feedback delivered via text and/or e-mail messages, and monetary rewards for completed activities. This approach yielded positive business results as 65% of New York Bancorp's customer base has enrolled in the new service, leading to decreased costs and increased deposits and customer retention.

Sonic Automotive As part of a cultural transformation of training, managers within each dealership (753 total) assumed new leadership responsibilities as "trainers." Titles, job descriptions, and pay plans for the managers were changed to reflect their new primary responsibility as a trainer/coach. Sonic Automotive managers took ownership of training and coaching new and existing team members, 9,800 in total. The training solution components included a Learning Roadmap, pre-work assignments, e-learning modules, online assignments, and a 3-day instructor-led session. Results: Sonic University saved \$2.7 million in new hire training costs; reduced time to competency by 27%; and improved customer service index scores by an average of 5%.

BNSF Railway Co. To prepare locomotive engineers to operate trains safely, locomotive simulators (i.e., NETSIMs) are leveraged in field training locations. BNSF Railway's distance learning program allows employees to be trained in their field location, while being observed, coached, and tested virtually by its technical training team. Simulations are customized to reflect local conditions, including train types, weather, terrain, track, and time of day. More than 7,000 employees completed locomotive simulation training in 2016. With a 15% reduction in injuries in 2016 and a 30% reduction in injuries since 2012, BNSF knows its training and certification programs such as NETSIMS achieve positive results.

Dollar General Corporation, LLC Serving Others is Dollar General's mission. A focus in all of its training, no matter the level of the organization, is to educate employees about the organization's core customers. Understanding who they serve and why they serve helps to identify the needs and desires of Dollar General customers, along with their buying habits. Dollar General accomplishes this through a training called Know Your Customer. Once they complete the training, employees become empowered to make a difference to serve customers and ultimately live the mission of Serving Others. The results: Customer satisfaction scores were up 790 basis points last year over the year before, and total sales improved by 7.9% for fiscal year 2016 versus the prior year.

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

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6	14	Pacific Gas & Electric San Francisco, CA Utilities	\$17.6B U.S.	23,626 U.S.	408/30/1,687	NFP	NFP	Yes	Yes	
7	10	Nationwide Mutual Insurance Company Columbus, OH Insurance	NFP	34,350 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
8	44	United Shore Troy, MI Finance/Banking	\$30.1B U.S.	2,200 U.S.	65/265/265	\$15M	15	Yes	Yes	
9	16	MasTec - Utility Services Woodbury, MN Construction	NFP	3,225 U.S.	29/3/60	NFP	NFP	Yes	Yes	
10	6	Best Buy Richfield, MN Retail	\$36.2B U.S. \$39.4B Global	105,000 U.S. 125,000 Global	250/1,500/5,500	NFP	NFP	Yes	Yes	
11	15	Ascend Federal Credit Union Tullahoma, TN Finance/Banking	NFP	483 U.S.	8/NFP/NFP	NFP	NFP	Yes	Yes	
12	13	ArcBest Fort Smith, AR Transportation	NFP	14,415 U.S. 14,482 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
13	12	Tata Consultancy Services Mumbai, Maharashtra, India IT & Business Consulting Services	\$9.4B U.S. \$17.5B Global	34,144 U.S. 387,223 Global	706/12,522/624	NFP	NFP	Yes	Yes	
14	20	Paychex, Inc. Rochester, NY Business Services	\$3.1B Global	13,500 Global	95/1,309/1,404	NFP	NFP	Yes	Yes	
15	9	Wequassett Resort and Golf Club Chatham, MA Hospitality	\$23.3M U.S.	450 U.S.	1/10/22	NFP	NFP	Yes	Yes	

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Additional Information

Pacific Gas & Electric (PG&E) Diversity and inclusion is core to who Pacific Gas & Electric (PG&E) is, and the community it serves. PG&E holds a full-day workshop for all management, and provides tailboards, e-learning, workforce diversity champions, and Employee Resource Groups. It recognizes outstanding achievements in diversity and inclusion throughout PG&E. The company also offers training programs to diverse suppliers to help build business acumen, and includes scholarships. PG&E provides training to help develop and improve safety plans, environmental sustainability programs, global marketplace resources, as well as increase cyber-security awareness. In addition to a nearly 44% diverse procurement spend, PG&E landed on 9 national top lists and awards for its diversity and inclusion at all levels. **OTI**

Nationwide Mutual Insurance Company The organization has committed to the connections between associate health, productivity, and career success. The My Health journey begins with a self-assessment that results in customized learning plans. Online learning provides self-paced coaching, followed by optional face-to-face wellness coaching, curated information, and social networking with communities. My Health professionals have designed/delivered innovative learning focused on Brain Health (2016) and Mindfulness (2017). Results from Brain Health learning include: Nationwide Mutual Insurance Company associates who were identified to have low productivity significantly improved their overall productivity by 27% and decreased their relative absenteeism by 18%, gaining 7.23 hours/week of previously missing time. Overall, the average medical cost trend is 25.6% lower than the financial industry benchmark. **BP**

United Shore United Shore believes the key to improving business results is to coach and “train its people up.” To make that happen, United Shore implemented a team member skills coaching and development platform called “Yourtime” and a Trainer Certification Program to develop the training skills of company leaders. Both programs require leaders to be in the “weeds of the business” with team members and to be “on call” to develop team members at any time. Year-to-date, training has a 97.5% approval rating with team members; the training hours have increased by 212%; and as a result, United Shore’s loan originations increased by \$7 billion in 2017.

MasTec - Utility Services The New Employee Training program consists of 24 training modules designed to introduce new field employees to core safety concepts and employee programs. Modules range from complex safety topics such as Underground Utility Damage Prevention and Hazard Communication to introductions to basic company programs and policies. This program prepares MasTec - Utility Services employees to operate safely and effectively on the job. Their knowledge and confidence is paying off, as the company has experienced an 11% reduction in OSHA recordable safety incidents this past year.

Best Buy The company’s new custom learning management system (LMS), Learning Network, creates a social learning platform and a community of learners who are able to share best practices, post comments and messages directly on content, and interact with vendors and leaders through Q&A sessions. Gamification capabilities, such as experience points, achievements, sweepstakes, and certifications allow Best Buy to measure and recognize employee engagement. The platform had an immediate impact on employee engagement toward self-initiated training, leading to 17 million completions in 12 months, or 1.4 million average monthly completions. Along with increased engagement, the new site has allowed Best Buy to save more than \$1 million in LMS expenses last year alone. **OTI**

Ascend Federal Credit Union Sustained growth and expansion requires Ascend Federal Credit Union to actively identify and develop qualified individuals for management opportunities and succession planning efforts. The Emerging Leader program recruits high-performing talent and provides training and development based on previous experience and operational knowledge. This multi-faceted program includes job rotation assignments, allowing participants to gain experience with various management functions. Emerging leaders may rotate to serve in various roles to gain expertise across operational areas. Customized workshops prepare leaders to manage personnel issues appropriately and expand their knowledge of strategic direction through meetings with various organizational executives. Since implementation, Ascend has achieved a 42.4% promotion rate for emerging leaders into management positions.

ArcBest The company is dedicated to training and developing its employees so they can continuously learn and consistently perform in order to achieve great things. To meet this goal, ArcBest made leadership development a major point of emphasis, and takes great pride in its leadership development programs. The first component is the ArcBest Leadership Series, which was designed to strengthen the leadership skills of current and future leaders. Another component is the ArcBest Leadership Academy. This academy helps engage high-potential employees while preparing them for future leadership roles within the company. After only 2 years of the Leadership Academy, 39% of participants have received promotions.

Tata Consultancy Services (TCS) The Leadership Development Program (LDP) focuses on developing behavioral, managerial, and leadership competencies across geographies and across all leadership roles. Structured and systematic approaches to identify, assess, and develop leaders start at early stages of the career. LDP has custom-made programs for each level and career path. LDP creates opportunities for TCS associates to transition into global leadership roles at 3 levels: operational, tactical, and strategic. Results: 245,162 LDP Learning days; 16,650 leaders developed; 85% tech-enabled learning in LDP compared to 74% in fiscal year 2016; and 89% of participants had role movements with more challenging responsibilities after completion of LDP, compared to 70% in FY’16.

Paychex, Inc. HR generalists (HRGs) support the highest revenue-generating clients in the Paychex Inc. organization. Clients who subscribe to this service expect their HRG to be knowledgeable and skilled in the field of Human Resources. Increasing results such as client satisfaction and employee turnover were key reasons for implementing a mentor program. L&D partnered with business unit leadership to create a comprehensive curriculum and certification. A mentor certification program sets up a strong support system and is key to the success of the new employee. Satisfaction scores increased to 9.1 out of 10 for the HR Services product, one of the highest in Paychex.

Wequassett Resort and Golf Club The company wants employees to focus on the personal connections made with Wequassett Resort and Golf Club guests through service. To advance their skills, Wequassett flipped the classroom. It shared with employees video clips of excellent service, articles written about trends, and upcoming guest profiles. Then the company worked on how to relate it to Wequassett and then how to do it, improve it, and make it personal. These shared guest profiles turned into highly customized guest experiences. The Guest Satisfaction Index goal for last season was 91.85%. “Attitude of staff” scored 98.80%, and “Level of personal service received” scored 98.09%, well above the goal for the season. **OTI**

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16	25	ADP, LLC Roseland, NJ Business Services	\$10.5B U.S. \$12.3B Global	58,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
17	17	Western Union Englewood, CO Finance/Banking	NFP	2,375 U.S. 10,779 Global	NFP/NFP/NFP	NFP	4	Yes	Yes	
18	19	ESL Federal Credit Union Rochester, NY Finance/Banking	NFP	744 U.S.	7/2/42	\$1.5M	3.6	Yes	Yes	
19	21	Birmingham Water Works Board Birmingham, AL Utilities	NFP	625 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
20	11	WellSpan Health York, PA Health/Medical Services	NFP	15,520 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
21	29	Edward Jones St. Louis, MO Finance/Banking	\$6.3B U.S. \$6.5B Global	40,823 U.S. 42,301 Global	455/136/7,761	\$87.5M	3	Yes	Yes	
22	34	Haskell Jacksonville, FL Construction	NFP	1,239 U.S. 1,292 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
23	18	OptumRx Irvine, CA Health/Medical Services	NFP	13,099 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
24	28	Buckman Laboratories International, Inc. Memphis, TN Manufacturing	NFP	381 U.S. 1,745 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
25	39	Gilbane Building Company Providence, RI Construction	NFP	2,432 U.S. 2,572 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	

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Additional Information

ADP, LLC ADP, LLC, is obsessed with driving engagement, which it knows starts with developing exceptionally strong leaders. Partnering with its innovation lab, engaging experts from multiple disciplines, and applying agile methodologies, ADP collaboratively designed Compass. A short, quarterly survey provides leaders consistent, formal feedback from direct reports and peers/stakeholders, followed by 8 weeks of personalized, online coaching. 6,500 leaders have participated, with 56,000 direct reports, in 23 countries. Comparing the first and second Compass revealed statistically significant increases in scores of 2% after 6 months—12% where managers received coaching—demonstrating positive impact on leader effectiveness. Compass now is offered to external clients as a fee-based service.

