

# 2021 TOP 100 RANKINGS

**T**wo main themes resonating through the 2021 Training Top 100 applications were “pivot” and “people” as many winners adeptly transitioned from in-person to virtual training and focused on employee development and well-being in the new world of working from home during the COVID-19 pandemic. While financial services firm United Wholesale Mortgage netted #1, construction companies built up a sizable presence in the Top 5, taking #2, #3, and #5.

Some 16 newcomers earned a spot on the list—which was rebranded from the Training Top 125 to the Training Top 100 as part of *Training* magazine’s editorial refresh—this year. This is the 21st year in a row the publication has ranked the top companies of employer-sponsored workforce training and development.

Each Top 100 company was measured on quantitative (73 points) and qualitative (52 points) data. Factors influencing the rankings include: Training tied to business goals • Kirkpatrick Level 3 and 4 results • Training budget • Training delivery methods and innovation. An outside research and statistical data company, under the guidance of *Training* magazine, scored companies on quantitative data supplied by the applicants. Then, *Training*’s editor-in-chief and the Training Top 100 Hall of Fame judges qualitatively reviewed the applications. Congratulations to this year’s Training Top 100 on their extraordinary achievement during these incredibly challenging times!

# 2021 RANKINGS 1-10

2021 Rank	2020 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time/Part-Time/SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimbursement	Training Infrastructure
1	5	<b>United Wholesale Mortgage</b> Pontiac, MI Finance/Banking	\$186B U.S.	6,732 U.S.	210/619/817	\$42M	11	Yes	Yes
2	2	<b>MasTec Utility Services</b> Woodbury, MN Construction	NFP	5,400 U.S.	61/15/85	NFP	NFP	Yes	Yes
3	11	<b>Haskell</b> Jacksonville, FL Construction	\$1.1B Global	1,400 U.S. 1,608 Global	5/78/650	\$2.9M	15	Yes	Yes
4	9	<b>C&amp;A Industries, a Medical Solutions Company</b> Omaha, NE Business Services	NFP	1,191 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
5	8	<b>Rosendin</b> San Jose, CA Construction	NFP	6,977 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
6	32	<b>State Compensation Insurance Fund</b> Pleasanton, CA Government/Military	NFP	4,200 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
7	14	<b>Paychex, Inc.</b> Rochester, NY Business Services	\$4B Global	15,308 U.S. 15,863 Global	142/298/1,751	NFP	NFP	Yes	Yes
8	6	<b>Birmingham Water Works Board</b> Birmingham, AL Utilities	NFP	647 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
9	*	<b>Transworld Systems Incorporated</b> Lake Forest, IL Business Services	NFP	2,996 U.S. 5,766 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
10	20	<b>Midcontinent Independent System Operator, Inc.</b> Carmel, IN Utilities	NFP	948 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes

\* New entry; not ranked in the 2020 Top 100

Additional Information

**United Wholesale Mortgage** United Wholesale Mortgage (UWM) believes the key to driving business results is to start by developing its greatest asset first: its people. Last year, UWM's 6,732 team members received 1.1 million+ hours of training and coaching. Each month, all 6,732 UWM team members (from the CEO to the janitor) complete a half-hour YourTime Coaching Session with their leaders while also receiving nearly 3 hours of training each week via UWM's Continuous Improvement Training courses. The company's focus on developing its people first has led to 2,119 promotions over the last 3 years and 636 promotions in 2020. **OTI; Eligible for 2022 Training Top 100 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 programs. This curriculum prepares employees to operate safely and effectively on the job. Modules include critical safety topics such as electrical safety, hazard communication, and underground damage prevention. The knowledge and skills gained through this training are paying off, as MasTec Utility Services has experienced a 26.4% year-to-date reduction of OSHA recordable safety incidents and a 33.6% reduction of total incidents. **OTI**

**Haskell** In the wake of the COVID-19 pandemic, Haskell worked with managers, mentors, and leadership to develop a Virtual Summer Internship Program (V-SIP) with experiences from its traditional face-to-face internships while leveraging technology to deliver critical group training, provide 1-on-1 coaching, and produce project deliverables. This virtual program's highlights culminated with intern project presentations to executive leadership team members utilizing Microsoft Teams. This resulted in 57 of 58 participants being tendered offers for follow-on internships and/or employment, with 90% of the participants accepting offers. **BP**

**C&A Industries, a Medical Solutions Company** "Creating Inclusive Communities" Diversity, Equity, and Inclusion (DEI) training was designed to foster a workplace where employees feel valued, respected, and supported. The company partnered with Inclusive Communities to launch a series of virtual, interactive sessions. Each 4-hour workshop covers topics such as norms, identity, socialization, unconscious bias, and microaggressions. 225+ employees have participated, and the program included business leaders and employees from all 3 newly merged business segments. This is phase 1 of the company's DEI efforts; C&A Industries also is planning to create a companywide Diversity Council.

**Rosendin** The Surge Program, Foreman's Development Program, and Leadership Academy collectively serve as a pipeline for Rosendin, with each independent program a step toward the next in the hierarchy. This pipeline of programs provides an opportunity for employees to actively pursue career advancement while providing a preparation mechanism for future executive leaders. The P.O.W.E.R. Program is the apex of the hierarchy designed to help transfer the knowledge base of retiring executives for effective succession planning. The overall internal promotion rate as a result of this pipeline is 100% for senior leadership and executive positions.

**State Compensation Insurance Fund** The Case of the Missing Case is training disguised as a fun whodunit that had employees recommending it to each other and clamoring for more. The 5-part video series starred the organization's CEO and members of the executive committee and Computer Incident Response Team. Security risks, theories, and proper actions are highlighted along the way. One of the items highlighted in the video series was computer security, including not clicking on attachments and links due to phishing attempts. Since the training launched, the reporting of suspected phishing attempts has gone up 220+%. **OTI**

**Paychex, Inc.** Paychex, Inc., has learned to adapt to the styles of the modern learner, who is tech savvy and looking for shortened, bite-size information, typically on their smart device. The Personal and Professional Development team within the Paychex Learning and Development Center launched an Instagram page called Learner4life2, to provide new content and reinforcement videos on IGTV (Instagram TV). Initially built to reinforce the instructor-led programs, the popular social media site now offers more stand-alone, quick-hit learning opportunities. To date, Learner4life2 has 600+ followers. **BP**

**Birmingham Water Works Board** Mahatma Gandhi was a multiplier of leaders. His motto fueled his social justice movement: "A sign of a good leader is not how many followers you have, but how many leaders you create." The same can be said of high-impact organizations. The S.T.A.R. Program is Birmingham Water Works Board's (BWWB) pre-supervisory certificate program; it is the utility's way of proactively raising up the next generation of leaders. The training track consists of 9 classes, along with hands-on leadership experience in navigating an improvement project. BWWB's success is measured by their success, as 54% of current S.T.A.R. participants have already been promoted.

