

TOP 125

2020 Rank	2019 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 Reimburse- ment	Training Infrastructure	
1	1	Dollar General Corporation, LLC Goodlettsville, TN Retail	\$25.6B U.S.	140,529 U.S. 140,614 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
2	16	MasTec Utility Services Woodbury, MN Construction	NFP	5,055 U.S.	61/15/85	NFP	NFP	Yes	Yes	
3	3	Best Buy Richfield, MN Retail	\$39.3B U.S. \$42.9B Global	105,000 U.S. 125,000 Global	150/1,500/5,500	\$95M	7.3	Yes	Yes	
4	5	BNSF Railway Company Fort Worth, TX Transportation	NFP	44,043 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
5	9	United Shore Pontiac, MI Finance/Banking	\$103B U.S.	4,300 U.S.	141/446/602	\$35M	13	Yes	Yes	

* New entry; not ranked in the 2019 Top 125

Dollar General Corporation, LLC, registered its second consecutive #1 ranking on the Training Top 125. The retailer and the other 2020 Top 125 winners showcased the magic that happens when organizations tie training to specific, measurable strategic goals, leading to the behavior change, business impact, and employee engagement that drive success. Some 31 newcomers earned a spot on the list this year, the 20th in a row *Training* has ranked the top companies of employer-sponsored workforce training and development.

Each Top 125 company was measured on quantitative (73 points) and qualitative (52 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 (see p. 80). Learn about Avanade Inc.'s Offerings Training; Sovos' First 48; AstraZeneca China's Navigator—Breaking Management Ice; Midcontinent Independent System Operator, Inc.'s Ignite; and more.

Congratulations to this year's Training Top 125!

Additional Information

Dollar General Corporation, LLC *Serving Others* is Dollar General Corporation, LLC's mission. A focus in all of the retailer's training, no matter what level of the organization, is to educate employees about its core customers. Understanding who they serve and why helps employees identify the needs and buying habits of their customers. Dollar General accomplishes this through a training entitled "Know Your Customer." Once completed, employees become empowered to make a difference, to serve customers, and ultimately live the mission of *Serving Others*. The results: Customer satisfaction scores increased 390 basis points last year over the previous year, and total sales improved by 9.2% for fiscal year 2018 versus the prior year. **OTI; Eligible for 2021 Training Top 10 Hall of Fame induction**

MasTec Utility Services The MasTec Utility Services New Employee Safety Training program consists of 24 interactive training modules designed to introduce new field employees to core safety concepts and employee programs. Modules include complex safety topics such as Hazard Communication and Underground Damage Prevention. This curriculum prepares employees to operate safely and effectively on the job. The knowledge and skills gained through this training is paying off, as MasTec Utility Services experienced an 18% reduction of OSHA recordable safety incidents and a 7% reduction of total incidents.

Best Buy Last year, Best Buy's Learning and Development team was asked to help reduce the travel budget for its 2 annual holiday meetings without negatively impacting outcomes. In response, the team created a Virtual Holiday Learning Environment that replicates the annual meetings within the company's learning management system (LMS). Employees were brought into a replica of the actual conference center, where they learned about the holiday strategy and met with vendors. As a result, travel costs were reduced by close to \$1 million. More importantly, armed with everything they learned from the Virtual Holiday Learning Environment, Best Buy employees exceeded the holiday performance goal by 3%. **Eligible for 2021 Training Top 10 Hall of Fame induction**

BNSF Railway Company Employees wanted communication, engagement, and understanding of BNSF Railway Company's dynamic business—directly from their leaders. The 2-day "Create a Compelling Vision" class was created to increase knowledge of the railroad business, improve leader confidence in presenting business information, and improve leader capability in courageous conversations. In 2018, 5,400 leaders and emerging leaders were trained (100% attended). The "Know the Business" module, created in partnership with BNSF's COO and CMO, was facilitated by senior leaders in all 168 classes. Learning reinforcement continued for 6 months following training with gamification. In the 20th year of annual leadership training, the program will extend to all exempt leaders—750 to be added in 2020. **BP; Eligible for 2021 Training Top 10 Hall of Fame induction**

United Shore United Shore believes the key to driving business results is to start by developing its greatest assets first: its people. Last year, United Shore's 4,300 team members received 712,107 hours of training or coaching. Each month, all 4,300 United Shore team members (from the CEO to the janitor) complete a monthly "Yourtime" coaching session with their leader and also can expect to receive 4 hours of training each week in United Shore's "Continuous Improvement Training Courses." This focus on development has led to 1,537 promotions over the last 2 years and 712 promotions in 2019.

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

2020 Rankings 6-15

2020 Rank	2019 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 Reimburse- ment	Training Infrastructure	
6	7	Birmingham Water Works Board Birmingham, AL Utilities	NFP	639 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
7	6	Sonic Automotive Charlotte, NC Retail	\$9.9B U.S.	9,300 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
8	49	Rosendin San Jose, CA Construction	NFP	7,499 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
9	86	C&A Industries Inc. Omaha, NE Business Services	NFP	706 U.S.	NFP/NFP/53	NFP	NFP	Yes	Yes	
10	4	Nationwide Columbus, OH Insurance	NFP	28,038 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
11	8	Haskell Jacksonville, FL Construction	NFP	1,327 U.S. 1,387 Global	2/92/628	\$2.6M	17	Yes	Yes	
12	19	ArcBest Fort Smith, AR Transportation	NFP	12,609 U.S. 12,703 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
13	33	MTM, Inc. St. Louis, MO Transportation	NFP	2,646 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
14	12	Paychex, Inc. Rochester, NY Business Services	\$3.8B U.S.	15,101 U.S. 15,153 Global	150/387/1,718	NFP	NFP	Yes	Yes	
15	10	WellSpan Health York, PA Health/Medical Services	NFP	15,528 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	

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Additional Information

Birmingham Water Works Board Birmingham Water Works Board's "Accelerate Program" empowers managers eligible to retire in the next 12 months to both finish strong, as well as pass the leadership baton to the next generation. To roll out a strong mentoring process, the utility employs 3 leadership development strategies: 1. Launch Strong—Executive Succession Planning Workshop; 2. Clarify Next Steps—Succession Planning Scorecard; 3. Strengthen Momentum—Lunch-n-Learns. Based on the growth of trainees' pre- and post-assessments, managers averaged improving the skill level of their direct reports by 103%. In addition, 100% of managers succeeded in mentoring all trainees to the level where they mastered all the skills for their managerial role.

Sonic Automotive The company's #1 goal is associate satisfaction and making a difference in the lives of Sonic Automotive associates' lives every day. Another critical goal is the retention of service leaders and their associates. In general, retention of associates in these roles in the automotive industry is challenging. To overcome this challenge, Sonic Automotive designed and developed an innovative "Fixed Operations Academy." By exploring the impact of leadership skills on their direct team members, customers, and the Sonic organization, learners come to understand the importance of key Sonic leadership behaviors. Promotions for graduates of the Fixed Operations Academy were at 28% in 2018, and 93% of graduates have been retained. **OTI; Eligible for 2021 Training Top 10 Hall of Fame induction**

Rosendin The Leadership Academy was developed to improve succession planning at Rosendin. However, the rapid growth of the company over the last year and the upcoming retirement of many in senior management put it in a position to develop and train future leaders at an expedited pace. Each business unit selects 2-3 candidates to attend; currently 74 people are enrolled in the program. 80% of the content is taught by executives, which enables industry-specific knowledge to be transferred from 1 generation to another. The internal promotion rate for all new leadership positions in 2018 was 96.4%.

C&A Industries Inc. "Professional Development 2" (the 2nd of a 3-part course) steers C&A Industries Inc. employees through an in-depth impact analysis and gives them the opportunity to make executive-level impact upon their teams, divisions, or the organization. The 12-week course consists of a weekly 90-minute session and takes learners through topics such as DiSC for Productive Conflict, StrengthsFinder 2.0, Personal Impact & Effectiveness, and SWOT Analysis. Learners identify 1 specific area of opportunity where they can make the greatest change/improvement, research a way to implement a solution, and give a verbal presentation to key stakeholders who play a necessary role in implementing their project solutions.

Nationwide At Nationwide, innovation is everyone's job, so the company is preparing 28,000 associates in the Innovate capability. Best practices include: generate associate curiosity about innovation; provide 24/7 access to knowledge/tools; and provide a guided path to dive deep into practical innovation methods with measurable business results. The Innovate learning experience begins with a Journey Map, including video-based learning demonstrating Innovate Key Actions and Design Thinking, Future Capability playlists, and curated resources. Leaders select an Innovation Sprint for their team that is based on the Innovate Key Actions and the Design Thinking process. For 2019, 1 business unit exceeded its 15% goal and is on track to hit 18%. **Eligible for 2021 Training Top 10 Hall of Fame induction**

Haskell In the pursuit of ZERO incidents, taking care of team members, contract partners, and anyone working on a project site is Haskell's #1 priority. Safety impacts every aspect of work, especially Operational Excellence—and it will never be subverted in the interest of time or profit. Year-after-year, Haskell has exceeded the industry average "recordable incidence rate" (RIR). But 1 section of the company has met this goal for 10 years straight—and it also happens to be one of Haskell's most dangerous operating units: Haskell Steel Fabrication Operations. **BP**

ArcBest With the price tag for immersive technology such as virtual reality (VR) still soaring to six figures, ArcBest realized it had to roll up its sleeves and take the initiative in order to enhance the organization's learning experience and realize the savings and value this technology can offer. For a similar cost of a consultant traveling in to pitch what he or she could do, ArcBest rented a 360-degree camera, developed an experience using in-house software, and deployed VR across the organization with a measurable ROI. As a result, the company has eliminated tens of thousands of dollars in travel-related costs through the use of VR technology.

MTM, Inc. MTM, Inc.'s Training team implemented a 12-month leadership development program called the "Bench" to optimize its talent pipeline, ensuring it has candidates who are ready to promote as it expands in new territories. Participants spend a minimum of 16 hours per month in various activities such as leadership training, special projects geared toward process improvement, and mentoring sessions. As a result of the Bench, more than 50% of participants were promoted within the program year. This enabled the company to save \$30,800 by not having to hire external candidates and pay for onboarding. MTM also reduced attrition, staying 40.74% below industry standards, and increased internal promotion rates to 18.5%.

Paychex, Inc. "Selling Simplified" concentrates on engaging the new employee, building confidence, and accountability. The blended learning approach of Paychex Inc.'s breakthrough sales program includes 35 self-paced e-learning modules, a dedicated learning coach who facilitates ongoing virtual coaching, social learning, and a "Sales Skills Master Program." Sales reps use a video coaching app to practice, present, fail, and practice again keys skills with their learning coach and manager until they're certified. New hires are showing advanced knowledge and skill proficiency as measured by the certification process at 9 weeks, an 8-week improvement, and retention of the re-engineered program is 96%.