Western Union The company launched 2 major initiatives to help shift Western Union's culture. First, the CEO launched a new way of working, called The WU Way, to better focus on business performance and organizational health. The WU Way influences everything Western Union does, from organizing to meet strategic goals, attracting new customer segments, improving end-to-end customer experiences, optimizing technology, and building a great team that runs the organization better. The second initiative, Western Union's performance management transformation—called Guide. Perform. Succeed—removed a 5-point rating scale and replaced it with business-driven, forward-looking quarterly empowerment discussions, streamlined processes, and simplified documentation. The initiatives resulted in increased capacity and retention.

ESL Federal Credit Union Year-over-year sales results suggest L&D's learning interventions succeeded in enhancing the knowledge, skills, and effectiveness of the target learning population in ESL Federal Credit Union's Business Banking line. For example, L&D's partnership with Business Banking and front-line subject matter experts (SMEs) resulted in the design, development, and deployment of a comprehensive blended Business Banking learning curriculum that has helped drive significant growth in sales production. In 2016, ESL booked more than \$6.8 million in Small Business Administration (SBA) loans, a 41.7% year-over-year increase from the same period in 2015. As of August 31, 2017, ESL had become the leading SBA lender in the Rochester, NY, market (up from No. 3 in 2016).

Birmingham Water Works Board The utility enhanced its New Employee Orientation program to fuel new employees' enthusiasm by making sure they are informed, comfortable, supported, and prepared to handle the responsibilities of their new positions. Employees watch a video that takes them on a journey with the general manager and employees across the company as they describe Birmingham Water Works Board's rich history and corporate culture. A classroom session presents information about health and wellness benefits, along with compliance and safety requirements. Additionally, new employees get a glimpse of perks the company offers, such as tuition reimbursement opportunities and career development. Between 90 and 120 days, employees take a new hire survey. The utility scored 79% in the "Onboarding" category, which is 10% higher than the global benchmark of 69%.

WellSpan Health The New Employee Orientation program focuses on the experience of the new employee and emphasizes welcoming, engaging, and inspiring. A senior leader begins each weekly session with a conversation around mission, values, and vision. Learning facilitators partner with subject matter experts to deliver meaningful messages. WellSpan Health employees are immersed in interactive experiences through the day, receiving a Passport booklet to guide them on their journey. An electronic "New Employee Magazine" is utilized throughout the program and available post-training. Over the last 18 months, organizational savings of \$594,436 and support toward employee engagement were achieved. A Wildly Important Goal to increase the percentage of staff who report being engaged was exceeded by 3%. **BP**

Edward Jones Planning for Sustainable Success aligned regional and home-office support into dedicated Business Plan Teams for financial advisor trainees at Edward Jones. This helps them create and implement tailored business plans from day one of business building using a broad range of client-acquisition strategies appropriate to them. Not only did leaders report accelerated skill acquisition and increased confidence, but nearly 100% of trainees created robust plans with 5 required goals; households served and assets under care rose; and attrition for licensed trainees fell, from 6% before Planning for Sustainable Success to 2% after. **BP**

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

OptumRx The OptumRx Learning Services Communications and Media team implemented RxTube, a video on-demand site modeled after YouTube. This popular site, located on the company intranet, provides employees convenient access to videos of all kinds, including instructional processes and systems tutorials. Content includes learning tutorials and the executive channel where the CEO and other key leaders recap OptumRx's latest successes and outline any challenges ahead. These videos keep employees informed and engaged with the company. There are 10 different channels totaling 128 videos. In 2016, employees accessed RxTube 52,170 times. The most watched channel was the Learning Channel with 11,641 views.

Buckman Laboratories International, Inc. A 1-week experiential leadership program for high-potential associates was built around Buckman Laboratories International, Inc.'s vision and values. Over 10 years, this program has taken 200+ leaders through a challenging set of scenarios learning about themselves and what it takes to be a leader. The program creates a development bridge for individual contributors as they become leaders. As a result, new leaders share a common cultural experience, create development plans with executive coaches, and learn how to better engage with their teams. More than 95% of top leaders and 70% of front-line managers globally have completed the program. Buckman's associate engagement surveys rank in the top 5% of its peer group in associate satisfaction with managers, quality of development opportunities, and associate connection to the mission of the organization.

Gilbane Building Company The cybersecurity awareness program equips employees with the knowledge they need to make sound security decisions and become an additional line of defense against cyber attacks. The program incorporates gamification and reinforcement and consists of simulated real-life e-mail scenarios, a remediation program of 3 bite-sized training resources, and an annual Cybersecurity Awareness online course. Results show a 2,500% decrease in Gilbane Building Company employees being caught by simulated e-mail scenarios and a 350% increase in suspicious/malicious e-mails reported by employees.

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26	72	Florida Blue Jacksonville, FL Health Insurance	NFP	6,409 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
27	86	CVS Health Woonsocket, RI Health/Medical Services	\$177.5B U.S.	246,000 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
28	24	Gables Residential Atlanta, GA Real Estate	NFP	1,032 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
29	50	Miami Children's Health System Miami, FL Health/Medical Services	\$684M U.S.	4,246 U.S.	45/253/237	\$27.2M	4.2	Yes	Yes	
30	60	VSP Global Rancho Cordova, CA Insurance	NFP	4,915 U.S. 6,063 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
31	36	Allianz Life Insurance Company of North America Minneapolis, MN Insurance	\$13.1B U.S.	2,222 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
32	69	Avanade Seattle, WA Consulting	NFP	1,200 U.S. 8,300 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
33	41	Iron Mountain Boston, MA Information and Asset Management	\$2.3B U.S. \$3.5B Global	8,196 U.S. 24,120 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
34	*	Assurant, Inc. New York, NY Insurance	NFP	12,600 U.S. 14,800 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
35	89	Norton Healthcare Louisville, KY Health/Medical Services	NFP	14,824 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	

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Florida Blue Florida Blue's Leadership Academy was born out of a revised talent management review process that identifies high-potential (HIPO) leaders to secure succession bench strength. The program focuses on 4 critical aspects of leadership and leads participants on a 6-month journey, which mirrors Florida Blue's "Be Well. Work Well." culture. Since its inception, 96% of the 26 HIPO leaders who completed the program have been retained, with 73% obtaining team engagement scores at or above best practice, contributing to a 4-point increase in company engagement score. Last year, 13% of program graduates were promoted into an identified successor position, saving the company approximately \$3 million in executive recruiting and onboarding costs.

CVS Health Keeping Learning Alive (KLA) is a program developed to keep up with the speed of business. It reinforces colleagues' prior learning by delivering learning snippets, which are a mix of fun activities, games, quizzes, and visuals. Designed to cause minimal impact to the production environment, activities can be completed at any time and take less than 10 minutes. KLA supplements formal training and provides ongoing refreshers to colleagues in a fun way that helps them retain what they've learned. To date, CVS Health has delivered 200+ KLA activities, with more than 100,000 completions.

Gables Residential The LEADER Program focuses on developing critical leadership skills in Gables Residential high-potential front-line leaders. Over the course of 6 months, nominated participants concentrate on developing skills such as self-awareness, coaching, and developing engaged and high-performing teams. Each month following the classroom session, a T&D manager meets with each participant individually to discuss lessons learned, and to provide coaching and support to encourage their leadership growth. Each cohort culminates with the opportunity to work with senior regional leadership to develop a solution to a market-specific business challenge. Since the inception of this program, 50% of participants have received promotions, furthering internal leadership development.

Miami Children's Health System (MCHS) Leaders greet new employees on the first day of orientation and engage in a dialogue regarding the employee's role in promoting the vision, mission, management system, and values. Based on their unique role, employees may spend 3 to 10 days in general orientation, followed by a 6-month onboarding process. During onboarding, employees are assigned an "MCHS Buddy" to support their integration into a new work environment. Training includes coursework, shadowing, simulation, and on-the-job training. New employees also undergo an initial introductory skills competency assessment within their first 6 months of the new role. MCHS hired 1,037 new employees in 2016, all of whom participated in the orientation program. That includes 157 new nurses with a retention rate of 90.45%—the highest in MCHS history.

VSP Global The company fosters professional/personal development, and growth in core competencies and EQ, creating fertile ground for employees to do their finest work, at the highest levels, as their best self. VSP Global "meets" employees where they are—in development, role, location, and career level, not only preparing them for the jobs they do today but equipping them with future capabilities, wherever business needs lead. One example is resilience training, which extends thresholds for change and risk as VSP Global drives its strategy. This support and commitment plays out in: Engagement/Enablement rank in the top 25% in the world (KornFerry-HayGroup); a \$400 million increase in revenue; and an internal hire rate of 75%.

Allianz Life Insurance Company of North America L&D, HR, and Operations partnered to decrease turnover in Allianz Life Insurance Company of North America's Contact Center (CC). They created a new hire learning program with a cohort design, extending it 120 days. Employees learn a skill, apply it on the phone, and return to the classroom to learn next skills. This approach enhances the experience and increases comfort levels to take calls. The attrition rate during new hire training was reduced by 20%. The overall CC turnover decreased 28% in Q2. This accomplishment contributed to an Above Target rating on the Quarterly Business Review. The team received high praise from executive leaders and was chosen as a finalist for the project team of the year.

Avanade Training and learning designed to support increased gender diversity include Avanade's "Leadership Program for Women" (ALPW). The program is further supported by the Women's Employee Resource Group (ERG) and other initiatives that demonstrate Avanade's commitment to gender diversity. In addition to formal diversity training and learning initiatives, Avanade established Candidate Slating Guidelines, which has helped to drive improved hire rates, especially at managerial and above levels. As a result of these diversity training programs, Avanade hired women for 31.6% of executive-stage roles and 29.3% for the analyst stage. Women at Avanade enjoyed higher promotion rates than men at 4 out of 5 of career stages in FY2017.

Iron Mountain Recognizing the common business challenge where up to 40% of new supervisors don't meet expectations in the first 18-24 months, Iron Mountain developed the Sentinel Management Training Program in July 2015 to provide a robust orientation training program for supervisors and managers. 2 years later, this role-specific onboarding program demonstrated a 400% increase in knowledge and skills acquisition through successful completion of e-learning and on-the-job training with a peer coach. In addition to the improved learning and behavior metrics, Iron Mountain has a 78% retention rate for this group compared to 60% prior to implementing the program, and the teams they lead meet or exceed all operational metrics. **OTI**

Assurant, Inc. Excel is a 7-month program designed to engage global cohorts in a group learning experience. Excel develops the comprehensive business acumen and skills needed to serve effectively as leaders and build a stronger Assurant, Inc. Leaders who completed a recent cohort: realized \$50 million in sales; accelerated the timeline to implement an enhanced offering to mobile partners; implemented a better customer experience process at a faster pace, with less disruption and quicker buy-in; and established a new go-to-market strategy positioning Assurant to move more quickly on new growth opportunities. From this cohort, 74% of participants were promoted within 18 months post-program.