**Transworld Systems Incorporated** The Effective, Powerful, Interactive Communication and Culture (EPIC2) program is an instructor-led certification for global employees that creates an immersive journey through United States culture, social values, and geography. This program is a microcosm of the holistic curriculum development that drives Transworld Systems Incorporated's (TSI) training programs. Instructional designers contributed their creative talents and experience through avatar creation, experiential storyboard drafting, academic language expertise, and songs. EPIC2 improved the average monthly revenue generated by global new hires by 30%+ per employee.

**Midcontinent Independent System Operator, Inc. (MISO)** In an effort to be a forward-thinking force in the energy industry, Midcontinent Independent System Operator, Inc. (MISO), last year focused on developing its workforce's skills of adaptability and agility. The organization's core training tackled these topics, including the mindset shift from linear, engineered thinking to iterative solutions and employing the skills of agility and design thinking to all types of work. As a part of this initiative, MISO established a Creativity Resource Group to foster and share innovations, and it is sponsoring an industry-wide "think tank" competition called "InnoCentive" to crowdsource grid-of-the-future innovations.

**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

# 2021 RANKINGS 11-20

2021 Rank	2020 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
11	15	<b>WellSpan Health</b> York, PA Health/Medical Services	NFP	19,660 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
12	22	<b>Valvoline Instant Oil Change</b> Lexington, KY Retail	NFP	5,800 U.S. 5,840 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
13	73	<b>StorageMart</b> Columbia, MO Real Estate	NFP	361 U.S. 572 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
14	19	<b>Applied Materials</b> Santa Clara, CA Manufacturing	NFP	9,654 U.S. 22,193 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
15	27	<b>Visa Inc.</b> San Francisco, CA Payments Technology	\$10.4B U.S. \$23B Global	10,031 U.S. 20,391 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
16	12	<b>ArcBest</b> Fort Smith, AR Transportation	NFP	13,423 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
17	17	<b>ESL Federal Credit Union</b> Rochester, NY Finance/Banking	NFP	850 U.S.	8/NFP/NFP	NFP	NFP	Yes	Yes
18	23	<b>AstraZeneca China</b> Shanghai, P.R. China Health/Medical Services	NFP	17,000 U.S. 51,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
19	25	<b>Edward Jones</b> St. Louis, MO Finance/Banking	\$8.9B U.S. \$9.5B Global	49,197 U.S. 51,367 Global	462/141/1,346	\$112M	3	Yes	Yes
20	18	<b>Gables Residential</b> Atlanta, GA Real Estate	NFP	892 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes

\* New entry; not ranked in the 2020 Top 100

Additional Information

<p><b>WellSpan Health</b> WellSpan Health reimagined its tri-annual Leadership Forum to meet challenges of COVID-19 restrictions on physical gatherings. The all-day in-person leadership conference geared to sharing strategic priorities was transitioned to a 3-day, chunked format offered via virtual experience that included executive messages, breakout session rooms for idea sharing, and access to the content on-demand post-forum. Expenses were reduced by 75+%, participation increased by 50+%, and learning effectiveness maintained previous high marks (4+ out of a 5-star rating).</p>
<p><b>Valvoline Instant Oil Change</b> 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. 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 98+% of new team members certified on time.</p>
<p><b>StorageMart</b> Utilizing data in conjunction with multiple departments, StorageMart Training developed a proprietary algorithm to strip "noise" from data sets in order to identify sets of low-performing and high-performing stores relative to expected performance. This paved the way for a highly impactful Targeted Training campaign. 83% of stores identified using this model saw improved performance following coaching, leading to increased occupancy and revenue. The Training Department also discovered correlations between store peer groups and defined closing rates, varying from 5% to 13% based on the closing metric and peer group.</p>
<p><b>Applied Materials</b> Field workforce technical training on advanced semiconductor processing equipment requires knowledge and hands-on skills, which typically is enabled via traditional face-to-face methods. The COVID-19 impact and a parallel 500+ new hire ramp-up required alternate training delivery options at Applied Materials. Rapid development and deployment of virtual synchronous and asynchronous options, engaging local experts, and adopting numerous blended approaches to training allowed Applied Materials to increase its training capacity by 40+% and reduce travel-related costs by \$7M+ for approximately 2,000 students annually.</p>
<p><b>Visa Inc.</b> The Visa University Learning Hub is a new digital platform for learning that brings together 80K+ resources from Visa Inc. and its world-class providers. Using artificial intelligence, it points learners in the right direction based on their personal interests. 75+% of the company is using Learning Hub. 2 learning experiences in particular, "Together We Stand" and "Creating a Culture of Inclusion," were designed to help employees understand the issue and its impact, understand biases, and self-reflect on what they can do in professional and personal settings. <b>BP</b></p>
<p><b>ArcBest</b> In 2019, ArcBest initiated a driver safety system transformation that included forward-facing cameras, impact sensors, engine monitoring, GPS information, collision detection, incident review, and new electronic logging devices. The implementation and transition to this new system involved training 5,000+ drivers and managers, followed up by reinforcement training. This safety transformation led to a 20% reduction in preventable driving accidents and improved the safety of ArcBest drivers and the general public.</p>
<p><b>ESL Federal Credit Union</b> ESL Federal Credit Union's career counseling services empower employees to proactively manage their career growth in the manner they prefer. Options include a self-service channel where employees can explore departmental career lattices and register for job shadowing; 1-to-1 coaching with a Certified Professional Career Coach; and micro-internships that provide employees the opportunity to experience a new role to broaden their skill sets and prepare for a potential future opportunity. ESL's career counseling services have kept its turnover rate to a low 13%, and helped it fill 71% of available positions with qualified, internal candidates.</p>
<p><b>AstraZeneca China</b> In order to deliver life-changing science to millions of patients, AstraZeneca China's AstraZeneca University (AZU) organized task-oriented team coaching targeting strategic business units companywide. AZU starts and enhances 70 on-job challenging assignments in the 70-20-10 model by ensuring a clear understanding of business tasks and developing teams' all-around abilities in field practice. Task-Unit Coaching then is strengthened through experience sharing and task recap. In 2018, AZ China achieved a year-over-year sales growth of 28%; implemented 988 innovative health centers in all pipelines; and benefited more than 1.2 million patients.</p>
<p><b>Edward Jones</b> Branch Office Administrator Onboarding is a 6-month online and virtual instructor-led (VILT) program designed to reduce first-year attrition among Edward Jones branch office administrators while increasing confidence in serving clients. The cohort training format features 25 trainees to each home-office trainer. The on-demand, off-the-shelf online training modules allow trainees flexibility in upskilling on topics. First-year attrition among branch office administrators was 16.9% in December 2018. By August 2020, it had decreased to 13.6%—historically, the lowest-ever first-year branch office administrator attrition rate.</p>
<p><b>Gables Residential</b> At the beginning of COVID-19, Gables Residential rapidly developed and delivered 30-plus different classes on topics ranging from managing a remote workforce to conducting virtual apartment tours. The company also engaged featured speakers to conduct a variety of virtual mindfulness-related classes to help associates deal with the anxiety and fear essential workers felt caring for residents (some with COVID-19) and coworkers. As a result, resident retention is above industry standard by 6.9%, and associate engagement is 12% above the global benchmark of 72%.</p>