WellSpan Health Health-care teams experience a multitude of "alerts" in the electronic health record, potentially leading to alert fatigue. WellSpan Health implemented a Central Alert Team to monitor alerts and reach out to team members to ensure sepsis alerts are handled in a timely manner. Learning strategy was woven throughout the plan, cascading from senior leadership to the bedside, championed by senior leaders across the organization. Training was provided through e-learning, instructor-led sessions, and at the unit/floor. As a result, average screening time for sepsis alerts decreased by more than 50%, and WellSpan achieved top decile performance when benchmarked against like hospitals in the Premier Quality Advisor Cohort.

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2020 Rankings 16-25

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16	36	FORUM Credit Union Fishers, IN Finance/Banking	NFP	352 U.S.	8/0/68	NFP	NFP	Yes	Yes
17	17	ESL Federal Credit Union Rochester, NY Finance/Banking	NFP	811 U.S.	7/2/42	NFP	NFP	Yes	Yes
18	47	Gables Residential Atlanta, GA Real Estate	NFP	1,030 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
19	37	Applied Materials, Inc. Santa Clara, CA Manufacturing	NFP	9,455 U.S. 20,832 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
20	*	Midcontinent Independent System Operator, Inc. (MISO) Carmel, IN Utilities	NFP	950 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
21	66	Avanade Inc. Seattle, WA Consulting	NFP	2,596 U.S. 37,525 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
22	21	Valvoline Instant Oil Change Lexington, KY Retail	NFP	4,000 U.S. 4,040 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
23	*	AstraZeneca China Shanghai, P.R. China Health/Medical Services	NFP	NFP	NFP/NFP/NFP	NFP	NFP	Yes	Yes
24	15	Allianz Life Insurance Company of North America Minneapolis, MN Finance/Banking	NFP	2,200 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
25	14	Edward Jones St. Louis, MO Finance/Banking	\$8.2B U.S. \$8.4B Global	45,313 U.S. 47,558 Global	445/137/5,858	\$114M	3	Yes	Yes

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Additional Information

FORUM Credit Union “Daring Executive Leaders” is the executive development component of FORUM Credit Union’s leadership development strategy. With the book, “Dare to Lead,” by Brené Brown as a backdrop for facilitated discussion sessions, senior leaders are immersed in content tailored for their unique development needs while being respectful of their extensive professional experience to optimize engagement. The executive team’s average FORUM tenure is 27.2 years, with the collective group also possessing impressive educational and professional backgrounds. Thus, an innovative approach to executive-level development, is crucial for buy-in and action-focused application. Still in its first year, the program is gaining rapid momentum, averaging 63% of the target group participating regularly and recommending it to their peers.

ESL Federal Credit Union The credit union’s career counseling services empower employees to proactively manage their career growth in the manner they prefer. Career counseling options include a self-service channel where ESL Federal Credit Union employees can explore departmental career lattices and register for job shadowing; 1-to-1 coaching with a Certified Professional Career Coach who can assist with resume building, interview skills, and career development planning; and micro-internships that provide employees the opportunity to experience a new role to broaden their skill set and prepare for a potential future opportunity. ESL’s career counseling services have kept its turnover rate to a low 4%, and have helped it fill 73% of available positions with qualified, internal candidates.

Gables Residential The annual Gables “Residential LEADER Program” runs concurrently for 6 consecutive months in 3 of the company’s core markets. All 3 cohorts boast a diverse cross-section of high-potential associates from all areas and departments of the company. LEADER comprises a series of interactive sessions focused on leadership competencies such as self-awareness, coaching, emotional intelligence, developing high-performing teams, and change management. Participants receive coaching to discuss lessons learned, as well as provide support to encourage their growth. The pervasive benefits of this program showcase the importance of Gables’ succession pipeline and the true value of its highest-potential associates.

Applied Materials, Inc. The Regional Leadership Conference (RLC) was a dual 3-day session delivered to 570+ global managers at director level and above, focused on company strategy and leadership capability. Facilitators included Applied Materials, Inc.’s CEO, CFO, and 10 members of the leadership team. The strategy component explored business outlook, emerging trends, and direction/strategy. The leadership components included custom experiential sessions, with real case studies using role-playing, focusing on the challenges faced in different focal areas. The resulting skills leveling, increased grasp of developing technologies/trends, and cross-functional capabilities gained during the RLC has led to multiple critical innovative initiatives and contributed to a more than 8% increase in market share from FY’17 to FY’19.

Midcontinent Independent System Operator, Inc. (MISO) A strategic goal at Midcontinent Independent System Operator, Inc. (MISO), is to serve and grow membership by delivering value in support of its stakeholders’ objectives. Its ability to deliver is tied to its effectiveness in communication. MISO delivers 1,500 stakeholder presentations a year. Being an organization trained in technical writing and the scientific method, MISO was struggling when presenting information and influencing through communication. The organization created a model for structuring its presentations to ensure only the most relevant and important information is delivered, communication is consumable, and the audience is appropriately influenced. Then it created a Presenter Certification program that teaches the method and provides individualized coaching. **OTI**

Avanade Inc. Innovation is at the heart of Avanade Inc.’s business model. Its new “Innovate” program was created to ignite the innovation spark for all employees throughout the company. This multifaceted program entails a year-long series of events and programs designed to stoke greater degrees of innovation and accelerate rotation of priority skills. This is accomplished through a series of events and initiatives, including regional “Makeathons”; a global Innovation Contest; and the culminating Innovate Summit, which was held last year in Milan. An outgrowth of Avanade’s legacy Tech Summit program, Innovate saw a seven-fold increase in exposure and engagement with 5,000+ people participating throughout the year. **BP**

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. On-time certification is meticulously tracked, with more than 97% of new team members certified on time.

AstraZeneca China AstraZeneca China aims to deliver life-changing science to millions of patients. To serve its goal, AstraZeneca University (AZU) has organized task-oriented team coaching targeting strategic business units companywide. Covering both functionality teams and subordinate teams, AZU starts and enhances 70 on-the-job challenging assignments using a 70-20-10 model by ensuring a clear understanding of business tasks and developing teams’ all-round abilities in field practice. Task-Unit Coaching then is strengthened through experience sharing and task recaps. In 2018, AZ China achieved a year-over-year sales growth of 28%; implemented 988 innovative health centers in all pipelines; and benefited 1.2 million patients. **OTI**

Allianz Life Insurance Company of North America The “TechStart” program aims to attract, retain, and develop key information technology (IT) roles at Allianz Life Insurance Company of North America. The company partners with a local IT college, targeting new graduates for a rotational opportunity to gain experience in different departments of IT. For each 4-month rotation, the participant receives extensive technical learning and hands-on practice on a business project. The immersive learning approach ensures rapid productivity to meet business needs while participants gain experience on a variety of systems, processes, and roles. It’s a win-win for the participant and the company. By hiring less experienced candidates, Allianz saved \$100,000+ in salary cost and has seen an 85% retention rate for “TechStart” participants.

Edward Jones “Branch Team Workshops” hone knowledge and skills to more deeply serve clients. Based on new client research, these plug-and-play workshops can be delivered in full or in part, in a variety of delivery methods or locations, as primary training or reinforcement months later. They are available to 80% of Edward Jones branch teams, regardless of tenure, and replace home office-based training offered exclusively to newer financial advisors. The investment in Branch Team Workshops produced cost savings while training many more branch teams—financial advisors and branch office administrators—together.

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2020 Rankings 26-35

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26	30	Gilbane Building Company Providence, RI Construction	NFP	2,672 U.S. 2,794 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
27	*	Visa Inc. San Francisco, CA Payments Technology	\$9.3B U.S. \$20.6B Global	9,126 U.S. 17,087 Global	135/60/100	NFP	NFP	Yes	Yes	
28	11	Ascend Federal Credit Union Tullahoma, TN Finance/Banking	NFP	576 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
29	68	AAA Northeast Providence, RI Roadside Svc., Travel, Insurance, Driver Trg.	NFP	3,300 U.S.	41/6/47	NFP	NFP	Yes	Yes	
30	28	Janssen: Pharmaceutical Cos. for Johnson & Johnson Titusville, NJ Pharmaceuticals and Biotechnology	NFP	9,000 U.S. 30,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
31	27	Wequassett Resort and Golf Club Chatham, MA Hospitality	NFP	465 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
32	80	State Compensation Insurance Fund Pleasanton, CA Government and Military	NFP	4,300 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
33	48	The Guardian Life Insurance Company of America New York, NY Insurance	NFP	7,734 U.S. 9,500 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
34	34	SE2, LLC Topeka, KS Business Services	NFP	780 U.S. 1,600 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
35	38	Paycor Cincinnati, OH Business Services	NFP	1,788 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	

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Additional Information

Gilbane Building Company The “Doer-Seller Program” is designed to invoke behavior change and to transfer the skills needed for Gilbane Building Company employees to convert strong project performance into future sales with current customers. The program consists of the Doer-Seller full-day workshop, coaching from local business development personnel, and continued business unit coaching and planning. In 2018, 35% of fee sold was Doer-Seller generated.

Visa Inc. The “Payments Everywhere” program is a 2-month learning experience designed to advance payments expertise for everyone at Visa, at any career level. It consists of 3 primary components: 1. A day-long kickoff event consisting of a competitive simulation, a group virtual reality (VR) game, and colleague connections; 2. Self-paced learning paths and assessments covering 7 key topic areas; 3. Collaboration with a small team of colleagues on a Cohort Project to design a solution for a current business challenge. 2,400+ learners have completed the program. To date, 387 ideas and solutions have been submitted, with 21 selected for market exploration, product incubation, and future implementation.

Ascend Federal Credit Union Career counseling is a critical component of Ascend Federal Credit Union's success and the retention of its employees. The company's focus on developing and promoting staff from within the organization ensures it has talent prepared to accept promotion opportunities as they arise. Several programs devote time and resources to career counseling, including: a quarterly evaluation program to ensure regular, future-focused feedback with every employee; a formalized career development program that outlines career paths and potential opportunities for growth with the organization; and an emerging leader program that identifies and develops leadership talent as part of growth and succession planning efforts.

AAA Northeast AAA Northeast exists for its members and judges everything it does by how well it meets their needs. To live up to this mission, the company introduces its “Five Diamond” service standards to every new hire during orientation. These standards then are reinforced within each business line to ensure AAA Northeast is meeting its Member Satisfaction goals across the entire Club. A specific example is the implementation of a Quality Assurance Team within the Automotive Services business line. The Quality Assurance team has positively impacted performance as Member Satisfaction scores reached 90% as of second quarter 2019.

Janssen: Pharmaceutical Companies for Johnson & Johnson Janssen: Pharmaceutical Companies for Johnson & Johnson's Sales Learning & Development leadership created a groundbreaking immersive training program that put learners in the shoes of the mental-health patients whose lives they sought to improve. Though the program featured marketplace and sales training, the foundation was about the patient journey, with an immersive digital simulation affording learners an intimate familiarity with the precise struggles of a treatment-resistant depression patient. With multiple knowledge checks and skill-building application workshops throughout, across an array of digital platforms and live group and individual meetings, employees had their knowledge elevated, their confidence heightened, and their sales efforts rooted in patient-centricity.