Norton Healthcare The Practice Manager Development Program is an immersive and interactive learning program that focuses on 4 essential elements of the practice manager role: effective leadership, practice operations, access to care, and patient experience. In sessions spanning 1 day a week for 8 weeks, participants share practices, learn from other Norton Healthcare leaders, and develop a practice operational gameplan. As a result, several key metrics show improvement in access and patient experience. Providers accepting new patients has risen by 44%; total office visits have increased by 10%; and patients who "definitely" recommend their office (10 on a 1-10 scale) has risen by 2.4% over the previous year.

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36	48	Hagerty Insurance Traverse City, MI Insurance	NFP	803 U.S. 840 Global	10/8/65	NFP	NFP	Yes	Yes	
37	31	DaVita Inc. Denver, CO Health/Medical Services	\$14.5B U.S. \$14.7B Global	68,331 U.S. 73,820 Global	574/5,200/2,100	\$258.9M	8	Yes	Yes	
38	96	BayCare Health System Clearwater, FL Health/Medical Services	NFP	27,421 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
39	23	Janssen: Pharmaceutical Cos. for Johnson & Johnson Titusville, NJ Pharma./Biotech	NFP	6,211 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
40	76	Paycor Cincinnati, OH Business Services	NFP	1,412 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
41	40	Crown Resorts Australia Southbank, Victoria, Australia Hospitality	NFP	11,835 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
42	45	Valvoline Instant Oil Change Lexington, KY Retail	NFP	3,400 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
43	83	ConServe Fairport, NY Accounts Receivable Management	NFP	780 U.S.	15/0/60	NFP	NFP	Yes	Yes	
44	82	MTM, Inc. Lake St. Louis, MO Transportation	\$463M U.S.	2,597 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
45	35	Anthem Inc. Indianapolis, IN Insurance	NFP	53,014 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	

* New entry; not ranked in the 2017 Top 125

Additional Information

Hagerty Insurance To further its goal of being “car people working for car people,” Hagerty Insurance launched the Automotive Enthusiast Certification program in 2017. This program supports employees in their pursuit of automotive knowledge and experiences. The program provides opportunities that position employees as authentic in the eyes of Hagerty’s clients. The certification criteria includes Automotive History, Industry Trends, Engine Mechanics, and Makes/Models. The certification levels of mastery include Nuts and Bolts, 1st, 2nd, and 3rd Gears. The certification incorporates 12 hours of required trainings and unlimited hours of recommended hands-on experiences. 65 employees from 12 different departments have passed the Nuts and Bolts exam, with a passing rate of 90%. **OTI**

DaVita Inc. Academy is a DaVita University flagship program. The foundational content provides teammates the opportunity to immerse themselves in DaVita’s distinctive culture during a 2-day, off-site meeting. It is an opportunity for teammates to develop themselves in a fun and engaging atmosphere that is simultaneously highly informative. It is a great example of DaVita Inc.’s emphasis on whole-person learning. 9,000+ teammates attend Academy each year. Since 2001, 55,000+ teammates have attended Academy. Teammates who attend Academy have, on average, a 12% lower turnover rate than peers who did not attend this training. DaVita estimates Academy drives down turnover costs by approximately \$12 million per year.

BayCare Health System The BayCare Management Forum is an annual event where all leaders come together to be educated and informed on key strategies and initiatives that lie ahead for the coming year. Roughly 850 BayCare Health System leaders participate. The topics this last year included the new BayCare system strategy, the new Leadership Competencies and Leadership Development platform, and the new BayCare branding campaign.

Janssen: Pharmaceutical Companies for Johnson & Johnson The CVM New Hire Journey is required for all new Janssen: Pharmaceutical Companies for Johnson & Johnson sales representatives. During a 9-month blended learning experience, participants develop expertise in disease state, clinical knowledge, and competitive selling. In 2017, the team made several strategic changes to the experience design, which resulted in significant cost savings, stronger engagement, and increased retention. The program exceeded benchmark data for ROI (6.42/7), business results (6.3/7), and job impact (6.4/7). Janssen reduced scrap learning, which is saving \$41,316 a year. The value of the impact CVM reps provide to Janssen is projected to be \$14.025 million for 2017, \$4.99 million beyond benchmark.

Paycor In Client Services, Paycor trains 15 unique roles through an 8-week onboarding program. Paycor developed a blended approach, reducing the amount of time new hires spend in the classroom, while enhancing the application and reinforcement of content. Classroom training, mentoring, e-learning, and guided practice make up the 4 components. The 8-week breakdown is: instructor-led training (ILT)—128 hours; Mentoring—64 hours; e-learning—10 hours; Guided Practice—88 hours. This allows new hires to gradually accept new tasks starting in week 5 with support of their mentor while continuing to learn new skills in the classroom. This approach enables new associates to contribute earlier, reducing ramp time by 38%.

Crown Resorts Australia “Above All Else” delivers drip-feed customer service training to all staff in Crown Towers Melbourne, Crown Resorts Australia’s most prestigious hotel. The objective was to raise the hotel’s international profile by achieving a rare 5-star rating in Forbes Travel Guide. Each session focuses on just 1 specific standard, and they are all short (never more than 60 minutes), punchy, interactive, and scenario-based. In 2017, the first year it entered, Crown Towers became 1 of just 2 hotels in Australia to be awarded a 5-star rating from Forbes, and the first and only hotel in Melbourne, outperforming many other prestigious global hotel brands, and, thus, achieving the strategic goal.

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

ConServe The company provides continuous training for all employees, thereby empowering them to deliver exemplary service in a consistent, compliant, and professional manner. ConServe University has created a methodical training program encompassing a detailed curriculum for new hires, comprehensive continuous training for all employees, and career development instruction for its management teams. Together with world-class partners such as Dale Carnegie Training, in the last year, ConServe University has delivered more than 55,000 hours of training to its most valuable asset: its people.

MTM, Inc. At MTM, Inc., employees cost approximately \$4,000 to hire, onboard, and train. In 2017, MTM focused on lowering attrition and retaining more of its most valued asset: its workforce. Year to date, it has reduced attrition by nearly 1%; this is a significant decrease, considering the average call center attrition rate is 45%. MTM is trending at 7.3%. This change is due to increased development opportunities, customized training plans, individualized incentive structures, and ongoing coaching. MTM also added benefits such as 4 weeks of sabbatical leave for employees on their 10-year anniversary, in addition to annual anniversary bonuses. MTM’s Training team also celebrates 90-day service marks with new employees at a luncheon.

Anthem Inc. Learning and Development engages with Anthem Inc.’s business partners to deliver learner success and business results to better serve its members. Through this engagement, as well as analysis of internal metrics and external best practices, Anthem aligned to solve for the following needs: increase learner engagement; offer scheduling flexibility; deliver training efficiently and cost effectively. As part of the solution, Anthem implemented a flipped classroom strategy. The objective was to transition in-person learning to an online self-paced environment that strategically leverages facilitator engagement. The result was a flexible and engaging approach to learning with completion 19.1% faster, cost reduction (approximately 22,000 class hours saved), and effectiveness rates comparable to traditional methods. **BP**

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2018 Rank	2017 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers FullTime/Part-Time/SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimbursement	Training Infrastructure	
46	27	New York Life Insurance Company New York, NY Insurance	NFP	9,000 U.S. 11,320 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
47	66	Mohawk Industries, Inc. Calhoun, GA Manufacturing	\$8.9B Global	21,700 U.S. 38,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
48	49	Vi Chicago, IL Health/Medical Services	NFP	2,900 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
49	64	CarMax, Inc., Richmond, VA Retail	\$15.9B U.S.	24,500 U.S.	745/2,152/1,692	\$38.4M	3.6	Yes	Yes	
50	33	Aon plc London, England Business Services	NFP	14,920 U.S. 50,946 Global	156/611/1,029	NFP	NFP	Yes	Yes	
51	42	PPD Wilmington, NC Health/Medical Services	NFP	10,127 U.S. 19,162 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
52	58	One Nevada Credit Union Las Vegas, NV Finance/Banking	\$55M U.S.	252 U.S.	3/2/38	\$450K	3.1	Yes	Yes	
53	77	United Services Automobile Association San Antonio, TX Financial Services and Insurance	NFP	30,329 U.S. 30,350 Global	196/3/55	\$84.7M	1.88	Yes	Yes	
54	74	Bankers Life Chicago, IL Insurance	NFP	1,361 U.S.	612/350/120	NFP	NFP	Yes	Yes	
55	84	Johns Hopkins Community Physicians Baltimore, MD Health/Medical Services	NFP	1,324 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	

* New entry; not ranked in the 2017 Top 125

Additional Information

New York Life Insurance Company The Agency Presentation Skills program was designed to teach early career product consultants—employees who support sales agents by phone—to improve their presentation skills, with the hope that they will successfully transition from internal support sales staff roles into externally facing product wholesaler roles. The L&D function designed a year-long cohort-based training program that combines 5 months of standard classroom learning with 5 months of hands-on practice, real-time feedback and coaching, and an action-learning project, culminating in a 2-month competition of presentations judged by senior leaders. Since implementing the Agency Presentation Skills program, more than 85% of New York Life Insurance Company product consultants have been promoted to wholesaler roles and have productivity metrics that are effective within their first month (vs. 50% prior to the program implementation).

Mohawk Industries, Inc. Taking on a leadership role can be intimidating, especially for first-time supervisors and team leads. A new program provided by Mohawk Industries, Inc.'s Learning Resource Network called "Boosting Team Success" is designed to help make that transition a little easier. This 7-week action-oriented learning experience combines face-to-face, experiential learning activities, online coursework through the LMS, and personal reflection to produce facility success as defined by the leadership team. The goal is to ensure graduates of the program are self-directed, responsive, and proactive leaders who anticipate employee and organizational needs, build relationships, focus on solutions, and are highly motivated to lead by example.

Vi The company has realized significant results from its 1-year Breakthrough Leadership Program for high-potential leaders. Through a third-party evaluation conducted by DePaul University, Vi realized knowledge gains on average of 40%, a 10% gain in self-efficacy, an 8% yield in utility performance, a 33% increase in on-the-job task performance, a 20% increase in emotional intelligence, and a return on value of \$124,000 based on the average participant salary.

CarMax, Inc. The Career Conversation Guide helps any associate consider his or her readiness for an entry-level management role through a self-assessment targeting manager competencies and behaviors. It also equips managers to have meaningful and transparent conversations about potential career paths. This Guide provides a transparent and standardized set of criteria to evaluate manager potential, and talking points to help empower associates to own their development. The self-assessment has been accessed 1,209 times since CarMax, Inc., released the Guide 12 months ago. 83% of associates who completed self-assessments moved on to a career conversation with their manager. 77% of the conversations resulted in associates moving into CarMax's structured Management Development Program.

Aon plc Aon plc believes it is at its best when it empowers results for its colleagues, communities, and clients in one Aon United fashion. The Leading Aon United workshop has been delivered to 170 executive members, with plans underway for another 1,000 leaders. The company is changing expectations of what it means to be a successful leader at Aon. The workshop is a highly personal leadership development experience. Leaders make strong connections between their own purpose and Aon's vision; specific commitments are made to Lead Aon United with the new tools acquired.