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# 2021 RANKINGS 21-30

2021 Rank	2020 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
21	28	<b>Ascend Federal Credit Union</b> Tullahoma, TN Finance/Banking	NFP	615 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
22	13	<b>MTM, Inc.</b> St. Louis, MO Transportation	NFP	2,525 U.S.	48/1/49	NFP	NFP	Yes	Yes
23	16	<b>FORUM Credit Union</b> Fishers, IN Finance/Banking	NFP	365 U.S.	7/0/68	NFP	NFP	Yes	Yes
24	52	<b>BKD CPAs &amp; Advisors</b> Springfield, MO Business Services	\$695M U.S.	2,977 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
25	24	<b>Allianz Life Insurance Company of N. America</b> Minneapolis, MN Finance/Banking	NFP	2,250 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
26	29	<b>AAA Northeast</b> Providence, RI Roadside Svc., Travel, Insurance, Driver Trg.	NFP	2,770 U.S.	40/6/12	NFP	NFP	Yes	Yes
27	44	<b>Rollins, LLC</b> Atlanta, GA Pest Control Services	NFP	13,189 U.S. 14,151 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
28	37	<b>Intermedia.net Inc.</b> Sunnyvale, CA IT/Technology	NFP	525 U.S. 1,034 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
29	71	<b>Bell and Howell, LLC</b> Durham, NC Services, Technology, Manufacturing	NFP	919 U.S. 996 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
30	26	<b>Gilbane Building Company</b> Providence, RI Construction	NFP	2,833 U.S. 2,935 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes

\* New entry; not ranked in the 2020 Top 100

Additional Information

**Ascend Federal Credit Union** A core data processing system conversion can be equated to a heart transplant for a business. Aided by a critical training program, Ascend Federal Credit Union implemented such a conversion in 2020. The training program successfully primed employees for high-caliber service by focusing on repetition to foster retention. Online, on-demand courses introduced employees to basic navigation; access to a test simulation enabled practice of key functions; classroom training dove deeper into procedures; and reinforcement activities kept skills fresh leading up to the go-live date.

**MTM, Inc.** MTM, Inc.'s compliance training blends face-to-face, virtual classrooms, on-demand, microlearning (videos and educational blasts), role-play simulations, and e-learning. Compliance stakeholder groups collaborate with MTM Learning and Development each month to develop a dripped learning path throughout the year. Dripped learning establishes a quarterly compliance topic, which includes microlearning, guest speakers, and activities related to the topic. At MTM, contract compliance prevents liquidated damages, and by shortening overall training time, the company achieves cost savings and increased client satisfaction, leading to a 12.2% increase in net revenue.

**FORUM Credit Union** Orientation program CONNECTIONS immerses new employees in FORUM Credit Union's culture and introduces them to the purpose statement, "Helping Members Live Their Financial Dreams." Helping every employee, regardless of role, establish a direct line of sight to the member experience contributes to long-term member loyalty, forging quick bonds between an employee and the member, his or her team, and the individual's role. Recent program efficiencies resulted in an 86% reduction in classroom training time for back-office employees, contributing to more rapid productivity without sacrificing content quality or instructional integrity.

**BKD CPAs & Advisors** In 2019, BKD CPAs & Advisors' National Office tax department rolled out a firmwide Lean Six Sigma training program for the firm's tax professionals to bring firmwide consistency to the preparation process of Form 1040. The program's biggest wins were defining and mapping out a single specified process and using the TaxCaddy online portal for exchanging tax documents with clients. Streamlining the tax preparation process has reduced the number of steps by 61%. Since BKD's Trusted Advisors introduced their tax clients to TaxCaddy, an additional 15% chose to do business with BKD electronically rather than using the traditional paper method.

**Allianz Life Insurance Company of North America** #LEAD is Allianz Life Insurance Company of North America's first consistent approach to leadership development across the globe and is designed to simplify and harmonize leadership training. All people leaders who have 2 direct reports or more embark on a continuous learning journey to attain their Passport. Since launching the program, which uses virtual reality, in June 2020, 11% of leaders have started their journey and 5% of leaders have completed it. Allianz has a goal of 100% of leaders completing the program by April 2021 and is on target to hit this goal.

**AAA Northeast** The Just In Time Helpdesk Program provides a resource where any AAA Northeast employee can reach out to a member of the Learning & Development team via phone, e-mail, or Teams messaging at any point during business hours. The goal of this program is to save employees time, so they can focus on helping members more effectively. In addition to boosting employee morale, the program has generated tangible time and cost savings. In 2019, the Just In Time Helpdesk Program was contacted by 428 employees, generating an estimated 878 hours saved, resulting in a direct savings of \$20,200. **BP**

**Rollins, LLC** Rollins, LLC, Learning moved to the virtual delivery of 100% of its instructor-led training in 2020. Rollins' COO and brand presidents prioritized the continuation of learning during the pandemic to ensure all learners stayed on track with their personal development. Rollins Learning created a set of design principles to drive development. This included incorporating multiple asynchronous activities, designing for visual simplicity, and minimizing distraction with frequent learner activity. **OTI**

**Intermedia.net Inc.** New Intermedia.net Inc. employees must learn about many services and processes, which led the company to add 20 training simulations and gamification components (since 2019) to complement the instructor-led portions of the training. Intermedia.net uses key performance indicators to measure the success of its new hire curriculum to ensure they are meeting minimum requirements within 90 days of taking customer calls. In 2019-2020, the first call resolution of new hires was 82.18% (goal: 80%), customer satisfaction was 9.4 (goal: 8.5), and productivity was 2.2 (goal: 2.5).