Wequassett Resort and Golf Club HotSoS, a cloud-based software on mobile devices and iPads that assists with guest requests and maintenance needs, now is used widely across Wequassett Resort and Golf Club. The team also utilized Zingle, a business text messaging software to increase customer engagement. This software creates touch points with guests instantly and offers an alternative way for them to communicate directly with Guest Service. Training occurred through an introduction to the software, hands-on sessions, and reinforcement training. The average response time from a guest request through Zingle is 2.9 minutes, which is well within the Forbes standard of 10 minutes. Ultimately, the response time for guest requests has become quicker by 39.53% since the HotSoS inception in October 2018.

State Compensation Insurance Fund Employees attending State Compensation Insurance Fund's “Experiences by Design” workshops learned the design thinking methodology for finding solutions to problems, followed by reinforcement using design challenges where teams of employees worked together to identify and overcome obstacles and problems so they are improving the way they work without waiting for their leader to find a solution. Employees are empowered to fix things that need it and find new solutions and answers to questions and customer needs. Using design thinking, 17 processes have been improved in less than a year, making State Fund a more efficient and effective organization and removing pain points for employees.

The Guardian Life Insurance Company of America One of The Guardian Life Insurance Company of America's strategic priorities is to profitably grow agency distribution. The Transitions Management Team (TMT) supports this effort by onboarding experienced field representatives (FRs) to the firm's broker/dealer, Park Avenue Securities (PAS). In collaboration with top firms, Guardian developed an immersive virtual reality recruiting tool that allows FRs to learn more about the agency culture, systems, processes, and people as part of the recruiting process. Learners can move through a virtual visit to the firm they wish to join—at any time, from anywhere.

SE2, LLC At SE2, LLC, innovation is solving a problem in the most effective and efficient manner for the customer. One challenge was how to maintain customer support and allow managers time for personal development. The “IGNITION” program, designed for front-line managers, took on this challenge by setting expectations early and breaking up PART II into 3 weeks, then utilizing a coaching strategy with an assessment framework. In doing so, the company was able to leave a smaller footprint of disruption, as well as drive long-lasting behavioral change and course correction.

Paycor Fiscal year 2019 introduced 200+ new Paycor sellers to the “Ascent Sales Onboarding Experience.” Focusing on consistency, competition, and clarity of expectations, Ascent engages learners with 163 experiences that utilize real-time data, scenarios, and performance targets. Sellers earn badges and assess their progress via a leaderboard and real-time feedback from Sales leadership and their Learning consultants. In “Scheduling First-Time Appointments” in week 3, facilitating demos in week 4, and making sales by week 8, new sellers are hitting quotas faster and staying at Paycor longer as demonstrated by a 23.03% year-over-year increase in sellers at or over quota with a decrease in first-year attrition of approximately 25%.

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2020 Rankings 36-45

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36	24	CVS Health Woonsocket, RI Health/Medical Services	\$194.6B U.S.	243,000 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
37	59	Intermedia.net Inc. Sunnyvale, CA IT/Technology	NFP	496 U.S. 1,044 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
38	26	Mohawk Industries, Inc. Calhoun, GA Manufacturing	\$9.9B Global	20,815 U.S. 42,023 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
39	79	Argo Group San Antonio, TX Insurance	NFP	981 U.S. 1,411 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
40	120	DISH Network Englewood, CO Business Services	\$13.6B U.S.	15,432 U.S.	615/NFP/NFP	NFP	5.8	Yes	Yes
41	57	ConServe Fairport, NY Accounts Receivable Management	NFP	536 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
42	41	Vi Chicago, IL Health/Medical Services	NFP	3,000 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
43	90	Exchange Bank Santa Rosa, CA Finance/Banking	NFP	428 U.S.	5/2/93	NFP	1.8	Yes	Yes
44	64	Rollins, LLC Atlanta, GA Pest Control Services	NFP	11,704 U.S. 13,722 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
45	106	Dellbrook JKS Construction Quincy, MA Construction	\$400M U.S.	210 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes

* New entry; not ranked in the 2019 Top 125

Additional Information

CVS Health	CVS Health offers specialized training for its pharmacy technicians, who are often the first point of contact for patients and central to delivering on pharmacy effectiveness. The self-paced LearnRx Pharmacy Technician program takes a blended learning approach with didactic learning, classroom learning, and on-the-job training with an internal coach. Nearly 18,000 pharmacy technicians completed this program in 2018. Upon program completion, they continue working with their pharmacy managers to review assessment results and identify opportunities for continued skills development.
Intermedia.net Inc.	Providing a worry-free experience is one of Intermedia.net Inc.'s corporate goals. To successfully complete this goal, high ratings in Customer Satisfaction (CSAT) surveys are needed. With CSAT trending downward, the company found that a third-party training focusing on soft skills had poor feedback, high cost, and long duration. To fix this, Intermedia.net created an internal training that was shorter and had more relevant information. The new training saved \$1,000 per year; reduced training time by 67.6%; and provided better retention by having all content related to the company's processes and procedures in one place. After 100% completion, CSAT scores were reviewed and the company found that the downward trend had reversed and now sits at 9.2.
Mohawk Industries, Inc.	Mohawk Industries, Inc.'s manufacturing mentorship program is more important due to low unemployment that requires hiring people with little or no industrial experience. Mentors are trained on how turnover affects the organization, how standardized training can boost production, quality and safety, and how their role can help others succeed in a dynamic environment. Mentors also are trained on giving job performance feedback, along with motivating their mentees during challenging times throughout their training period. Mentors receive an incentive tied to hourly compensation while actively mentoring on their shifts. Beyond the pay increase, however, they are primarily motivated by providing the training and support that helps their new co-workers succeed.
Argo Group	To increase engagement, global connectedness, and business results, Argo Group created a consistent and shared experience to welcome new employees to the organization through an onboarding program called "SHINE ONboarding." Through this multifaceted year-long program, new employees are provided ample opportunities to connect with other employees across the company and gain access to highly personalized machine learning, which enables a just-in-time lean approach to learning support tools.
DISH Network	A fundamental pillar of DISH Network's mission is to transform the customer journey and be #1 in Customer Experience. To reach this goal, DISH created the Playbook, which teaches agents to "Listen, Care, and Connect." These are agents' guiding principles for customer interactions—transforming a mechanical transaction into a meaningful connection. To train the Playbook, DISH launched "Tuned in to You Tuesday," a weekly video series that highlights agents who exemplify what it means to be "tuned in" to the customer. As a result of these efforts, customer satisfaction scores increased 5% between May and December 2018—culminating in DISH being named #1 in Customer Satisfaction by J.D. Power.
ConServe	ConServe 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 unique and 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, ConServe University has delivered 47,000+ hours of training to its most valuable asset: its people.
Vi	In 2018, partnering with leaders in its nursing and culinary functions, Vi introduced a new career ladder program with career pathing, competencies, and aligned courses for its culinary employees and certified nursing assistants—2 roles that have the highest attrition companywide. In less than 6 months, Vi has reduced certified nursing assistant attrition from 22% to 16% and culinary attrition from 26% to 21% with an estimated savings of \$1.2 million.
Exchange Bank	Putting the customer at the center of everything it does is the strategy that drives many Exchange Bank initiatives. "Customer Experience" and "Relationship Banker" are two programs that impact all retail branch employees. Through role-plays and discussions blended into several learning opportunities, participants explore customer experience expectations, deepen product knowledge, and learn what it means to be a trusted advisor. Results in 2018 contributed to a 6-point increase in Retail Banking net promoter score (NPS), and for participating branches, a 20.3% higher accounts per household score, 11.6% higher services per household score, and 10.4% higher electronic banking services per household score.
Rollins, LLC	The "Rollins Region Manager Development Program" (RMDP) focuses on multi-unit managers early in their careers. The goal is to improve the internal talent pool for executive positions. Cohorts last for 18 months. RMDP creates leadership experiences and senior executive mentoring to drive personal growth. For example, participants travel to Washington, D.C., to experience leadership courage. Visits to the National Holocaust Museum and Lincoln Memorial make powerful impressions. Students connect real-world actions with the responsibilities they have as leaders. RMDP also matches participants with senior executives in a mentorship program. This includes the chief operating officer and brand presidents. Pairs meet at least once per month to work on the mentee's development plan.
Dellbrook JKS Construction	The Nutrition and Wellness challenge at Dellbrook JKS Construction is a 6-week program providing weigh-ins at the beginning, weekly training topics throughout, and a weigh-in at the end with cash prizes (\$1,000, \$500, and \$250) for the top 3 highest "losers" in both female and male categories. The topics covered include sleep, nutrition, drinking water, healthy habits, and meditation. The company had a 30% participation rate in which participants lost a total of 128.8 lbs., gained 18 lbs. in muscle, and lost 29.5% body fat. 6 months after the program, 67% of attendees have continued to lose, making nutrition part of their life.

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

2020 Rankings 46-55

2020 Rank	2019 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time/Part-Time/SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimburse- ment	Training Infrastructure	
46	54	Walden Security Chattanooga, TN Security	NFP	5,831 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
47	92	Signature Consultants Fort Lauderdale, FL IT Staffing	NFP	3,456 U.S.	7/36/614	NFP	NFP	Yes	Yes	
48	52	Johns Hopkins Community Physicians Baltimore, MD Health/Medical Services	NFP	1,389 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
49	50	PPD Wilmington, NC Health/Medical Services	NFP	10,083 U.S. 21,719 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
50	96	Emser Tile, LLC Los Angeles, CA Wholesale/Distribution	NFP	1,100 U.S.	5/30/100	NFP	NFP	Yes	Yes	
51	76	BB&T Corporation Winston-Salem, NC Finance/Banking	NFP	37,187 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
52	56	BKD CPAs & Advisors Springfield, MO Business Services	\$662.9 M U.S.	2,900 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
53	44	Windham Professionals Inc. Salem, NH Business Services	NFP	420 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
54	45	Walmart Inc. Bentonville, AR Retail	\$337B U.S. \$514B Global	1.5M U.S. 2.2M Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
55	77	Bankers Life Chicago, IL Insurance	NFP	1,280 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	

* New entry; not ranked in the 2019 Top 125

Additional Information

Walden Security “Business Development Training: Achieving Exceptional Outcomes” is a paradigm shift from traditional sales methodology at Walden Security. This training program blends 9 learning methodologies that appeal to the learning styles of various participants, including flipped and traditional classrooms, mentorships, just-in-time coaching, team workshops, role-playing, peer-to-peer development, virtual instructor-led trainings (vILTs) and quarterly reviews. Lead indicators point to the adoption of the core behaviors with significant business impact: 2018: Exceeded hours per week (HPW) goal by 11% with 13,155 HPW (goal: 11,811); this amounted to \$11.7 million in increased revenue. 2019: Attained 73% of year-to-date goal with 9,981 HPW (goal: 13,660); the company was on track to exceed the 2019 sales goal by 9.6%. **OTI**

Signature Consultants In 2019, Signature Consultants started conducting StrengthsFinder assessments for all internal employees. As of August 2019, 300+ hours of individualized coaching had been provided to more than 50% of internal employees, with the intent to assess all internal employees by first quarter 2020. This will align with the further enhancement of the company's “Develop & Advance” program to align career paths with personal strengths and interests.