PPD The organization achieves a talent and culture advantage by building professional skills and engaging through its Professional Excellence Program. Managers identify specific technical training needs within their departments and build customized training curricula in a licensed Skillsoft environment. Managers select courses from a comprehensive library and range of resources to target different experience levels and functions within their teams. They also supplement the Skillsoft courses with PPD-specific processes and procedures and white papers. Results from an internal survey showed the effectiveness of PPD's training resources: Employees experienced a 13% skill gain per learner when actively using Skillsoft, leading to a multimillion-dollar skill gain value.

One Nevada Credit Union "Mission statements mean nothing until we bring them to life." It is that simple. One Nevada Credit Union enculturates this philosophy with every class, course, and session in its curriculum. The company believes education is more valuable when the knowledge gained is used sincerely and proactively in the day-to-day interactions with people One Nevada does business with. In short, people eventually will forget what you said, but they will never forget how you made them feel. That's SERVICE, and that is One Nevada's goal.

United Services Automobile Association (USAA) An innovative vendor-owned technology helped solve for performance support in lieu of training when HR released a new United Services Automobile Association (USAA) employee portal. This release affected all 30,000+ employees, and USAA could not afford to disrupt the business with large-scale training. WalkMe is an interactive technology tool that overlaid this new HR portal to show employees how to complete several common tasks without stopping to look for an FAQ, read a job aid, or call a peer. WalkMe saves employees time, keeps them focused on the task at hand, and allows them to quickly get back to their job, estimating a conservable cost avoidance of \$99,003 in the first 4 months of its rollout.

Bankers Life Sales Essentials was created to address challenges of Bankers Life's former New Agent training program, better align with Millennial learning styles, and leverage new technologies. It is a learn/apply concept that segments learning into smaller, easier-to-internalize pieces that build on each other in a modular fashion. Each module is delivered in 4 steps: online coursework, debrief, role-play, and field training. Sales Essentials will result in savings of roughly \$1 million per year, allowing reallocation of funds to additional training offerings. Metrics on speed to competence, production, and retention have shown improvement as a direct result of Sales Essentials.

Johns Hopkins Community Physicians High-reliability organizations (HROs) invest significant resources to avoid even the small errors that might be expected in the face of complex activities such as health care. Educating front-line staff in safety-related principles is important but difficult. In FY2016, Johns Hopkins Community Physicians refined its existing safety officer program, which provides special training to a team member in each of 40 medical practices and sustains/builds knowledge in monthly online meetings. Refinements included incentives to participate in monthly meetings, and using stories to train. This "trained the trainers" of more than 600 front-line staff, and contributed to an 8% improvement in the organization's safety climate.

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2018 Rank	2017 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers FullTime/Part-Time/SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimbursement	Training Infrastructure	
56	57	G4S Secure Solutions (USA) Inc. Jupiter, FL Private Security Solutions	NFP	46,970 U.S. 610,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
57	87	Dominion Enterprises Norfolk, VA Business Services	NFP	2,635 U.S. 2,643 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
58	54	Aetna Inc. Hartford, CT Insurance	\$63.1B Global	48,957 U.S. 49,730 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
59	*	Pennrose Philadelphia, PA Real Estate	NFP	349 U.S.	3/16/165	NFP	NFP	Yes	Yes	
60	91	Choice Hotels International Rockville, MD Hospitality	NFP	1,476 U.S. 1,659 Global	NFP/NFP/NFP	NFP	NFP	No	Yes	
61	75	Shaw Industries Dalton, GA Manufacturing	NFP	21,018 U.S. 21,374 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
62	81	U.S. Security Associates, Inc. Roswell, GA Business Services	NFP	53,000 U.S. 54,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
63	59	Ricoh USA, Inc. Malvern, PA Technology	NFP	21,826 U.S. 105,613 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
64	*	Rollins, LLC Atlanta, GA Pest Control Services	NFP	10,045 U.S. 12,153 Global	35/1/1,100	NFP	NFP	Yes	Yes	
65	51	Mastercard Purchase, NY Technology	NFP	11,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	

* New entry; not ranked in the 2017 Top 125

Additional Information

G4S Secure Solutions (USA) Inc. G4S Secure Solutions (USA) Inc. plays an important role in society and is trusted to care for and protect some of the world's most valuable assets. One of G4S' core beliefs is dignity and respect for every individual—employees, clients and customers, suppliers, and stakeholders. With 46,970 employees and 4,000+ clients located across the U.S., G4S has a reputation for setting high standards of inclusive behavior. To achieve a working environment in which team spirit and commitment to the goals and values of G4S are maintained, the company is committed to treating everyone with dignity and respect.

Dominion Enterprises The Senior Leader Training program immerses participants in an online business simulation for 4 days to help them as newly promoted VPs and directors perform at the next level. Teams compete as they launch and grow a business in a startup environment over 6 quarters. Each team must present to and be evaluated by an Executive Board comprising members of the executive team. Participants learn the immediate impact of decisions and how every decision in every area of the business affects other areas. In 2016-2017, 35 senior-level managers completed the program, and 10% of participants were promoted to a vice president role.

Aetna Inc. Aetna University (AU) focuses on developing effective, innovative, and motivated leaders. This includes a blended learning approach featuring virtual offerings, facilitated by prominent business leaders and renowned universities (e.g., Harvard, UPenn, and Michigan). As part of this, Aetna University expanded stand-alone offerings of its Leading Minds Speaker Series, featuring diverse and prominent leaders such as Maine Senator Angus King and Dr. Wendy Suzuki, professor of Neural Science & Psychology at New York University. Aetna University also uses Skillsoft to offer self-paced course content covering an array of topics, including management and leadership essentials, customer service and sales skills, Microsoft and Adobe applications.

Pennrose The Foundations of Management: Leadership Essentials course is the foundational leadership program of Pennrose Academy's Learning & Employee Development curriculum. It is rooted in its engagement behaviors: BUILD-ing Connections. Utilizing these behaviors, coaches build engagement by focusing on relationships first in a coaching conversation. Participants learn to identify, demonstrate, and apply these behaviors for any conversation, both positive and developmental. The course has 3 levels of training measurement, including a coaching certification. To date, there have been 164 total managers, with 159 successfully certifying for a 97% certification rate.

Choice Hotels International Inclusion and Diversity are core to Choice Hotels International's culture and values, but practicing inclusive leadership skills is neither intuitive nor easy. Inclusive leadership training shows employees the value in assembling a diverse team and working to leverage everyone's skills and insights. Choice tackles the topic of unconscious bias, which is deeply hidden in thoughts and assumptions and can sway decisions and behaviors. This is a challenge to discuss, but increased diversity and creativity, improved culture and morale, and better employee retention are worth the investment. Choice strives to create an environment that brings together a diverse mix of people, skills, and ideas—where everyone can be themselves.

Shaw Industries Each year, millions of people step onto new Shaw Industries products. The company makes the foundations where families grow, patients heal, students learn, thinkers create, and champions are made. Recognizing the central role the company plays in homes and businesses around the world, Shaw's training and education programs promote innovation, fresh thinking, and a dedication to quality—providing more than 1 million hours of training annually to its wide range of associates—machinists and marketers, scientists and salespeople, designers and data scientists, nurses and network administrators.

U.S. Security Associates, Inc. The SecuritySTARS training, development, and recognition initiative empowers U.S. Security Associates, Inc.'s Officer Force to be the best. SecuritySTARS is based upon a philosophy of gradual skill acquisition and application of desired behavior to the job. It incorporates management coaching, guaranteeing positive results for the company and the clients it serves. Furthermore, it helps U.S. Security Associates be the employer of choice, providing a compelling employment value proposition for associates and candidates alike.

Ricoh USA, Inc. The Learning organization continues to be positioned as a driver of change as Ricoh USA, Inc., evolves and accelerates its services-led approach. The Learning organization is driving the transformation through employee and leadership development, enabling employees to work smarter. Through programs such as Portfolio Training 2, Cross Training for Managed Service, and Root Meters Training, Ricoh USA is successfully enabling its sales force to sell services-based solutions, helping increase operational efficiency, and making it easier to do business with the company. Related to the results of these programs in FY2016, Ricoh USA saw increases in the achievement of ROI, service quality, and billing production.

Rollins, LLC The greatest competitive advantage in business is aligning management, strategy, operations, and culture. When there is clarity around these 4 areas and they support each other, results are extraordinary. In 2016, Rollins Learning introduced a 9-month process on how to Create a High-Performance Organization. Leaders learned the 7 key behaviors of a cohesive team. They also answered 6 critical questions that formulate a Compass to create clarity for team members. A new team emerges focused on collective results. The first pilot group completed the process, yielding a 7.6% improvement in net promoter score (NPS); a 47% in operating profit; 9% revenue growth; and an 18.6% reduction in customer cancellations from 2015 to 2017.

Mastercard Mastercard puts the options and capability to learn directly in employees' hands. The company does this by engaging its employees in Degreed, "Degreed at Mastercard"—the one place for an employee to explore, discover, connect, and collaborate on all things learning. The global workforce has access to both Mastercard-created content and to preferred third-party content providers: Safari Books Online, getAbstract, Lynda.com, Massive Open Online Courses (MOOCs), and Harvard Business Publishing, to name just a few. Degreed at Mastercard also provides access to the 1,400+ content providers offered by Degreed.

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66	65	Navient Wilmington, DE Asset Management	NFP	6,915 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
67	70	BB&T Corporation Winston-Salem, NC Finance/Banking	NFP	38,661 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
68	67	Bass & Associates, P.C. Tucson, AZ Legal	NFP	72 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
69	61	BKD, LLP Springfield, MO Business Services	\$564M U.S.	2,600 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
70	124	The Guardian Life Insurance Company of America New York, NY Insurance	\$11.7B U.S.	8,193 U.S. 8,800 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
71	71	Tarkett North America (A Division of Tarkett) Dalton, GA Manufacturing	NFP	2,563 U.S. 3,076 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
72	*	Emser Tile, LLC Los Angeles, CA Wholesale/Distribution	NFP	950 U.S.	1/20/25	NFP	NFP	Yes	Yes	
73	52	Enterprise Holdings St. Louis, MO Transportation	NFP	85,190 U.S. 100,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
74	46	SinglePoint GI Inc. Toronto, Ontario, Canada Business Services	NFP	600 Global	2/5/15	NFP	NFP	Yes	Yes	
75	102	Mariner Finance, LLC Baltimore, MD Finance/Banking	NFP	2,000 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	

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Additional Information

Navigent During Navigent's new servicing new hire training classes, a thematic approach has been developed focusing on the loan life cycle. This involves characters Jack and Diane, who simulate moving through a "Life"-type game. Agents follow these characters from loan inception to full repayment of loans. New hire training curriculum has existed for several years; the games and simulations were added in 2016. Skill levels of agents from the "old" curriculum to the "new" curriculum have been monitored; certification scores have increased by 2-3 points with a reduction in fail rates of 5%. This component was a major addition and contributor to the improvement of certification scores.