**Bell and Howell, LLC** In 2020, Bell and Howell, LLC, onboarded an original equipment manufacturer (OEM) that required it to perform certifications virtually. The company developed a certification course for this OEM in less than 4 weeks. After completing the course, the student is shadowed by a certified technician using remote technology to provide a "Smart Hands" scenario in which the trainer observes and guides the student through various procedures. This methodology resulted in a 60.9% increase in Bell and Howell's revenue realization rate, with a 100% certification rate by the OEM. It also resulted in a cost avoidance of \$177K in travel and related expenses.

**Gilbane Building Company** Gilbane Building Company's Management Candidate Acceleration Program (MCAP) is an immersive 2-year development program for early career project engineers (PEs) and serves as a key part of the company's strategy to accelerate the development of high potentials. Participants gain access to more than a dozen "critical experiences" that build their core building skills, introduce them to project financial management practices, and help them build relationships with peers and leaders through a capstone project. The result has been an increase in retention of emerging talent up to 93% for the graduating 2019 and 2020 classes.

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# 2021 RANKINGS 31-40

2021 Rank	2020 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
31	98	<b>HD Supply Facilities Maintenance</b> Atlanta, GA Wholesale/Distribution	NFP	5,751 U.S. 5,868 Global	47/35/23	NFP	NFP	Yes	Yes
32	58	<b>Concentrix Corporation</b> Fremont, CA Business Services	NFP	18,000 U.S. 240,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
33	35	<b>Paycor</b> Cincinnati, OH Business Services	NFP	1,817 U.S. 1,847 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
34	70	<b>LifeNet Health</b> Virginia Beach, VA Organ and Tissue Donation and Transplant	NFP	1,173 U.S. 12 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
35	46	<b>Walden Security</b> Chattanooga, TN Security	NFP	5,937 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
36	81	<b>Bass &amp; Associates, P.C.</b> Tucson, AZ Legal	NFP	147 U.S.	3/2/52	NFP	NFP	Yes	Yes
37	69	<b>Sovos</b> Wilmington, MA IT/Technology	NFP	613 U.S. 1,183 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
38	47	<b>Signature Consultants</b> Fort Lauderdale, FL IT Staffing	NFP	3,463 U.S.	9/46/250	NFP	NFP	Yes	Yes
39	49	<b>PPD</b> Wilmington, NC Health/Medical Services	NFP	11,210 U.S. 25,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
40	33	<b>The Guardian Life Insurance Company of America</b> New York, NY Insurance	NFP	7,734 U.S. 9,500 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes

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Additional Information

<p><b>HD Supply Facilities Maintenance</b> The Coaching for Contact Center Success course develops inspirational leaders who can effectively coach to HD Supply Facilities Maintenance's GREAT (Greetings, Reach, Engage, Actively Listen, Tone) service model and achieve organizational objectives. This course was interactive with internally developed video demonstrations of positive coaching behaviors. Leaders participated in 2 1-hour follow-up sessions for a report back and peer support on utilizing the behaviors and processes taught in the class. Across the 9 identified behaviors targeted with the course, 66-74% of survey participants noticed improvement across the behaviors.</p>
<p><b>Concentrix Corporation</b> In response to the COVID-19 pandemic, Concentrix Corporation rapidly deployed its Work-At-Home enablement project to 100% of targeted staff (and 70% of global staff). It launched 85 different modules and 280+ regional courses, catering to 9 languages. This ensured at least a minimum skill set and capability was reached to effectively service its clients' customers and keep their businesses running. Concentrix also led focused initiatives centered on mental health, physical health, and personal challenges. As a result, Concentrix not only maintained performance, but grew with a number of clients and avoided loss of staff.</p>
<p><b>Paycor</b> GUIDE Elite is Paycor's new implementation process that streamlines client communication, training, and preparedness. Existing internal processes were evaluated to determine opportunities for increased efficiency and accuracy. Among the resources developed to assist clients were a microsite that serves as a central repository, a change management tool kit, and a new client learning management system (LMS). Internally, Paycor offered various training sessions for associates depending on role. Throughout the pilot, there was a 75% reduction in internal handoffs. This translated into a 60% reduction in time to client database handoff.</p>
<p><b>LifeNet Health</b> LifeNet Health developed a first-of-its-kind graft technician training program, which 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."</p>
<p><b>Walden Security</b> Risk Management and Learning &amp; Development partnered to improve the safety of Walden Security officers while also reducing the average cost of each Workers' Compensation claim. Data analytics were applied to determine where and why claims occurred. L&amp;D then drove targeted training initiatives to the right audience. This training consisted of: Read &amp; Reviews on safe workplace practices; online modules; and safety Message Reinforcements. As a result, the average monthly Workers' Comp claim costs have been reduced every year since 2016. In 2020, average claim costs decreased by 33% compared to the previous year. <b>OTI</b></p>
<p><b>Bass &amp; Associates, P.C.</b> Virtual Vision is Bass &amp; Associates, P.C.'s blended learning virtual training program. Virtual Vision aims to mirror an in-person experience that allows representatives of any learning style to benefit from the content. Blended training approaches include virtual classroom training, tutorials, hands-on training, self-paced modules, gamification, and side-by-side training. The company's adaptability and flexibility allow it to approach innovation in a way that many in its industry cannot.</p>
<p><b>Sovos</b> Sovos' leadership development series targets high-caliber managers via nomination by executive leadership. This 9-month, 10-course training program enables leaders to connect globally while learning via peer-to-peer interaction and from executive leadership. Through a capstone project, participants present ideas to make organizational improvements related to corporate goals and engagement survey results. This group tackled the challenge of ineffective meetings. As a result, a new internal meeting process was implemented, leading to a 25% increase in engagement survey results to the statement: "Meetings at Sovos make good use of my time."</p>
<p><b>Signature Consultants</b> In 2019, Signature Consultants started conducting CliftonStrengths assessments with all internal employees. Since then, 500+ employees comprising 38 dynamic teams have been evaluated through CliftonStrengths in addition to 125 1-on-1 coaching sessions being conducted by the company's 2 certified coaches.</p>
<p><b>PPD</b> Connect for Success, PPD's performance management program, is designed to improve employee engagement across the company. Since program inception, 89% of participants indicate the knowledge and skills learned can be immediately applied to their job. In addition, more than 94% of participants report this training as a worthwhile investment, with participants actively recommending the training to other colleagues.</p>
<p><b>The Guardian Life Insurance Company of America</b> The Guardian Life Insurance Company of America suddenly shifted to an all-virtual work environment due to the COVID-19 crisis. The company created task forces to provide employees with information needed to support their well-being and/or lead a virtual workforce, all while continuing to deliver and meet customers' needs. Offerings included a weekly meditation podcast; a complimentary 30-day subscription to a meditation program and access to virtual fitness programs and mental wellness resources; and weekly videos from the CEO, president, and executives.</p>