Johns Hopkins Community Physicians Johns Hopkins Community Physicians implemented an organization-wide innovative communication training approach called “Language of Caring” (LOC) in fiscal year 2017 that continued into fiscal year 2019. Using a flipped classroom approach, this training program aims at improving communication within the health-care team and builds on that to improve the health-care provider/patient communication. The curriculum focuses on the skills necessary for making empathy and compassion part of every communication with co-workers and patients/customers, to promote patient and family centered care. LOC training is now a requirement for all new employees.

PPD PPD's purpose is to improve health by helping its customers deliver life-changing therapies. The company fosters a best-in-class learning culture by driving learning programs that proactively, measurably, and efficiently improve employee growth readiness and performance. “Connect for Success,” PPD's performance management program, is designed to improve employee engagement across the company. Learner response to Connect for Success training has exceeded expectations. Since program inception, 85% of participants indicate the knowledge and skills learned can be immediately applied to their job. In addition, more than 83% of participants report this training as a worthwhile investment, with participants actively recommending the training to other colleagues.

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 service the company's functional teams were providing, Emser Tile enlisted the help of Ritz-Carlton's Training Team. It identified universal skills everyone needed to master to improve their conversations with customers. The training not only stressed 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 7% and its employee engagement scores have increased by 12%.

BB&T Corporation BB&T Corporation's BB&T University rolled out the “Showing You Care UPractice” program, which consisted of a series of Brainshark videos, UPractice sessions (1-hour role-play sessions with a University instructor), and an assessment. This program provides Care Center associates with specific behaviors so they are prepared to not only help clients when they have a problem, but to also let the client know how much they care. For the pilot group (31 associates), BB&T looked at Voice of the Client scores to measure effectiveness. In empathy, the pilot group increased their Voice of the Client score by 8%, while those participants not included in the pilot only increased their score by 2%.

BKD CPAs & Advisors In 2019, BKD CPAs & Advisors' Tax department rolled out a soap opera-esque “Death & Taxes” Web series on YouTube, LinkedIn, and Twitter with the L&D director participating in the promotion efforts. The series centers around a fictional Davenport family as they discover the tax intricacies of wealth and estate planning. This 10-part series was created in-house and features 2- to 3-minute humorous yet educational episodes that help translate often-incomprehensible tax lingo into plain English. To date, the first episode has been viewed 621 times on YouTube and 1,362 times on LinkedIn.

Windham Professionals Inc. The “Dream Maker Program” empowers Windham Professionals Inc. employees to enhance life-changing behaviors. Participants receive financial coaching sessions from a certified personal finance counselor, complete financial education modules enhancing financial literacy, and are mentored 1:1 to achieve personal goals. Financial competencies and behaviors are strengthened throughout the program, including: technical skills for debt collecting and analyzing data; utilizing good business skills through knowledge attainment and learning strategies for handling finances with borrowers; people skills improved with learning empathy when assisting borrowers with repayment options; and leadership skills developed with peers. 100% of all graduates of the program improved their personal finances and are more efficient with their debt collection efforts, driving company performance.

Walmart Inc. Spark City, a Sims-style game available for public download, challenges players to make inventory, staffing, and customer service decisions to effectively manage a Walmart Inc. department. Players unlock new levels as sales, availability, and customer satisfaction metrics improve. Spark City's level progression and freedom-to-fail environment engages players while helping them achieve business results aligned to One Best Way standards. With 536,708 lifetime active users, Spark City's popularity is undeniable. Players inside Walmart's Academies accelerate their learning while honing their decision-making skills. Outside the Academy, Spark City recruits and prepares the next generation of Walmart associates.

Bankers Life In 2019, Bankers Life moved away from the old annual and mid-year review process to a new process called “Propel.” The company has tried to make the process easier for employees and their managers to have more frequent check-ins with less heavy dreaded paperwork. It is creating the opportunity for managers and employees to have more productive conversations that focus on individual development and goals.

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

2020 Rankings 56-65

2020 Rank	2019 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 Reimburse- ment	Training Infrastructure	
56	*	Roscoe Property Management Austin, TX Real Estate	\$18M U.S.	700 U.S.	6/3/10	\$763.2K	4.5	Yes	Yes	
57	51	CarMax, Inc. Richmond, VA Retail	\$18.2B U.S.	25,226 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
58	58	Concentrix Corporation Fremont, CA Business Services	NFP	230,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
59	67	Williams & Fudge, Inc. Rock Hill, SC Business Services	\$43M U.S.	350 U.S.	12/10/6	NFP	NFP	Yes	Yes	
60	71	Mastercard Purchase, NY Technology	NFP	6,000 U.S. 148,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
61	61	DaVita Denver, CO Health/Medical Services	\$10.7B U.S. \$13.9B Global	65,907 U.S. 68,980 Global	612/5,520/2,100	\$240.8M	7.5	Yes	Yes	
62	104	Mariner Finance LLC Nottingham, MD Finance/Banking	NFP	2,200 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
63	65	Van Meter Inc. Cedar Rapids, IA Wholesale/Distribution	\$415M U.S.	504 U.S.	3/6/40	\$1.5M	4	Yes	Yes	
64	29	Optum Eden Prairie, MN Health/Medical Services	NFP	138,190 U.S. 183,168 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
65	42	Navient Wilmington, DE Asset Management	NFP	6,628 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	

* New entry; not ranked in the 2019 Top 125

Additional Information

Roscoe Property Management The “IDEAL” (Invest, Develop, and Empower with Accountable Leadership) program has given Roscoe Property Management leaders the tools they need to invest in the success of their people. Through a blend of computer-based and instructor-led events, participants are able to incorporate new techniques for understanding the root cause of performance concerns and coaching employees to improved performance. From recruiting and building a team to creating a motivational environment and succession planning, the executive leadership team provides comprehensive training and support as leaders and employees grow together. 90% of the company's existing leadership staff have entered their current role after an internal promotion.

CarMax, Inc. Used car retailer CarMax, Inc., relentlessly works to “Drive What's Possible” for its customers and associates. One way it does this for its associates is with the “Management Development Program” (MDP). This program allows associates to preview the skills needed to be successful in a management role before applying. Associates in the program are guided by a coach who is dedicated to giving ongoing feedback and providing daily support. Throughout the program, multiple check-ins occur to review progress. To manage to the individual needs of each associate, the program timeline is flexible and adaptable.

Concentrix Corporation “Network of Women” (NOW) is Concentrix Corporation's worldwide program dedicated to enabling, engaging, empowering, and developing women to support personal and professional development. In 2018, staff from 40 countries, in 20 languages, were intimately involved in NOW initiatives, including leadership courses across multiple themes. The company has seen an annual direct correlation between increasing the number of women leaders and improved retention. A third of Concentrix's Global Senior Leadership Team are women. The company strove for 40% in 2019 and is aiming for 50% in 2020. The increased hiring, promotion, and retention of female staff in India led to a gold win at the Brandon Hall 2019 Group Awards for Excellence in Corporate Initiatives: Best Inclusion & Diversity.

Williams & Fudge, Inc. In 2019, Williams & Fudge, Inc., initiated a video cast series called “Connect Cast.” This communication platform offers an alternate to e-mails to highlight upcoming events and new product training initiatives and announce individual staff achievements. The episodes are 2-5 minutes long, released 1-2 times monthly, and always feature different members of the staff. The informative yet humorous and fun videos are hosted on the company's intranet and available to be viewed at employees' convenience while at their desks. In a business world where everyone is inundated with e-mails, this provides a unique opportunity to drive attention and excitement to the targeted audience.

Mastercard Mastercard's 12-week Product Knowledge Certification program is managed centrally, with content tailored for each region. The user experience combines live Webinars featuring sellers and product specialists, online self-paced learning assets, a Q&A-style online knowledge assessment and reinforcement platform, and an online video assessment and coaching environment. Most of the program is run in English, with Latin American countries having options in Spanish and Portuguese. Participants receive feedback during both assessment phases to drive continuous improvement. Successful completion of all elements results in the earning of an internal product category certification.

DaVita “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's emphasis on whole-person learning. More than 6,000 teammates attend Academy each year. Since 2001, 70,440+ teammates have attended Academy. Teammates who attend Academy have, on average, a 13% lower turnover rate than peers who did not attend this training. DaVita estimates Academy drives down turnover costs by approximately \$12 million per year.

Mariner Finance LLC The experiential “Branch Manager Trainee” (BMT) program was constructed to expedite the development of high-potential management candidates at Mariner Finance LLC over a 14-month period. Program requirements are designed to drive skills through experience and gain knowledge in all aspects of branch operations. BMTs are given a thorough overview of the consumer finance industry, from its beginnings to present day. A BMT's training encompasses, but is not limited to, proprietary systems applications, risk analysis/credit decisions, customer service, sales skills, business development, collections, and compliance. Socialized components of the program complement e-learning and practical application by incorporating a mentor relationship (with a previously certified mentor to ensure continuity) and network building.

Van Meter Inc. Van Meter Inc.'s Onboarding Program aligns its cultural values with the needs of new employees. A year-long program built on gamification principles has new employees earn 6 badges aligned to company values. These badges are earned by completing 48 in-person trainings, Web-based learning, self-paced activities, and personal essays. Throughout the year, new employees are supported by a company ambassador, check-ins from the company, and in-person meetings with their leader. The executive team leads in-person sessions. The success of this program is measured in part by seeing all learners engage in 35% more e-learning programming and completing learning activity coursework within their first 6 months than in the previous onboarding program.

Optum The “White Glove Compassion Program” is a 16-week holistic skill development program designed to close the discrepancy between how Optum is seen externally and how the organization views its performance internally, as well as to differentiate it in the marketplace for consistently providing both clinical and service excellence. The program includes 2 complementary components: training and call listening/coaching sessions. Front-line staff members earn White Glove Service credentialing upon program completion. Celebratory recognition, short learning-based boosters, and communications follow credentialing as the short-term reinforcement strategy. Longer-term, individuals must be re-credentialed annually or earlier should they have quality audit scores that flag out of threshold for 2 consecutive months.

Navient The “Leadership Development” program targets high-potential leaders at Navient. Participants are nominated by leadership and assigned a cohort. 2 programs (1 for mid-level leaders, and 1 for front-line leaders) are sponsored by a company executive. Participants engage in 360-degree feedback evaluations prior to 3-day, in-person training sessions that focus on innovation, emotional intelligence, inspiring through leadership, effective coaching, leading change, and executing for results. Meetings with executives and other developmental experiences follow the in-classroom training. Observers have noticed a 27% overall performance improvement.