BB&T Corporation A new commercial lending platform resulted in a significant retraining effort impacting 2,900 BB&T Corporation associates. To address the varied training needs, BB&T utilized a flipped classroom approach consisting of 10 1-hour online courses, followed by a 2-day ILT course. This flipped training approach allowed the ILT portion to be significantly shorter than an all-classroom approach, saving an estimated \$472,334 in travel expenses. By having all associates complete the same 10 online courses, BB&T could ensure that all associates received a consistent message regarding policy and procedural changes, and the multiple-choice assessments at the end of each online course provided desired Level 2 data for all employee groups.

Bass & Associates, P.C. The firm utilizes the flipped classroom training delivery method with a series of voice-recorded modules that enable employees to replay instructional "Bass Bits" to reinforce various segments of the training program. Bass Bits are short 3- to 12-minute instructional videos, modeled after Khan Academy. Bass Bits are well suited to instructing employees on step-by-step procedures. Most Bass Bits have short quizzes attached to the end of the presentation to help gauge retention of the topic. The average quiz score on a Bass Bit module is 95%. Additionally, employees who use Bass Bit modules fill out surveys to help the firm measure user satisfaction. 88% of the questions consistently receive scores of either 4 or 5 (on a satisfaction scale of 1-5, with 5 being the best).

BKD, LLP During BKD LLP's Women's Empowerment Summit, Learning & Development coordinated a 90-minute session for 409 participants using the World Café methodology. 80 firm leaders facilitated discussions at 80 tables clustered into groups based on a specific topic. After the first 12-minute block, attendees moved on to the next round, with 5 rounds total. Attendees learned how to grow their book of business; enhance business relationships; improve career-life balance; generate their personal brand; and improve self-management, coaching, and mentoring skills. 97 percent of attendees provided favorable feedback, with numerous requests for hosting a similar session again and comments confirming the feeling of empowerment and greater confidence.

The Guardian Life Insurance Company of America Financial representatives who wish to use social media for business must complete the Guardian Social Selling Certification Program. It includes a video that explains the dos and don'ts of social selling at The Guardian Life Insurance Company of America, how-to guides, and a community of practice that includes bi-weekly virtual sessions and access to 1:1 coaching. LinkedIn's Social Selling Index (SSI) score is used to measure impact. The average SSI Score in the financial services industry is 21. Guardian's average SSI Score is 28, and 56 for those using LinkedIn Sales Navigator. Those with the higher SSI Scores earn more than those with lower scores, tracking year-over-year production increases consistently above \$100,000.

Tarkett North America (A Division of Tarkett) Manager@Tarkett is a 4-day leadership course required of all leaders. It is a major talent management initiative that sets the foundations for a shared managerial culture across the organization. Course objectives are to clarify and spread the management culture, implement common processes and tools, and develop a manager's talents to coach teams for high performance. Tarkett North America's worldwide Employee Survey takes place every 2 years. The category, "Management," sees continuous improvement. In 2008, only 70% of employees answered positively in this category. However, 78% of employees answered positively in 2016 and think their manager does a good job in setting work objectives and being available when needed.

Emser Tile, LLC There are certain customer service skills all Emser Tile, LLC, employees must master if they are forward-facing with customers. To help enhance the level of service Emser Tile functional staff was providing, the company enlisted the help of Ritz-Carlton's Training Team. Emser Tile identified universal skills everyone needed to master to improve their conversations with customers. The company not only stresses the importance of paying attention to individual customer interactions, but the need to be mindful and attentive to the feedback Emser Tile receives in general. Since implementing customer service training, Emser Tile's customer loyalty index has increased by 5%, and its employee engagement scores have increased by 25%.

Enterprise Holdings Fleet Management account executives (AEs) and account managers (AMs) complete 6 weeks of product training before attending Products Boot Camp at the corporate headquarters. Over the next 2 weeks, they strengthen the skills practiced with senior leadership at boot camp. Sales training goes from week 10 to week 13, after which employees begin selling. Around week 16, they attend Sales Boot Camp to practice sales skills and receive coaching from senior leadership. Enterprise Holdings implemented this approach to training in FY2016. Since then, the number of accounts closed by AEs and AMs in their first year on the job has increased significantly.

SinglePoint GI Inc. The Career Counseling Training Program selects top-performing front-line agents who have expressed interest in other internal career opportunities and allows them to participate in the Career Steps to Success Empowerment Program. This initiative consists of a series of customized learning workshops dedicated to various roles within the organization. Participants select the specific course aligned with their interest and, through a blended learning approach, are introduced to the responsibilities, challenges, and next steps required to get them closer to achieving their career aspirations in the future. To date, 110 employees have participated in the project, with 26% successfully promoted to a new role.

Mariner Finance, LLC The Branch Manager Training Program provides those with career aspirations the opportunity to move from a new hire to managing a full-service consumer finance operation in just 14 months. The evaluation process used mimics (as closely as possible) the real-world environment trainees will find themselves responsible for upon program completion. This includes development of a deep understanding of the Mariner Finance, LLC, culture, proprietary systems, profit drivers, reports, and metrics through learning to be a leader in a dynamic, fast-paced industry. Supplying 38+ new managers and 7 assistant vice presidents in the last 2 years, the program provides the skills, challenges, and rewards that bring success.

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76	78	TIAA New York, NY Finance/Banking	NFP	10,639 U.S. 11,467 Global	55/20/200	\$8.2M	0.38	Yes	Yes
77	*	Argo Group San Antonio, TX Insurance	NFP	1,045 U.S. 1,345 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
78	90	Penn Station, Inc. Milford, OH Hospitality	\$19.5M U.S.	4,950 U.S.	2/306/580	\$340K	5	No	Yes
79	*	Colorado Springs Utilities Colorado Springs, CO Utilities	\$886.1M U.S.	1,787 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
80	88	University of New Mexico Hospitals Albuquerque, NM Health/Medical Services	\$957.4M U.S.	6,676 U.S.	86/10/105	\$11.2M	12	Yes	Yes



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Additional Information

TIAA TIAA's Green Belt certification is a 2-week instructor-led class that provides candidates the opportunity to apply their learning to projects that address relevant business area challenges. These projects are required for certification and aim to improve poorly performing processes, often saving the organization time and money or improving the quality of a product or service. Through this learning experience, candidates have the advantage to learn from a mentor in the form of a skilled coach who guides and supports them through the improvement effort. To date, 175 members have attained Green Belt certification, yielding \$32.8 million in savings.

Argo Group SHINE ONboarding leverages the most innovative/comprehensive approach for today's mid-sized companies. The interactive Ships log touches everything to accelerate time to productivity and skyrocket engagement. SHINE ONboarding covers administrative tasks, ignites leadership development, and culminates with strategy documentation. Employees navigate through their Ships log prescriptively—shepherded by the guidance of the manager who receives his or her own interactive document. New hires receive Argo Group's S.O.S. package, including the CEO's book, "In Business," and their personal iPad loaded with Argo Academy. New hires attend an in-person induction workshop and receive incentives for completing the program. Overwhelming support of the program and overall CSAT of 95% indicates its success.

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

Colorado Springs Utilities Leader Connections is a comprehensive leader development program providing unique exposure to Colorado Springs Utilities business and executive leaders, while providing developmental opportunities for every level of employee. Sponsored by the CEO, it exists to drive the organization to an unmatched level of success and effectiveness in the industry. The program was developed internally, allowing the company to design courses around the unique needs of its 4-service municipal utility. One-third of the workforce has participated in a specific track best meeting their development needs. 40% of graduates have earned promotions resulting from their participation in this program.

University of New Mexico Hospitals (UNMH) UNMH Up and Comers Succession Planning is a staff-level program where employees get a "sneak peek" at leadership, attending 6 meetings, 3 leadership classes, and 6 mentoring sessions. Speakers present on topics identified by participants as learning needs, and all speakers are leaders in the organization. Leaders nominate possible successors from their own reporting structure based on high-potential leadership skills and attributes. Nominees must agree to participate, validating the desire for a leadership position. A committee reviews applications and letters of recommendation, verifying an outstanding behavioral and performance track record, to determine final participants for the 6-month program. 10% of the 21 members were promoted to leadership positions during FY2017.

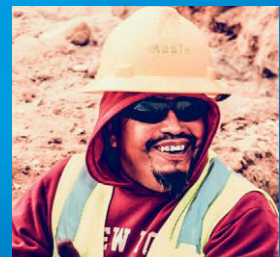
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2018 Rank	2017 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time/Part-Time/SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimbursement	Training Infrastructure
81	*	Sanofi (China) Investment Co., LTD. Shanghai, China Health/Medical Services	NFP	15,000 U.S. 113,816 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
82	*	Personnel Board of Jefferson County Birmingham, AL Government and Military	NFP	62 U.S.	5/0/0	\$521K	5.8	Yes	Yes
83	110	Holman Enterprises Mount Laurel, NJ Automotive	NFP	4,991 U.S. 1,443 Global	30/10/56	NFP	0.64	Yes	Yes
84	104	La Quinta Holdings Inc. Irving, TX Hospitality	\$1B Global	7,718 Global	NFP/NFP/NFP	NFP	NFP	No	Yes
85	*	TMG Financial Services Des Moines, IA Finance/Banking	NFP	57 U.S. 61 Global	4/0/3	\$330K	8.7	Yes	Yes

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Additional Information

Sanofi (China) Investment Co., LTD. The Breakthrough BELBIN Team Leadership program at Sanofi (China) Investment Co., LTD., applies BELBIN Team Roles to enable managers to enhance self-awareness, better understand others, and improve team construction and composition. Participants start with BELBIN Team Roles assessment, followed by a 2-day BELBIN workshop, with a Team Development Plan designed and implemented and supported by data analysis on program effectiveness. The Breakthrough BELBIN Team program facilitates leaders to assess a current team's strengths and weakness against its business goal, develop members and the team as a whole, and enhance the overall team's performance. Participants demonstrated a 2.3% higher sales growth rate in 2016 versus non-participants.

Personnel Board of Jefferson County Personal Branding is a multi-day, multi-faceted training program that encourages Personnel Board of Jefferson County participants to locate their blind spots and make strategic changes to who they are and how they are perceived at work and at home. Through the Pearson-Marr Archtype Indicator and group discussions, this session drives attendees to build their personal brand statement and live it in their personal and professional lives. More than 80% of participants state that this training program has made a "profound impact in their daily lives," while more than 90% have made changes based on the program.

Holman Enterprises Persuasive transfer of experience from experts to participants accelerates performance of service advisors at Holman Enterprises. A 2-day workshop focuses on creating best practice as a form of habit using proven methods. Attendees then use hands-on practice to refine skills and adapt to challenging scenarios. An instructional focus on teaching the whys of sales methodologies encourages participant buy-in and increases rates of application and success. Data showed an average increase of 5.5% or \$15 per repair order for the tested group. That becomes a \$3.51 million annual increase in sales for first cohorts.

La Quinta Holdings Inc. Everyone Sells and Here For You teach all La Quinta Holdings Inc. team members, regardless of position, that they can drive sales and impact the guest experience through simple interactions with guests. By doing so, they also can help uncover new revenue every day. L&D created multiple resources to help leaders operationalize Everyone Sells and Here For You. Developing and fostering this guest-centered mindset quickly produced an ROI of 238% in just a few short weeks through the program's "Leads Online" component. Not only does it help the bottom line, team members have shared feedback that they are excited to develop their professional skills further.