**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

# 2021 RANKINGS 41-50

2021 Rank	2020 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
41	36	<b>CVS Health</b> Woonsocket, RI Health/Medical Services	\$66.9B U.S.	300,000 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
42	61	<b>DaVita</b> Denver, CO Health/Medical Services	\$10.9B U.S. \$11.4B Global	59,153 U.S. 10,711 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
43	57	<b>CarMax, Inc.</b> Richmond, VA Retail	\$20.3B U.S.	25,756 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
44	40	<b>DISH Network</b> Englewood, CO Telecommunications	NFP	15,315 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
45	117	<b>Coast Professional, Inc.</b> Geneseo, NY Finance/Banking	NFP	573 U.S.	10/3/103	NFP	5.32	Yes	Yes
46	*	<b>Core &amp; Main</b> St. Louis, MO Wholesale/Distribution	\$3.4B U.S.	3,688 U.S.	7/0/81	\$6.5M	1.1	Yes	Yes
47	116	<b>VyStar Credit Union</b> Jacksonville, FL Finance/Banking	NFP	2,006 U.S.	20/2/125	NFP	NFP	Yes	Yes
48	65	<b>Navient</b> Wilmington, DE Asset Management	NFP	6,014 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
49	41	<b>ConServe</b> Fairport, NY Accounts Receivable Management	NFP	370 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
50	38	<b>Mohawk Industries, Inc.</b> Calhoun, GA Manufacturing	NFP	19,724 U.S. 40,081 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes

\* New entry; not ranked in the 2020 Top 100

## Additional Information

**CVS Health** 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 20,000 CVS Health pharmacy technicians completed this program in 2019. Upon program completion, they continue working with their pharmacy managers to review assessment results and identify opportunities for continued skills development.

**DaVita** Academy is a DaVita University flagship program. The foundational content provides teammates the opportunity to immerse themselves into DaVita's distinctive culture during a 2-day, off-site meeting. 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 that Academy drives down turnover costs by approximately \$12 million per year.

**CarMax, Inc.** The Management Development Program (MDP) allows CarMax, Inc., 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 and discuss next steps. To manage to the individual needs of each associate, the program timeline is flexible, and the company has adapted the program to support virtual delivery for those associates who work remotely.

**DISH Network** In 2019, DISH Network launched the myCONNECTION suite of apps to its customer experience agents. Previously, agents used 30+ tools to assist customers. myCONNECTION consolidated these tools down to 4 simple-to-use apps, reducing New Hire training time by 14 hours, which was projected to save \$262,889 in 2020 alone. This streamlined approach allows agents to access the information they need with more speed and efficiency, keeping them customer-focused. After myCONNECTION launched, the survey score measuring if customers' issues were resolved increased by 76.08%.

**Coast Professional, Inc.** Coast Professional, Inc., provides remedial skills training using weekly floor meetings and compliance circulars. Topics covered include policy updates, state law changes, and changing client requirements. Virtual 1-to-1 training is provided to employees with specific needs, based on their compliance scorecard results. Coast has seen a 78% increase in complimentary correspondence for the last 12 months. Ensuring remedial skills training is completed is a direct reflection of the commitment of Coast's leadership to its employees.

**Core & Main** The Waterworks Product Knowledge course puts new Core & Main associates in touch with industry veterans who have an average of 35 years of experience. Participants work in labs to assemble products and learn about different configurations and specifications. Most of the entry-level workers are kinesthetic learners, so these hands-on labs have proven to successfully elevate the knowledge of drivers, warehouse workers, and inside sales representatives. The course was designed by 2 regional vice presidents in conjunction with the Learning team; it is taught by the regional VPs and other field experts.

**VyStar Credit Union** In 2020, VyStar Credit Union began the second phase of its Leadership Development Program, adding a new path for aspiring leaders. They began with "Speed of Trust," followed by an assessment of their strengths and areas to improve on with their own self-trust. The next step focused on applying their DISC profile to understand how to communicate more effectively. Aspiring leaders were given post-assignments by using behavior cards in huddles, along with an Action Plan and a Peer Accountability Process. When asked if employees were staying at VyStar, 90.8% said, "Yes," and 92.8% stated they were proud to work at VyStar.

**Navient** Formed in 2018, Navient's Inclusion and Diversity Council has added nearly 100 advocates. The Council developed "Navient Talks," short videos that hit on topics such as inclusion, resilience, and mentoring. The Passport to Inclusion Tour focused on increasing awareness of Navient principles of authentic inclusion and diversity. Navient received the Corporate Quality Index Award from the Human Rights Campaign (HRC) for adopting LGBTQ-friendly policies and practices, was named a "Top 10" Military Friendly Employer, and received the "W" Company Award from 2020 Women on Boards.

**ConServe** ConServe provides continuous training for all employees, thereby empowering them to deliver exemplary service in a consistent, compliant, and professional manner. ConServe University created a 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 partners such as ACA International, ConServe University has delivered 19,400+ hours of training to its most valuable asset: its people.

**Mohawk Industries, Inc.** The "Core" Leadership Development Certification targets front-line leaders within Mohawk Industries, Inc.'s Flooring North America (FNA) Division. This program focuses on 9 core leadership competencies. 2 cornerstone courses create the foundation. Additional program components include program onboarding, DISC Assessment, a balance of instructor-led and digital competency-based learning, HR Legal Learning, and HR & manager-led reinforcement activities. An additional program, EXcel, focuses solely on the element of leaders "engaging their people" to boost the employee experience and retention.