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

2020 Rankings 66-70

2020 Rank	2019 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time/Part-Time/SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimburse- ment	Training Infrastructure
66	107	Fisher Investments Camas, WA Finance/Banking	NFP	2,935 U.S. 3,337 Global	56/26/359	NFP	NFP	No	Yes
67	94	Two Men and a Truck International Lansing, MI Moving Franchise	NFP	192 U.S.	NFP/NFP/NFP	NFP	NFP	No	Yes
68	109	England Logistics Salt Lake City, UT Transportation	\$508.6M Global	498 Global	3/2/30	\$357K	1.1	Yes	Yes
69	*	Sovos Wilmington, MA IT/Technology	NFP	587 U.S. 1,137 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
70	*	LifeNet Health Virginia Beach, VA Organ and Tissue Donation and Transplant	NFP	1,191 U.S. 9 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes

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Additional Information

Fisher Investments A revised Performance Coaching process ties employee performance to organization goals, shifting the focus from an annual performance review to quality development conversations. All Fisher Investments employees receive formal instructor-led trainings (ILTs) on the process, SMART goal setting, and creating development plans. Managers receive additional e-learning on 6 crucial coaching conversations to support their employees' development and success. The Performance Coaching process provides a clear line of sight across the organization into the firm's overall progress. As of the mid-year check-in last year, 100% of eligible employees had set goals and 99% had completed check-ins. 65% of goals were ahead or on track; 11% were finished.

Two Men and a Truck International The founder of Two Men and a Truck International, Mary Ellen Sheets, created the Mary Ellen's Moving People Forward scholarship program, which provides managers within the company the chance to become business owners. Now in its 5th year, this program has produced 8 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.

England Logistics "Elevation" is the second phase of England Logistics' new employee onboarding program that helps first-year team members deepen their understanding of the company's values and culture and their role as self-leaders. It also helps to further develop a variety of remedial and professional skills, including strategies and tools for combining working harder with working smarter, communication, customer service, and conflict resolution skills, as well as best practices for enhancing teamwork and building a career development plan. The program is a combination of self-study, classroom instruction, discussion, and a capstone presentation.

Sovos The leadership development series targets high-caliber managers at Sovos. This 9-month training program enables leaders within the business to connect globally and learn from peer-to-peer interaction due to the technology and the in-person 2-day kick-off event. Participants also acquire learnings from executive leaders who rotate facilitating a different session each month. As a capstone, participants are asked to present ideas to make improvements to the organization related to corporate goals and engagement survey results. Last year, a new strategy was presented, which was the basis and foundation of a company reorganization. Within the "LEADS" program, 67% have experienced job change and growth, and 37% of those have become part of the senior leadership team. **BP**

LifeNet Health A global leader in regenerative medicine, LifeNet Health leads its industry by developing a first-of-its-kind graft technician training program, which has increased efficiency by reducing the time to train a technician to competency sign-off. The hybrid/blended course contains 89+ objectives focused on 12 core areas of competency. This program allows new technicians to identify consequences of defects/issues in processes that may occur from improper performance of their tasks. The program also helps LifeNet Health stay at the forefront of the allograft implant field—and to hold true to its mission of Saving Lives, Restoring Health, and Giving Hope.

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And we're committed to
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2020 Rankings 71-75

2020 Rank	2019 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
71	46	Bell and Howell, LLC Durham, NC Services and Technology, Manufacturing	NFP	877 U.S. 957 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
72	115	NIGP: The Institute for Public Procurement Herndon, VA Association	\$6.8M Global	29 U.S. 15,000 Members	7/41/1	\$2.4M	25	Yes	Yes
73	*	StorageMart Columbia, MO Retail	NFP	355 U.S. 539 Global	5/0/36	NFP	2	No	Yes
74	60	One Nevada Credit Union Las Vegas, NV Finance/Banking	\$61.7M U.S.	255 U.S.	3/2/38	\$450K	3	Yes	Yes
75	*	Southern Management Corporation Vienna, VA Real Estate Acquisition, Property Management	NFP	1,725 U.S.	8/0/72	\$1.2M	1.5	Yes	Yes



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¹ <https://trainingmag.com/training-magazine-announces-2020-training-top-125-winners>. November 25, 2019.
Western & Southern Financial Group, Inc. Cincinnati, Ohio.
WS-60025 1912

Additional Information

Bell and Howell, LLC 2018 was a year of execution for Bell and Howell, LLC. The company added dedicated management to oversee and improve on the innovations and initiatives set in place in 2017. It increased the rate of students trained in 2018 by 149%, enabling it to effectively execute a 92% first-time-fix rate. Year-over-year improvements were seen in the following areas: remote diagnostics, remote repair capabilities, and advanced data analytics. Bell and Howell's training programs allowed it to execute a 65% rate on remotely repaired calls, resulting in increased machine uptime for its original equipment manufacturers (OEMs) and substantial growth in service efficiency for its personnel.

NIGP: The Institute for Public Procurement The "Pathways" course methodology prepares NIGP: The Institute for Public Procurement's learners with applicable, action-ready skill sets they can use the day they return to the office by curating a simulation and case study-focused learning environment structured by learners' own policies, procedures, and legal precedents. Aligning the curriculum to the actions needed to see demonstrable, quantifiable business change, Pathways empowers learners to engage strategically and critically in the public function, revolutionizing the way learners engage with their entities, stakeholders, and communities at large.

StorageMart "Walk-In Success," "Discretionary Discounting," and "Check-In Changes" address significant changes to the StorageMart sales process using a 4-part course. Endearing and informative, it was developed using an animation-only design, bringing together multiple animated characters in a StorageMart first to lighten the mood, increase retention, and kick off an innovative, revenue-enhancing program. 2019's breakthrough program decreased discounts given away by 45.8%.

One Nevada Credit Union "SUCCESS" is a week-long classroom session that teaches and tells the stories of One Nevada Credit Union's service reputation (both past and present) and illuminates why service excellence is important, expected, spirited, and contagious. SUCCESS graduates understand that seemingly small things can make a tremendous difference when it comes to customer loyalty. As they create an unparalleled service atmosphere, through what One Nevada calls "True Service Excellence," participants also recognize a higher level of confidence, increased cross-sell ratios, and a higher sense of company pride.

Southern Management Corporation Leadership development programs "Southern Difference Institute," "Leadership College," and "Leadership Bootcamp" are offered to Southern Management Corporation team members to support the company's goal to grow leadership from within. All 3 programs incorporate original concepts created by the SMU dean, such as the "Five Leadership Touchpoints," "DAPPER," and "SCOPE2" that focus on a holistic view of leadership. These programs are competitive and involve an application process. As a result, 88% of manager positions have been filled by internal candidates. For the last 17 years, 100% of property manager positions were filled internally. These results demonstrate the strength of the programs and success in developing a pipeline of future leaders.



A group of seven professionals, four women and three men, are standing outdoors in front of a building. They are dressed in business attire. The man on the far left is holding a shovel. The woman next to him is holding a white hard hat. The woman in the center is holding a yellow safety vest. The woman next to her is holding a white hard hat. The man on the far right is holding a white hard hat. They are all smiling and looking at the camera.

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2020 Rankings 76-80

2020 Rank	2019 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 Reimburse- ment	Training Infrastructure
76	88	Shaw Industries Dalton, GA Manufacturing	NFP	20,847 U.S. 523 Global	261/0/956	NFP	NFP	Yes	Yes
77	*	Personnel Board of Jefferson County Birmingham, AL Government and Military	NFP	63 U.S.	5/0/0	\$608.9K	6.3	Yes	Yes
78	87	University of New Mexico Hospitals Albuquerque, NM Health/Medical Services	\$1.1B U.S.	6,853 U.S.	98/9/110	\$9.3M	2.2	Yes	Yes
79	78	Navy Federal Credit Union Vienna, VA Finance/Banking	NFP	17,679 U.S. 17,895 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
80	82	Persistent Systems Ltd Pune, Maharashtra, India IT/Technology	\$135M U.S. \$480.9M Global	1,007 U.S. 9,689 Global	30/0/40	\$1.8M	0.6	Yes	Yes

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Additional Information

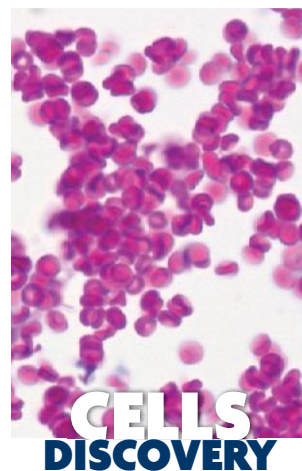
Shaw Industries Shaw Industries continually evolves its “Senior Leadership Development Program” (SLDP) to facilitate the growth of mid-level leaders and ensure a strong leadership pipeline. Recently updated curricula include an immersive action learning project that addresses a strategic business need while also facilitating greater development, as well as a communication project that incorporates storytelling techniques to sell the company vision. A strong focus on introspection throughout the program challenges participants to consider how their own behaviors impact overall project success. As a result of the program’s individual assessments, coaching opportunities, executive support, and innovative content, an average of 47% of senior roles over the last few years have come from the SLDP participant pool.

Personnel Board of Jefferson County The “Civil Servant Leadership” quadrant (CSL) is the newest leadership quadrant making up “The 360 Degree Leader Program” at the Personnel Board of Jefferson County. This quadrant is the “capstone” quadrant of The 360 Degree Leader Program, in that participants MUST complete the other three quadrants (“Leading People,” “Managing Processes,” and “Professional Development”) before becoming eligible to enroll in the CSL quadrant. Participants are assigned a cohort of peers who attend all sessions in a lock-step fashion. The CSL program lasts 16 weeks, and consists of classroom-based learning, e-learning, assigned readings, group discussions, a service project, and a final presentation. 25% of these participants have been promoted or were promoted to a leadership role.

University of New Mexico Hospitals The “Career Development” program begins with an online or face-to-face course—staff can choose the format that best fits their personal and departmental needs. The curriculum was designed for participants to begin with completing a career growth plan to create personal accountability throughout their journey in the program, spanning from 6-12 months. After creation of the growth plan and course completion, participants are matched with mentors and steered into 1 of 3 programs: 1. “Up and Comers Program”—interested in leadership career path; 2. “Career Development Program”—career aspirations that do not include leadership; 3. “Leadership Mentor Program”—current leaders looking to advance their management skill set.

Navy Federal Credit Union The “Career Development Program” reaches Navy Federal Credit Union’s entire employee population. It has a multi-pronged approach to help employees learn and grow in their careers, including the “Connect Four” self-paced curriculum that focuses on self-exploration and development, the “Career Ambassador” program that offers knowledgeable experts to assist other employees, and additional large-scale career events such as a virtual career expo offered around the world. This program is 1 of the reasons the organization has been voted 1 of the Fortune 100 Best Places to Work for 8 years in a row.