TMG Financial Services In 2015, TMG Financial Services (TMGFS) launched a companywide partner engagement initiative. In an effort to close the communication gap evident between TMGFS and its partners, the TMGFS Training Team was constructed from the ground up. Metrics were gathered to reveal training's positive impact on partner engagement. In 2015, only 22% of partners participated in training versus 95% of partners trained in 2017. As a direct result of onsite, focused trainings, multiple partners reached their sales goals for the first time ever. Most notably, TMGFS re-signed 100% of partners for contract renewal in 2017.

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- Nurse leadership development series
- Performance improvement certification program



2018 Rank	2017 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers FullTime/Part-Time/SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimbursement	Training Infrastructure
86	*	Walmart Bentonville, AR Retail	\$307.8B U.S. \$485.8B Global	1.5M U.S. 2.3M Global	321/610/280	NFP	NFP	Yes	Yes
87	*	State Compensation Insurance Fund Pleasanton, CA Government and Military	NFP	4,299 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
88	92	Cartus Danbury, CT Relocation	NFP	1,800 U.S. 2,757 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
89	125	Persistent Systems Ltd Pune, Maharashtra, India IT Software	\$368M U.S. \$429M Global	1,145 U.S. 9,100 Global	42/0/60	\$1.7M	0.65	Yes	Yes
90	101	Specialist Staffing Group Chicago, IL Business Services	NFP	432 U.S. 2,920 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes



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Additional Information

Walmart In 2015, Walmart CEO Doug McMillon stated, "There will be no better place in retail to learn to grow and to build a career than Walmart." The retailer's commitment to providing tools for meaningful professional growth is accomplished through Pathways, a comprehensive development program associates can complete in 90 days or less. Pathways enables associates to connect the dots between present and future by providing a roadmap between their first job at Walmart to positions of greater responsibility and higher pay. Retention is 10% higher among the more than 200,000 graduates, and they demonstrate improved functional retail knowledge, soft skills, and engagement with supervisors.

State Compensation Insurance Fund EDGE (Everyone Drives Great Experiences) is improving internal and external customer interactions at State Compensation Insurance Fund by changing employee mindset and behavior. Through a workshop where participants learned to be focused on others rather than self, the importance of language and tone, and tools to help customers, plus ongoing videos and group "huddles" reinforcing what was learned, the culture within the company and the service provided to customers is improving exponentially. Employees hold themselves and each other accountable for "Getting their EDGE on," and customers are sharing feedback that they are seeing a real shift in the service they receive, including 7,000+ employee comments on positive service they received from each other.

Cartus During Cartus' annual team summits, a deliberate effort is made to give employees the opportunity to develop a memorable skill they can use professionally. Topics are a blend of employee requests and other needs. In 2016, Executive Presence was the topic facilitated by the team's executives, who represent proven and credible role models. Participants worked in small groups to brainstorm questions they wanted to ask executives on Executive Presence and their challenges. The executives had no advanced warning on the questions, and were generous in their vulnerable sharing, showing they also might not have all the answers.

Persistent Systems Ltd The company's talent strategy and approach is to provide continuous competency development across the organization, aligned with business, and provide anytime, anywhere learning. Persistent Systems Ltd has designed and developed a complete learning solution to train the right people in the right skills at the right time, customized for organizational needs. It facilitates multiple learning methodologies, including online, blended, instructor-led, social, and mobile learning. The solution also provides a framework for subject matter experts to quickly create online courses, and facilitates Massive Open Online Courses (MOOCs) and formal and informal learning. It includes an online assessment center tool for internal certification. Persistent Systems has created 300+ courses that are offered in classroom, self-paced, MOOCs, and blended formats.

Specialist Staffing Group Specialist Staffing Group is an international staffing agency servicing the pharmaceutical, IT, banking, and energy industries. It strives to deliver service to customers that is unparalleled in speed, efficiency, and quality. Specialist Staffing Group prides itself on having the best talent in the industry, and supporting them with its management training program, Certificate in Management Essentials Program (CMEP). The program uses a blended learning approach to drive behavioral change and encourages on-the-job learning. It offers employees a world-class training program to set them up for success and partner with them on their journey at Specialist Staffing Group to fuel their growth.



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91	*	MSU Federal Credit Union East Lansing, MI Finance/Banking	\$158M U.S.	792 U.S.	8/32/41	NFP	NFP	Yes	Yes
92	95	Navy Federal Credit Union Vienna, VA Finance/Banking	NFP	14,917 U.S. 16,352 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
93	*	Vantiv Cincinnati, OH Payments	\$3.5B U.S.	3,701 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
94	115	American Fidelity Oklahoma City, OK Insurance	NFP	1,826 U.S.	14/0/127	NFP	3	Yes	Yes
95	*	Southern Management Corporation Vienna, VA Real Estate Acquisition	NFP	1,481 U.S.	10/0/94	\$1M	1.3	Yes	Yes



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Additional Information

MSU Federal Credit Union (MSUFCU) MSUFCU Inclusion training takes diversity a step further to discover the brain science of bias, intentional thinking, mental models, and rewiring brain patterns. MSUFCU partnered with national neuroscientist, MSU graduate, and member Steve Robbins to support Learning and Talent Development employee course preparation. 100% of the board, executives, management, HR, and LTD team participated in Robbins' workshop to continue the training at MSUFCU. For the 2016 Best and Brightest Survey Results, the region median score for the Diversity and Inclusion category was 9.05, and 50% of companies fell below that score. MSUFCU scored in the top 5% of companies participating in this survey in its region for diversity initiatives.

Navy Federal Credit Union Instructor-led training is tailored to specific organizational goals and professional development at Navy Federal Credit Union. General enrollment courses are offered by Learning & Development in 8 tracks of study, including Career Development, Communication, Financial Management, Technical, Leadership, Management, Member Service, and Self-Enrichment. Sessions are participant-centered based on adult learning principles. Learning & Development facilitated 1,300+ workshops for 26,366 employees in 2016. Business units conduct ILT training for specific skills training. The Mortgage team trained in regulatory issues, while Branch Operations employees were trained in areas ranging from cash handling to cross servicing (GEM). Contact Center Operations trained 11,760 participants in 1,000+ sessions during 2016.

Vantiv Supporting a key strategic initiative to identify and develop talent, the Advanced Leadership Development Program accelerates leadership effectiveness for top talent at Vantiv through study, direct feedback, intense blended learning, and accountability-based leadership coaching and personal reflection. The CEO sponsors the program, where nominees operate in a cohort-based environment. Participants are challenged to examine their ambitions, talents, and leadership readiness, and find ways to shift performance to a new level. Learners engage in a 360 Emotional Intelligence assessment, a workshop on Leading Teams, and a simulation focused on Leading the Business. Participants indicate the business impact is significant, through connectedness and an aligned approach to leadership across the organization.

American Fidelity StartSmart provides new colleagues with the tools they need to be successful in their new role within an environment that provides them with a sense of camaraderie with other new colleagues who are starting on the same day. 95% of supervisors agreed that StartSmart is producing better prepared colleagues than 12 months ago. New hires learn about American Fidelity's purpose, strategy, values, and goals, and, most importantly, they learn about customers. Colleagues learn how they fit into the big picture of who American Fidelity is and how important they are to providing customers with a different opinion for their financial security and benefit administration needs.

Southern Management Corporation The Advanced Leadership Series aims to enhance, improve, and strengthen the leadership skills of directors and managers in all 4 areas of Southern Management's Strategic Perspectives. Each class is designed to give additional insight in the areas of finance, general operations, customer care, and team/workforce process and behavior improvements. There are 9 classes in the Advanced Leadership Series, representing 2 classes per strategic perspective, and 1 ending class on the 5 Leadership Touchpoints. As a result of these programs, the company has been able to hire within for vacant leadership positions for the last 14 years.



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96	106	Van Meter, Inc. Cedar Rapids, IA Wholesale/Distribution	\$330M U.S.	495 U.S.	3/NFP/30	\$350K	1.5	Yes	Yes
97	107	Microchip Technology Inc Chandler, AZ Technology	\$545M U.S. \$3.4B Global	4,239 U.S. 8,755 Global	36/5/1,051	\$6.6M	1.73	Yes	Yes
98	*	Concentrix Corporation Fremont, CA Business Services	\$14B Global	10,296 U.S. 100,000 Global	579/718/4,000	NFP	NFP	Yes	Yes
99	99	Bell and Howell Durham, NC Services and Technology, Manufacturing Integrator	NFP	901 U.S. 972 Global	7/101/49	NFP	NFP	Yes	Yes
100	*	Windham Professionals Inc. Salem, NH Business Services	NFP	670 U.S.	7/1/0	\$793K	NFP	Yes	Yes



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Additional Information

Van Meter, Inc. The Leadership Development program aligns Van Meter, Inc.'s cultural values with leadership needs. At the annual 2-day conference, leaders are immersed in learning to grow themselves, others, and the business. By defining what it is to build their best teams and why that is so critical to the continued success of the company, leaders know their time is well spent focused on developing their knowledge and skills. These 2 days have been instrumental in the development of leaders to support the growth and success of the company.

Microchip Technology Inc. In the last decade, Microchip Technology Inc.'s market capitalization increased more than 60%. Strategic acquisitions have helped enable this growth, and Microchip's strong company culture is instrumental in its success. When acquiring organizations, Microchip transmits culture through a comprehensive onboarding and integration program. Managers learn to facilitate change within their teams, and individuals build capacity to address challenges while exploring Microchip's culture and guiding values. L&D assesses priority development needs with the integration team and delivers existing/customized trainings. An organizational climate survey tests cultural alignment across multiple business systems; targeted support follows. Microchip measures cultural acquisition with an annual survey; 2016 engagement results showed positive response means meeting the company's goals of 80%.

Concentrix Corporation The SVP of Operations supported and provided guidance to deploy "Team Leader Brilliant @ the Basics" as a fast-track project in the first part of 2017. During the project, 619 team leaders from throughout Concentrix Corporation were provided with learning focused on the core skills needed to succeed in their role around the globe. This training gives them confidence in their ability to do their job and eases a path for promotion. Improved training within each department has long-lasting results, including improved morale and customer satisfaction. Globally, 95% of Concentrix team leaders recently attained the core skills needed to succeed in their role. Every team leader and 93% of managers recommend the Team Leader Brilliant @ Basics 2.0 program for other team leaders.

Bell and Howell Working with its original equipment manufacturing (OEM) partners, Bell and Howell developed multiple levels of certification within its training programs. These include: *Instructor certification*: Technical instructors attended classes on products taught by certified instructors. The initial class conducted included shadowing by a certified instructor. *Product certification*: Upon completion of the training class, the technician receives a certificate of proficiency. Technicians are required to complete 2 shadowing calls to be certified to work on the product. This involves a certified technician collaborating on the service call(s) to provide training insight/experience. This program has increased OEM service revenue by 110%. Additionally, the OEM is supplying Bell and Howell with 5 new product lines.