**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

# 2021 RANKINGS 51-60

2021 Rank	2020 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
51	68	<b>England Logistics</b> Salt Lake City, UT Transportation	\$442M Global	522 Global	3/2/82	\$557K	1.8	Yes	Yes
52	110	<b>Huntington Learning Center</b> Oradell, NJ Educational Services/ Academic Institution	NFP	1,050 U.S.	7/24/13	NFP	NFP	Yes	Yes
53	66	<b>Fisher Investments</b> Camas, WA Finance/Banking	NFP	3,235 U.S. 3,656 Global	56/26/359	NFP	NFP	No	Yes
54	*	<b>Colorado Springs Utilities</b> Colorado Spring, CO Utilities	NFP	1,978 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
55	55	<b>CNO Financial Group</b> Carmel, IN Insurance	NFP	3,300 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
56	76	<b>Shaw Industries Group, Inc.</b> Dalton, GA Manufacturing	NFP	20,154 U.S. 20,716 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
57	67	<b>Two Men and a Truck/ International</b> Lansing, MI Moving Franchise	NFP	175 U.S.	NFP/NFP/NFP	NFP	NFP	No	Yes
58	*	<b>Union Pacific Railroad</b> Omaha, NE Transportation	NFP	33,583 U.S. 33,615 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
59	59	<b>Williams &amp; Fudge, Inc.</b> Rock Hill, SC Business Services	NFP	340 U.S.	12/10/6	NFP	NFP	Yes	Yes
60	62	<b>Mariner Finance</b> Nottingham, MD Finance/Banking	NFP	1,900 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes

\* New entry; not ranked in the 2020 Top 100

## Additional Information

**England Logistics** The New Leader Development (NLD) program at England Logistics covers 12 topics over the course of 6 weeks via instructor-led and hands-on training. Participants are involved in book discussions (such as "Crucial Conversations," as well as various business strategy books), and work through modules surrounding performance management, HR topics, culture, and situational leadership. The curriculum and facilitation provide new leaders with the knowledge, skills, and mentorship necessary to creating high-performing teams. 79% of the existing leadership team has graduated from NLD.

**Huntington Learning Center** In collaboration with Huntington Learning Center's chairman, VP of Support Services, and VP of Franchise Operations, the Training Team focused on revamping its approach to training on Exam Prep Service. The team created a new onboarding process and moved to a hybrid of e-learning, online classes, and in-person trainings. Training offered new courses to address specific hot-button topics the community needed. It brought the training to them via small group classes and regional events in addition to trainings at the company's National Franchise Convention. As a result, the company saw a 10% increase in revenue for its Exam Prep programs in 2019.

**Fisher Investments** Fisher Investments' CEO and senior executives are involved in all of its Diversity & Inclusion (D&I) program initiatives. The program begins with a listening tour led by the executive team, who also receive 21+ hours of training in 12 months—the most of any level at the firm. Firmwide programming is a curated blended experience with a broad and deep approach, beginning in onboarding and integrated into day-to-day operations for 26 weeks. All talent development materials integrate D&I language and focus, and executives continue to monitor an Inclusion Index survey administered by a third party.

**Colorado Springs Utilities** Colorado Springs Utilities customized its supervisor development curricula to focus on field and power plants. While the content covers basic leadership skills, the utility customized it to better fit supervisors' needs as they often are unable to attend "regular" classes and found the content unrelatable. By customizing both content and delivery methods, the utility provides supervisors with the skills to be successful as the next generation of leaders. A debrief provided positive feedback that the content was relevant and applicable.

**CNO Financial Group** Unit Field Trainer school gives new first-line managers at CNO Financial Group the field training skills to develop their team of agents. In addition to formal field training, CNO provides the opportunity to hear from senior leadership on the importance and expectations of their role and from a panel of peers. These insights often are cited as the "glue" to bind the topics presented in the class. Training reinforces concepts with a year of monthly video topics created by CNO leaders and a dedicated Slack channel for alumni to share experiences and leading practices.

**Shaw Industries Group, Inc.** "Crucial Conversations" prepares Shaw Industries Group, Inc. leadership at the organizational, plant, department, support, and team levels to have difficult conversations around performance, behavioral, and problem-solving issues. This class is offered in several formats, including: in-person instructor-led; virtual instructor-led; self-paced digital session; and blended learning with self-paced digital sessions combined with instructor-led discussions. By leveraging the "Crucial Conversations" training, as well as other training around effective coaching and communication, documented 1:1 conversations increased by 90% last year over the previous year.

**Two Men and a Truck/International** Each program within Two Men and a Truck/International's Career Development Program (CDP) is geared toward a different stage in an employee's career, working to create leaders who will strive to push their franchise and the entire brand forward. Comprising 4 levels from front line to franchisee, every employee has a chance to advance their career within this program, ultimately ending with an opportunity to one day open their own franchise.

**Union Pacific Railroad** Union Pacific Railroad developed a multifaceted training program to increase growth in multimodal transportation. The program featured 1) Pre-work to acquire foundational knowledge of supply chain management; 2) Classroom study with professors from Iowa State University; 3) An experiential learning trip to visit 5 rail and customer locations; and 4) Participant application by proposing a new transportation solution to the customer. As a result, participants secured \$11.1 million in new business in 6 months, which added 32 opportunities to the pipeline.

**Williams & Fudge, Inc.** Rolled out in May 2020, Williams & Fudge, Inc.'s consumer e-mail guidance program aims to provide real-time agent coaching and auditing, while also ensuring accurate and compliant messages are being sent. Automating this training for behavior change provides real-time and consistent grammatical and accuracy of statement alterations for everyone. In the first month of release, 30% of attempted e-mails initially were blocked by the system due to needed changes. From the second month of use, this number dropped to only 5% needing alterations.

**Mariner Finance** Focus Branch Initiative is concentrated development of the bottom 10% of Mariner Finance's branch footprint (49 branches) in the areas of profitability and growth. A member of L&D Training met with each branch to strengthen areas of critical need and provide feedback to employees in these branches and support change management initiatives that align with the company's key performance metrics. Of the branches chosen, 86% have improved profitability year-over-year.