Persistent Systems Ltd “Pledge to Learn” is an initiative to drive organization-wide upskilling in digital technologies at Persistent Systems Ltd. Learning needs focus and dedicated time. Pledge to Learn invites employees to make a commitment to themselves and devote regular time for learning. Employees pledge for 4, 8, or 12 hours a month and enroll in courses offered by Persistent University. The company offers a wide range of programs for employees to learn digital technologies in a systematic way. These include overview, basic, and advanced courses and technoathons (with end-to-end application development). In addition the “ORBIT” training program was designed exclusively for project managers and above grades to enable them to learn and catch up with digital technologies.



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LifeNet Health connects patients in need with life-saving organs and restorative tissues provided by selfless donors. These gifts, combined with our pioneering regenerative medicine programs, support healing around the world.



EX-20-026

2020 Rankings 81-85

2020 Rank	2019 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time/Part-Time/SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimburse- ment	Training Infrastructure
81	89	Bass & Associates, PC. Tucson, AZ Legal	NFP	124 U.S.	1/2/49	NFP	NFP	Yes	Yes
82	85	FDIC Corporate University Arlington, VA Government and Military	NFP	6,076 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
83	105	JLL Chicago, IL Real Estate	\$10.5B U.S. \$16.9B Global	37,000 U.S. 94,000 Global	195/220/2,000	\$7.9M	9.7	Yes	Yes
84	84	PPL Electric Utilities Allentown, PA Utilities	NFP	2,035 U.S.	32/2/45	NFP	NFP	Yes	Yes
85	*	Hackensack Meridian Health Edison, NJ Health/Medical Services	\$6B U.S.	35,000 U.S.	19/2/140	\$5.1M	0.2	Yes	Yes

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Additional Information

Bass & Associates, P.C. In the last year, Bass & Associates, P.C., developed a flexible and extended onboarding option to train and have new hires ready for their intended positions while they await security clearance to support the firm's government contract. Training was revamped to provide the fundamental knowledge and skills required of all employees and a foundation for moving into related departments. Management decided to use this time to coach new hires in the use of standard tools and equipment, phone skills, skip-tracing, and other account services. Training was customized for new hires to work with other departments, and to be contributing team members while strengthening their skills to move seamlessly into government client servicing upon clearance.

FDIC Corporate University FDIC Corporate University developed a mobile-friendly Manager's Reference Library for supervisors. Designed in a responsive format, this resource provides quick answers on a range of topics, from ethics and employee conduct to timesheets and travel rules. The mobile design allows supervisors to get quick answers on-the-job without having to enroll in an online course, call the Human Resources department, or search through a thick paper binder. This format is innovative for government application, where most personnel rules are codified in lengthy printed manuals, giving FDIC managers quick, searchable access to these important topics.

JLL JLL launched an inspiring training curriculum called "Real Leadership: Leading Others." With a dedicated Webpage, "LeadershipAtJLL.com," the program includes 3 easy-to-follow assessments on core competencies centered around Growth, Client, and People. The program consists of Webinars (total of 6 hours) and is geared toward giving new managers the tools they need to be effective leaders, as well as improving the skills of existing seasoned managers. Employees learn about Driving Change, Business First, Inspire Others, Get Things Done, and Think Big. The program became an instant hit with not only existing managers, but also with team members who want to advance their career.

PPL Electric Utilities Technology can leapfrog efficiency at an electric utility with new "ways of working." In building the technology ecosystem, the Learning team at PPL Electric Utilities focused on a cloud-based learning management system (LMS) with engaging, just-in-time content that interfaces with a work system. They had to cull the e-learning library to critical content (from 499 to 160) and reconsider the entire structure of learning. To enable targeting of content and deep-dives, every e-learning was reprogrammed over 6 months into highly interactive SCORM-compliant e-learning using a cloud-based authoring tool. Using this model and other technology in the LMS, 60% of field refresher training will be delivered remotely in 2020, reducing the refresher travel budget by more than 50%.

Hackensack Meridian Health In 2019, a new program was developed in partnership with the Office of the Human Experience, called "Humanizing X: Joy and Empathy at Work," for all patient-facing team members at Hackensack Meridian Health. This workshop focuses on creating skills to build the competencies to strengthen joy and empathy in the workplace by creating journey maps, as well as moments that matter for patients and team members. In addition, participants explore their strengths and potential developmental opportunities in regards to empathizing and connecting with others. At Hackensack Meridian Health, 4,000+ team members have completed this program, and the patient experience as reported through HCAHPS results has been positively impacted.



Elevations Credit Union congratulates all of the Top 125 winners for their outstanding accomplishments. Being among this elite group demonstrates our commitment to providing amazing experiences and creating raving fans among our workforce and our credit union members.

2020 Rankings 66-70

2020 Rank	2019 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time/Part-Time/SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimburse- ment	Training Infrastructure
66	107	Fisher Investments Camas, WA Finance/Banking	NFP	2,935 U.S. 3,337 Global	56/26/359	NFP	NFP	No	Yes
67	94	Two Men and a Truck International Lansing, MI Moving Franchise	NFP	192 U.S.	NFP/NFP/NFP	NFP	NFP	No	Yes
68	109	England Logistics Salt Lake City, UT Transportation	\$508.6M Global	498 Global	3/2/30	\$357K	1.1	Yes	Yes
69	*	Sovos Wilmington, MA IT/Technology	NFP	587 U.S. 1,137 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
70	*	LifeNet Health Virginia Beach, VA Organ and Tissue Donation and Transplant	NFP	1,191 U.S. 9 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes

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Additional Information

EPB "Leadership Bootcamp" is a 2-part training program that consists of 5 in-classroom sessions and interactive online work for managers, directors, and assistant vice presidents within EPB. The program covers topics such as EPB's Leadership Structure, Professional Power, Your Role as a Leader, Workforce Planning, Recruitment Process, Policies, Diversity and Inclusion, Employee Engagement, Human Resource Policies, Workplace Safety, Personal Audits, and Promotions. EPB President and CEO David Wade led the Diversity and Inclusion portion of the course. The Human Resources Training Team created interactive assignments for course participants and engaging videos used online and in-classroom. During the 2018-2019 fiscal year, 128 EPB employees participated in Leadership Bootcamp.

Penn Station East Coast Subs The "My Penn Path Development" tool is a self-directed program that maps personal and professional proficiencies necessary for each level of employment, with a clear path to learning the skills and procedures necessary for career growth at Penn Station East Coast Subs. The modular structure is based on microlearning strategies utilizing printed media, video and online learning, 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.

Independence Blue Cross Independence Blue Cross values the individual differences of its associates. The company brings its culture of diversity and inclusion to life through several key practices: extensive learning and development opportunities, including diversity and inclusion awareness, religious literacy, and unconscious bias training; Annual Diversity & Inclusion Week, which highlights internal programs; and hosting external speakers to share best practices. Leadership Panel Discussions provide a window into Independence leaders' experiences with diversity and inclusion, the obstacles they've overcome, and the importance of an inclusive workplace. Independence received the *Philadelphia Inquirer* 2018 Excellence Award for Diversity.

G4S Secure Solutions (USA) Inc. One of G4S Secure Solutions (USA) Inc.'s core beliefs is dignity and respect for every individual—including employees, clients and customers, suppliers, and stakeholders. With 49,570 employees and 4,500+ clients located across the United States, 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.

VSP Global Through VSP Global's Emotional Intelligence development program, the company links employee engagement and enablement with highly emotionally intelligent teams, identifying that teams with high emotional intelligence scores drive the success of the enterprise and further revenue growth. Emotional Intelligence measures 5 different areas: Self-Perception, Self-Expression, Decision-Making, Stress Management, and Interpersonal. Recognized as a Top Outstanding Employer in Engaged Performance, VSP Global is able to strategically identify what directly impacts employee engagement and enablement. Emotional Intelligence is being cultivated throughout the organization, while connecting the necessary behaviors employees must exhibit in order to achieve VSP Global's enterprise strategic pillar goals and overall global success.



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With more than 1,300 employees in 14 offices across 10 countries, Sovos has made training a priority because we count on engaged, dedicated and well-supported employees to carry out our mission to **Solve Tax for Good™**.

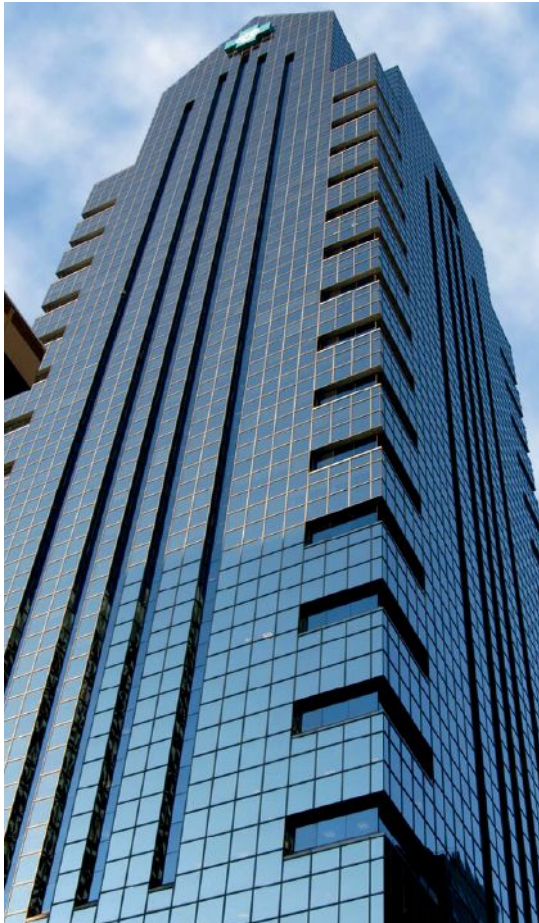
Training Magazine Best Practice Award for Sovos First 48 onboarding

Training Magazine Top 125

#LifeAtSovos

2020 Rankings 91-95

2020 Rank	2019 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
91	102	Microchip Technology Inc Chandler, AZ Technology	\$1.1 B U.S. \$5.3B Global	4,428 U.S. 9,660 Global	39/1/772	\$8.6M	1.7	Yes	Yes
92	125	Sundt Construction Tempe, AZ Construction	NFP	2,495 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
93	*	Michigan State University Federal Credit Union East Lansing, MI Finance/Banking	NFP	857 U.S.	11/25/27	NFP	NFP	Yes	Yes
94	116	Spectrum Health Grand Rapids, MI Health/Medical Services	\$6.9B U.S.	27,305 U.S.	230/89/46	NFP	NFP	Yes	Yes
95	*	Elevations Credit Union Broomfield, CO Finance/Banking	\$120M U.S.	562 U.S.	7/0/18	\$1.3M	3	Yes	Yes



Keeping associates at the center of everything we do

Our associates are what make our company a great place to work.

The learning professionals at Independence Blue Cross offer outstanding learning experiences to foster a culture that values both people and results.

Congratulations to Independence University for being recognized as a world-class learning organization by *Training* magazine.