Windham Professionals Inc. The Dream Maker program empowers Windham Professionals Inc. employees to enhance life-changing behaviors. Participants receive financial coaching sessions, complete financial education modules enhancing financial literacy, and are mentored 1:1 to achieve personal goals. Individuals are held accountable for goal attainment and financial competencies, and behaviors are strengthened throughout the program, including technical skills, business skills, people skills, leadership skills, and behavioral change leading to increased productivity. Collector incentives increased by 47% among 78% of participants during the 6-month period. 71% of participants improved performance related to document returns and payments received by 40%, and 8 promotions from the program accounted for 11.4% of company promotions.

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101	*	Smith & Nephew Fort Worth, TX Health/Medical Services	\$2.3B U.S. \$4.7B Global	5,800 U.S. 16,000 Global	30/10/140	NFP	NFP	Yes	Yes
102	47	Carilion Clinic Roanoke, VA Health/Medical Services	NFP	13,442 U.S.	172/25/150	NFP	NFP	Yes	Yes
103	118	PPL Electric Utilities Allentown, PA Utilities	\$2.2B U.S.	2,424 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
104	*	Jones Lang Lasalle (JLL) Chicago, IL Real Estate	\$4B U.S. \$6.8B Global	34,000 U.S. 77,000 Global	195/127/500	NFP	NFP	Yes	Yes
105	111	Health Decisions, CRO+ Durham, NC Health/Medical Services	NFP	73 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes

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Additional Information

Smith & Nephew The electronic Plan of Action (ePOA) initiative is a learning program designed for Smith & Nephew sellers to develop their selling skills and improve product knowledge. Delivery is entirely mobile, using a learning app specifically designed for the training organization. Over a 3-month period in 2017, sellers accessed the ePOA learning content nearly 19,000 times for an average of 42 access points per seller. Analysis of sales performance showed that the sellers in the organization who completed all of the ePOA assets increased sales at a 13% rate versus the sellers who did not complete all the learning assets and had a 5% increase. **BP**

Carilion Clinic In 2015, Carilion Clinic implemented the ambulatory medication administration record (MAR), replacing a manual workflow for medication administration and charging. The new workflow allows for discrete documentation of product lot numbers in the event of a recall and eliminates the chance of not capturing the medication, as the charge capture is automated. When practices were identified for not using the new workflow, Carilion Clinic provided education via a field training strike visit, which includes one or more trainers providing a physician practice with data-driven, targeted education on a specific topic. From March to June 2017, these sites produced a 92% reduction in incorrectly documented medication administrations using the MAR workflow.

PPL Electric Utilities (PPL EU) The utility is committed to Constructive Culture, Leadership, Technical, and Customer Service training for its employees. PPL Electric Utilities (PPL EU) continuously identifies gaps and develops customized training solutions to address those gaps. A 2016 initiative that reached across the Technical, Leadership, and Customer Service staff was Think Safe Act Safe. This engaged staff in a theateric training program designed around problems that impact safety. Since inception, PPL EU has seen its safety performance improve—its accident rate has been cut in half. Organizations have taken on the challenge of Think Safe Act Safe and now own the continual training, building upon the program.

Jones Lang Lasalle (JLL) Jones Lang Lasalle (JLL) has implemented a breakthrough sustainable and affordable certification process that is cost effective and scalable across the company. This included partnering with an accredited institution to allow JLL to manage the training and the institution to manage the exams, certification, and recertification process. It is a win-win for staff who are not able to complete continuing education or higher education beyond high school. JLL feels that providing its staff with these internal opportunities is a significant reason the company is an employer of choice and continually grows each year.

Health Decisions, CRO+ The challenge presented to Health Decisions, CRO+ was this: As a full-service contract research organization (CRO) bringing women's health and diagnostics to market rapidly, efficiently, and with minimal risk, how does Health Decisions, CRO+ broaden its overall staff expertise in women's health indications beyond traditional OB/GYN indications? The response was a blended therapeutic area training program launched in July 2017 and offered to all staff, with a specific focus on clinical and operational employees. A combination of video, e-learning, and instructor-led sessions (often led by Health Decisions' CMO), the training series covers an array of women's health topics and has helped the organization exceed project expectations for both employee expertise and cost savings.



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106	114	Signature Commercial Solutions, LLC (d/b/a Signature Consultants) Fort Lauderdale, FL IT Staffing	NFP	536 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
107	100	Special Response Corporation Sparks, MD Business Services	NFP	317 Global	18/13/5	\$525K	12	Yes	Yes
108	113	U.S Postal Service Washington, DC Government and Military	\$71B Global	638,492 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
109	105	FDIC Corporate University Arlington, VA Government and Military	NFP	6,363 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
110	116	Miami Cerebral Palsy Residential Services, Inc. Miami, FL Nonprofit Care for Develop. Disabled	NFP	300 U.S.	1/0/23	NFP	NFP	Yes	Yes

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Signature Commercial Solutions, LLC d/b/a Signature Consultants The Recruiter Development Program (RDP) aligns an Associate Recruiter Program graduate with a senior recruiter and an account manager. Through this team structure, recruiters are able to learn from the experiences of their team members, with the senior recruiter focused on day-to-day communication and the account manager available to teach the overall business strategy. Both functions engrain culture, ensuring the recruiter's alignment to Signature Consultants' unique business model. The RDP program is directly linked to the increase in submittals to job orders by 20% or 4 to 5.2 submittals per day. Across the organization of 215 recruiters, this is equivalent to adding 65 recruiters to the enterprise.

Special Response Corporation Each of Special Response Corporation's candidates has immeasurable experience, which the company builds upon through a "train from the bottom up approach," starting each employee at the same level and providing him or her opportunities to grow within the organization. Each employee is coached and reviews available positions through Career Counseling, which details options and ensures he or she is on track with the needed learning and skills. The training received at each level ensures that employees have a full understanding of all their duties and responsibilities. 18% of employees have achieved the highest rank, allowing Special Response Corporation to continue to provide excellent customer service by maintaining the highest qualified and experienced personnel.

U.S. Postal Service (USPS) The U.S. Postal Service (USPS) developed the Field Onboarding Program (FOBP) as a bridge for incoming employees to life in the Postal Service. Onboarding refutes the adage that it is HR's job to deal with new hires. Onboarding is a process, undertaken by managers, in which new hires are gradually acculturated with the organization. It's hands-on and welcoming, and allows new employees to learn and practice skills. Field Onboarding was piloted during peak mailing season in FY2016, and the result was more engaged and productive employees, and a 22% decrease in turnover. The Postal Service launched the program nationwide at the start of FY2017.

FDIC Corporate University The FDIC launched an Executive Transition Experience, focusing on 4 areas key to each new executive's success: strategic perspective, interpersonal skills, enterprise-wide perspective, and fostering a culture of inclusion and performance. When an executive job vacancy is announced, work begins to create a 1-day session specifically tailored to meet the needs of the new executive hire. Faculty interview the incoming executive's supervisor, peers, and employees. During the 1-day, immersive session, the new executive works closely with faculty members to develop context maps to identify key actions to take in the 4 focus areas for success. By the end of the session, the new executive develops a 120-day roadmap.

Miami Cerebral Palsy Residential Services, Inc. Despite funding obstacles, Miami Cerebral Palsy Residential Services, Inc., is able to develop its staff. This is a direct result of how effectively it trains. The Training department continues to foster a climate conducive to learning, support training initiatives, and encourage professional development. Staff feel comfortable using new knowledge and skills, engaging in a learning environment, actively keeping involved, and making appropriate adjustments. The organization's high retention rate—96%—speaks for itself.

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2018 Rank	2017 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers FullTime/Part-Time/SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimbursement	Training Infrastructure
111	*	ZeroChaos Orlando, FL Workforce Management Services	NFP	646 U.S. 1,119 Global	15/12/78	\$1.1M	2.11	Yes	Yes
112	*	Arrow Electronics' Enterprise Computing Solutions Centennial, CO Wholesale/Distribution	NFP	2,000 U.S. 18,700 Global	NFP/NFP/NFP	NFP	NFP	No	Yes
113	*	LaSalle Network Chicago, IL Business Services	NFP	225 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
114	121	Guckenheimer San Mateo, CA Hospitality	\$344M U.S.	3,348 U.S.	3/6/97	NFP	0.65	Yes	Yes
115	*	Intermedia, Inc. Mountain View, CA Business Services	NFP	546 U.S. 836 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes

CONGRATULATIONS!

Birmingham Water Works Board



BWVB is committed to providing the highest quality water to our customers by focusing on customer service, innovation, fiscal responsibility, and sustainable growth. One of our key strategic goals is to **recruit, develop, reward** and **retain** a high performing and innovative workforce committed to achieving BWVB's vision and mission.



BWVB congratulates our Training and Organizational Development team for recognition as one of Training Magazine's Top 125... for the sixth year in a row!

Additional Information

ZeroChaos In FY2017, ZeroChaos enacted a global employee engagement program to explore prior year employee retention rate increases. The Training team launched “Globally Speaking” to probe employees globally on the areas of the company that they believe constituted the differentiating factor for the company among both its peers and other best-in-class companies globally. This program secured participation from 3 continents and has registered a sizeable bump in employee satisfaction/engagement levels.

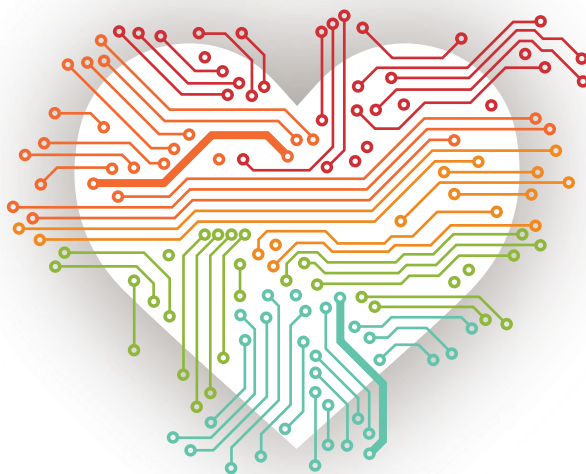
Arrow Electronics' Enterprise Computing Solutions (ECS) It's vital that sales teams in Arrow Electronics' Enterprise Computing Solutions (ECS) business unit know what to say when they're talking to current and prospective clients. Held every other month for new and existing employees, the Intelligent Conversations curriculum helps account managers and lead development representatives hold strong, meaningful conversations with customers, resulting in qualified meetings with new clients and business leads for clients. ECS has seen a year-over-year growth of 35% in satisfied calls to customers and 10% growth in the number of meetings set with customers. It also has seen growth of 145% in the number of quoted opportunities resulting from lead-generation activities.

LaSalle Network A national staffing, recruiting, and culture firm, LaSalle Network has a primary business goal of training and developing employees both professionally and personally. Growing careers and being a teaching institution is of utmost importance to LaSalle Network; therefore, it has heavily invested in revamping its new hire onboarding training program and developed a promotion program directly tied to training. After the first 100 hours spent in the training program, employees are enlisted in a 6-month promotion track to continue growing their careers.