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

# 2021 RANKINGS 61-70

2021 Rank	2020 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
61	74	<b>One Nevada Credit Union</b> Las Vegas, NV Finance/Banking	\$59M U.S.	240 U.S.	3/2/38	\$450K	3	Yes	Yes
62	113	<b>Huntington National Bank</b> Columbus, OH Finance/Banking	\$4.7B U.S.	15,556 U.S.	50/50/75	NFP	NFP	Yes	Yes
63	92	<b>Sundt Construction</b> Tempe, AZ Construction	NFP	1,777 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
64	60	<b>Mastercard</b> Purchase, NY Technology	NFP	7,791 U.S. 20,553 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
65	86	<b>EPB</b> Chattanooga, TN Utilities	NFP	624 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
66	106	<b>Pilot Company</b> Knoxville, TN Retail	NFP	27,719 U.S. 28,419 Global	NFP/NFP/NFP	\$21M	4.2	Yes	Yes
67	97	<b>Western Southern Financial Group</b> Cincinnati, OH Finance/Banking	NFP	3,619 U.S.	21/0/40	NFP	NFP	Yes	Yes
68	89	<b>G4S Secure Solutions (USA) Inc.</b> Jupiter, FL Security Solutions	NFP	49,816 U.S. 500,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
69	83	<b>JLL</b> Chicago, IL Real Estate	NFP	37,000 U.S. 94,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
70	39	<b>Argo Group</b> San Antonio, TX Insurance	NFP	980 U.S. 1,489 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes

\* New entry; not ranked in the 2020 Top 100

Additional Information

**One Nevada Credit Union** One Nevada Credit Union (ONCU) takes great pride in its customer service rankings throughout the 70 years of serving Nevada residents. Every training session ONCU University offers focuses on meeting high member expectations. For example, Member Connection Training focuses not only on credit union products, but more importantly, on a fresh way of offering these products to current and new members of One Nevada. Member Connection Training aims to push employees away from being seen as typical salespeople by the credit union's members.

**Huntington National Bank** Spotlight on Learning takes a blended approach to a monthly development topic and incorporates collaborative learning for application and reinforcement purposes at Huntington National Bank. L&D highlights a topic and provides opportunities for colleagues to deepen understanding and application of the topic. The program includes virtual exchange sessions, allowing colleagues to connect and discuss how to put learning into action in the work environment. Colleagues complete an online training on the topic of the month, review several resources related to the topic, and participate in Exchange Sessions for reinforcement and application discussions.

**Sundt Construction** Sundt Construction and Central Arizona College (CAC) won the 2020 Bellwether Award for their partnership to develop skilled trade professionals. The structure of the program includes 4 craft trade pathways—structural welding, heavy equipment operating, pipefitting, and industrial construction technology. The pathways align with the National Center for Construction Education and Research (NCCER) credentials and the American Welding Society requirements. The pathways met OSHA 30 standards and consist of stackable credentials equaling 30 college credit hours. The program began with 104 students in 2017 and had 348 enrolled last fall. The program boasted a 97.4% NCCER pass rate following the 2019 academic year.

**Mastercard** Mastercard's Business Operations Leadership Challenge builds leadership capability. Leaders engage in an immersive program over a 6-month period that gives them the tools and practices to model the way, inspire a shared vision, challenge the process, enable others to act, and encourage those around them. The program begins and ends with the Leadership Practices Inventory, so leaders identify where they excel and can improve. The program also includes 7 interactive sessions to learn the practices and 5 leader-led sessions to reinforce learning. As a result of the program, 77% of leaders demonstrate more focused leadership behaviors.

**EPB** EPB's new Panel Interview Training emphasizes professional behavior, asking the correct questions, and Diversity initiatives. The training was created for the 80+ EPB leaders and subject matter experts (SMEs) who interview potential hires every year. This training now is required for all interviewers and has served as a refresher to SMEs who frequently take part in panel interviews. As a result of the training, 7 of EPB's departments experienced 10+% diverse growth in the last year (3 of which experienced 50+% growth).

**Pilot Company** At Pilot Company, Service Leaders (SLs) run 70% of the 24/7/365 shifts in its 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 significantly.

**Western Southern Financial Group** Western & Southern's Multipliers learning strategy aligns business priorities with associates' behaviors that drive measurable positive outcomes across the organization. Participant activities include a classroom simulation, online training, and a Knowledge Café. A success case study was conducted to discover the business impact of Multipliers. 95% of participants indicated they agreed "Leading like a Multiplier has enabled me to produce valuable, measurable results." Specifically, 1 leader reported a 90% reduced effort required for 1 task, taking an 11-hour task down to 1 hour.

**G4S Secure Solutions (USA) Inc.** One of G4S Secure Solutions (USA) Inc.'s core beliefs is dignity and respect for every individual—its employees, clients and their customers, suppliers, and stakeholders. With 49,816 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.

**JLL** JLL's COVID-19 response suite of training and tools included well-being training, working remote training, and racial/social justice content. Participants attended 29,167 hours of training. All classes included pre-surveys and showed general feelings of panic, fear, and frustration. In post-course surveys, the same staff showed a significant shift to feeling in control, knowing they are empowered, and possessing the tools to continue to work safely and effectively and be well. JLL Training was needed more than ever to quickly support staff wellness, and they delivered.

**Argo Group** The Emerging Talent development framework is geared toward Argo Group professionals with fewer than 5 years' specialty insurance experience. Though it fills Argo's need for early career professional development, it also offers second-career individuals, veterans, and professionals changing industries to benefit from professional skills development and deepened industry knowledge. Emerging Talent also provides a platform to build networks across the global organization and provides for cohort-based learning, resulting in positive impact for the individual, teams, and the entire organization.