Independence 

Additional Information

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. 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. 2019 engagement survey results showed positive response means exceeding goals of 80%.

Sundt Construction Sundt Construction's partnership with Central Arizona College (CAC) is leading the way to try and minimize the skill gap being faced in the construction industry. The program provides NCCER (National Center for Construction and Research) education to individuals interested in a career in construction. The program offers either a 1-year certificate or 2-year Associates degree in several programs, including pipefitting, heavy equipment operation, industrial carpentry, and welding. Launched in 2017, the program started with as few as 10 students. 2 years later, Sundt had 300+ students participating in the program with 100% placement once they graduated and entered the workforce.

Michigan State University Federal Credit Union "Building Member Dreams" is a sales and service training that focuses on Michigan State University Federal Credit Union's (MSUFCU) holistic approach to member service and sales. The session is driven by a framework original to MSUFCU: "Grow the Dream." The framework provides participants with steps to follow when offering additional products and services in each member service interaction. After attending "Building Member Dreams," 470+ member service employees gained skills in uncovering the needs of each member served, and offering products and services that will support their financial goals and dreams. Employees will attend a follow-up session, "Every Interaction," in 2019-2020, allowing for further development and application of the content.

Spectrum Health "Futures" is a leadership preparedness program for high-potential non-leaders focused on accelerating their readiness to lead people at Spectrum Health. The highly competitive, application-based program features diverse cohorts of 20 employees. Eligible employees must be endorsed by an executive and participate in a rigorous selection process. From culinary challenges to escape rooms, Spectrum Health uses consumer-grade experiences to teach learners, while making clear ties to business objectives, the company's competency model, and cultural expectations of leaders. All of the learning experiences in Futures provide access to senior leaders across the organization and present content with limited theory and maximum applicability. The current promotion rate for participants is 50%. **BP**

Elevations Credit Union Financial institutions are faced with complex compliance and risk mitigation requirements that often are changing as the result of new technology or the regulatory landscape. Elevations Credit Union's "Data-Driven Learning Strategy" emphasizes proactively identifying training opportunities to improve performance, enhancing business needs. Its Learning Enablement specialist monitors organization-wide data dashboards daily, looking for performance trends and monitoring items sensitive in nature to a financial institution. Shifting from simply "training to train" to a comprehensive learning and performance ecosystem allows L&D to quickly identify areas of opportunity for targeted training intervention. This change has led in a reduction in errors, i.e., shared branching errors were reduced by 48%.

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6076 PR&M 12/19

2020 Rankings 96-100

2020 Rank	2019 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
96	103	Special Response Corporation Sparks, MD Emergency Security Services	NFP	365 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
97	113	Western & Southern Financial Group Cincinnati, OH Finance/Banking	NFP	2,612 U.S.	5/0/42	NFP	NFP	Yes	Yes
98	*	HD Supply Facilities Maintenance Atlanta, GA Wholesale/Distribution	\$3B U.S. \$3.1B Global	5,749 U.S. 5,861 Global	36/35/12	NFP	NFP	Yes	Yes
99	118	HGS Inc., USA Lisle, IL Business Services	NFP	2,170 U.S. 42,371 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
100	43	Veeam Baar, Switzerland IT/Technology	NFP	1,397 U.S. 3,984 Global	NFP/NFP/NFP	NFP	NFP	No	Yes

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Additional Information

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. Employees are coached and review available positions through Career Counseling, which provides them comfort with their options and ensures they are on track with their 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 the firm to continue to provide excellent customer service by maintaining the highest qualified and experienced personnel.

Western & Southern Financial Group Talent Development put into motion a strategy to establish a pipeline of leadership talent and equip Western & Southern Financial Group leaders with the skills they need today and in the future. 3 implications are targeted: supporting the mobilization of cross-functional teams, providing continuous learning, and establishing a talent pipeline. Programs for mid-level leadership development and executive development, as well as on-demand training, open enrollment for instructor-led training, and a new manager curriculum, help the organization establish a pipeline of leadership talent.

HD Supply Facilities Maintenance "New Associate Orientation" (NAO) at HD Supply Facilities Maintenance's headquarters welcomes associates while providing valuable resources and information. It is a full-day experience on an associate's first day. Components include direct exposure to leadership, including HD Supply's business unit president and company CEO, an interactive building tour, and engagement in first-month events. Content delivery was adapted from 1 medium (PowerPoint) to delivery in 8 different media (PowerPoint, guest speakers, system demos, interactive walking tour, activities, NAO facilitator, networking, manager engagement, and additional events), reducing the orientation experience from 100% to 8% PowerPoint. Due to this program, voluntary turnover at HD Supply headquarters has declined by 25%.

HGS Inc., USA "Ready Now" is a training program designed to help future and current leaders at HGS Inc., USA, advance their skills, thought processes, and experience so they may excel in their current roles and prepare for future responsibilities. Program elements include: full-day training sessions conducted once per month by a senior training representative; 4 training sessions in total covering roles and responsibilities, time management, communication, goal setting, coaching, and conflict management; lesson days followed by 3 weeks of real-world practice. Practice includes observation/coaching by an experienced mentor.

Veeam "High Velocity Onboarding: Inside Sales" provides a blended learning experience that supports the onboarding of new sales employees through a combination of classroom training with qualified facilitators; practical experience through job shadowing, role-play, and time in team sessions; and reinforcement and development opportunities through a tailored e-learning path in Veeam's learning management system (LMS). The program was developed in an effort to reduce time to productivity and also implement global consistency in the onboarding experience. After 6 months, the program has achieved a net promoter score (NPS) of 86, improved knowledge check results by 5%, decreased time to productivity by more than 20%, and reduced time to making first customer calls by 50%.



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2020 Rankings 101-105

2020 Rank	2019 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
101	111	LaSalle Network Chicago, IL Business Services	NFP	216 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
102	81	Tarkett North America - A Division of Tarkett Solon, OH Manufacturing	NFP	3,822 U.S. 13,000 Global	6/0/127	NFP	NFP	Yes	Yes
103	122	Compass One Healthcare Wayne, PA Health/Medical Services	NFP	48,985 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
104	*	Southern California Edison Rosemead, CA Utilities	NFP	12,574 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
105	*	BNP Paribas New York, NY Finance/Banking	NFP	4,200 U.S. 202,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes

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Additional Information

LaSalle Network LaSalle Network is a staffing, recruiting, and culture firm that hires great people; equips them with the tools they need to develop; and ultimately provides outstanding service to its candidates and clients. The recruiter accreditation program has increased new hire retention and resulted in positive attrition. In an industry notorious for turnover, LaSalle Network retains nearly three-fourths of its new hires, and notes that the employees who complete its rigorous training program are high-performers and culture-fits.

Tarkett North America - A Division of Tarkett "L.E.A.D. with Purpose" (Lead, Engage, Act, Develop) is an interactive, engaging, and experiential personal and professional leadership development program. It is a rewarding and empowering program that helps participants discover, develop, and advance a foundational understanding of personal/professional leadership, while increasing supervisory and teambuilding/management skills and effectiveness. The program helps participants: form a strong values-based foundation and understanding of what leadership is—and what it is not; develop a personal philosophy of leadership in alignment with the overall vision and mission of Tarkett; learn and hone management, leadership, and people skills; and plan and execute strategy and goals to achieve results.

Compass One Healthcare "My Great Start" (MGS) provides a consistent, standardized, and welcoming onboarding experience for new front-line associates at Compass One Healthcare. Using a step-by-step process, scripting, videos, and activities, My Great Start enables managers to make a positive and engaging connection with their new hires during their first day on the job. Managers use My Day 30 and My Day 90 stay conversation guides to touch base with new associates and ensure they are engaged and productive.

Southern California Edison "Switch and Engage" teaches Southern California Edison leaders to reframe limiting beliefs about goal orientation and their ability to affect outcomes through knowledge transfer about cognition within the context of their work and safety. Leaders are immersed in 5 e-learning and 3 days of instructor-led training (ILT). This is followed by a 90-day follow-up course that allows them to explore post-training application via executive-led discussions and role-play. Pre- and post-assessments indicate a 25% increase in the understanding of the type of goal-oriented mind frames that result in the safest solutions, a 16% increase in learners' understanding of how they can impact outcomes, and a 15% increase in the reinforcement of safety practices.

BNP Paribas BNP Paribas believes every person plays a key role in helping the company achieve its strategic business goals. So much of the company's success rests upon its ability to deliver exemplary results and make a meaningful impact in society. This requires a new kind of leadership—leadership that actively supports the company's values and ensures its future success. Through the Americas Leadership Institute, employees have the opportunity to learn how great leaders operate and achieve excellence. The Institute delivers dynamic development experiences for all levels, from individual contributor to senior leader, and provides high-impact learning opportunities for 4,200+ employees throughout the Americas.



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2020 Rankings 106-110

2020 Rank	2019 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time/Part-Time/SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimburse- ment	Training Infrastructure	
106	*	Pilot Company Knoxville, TN Retail	NFP	27,719 U.S. 28,419 Global	16/3/70	\$21M	4.2	Yes	Yes	
107	*	AT&T Communications Dallas, TX Entertainment/ Telecommunications	\$170B Global	260,000 Global	944/0/0	\$191.2M	1	Yes	Yes	
108	99	Bright Horizons Watertown, MA Educational Services/ Academic Institution	\$1.5B U.S. \$1.9B Global	21,876 U.S. 33,468 Global	99/28/1,245	\$10.4M	1.3	Yes	Yes	
109	97	New York Life New York, NY Insurance	\$43.4B Global	8,400 U.S. 11,300 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
110	*	Huntington Learning Center Oradell, NJ Educational Services/ Academic Institution	NFP	1,200 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	



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Additional Information

Pilot Company At Pilot Company, Service Leaders (SLs) run 70% of the 24/7/365 shifts in 700 locations. Piloted in late 2018 and launched in 2019, off-site training classes were held for 1,200+ SLs to focus on leadership and HR skills (e.g., effective coaching). The classes were constructed based on a formal needs analysis and SL symposium where SLs and other leaders from the field strategized over 2 days to prioritize different topics and programs focused on the SL position. The program received great feedback from participants as they felt important and empowered to confidently do their jobs. The turnover for trained SLs dropped a dramatic 50%.

AT&T Communications In 2019, AT&T Communications increased its "Nanodegree" program offerings from 13 to 23 Nanodegree programs (38%) in the areas of artificial intelligence and data science. To assist employees with navigating the various programs from beginner to advanced, AT&T recently introduced "stackable learning" with Nanodegree Learning Paths. These Learning Paths provide employees with program selection recommendations, contingent on the employee's level of prerequisite knowledge. With 4,500+ AT&T Nanodegree graduates, more than 30% of these graduates have completed 2 or more Nanodegrees, and 1,000+ employees are actively enrolled in a Nanodegree program each month.