Guckenheimer One of the key skills of a leader is to effectively communicate. Understanding personalities of those we interact with helps that communication be more effective. To help Guckenheimer managers do this, the company partnered with Team Builders Plus to offer Taking Flight with DiSC training. This program utilizes birds to describe the 4 DiSC personality styles. Guckenheimer discovered that this visual representation of the personality styles enabled behavior change. 365 managers have completed this training and are able to adjust their communication style to better interact and meet the needs of Guckenheimer employees and internal business partners.

Intermedia, Inc. Intermedia, Inc., has transitioned an in-office workforce to a home working model that allows the company to employ the top agents from various parts of the country. The goal is to have a highly skilled workforce able to solve the customer's issues on the first contact. In order to accommodate this, Intermedia created a virtual instructor-led training environment utilizing video content, e-learning modules, lab activities, role-play scenarios, and quizzes to simulate the live environment. Training initially is instructor led but available for reference as on-demand learning, allowing the agents to keep their skills polished.

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116	*	Solstice Chicago, IL Business Services	NFP	210 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
117	*	Dow AgroSciences LLC (U.S. Operations) Indianapolis, IN Agriculture	\$6.2B Global	3,232 U.S. 9,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
118	123	Workiva Inc. Ames, IA Business Services	NFP	1,172 U.S. 1,330 Global	NFP/NFP/NFP	NFP	NFP	No	Yes	
119	*	Two Men and a Truck Lansing, MI Moving Franchise	\$442.3M U.S. \$463.8M Global	265 U.S.	24/11/44	\$590K	2.3	No	Yes	
120	*	The Detective Training Centre of The Hong Kong Police Force Hong Kong Gov't./Law Enforcement	NFP	29,021 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	


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Additional Information

Solstice During downtime in-between client projects, Solstice employees are encouraged to partake in Solstice Labs, an internal R&D function where employees can build and test emerging technologies. This takes place in a recently built 35,000-square-foot innovation facility at headquarters. This ensures Solstice is constantly investigating, testing, and dreaming up the innovative technologies of the near future. From emerging Internet of Things (IoT) technology to augmented reality and much more, Solstice invests in learning what's coming next, so it can keep its clients always looking ahead.

Dow AgroSciences LLC (U.S. Operations) 8 days of sales training is offered to prepare sales professionals at Dow AgroSciences LLC (U.S. Operations) to work in an environment characterized by innovation, increasing competition, and demanding customers. The training is phased and provided in an employee's first year. The programs incorporate real-world selling scenarios, role-plays, peer and facilitator feedback, and learning resources. Participants in this training work on projects for an average of 8.5 months before being assigned a sales territory. During this time, trainees contribute \$450,000 to the district results, which translates to an annualized ROI of 323%. In 2016, 28% of the new hires were in a sales rep role and contributed 122% performance above their expected sales plan.

Workiva Inc. "Managing the Workiva Way" teaches managers skills in decision-making, communication, coaching, and mentoring. This program takes place twice a year at Workiva Inc.'s Iowa headquarters, and features 3 sessions that are each 3.5 hours long. "Managing the Workiva Way" was developed by Workiva executives with top leaders such as Dale Carnegie, Huggy Rao from Stanford, and directors and professors from the Chicago Booth School of Business.

Two Men and a Truck/International The founder of Two Men and a Truck, Mary Ellen Sheets, created the Mary Ellen's Moving People Forward scholarship program, which gives managers in the company the chance to become business owners. Now in its third year, this program has produced 7 new Two Men and a Truck franchise owners. This year-long program puts them to the test through coursework, business plan creation, and a final interview by the executive team at the corporate office. Two Men and a Truck believes in constantly moving its employees forward in life, and this program does just that.

The Detective Training Centre of the Hong Kong Police Force In January 2016, the Detective Training Centre of the Hong Kong Police Force obtained the vocational accreditation for all 6 programs of the Standard Criminal Investigation Course (SCIC) under the Hong Kong Qualifications Framework from the Hong Kong Council for Accreditation of Academic and Vocational Qualifications. The SCIC has evolved in terms of its philosophy, syllabi, and system to further professionalize the attitude, skills, and knowledge of the organization's trainees. The ultimate objective of the SCIC is to provide a quality detective training program for building the capabilities and competencies of investigative officers to deliver professional and quality service to the community in Hong Kong.

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121	*	Walden Security Chattanooga, TN Security	NFP	4,942 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
122	*	Alamo Pharma Services Doylestown, PA Business Services	NFP	450 U.S.	3/16/21	NFP	NFP	No	Yes
123	*	AAMCO Transmission, Inc. Horsham, PA Automotive Repair	\$421M U.S. \$431M Global	3,500 U.S. 3,550 Global	8/6/25	\$1.2M	10	Yes	Yes
124	*	England Logistics Salt Lake City, UT Transportation	\$406.4M U.S.	419 U.S.	3/1/1	\$258K	1	Yes	No
125	*	Morrison Healthcare Sandy Springs, GA Hospitality	NFP	20,000 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes

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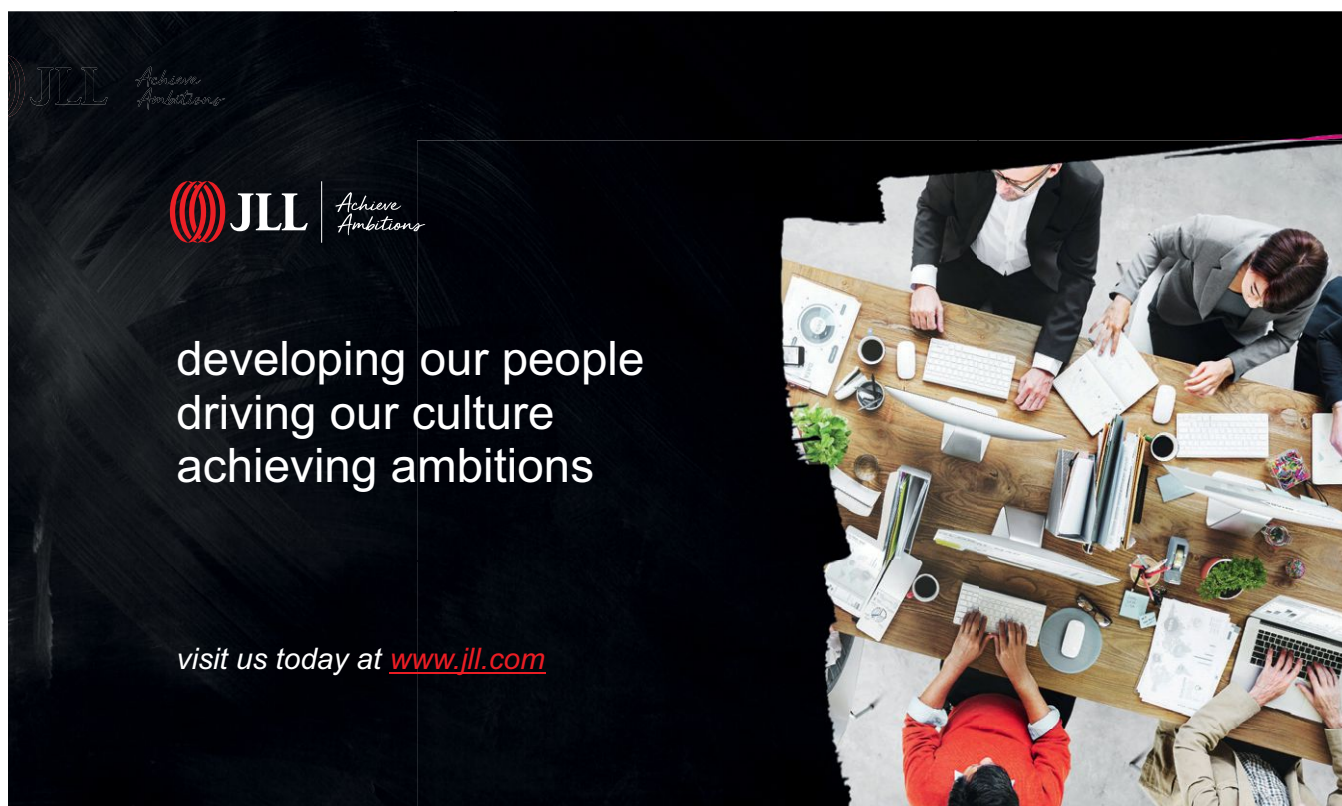
Walden Security The company created a blended training program that develops officers to provide court security services to the United States Marshals Service (USMS). This training, 144 hours total, consists of e-learning, videos, read and reviews, instructor-led training, and skill simulation delivered through multiple phases of training. As a result, Walden Security officers have consistently scored higher on the Federal Law Enforcement Training Center evaluation than other CSOs provided by other contract security companies: Over the last 6 years, Walden Security has received the highest possible quality performance rating and the highest rating ever given by the USMS. Walden Security continues to exceed the high-performance standards set by the USMS.

Alamo Pharma Services Alamo Pharma Services offers ongoing training programs designed for engagement and motivation to build on behaviors and skills needed in the field. Together with its partnership with Skillsoft, courses are offered twice per month and focus on core skills, product refreshers, and Mobile Intelligence training. Regional sales trainers can choose relevant topics based upon field surveys from district managers and reps. Reps utilize LEO (an LMS) for viewing, registering, and completing coursework. Presenters are identified based on areas of expertise and include regional sales trainers, trainers, and leadership. Programs utilize adult learning principles and blended learning. Courses combine polling, breakout, video, and chat rooms. Attendance for these courses in a 1-year span averages 380 participants.

AAMCO Transmission, Inc. While most of its technical training has been online courses, AAMCO Transmission, Inc., recently began hands-on technical training at AAMCO U. The goal was to provide franchisees with a recruiting and retention tool to better compete with new car dealers for skilled technicians. To date, AAMCO has conducted more than 6 classes with 15-20 technicians attending a 3-day classroom/shop training course. Once posted on the company's intranet, the courses are filled within a day or 2. Technicians who attended the sessions are thrilled that the owner of their center invested in their training and have applied what they have learned and posted strong productivity improvements. Franchisees rave about the hands-on classes and see "real value" in sending their employees to AAMCO U.

England Logistics Inside sales is central to England Logistics' business model. Therefore, development of sales professionals (account managers) is at the core of employee development. The Professional Sales Development (PSD) program targets 5 key competencies: 1) Selling 2) Business Management & Market 3) Business Development 4) Customer Service & Sales 5) Tools. As account managers are promoted, they continue their progression through the 5 critical competencies at increasingly more advanced levels (4 in all). The PSD learning experience includes self-study; instructor-led in-class discussion and application exercises; and leader (coach)-guided, employee-driven, on-the-job implementation with computer-based support.

Morrison Healthcare FRONTLINElevate provides front-line associates at Morrison Healthcare with the career development they need to become stronger and more effective leaders. This training series includes 10 learning modules, facilitated in 2 training sessions, with each session approximately 5 hours long. There is a 2-week intermission between the 2 sessions to give participants the opportunity to apply the learning at their workplace and complete homework assignments. Module topics include: Establishing Your Roots, Relationship Building, Motivation, Conflict Management, Coaching, Delegation, and Vision.



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