Bright Horizons Bright Horizons launched the "Horizons Teacher Degree Program," whereby all full-time employees in field operations are eligible to earn their Associates or Bachelors degrees free of cost. This pathway to a degree has helped address the industry's need for qualified teachers. Employees can choose from 1 of 4 online universities. In addition to this benefit, employees receive coaching from a college advisor, and from facilitators who support the learning journey with study skills. The first step in this pathway is Bright Horizons' CDA program. 23% of employees who are participating in this program have been promoted since its inception.

New York Life New York Life's Data Science Academy aims to build a rich cohort of homegrown data scientists, as well as growing the skills of business leaders to use key data science practices. The Academy includes 3 educational pathways. The Data Science Technical Pathway includes hands-on coding. Upon successful completion of that track, the learner is awarded a Data Scientist certificate from Johns Hopkins. A second Data Science Business Analytics Pathway is delivered from Wharton and helps participants build analytic solutions to business problems. A new third technical track focuses on further developing skills in using the Python coding language. New York Life has seen the development of 8 Johns Hopkins-certified and home-grown data scientists.

Huntington Learning Center In collaboration with Huntington Learning Center's chairman, senior director of Training, VP of Franchise Operations, and director of Coaching, the Training Team developed a new conference folder. This folder, trained in multiple sessions in third and fourth quarter 2018 and throughout 2019, helps new staff and franchise directors, as well as existing staff, enroll more students and bring more revenue into their centers. The center saw an overall 3% increase in the enrollment rate for the first 6 months of 2019 vs. 2018, and an increase in revenue per student of more than 38%. This contributed to \$1.8 million+ topline revenue for the company.

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2020 Rankings 111-115

2020 Rank	2019 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time/Part-Time/SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimburse- ment	Training Infrastructure
111	*	Kimball Midwest Columbus, OH Wholesale/Distribution	NFP	1,606 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
112	119	Solstice Chicago, IL IT/Technology	NFP	370 U.S. 410 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
113	*	Huntington National Bank Columbus, OH Finance/Banking	\$4.5B U.S.	15,870 U.S.	53/25/8	NFP	NFP	Yes	Yes
114	*	Nebraska Medicine Omaha, NE Health/Medical Services	NFP	9,000 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
115	121	PSA Airlines Vandalia, OH Transportation	NFP	4,269 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes

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Additional Information

Kimball Midwest The "Account Representative Program" was developed to broaden Kimball Midwest's ability to recruit new members of its nationwide sales force. Kimball Midwest's traditional hire has related sales experience, but this program provides additional training and support for candidates who show excellent potential and aptitude but have less experience than a traditional sales candidate. The extra support, including extensive work with internal support staff, sales managers, and veteran sales representatives, gives the account representatives the groundwork they need to succeed with the company.

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.

Huntington National Bank Electronic Performance Support (EPSS) is embedded or linked to multiple systems within Huntington National Bank. There are 3,117 pages of content within 12 systems. EPSS is the default for new system implementations and also is utilized when there are system releases or changes to the user interface. It provides colleagues learning in the workflow to enable their performance while interacting with customers. This reduces time away from the job and eliminates the need for formal training events. By year-end 2018, there were 561,793 page hits in the tool.

Nebraska Medicine A commercial kitchen can be a dangerous place. Nebraska Medicine's "Food Services Safety" program has had great success in reducing employee injuries and ensuring the food served is safe. The program stresses engaging employees to be a part of the safety solution by first teaching them the needed tasks and behaviors and then coaching them, auditing for the required behaviors, and rewarding them when a certain number of consecutive days without injury or deficiencies is reached. A culture of safety has been reached, and the number of Workers' Compensation Claims significantly decreased over the levels seen prior to this culture change.

PSA Airlines The airline recognized the need to ensure it is teaching and training its flight crew to operate at the highest level of professionalism possible. PSA Airlines team members have worked with consultants to create a custom training program referred to as "Professional Excellence" (Prof X) to help team members grow as professionals in the aviation industry. This program focuses on the various levels of professionalism and provides tips and techniques to enable crew members to achieve a high level of professionalism. Various versions of this class are taught to new hires, and to upgrade training and provide yearly recurrent training.

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2020 Rankings 116-120

2020 Rank	2019 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time/Part-Time/SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimburse- ment	Training Infrastructure
116	*	VyStar Credit Union Jacksonville, FL Finance/Banking	\$8.2B U.S.	1,846 U.S.	13/1/119	NFP	NFP	Yes	Yes
117	*	Coast Professional, Inc. Geneseo, NY Finance/Banking	NFP	750 U.S.	5/2/138	NFP	5.2	Yes	Yes
118	*	Panda Restaurant Group Rosemead, CA Hospitality	NFP	39,954 U.S. 40,678 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
119	*	Hayes Locums Fort Lauderdale, FL Staffing/Recruitment	NFP	240 U.S.	2/0/4	NFP	NFP	No	No
120	*	Summit Security Services Uniondale, NY Security Services	NFP	5,065 U.S.	8/0/105	NFP	NFP	No	Yes



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Additional Information

VyStar Credit Union The “Leadership Development” program provides the critical leadership skills necessary to move VyStar Credit Union forward with its Mission and Vision. The company started with research and analysis, and then developed 3 tracks—Essentials, Exemplary, and Breakthrough, each one being more intense and extensive. VyStar blended the learning to include instructor-led, bite-sized lessons, follow-up activities, accountability partners, social media, and digital applications for coaching. All leaders have report cards with observations from peers and facilitators on improvement on the team’s performance, coaching and developing direct reports, and engaging and retaining employees. The top Breakthrough Leaders are in line to be VyStar’s first high potentials for 2020.

Coast Professional, Inc. Coast Professional, Inc.’s Compliance Training permeates the entire organization, affecting every employee’s career and providing each employee with the baseline skills needed in order to insure compliance with all required state and Federal laws and regulations. As a result of the training and the skill sets it creates, employees’ customer service skills improve. Employees who have excellent compliance, customer service, and communication skills are the company’s top-producing, most effective, and well-rounded employees and have helped make Coast into a top-performing accounts receivable corporation.

Panda Restaurant Group The “Inspiring Better Lives” workshops motivate and instill the Panda Restaurant Group culture, so associates are more connected to the organization’s Values: Proactive, Respect/Win-Win, Growth, Great Operations, and Giving. The organization helps transform its people with a “Whole Person Paradigm” that inspires and enrolls associates to become storytellers and talent finders. These synchronous workshops have touched, moved, and inspired 1,900+ participants’ lives throughout the nation. Last year, Panda conducted 60+ sessions throughout the nation that resulted in 360+ promotions and referrals. As a result, Panda saw an improvement in retention and meaningful career growth paths that support and enhance its continuous learning culture.

Hayes Locums The 12-week “Sales Internship” program at Hayes Locums helps college students (sophomores to seniors) get the sales experience and training necessary to determine their career post-college. There are 3 phases that cover prospecting, appointment setting, and recruiting with a total of 88 hours of training to help college interns acclimate to a sales role while getting hands-on coaching from experienced Hayes Locums recruiters. Interns meet weekly as a group to design and develop a project that could impact the company. During the last week of their internship, they present this project to the owners and senior leadership for approval. As a result of the program, Hayes Locums submitted offers to 25% of the employees for employment in 2020.

Summit Security Services Training is an important part of a top-tier security program. While state training requirements are scrupulously applied, Summit Security Services’ training platform is built to exceed state requirements and develop high-caliber security officers who are more capable and more engaged in customer service and protection. Toward that essential goal, Summit takes a holistic, programmatic approach to training. Like its security programs in general, Summit favors training tailored to the needs of its clients. In-service training programs are built from extensive material sources—from security industry and law enforcement sources to military training concepts—and field-tested training methodologies are used, ranging from classroom lectures to hands-on site trainings.

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2020 Rankings 121-125

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121	*	People's Trust Insurance Co. Deerfield Beach, FL Insurance	NFP	350 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
122	*	Maryland Department of Transportation State Highway Administration Baltimore, MD Government and Military	NFP	3,000 U.S.	10/2/9	NFP	NFP	Yes	Yes	
123	*	PV Fluid Products Inc. Houston, TX Manufacturing	NFP	225 U.S.	8/0/4	\$200K	2.5	Yes	Yes	
124	*	Best Western Hotels & Resorts (BWHR) Phoenix, AZ Hospitality	NFP	1,300 U.S. 3,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	
125	*	Valley Bank Wayne, NJ Finance/Banking	NFP	3,163 U.S.	15/0/1	NFP	NFP	Yes	Yes	



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Additional Information

People's Trust Insurance Co. The "CAT FNOL" (First Notice of Loss) program rapidly mobilizes People's Trust Insurance Co. employees to absorb post-hurricane call volume. The uncertainty around predicting storm intensity, speed, and the expected landfall location reduces lead time. Less than one-third of People's Trust employees are accustomed to being on the phone, and even fewer work on claims. From June 1–November 30, the company keeps employees upskilled by allowing them to test out of training sessions. Microlearning, videos, job aids, and e-mail reminders keep learning alive in between classroom sessions. Classroom sessions center on empathy, systems training, policy, and process. The company incorporates polling, immersive activities, and gamification elements that tie directly to specific learning objectives.

Maryland Department of Transportation State Highway Administration Maryland Department of Transportation State Highway Administration designed a new onboarding program that focuses on connecting newly hired technicians with team leaders. This 2-day, all-inclusive training is tailored to leadership development, along with teambuilding. Employees have the ability to work together and participate in teambuilding games to better build a strong working dynamic. This shows that all employees are valued and the organization invests its time and resources to make sure everyone feels that working there is a career and not just a job.

PV Fluid Products Inc. Combining audio, visual, and kinesthetic learning techniques, PV Fluid Products Inc. developed a way to train technicians and certify them to work in specific areas on the shop floor in 5-7 days versus 3-4 weeks, a time decrease of 66%. Because of the dedicated approach to training, employees now have a singular focus and can digest the material in a way that allows them to perform their job effectively in a more efficient timeframe. Because of cross-training efforts, the PV team issued 436 cell certifications from March 2018 to December 2018, increasing functional area coverage on the floor anywhere from 34%-75% depending on the functional area.

Best Western Hotels & Resorts (BWHR) BestREV is the revenue management software for Best Western Hotels & Resorts (BWHR). It offers two distinct but separate tools: Demand Forecast and Travel Price Optimizer (TPO). To date, the 2019 median Revenue Per Available Room (REVPAR) Index % change has increased to slightly more than 2% for both certified individuals who consult with their Revenue Managers and certified individuals who don't. In both instances, the brand's REVPAR is on a positive trend.

Valley Bank The Learning & Development team at Valley Bank developed a new series of videos titled "Learning on Demand with Learning & Development." This series allows the team to partner with different lines of business within the organization to create targeted video training. These videos highlight key features or current promotions in an easy-to-follow format for each line of business. Historically, the organization relied on traditional classroom training to convey this information. Today, this video series allows L&D to convey key information in a brief 3-5-minute, engaging video. Advancements in video editing, augmented reality, and mobile learning will allow the bank to stretch the limits of this video series and offer fully immersive training content in the near future.



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