**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

# 2021 RANKINGS 71-80

2021 Rank	2020 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
71	87	<b>Penn Station East Coast Subs</b> Milford, OH Hospitality	NFP	5,200 U.S.	2/335/610	\$400K	5.25	No	Yes
72	114	<b>Nebraska Medicine</b> Omaha, NE Health/Medical Services	NFP	9,135 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
73	93	<b>Michigan State University Federal Credit Union</b> East Lansing, MI Finance/Banking	NFP	929 U.S.	11/20/30	NFP	NFP	Yes	Yes
74	91	<b>Microchip Technology Inc.</b> Chandler, AZ Technology	\$1.2B U.S. \$5.3B Global	5,904 U.S. 13,762 Global	85/1/1,764	\$6.6M	1.08	Yes	Yes
75	*	<b>International SOS</b> Singapore Health/Medical Services	NFP	1,144 U.S. 9,851 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
76	85	<b>Hackensack Meridian Health</b> Edison, NJ Health/Medical Services	\$6B U.S.	36,000 U.S.	20/2/140	\$5.4M	0.22	Yes	Yes
77	78	<b>University of New Mexico Hospitals</b> Albuquerque, NM Health/Medical Services	\$1.2B U.S.	6,849 U.S.	92/9/108	\$9.5M	2.1	Yes	Yes
78	*	<b>Tata Consultancy Services</b> Mumbai, India IT/Technology	NFP	34,931 U.S. 443,676 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
79	*	<b>Johns Hopkins Medicine</b> Baltimore, MD Health/Medical Services	\$1.7B U.S.	30,000 U.S.	9/1/8	\$1.1M	9.55	Yes	Yes
80	109	<b>New York Life</b> New York, NY Insurance	\$44.1B Global	8,400 U.S. 11,300 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes

\* New entry; not ranked in the 2020 Top 100



Additional Information

**Penn Station East Coast Subs** The My Penn Path Development tool is a self-directed program that maps necessary personal and professional proficiencies necessary for each level of employment 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, and 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.

**Nebraska Medicine** The sudden appearance of the novel Coronavirus in March 2020, and the concerns for colleague and patient safety it wrought, spurred an arduous response for training and education of Nebraska Medicine staff in the safety measures needed to care for those infected with the virus. In a few weeks, in-person training and instructional videos were created; just-in-time training resources were developed; and a COVID-19 resource page was created. As a result, the number of work-related COVID-19 transmissions has been miniscule, and in a 4-month period, the COVID resource Website had 400,000+ views.

**Michigan State University Federal Credit Union** Power of Diversity and Inclusion training encourages Michigan State University Federal Credit Union (MSUFCU) employees to reflect on how unconscious bias influences decision-making in the workplace. Employees examine common micro-aggressions and hear real-life employee testimonies, determine ways to overcome common susceptibilities to unconscious bias, and define ways they will create more inclusiveness on their work teams. Employees review their action plans and commitment to demonstrate the credit union's core value, "Cultivate Diversity, Equity, and Inclusion" in monthly coaching sessions with management.

**Microchip Technology Inc.** In the last decade, Microchip Technology Inc.'s market capitalization increased 60+%. Strategic acquisitions have helped enable this growth, and Microchip's strong company culture is instrumental in its success. When acquiring organizations, Microchip transmits culture through a comprehensive onboarding and integration program. Managers learn to facilitate change within their teams, and individuals build capacity to address challenges while exploring Microchip's culture and Guiding Values. An organizational climate survey tests cultural alignment across multiple business systems. Microchip's last engagement results exceeded the company's goal of 80%.

**International SOS** The Level Up Program equips International SOS managers with the tools and knowledge they require to yield results. Nominated participants receive a blended learning experience where they complete reflective workbook exercises online and learn theory via an instructional video, followed by facilitated virtual sessions that immerse participants in practical scenarios. An assigned mentor meets with the attendees regularly to deliberate on the unique management challenges and opportunities they are facing. Alumni have the opportunity to catch up with each other on a quarterly basis for peer-to-peer learning discussions.

**Hackensack Meridian Health** Developed in partnership with the Office of the Human Experience, Humanizing X: Joy and Empathy at Work is 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. Participants also explore their strengths and developmental opportunities in regard to empathizing and connecting with others. 11,000+ team members have completed this program, and the patient experience, as reported through HCAHPS results, has been positively impacted. **BP**

**University of New Mexico Hospitals** With the onset of COVID-19, University of New Mexico (UNM) Hospitals was tasked with caring for a very sick population, and leaders were tasked with leading very anxious staff. UNM Hospitals simultaneously focused on supplies and infection control training and the well-being of its people. The OPD team developed Leadership Focus, a 12-week series of Webinars for leaders. Each 60-minute session provided learning, support, and a debriefing opportunity. The sessions addressed the social-emotional aspects that staff faced, the leader's role, and decompression strategies. Attendance was as high as 197 leaders (average of 60).

**Tata Consultancy Services** Tata Consultancy Services' (TCS) investments in organic talent development and focus on upskilling of all technical associates in digital technologies since 2015 has resulted in 347,000+ associates possessing 2.6 million+ digital skills. The combination of learning methods of online learning, hands-on exercises, subject matter expert (SME) connect sessions, physical boot camps, on-demand practice environments, communities, hackathons, assessments, case studies, and projects makes digital upskilling different from all other programs ever done in TCS, ensuring immediate deployment of the associates.

**Johns Hopkins Medicine** Leadership Academy is a 12-month leadership development training program for first-line agents, ambulatory clinic staff, and supervisors at Johns Hopkins Medicine. Launched in 2018 and beginning its 5th cohort in November 2020, almost all of the 12 sessions were developed internally by Patient Access Training and Quality leadership and staff. The program was created to aid in retention and develop leadership skills, and bench strength, so more experienced candidates are available to interview for internal positions. The goal was for at least 10% of staff to be promoted to the next level; the organization has met or exceeded that goal in each cohort since the launch.

**New York Life** New York Life's Technology Academy put learning decisions directly into the hands of technologists through a generous learning stipend debit card technologists use to choose their own learning based on guidance from their manager and a skills advisory board that helps shape the development agenda. Specific channels within the Academy are focused on developing homegrown talent in the areas of cyber security and cloud computing.

**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

# 2021 RANKINGS 81-85

2021 Rank	2020 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time/Part-Time/SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimbursement	Training Infrastructure
81	80	<b>Persistent Systems Ltd.</b> Pune, India IT/Technology	\$501.6M Global	1,091 U.S. 10,500 Global	50/20/29	\$1.5M	NFP	Yes	Yes
82	*	<b>Cardinal Health</b> Dublin, OH Health/Medical Services	NFP	30,493 U.S. 49,769 Global	125/15/270	NFP	NFP	Yes	Yes
83	119	<b>Hayes Locums</b> Fort Lauderdale, FL Staffing/Recruitment	NFP	182 U.S.	NFP/NFP/NFP	NFP	NFP	No	Yes
84	111	<b>Kimball Midwest</b> Columbus, OH Wholesale/Distribution	NFP	1,550 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	No
85	*	<b>SAC Wireless</b> Chicago, IL Construction	NFP	2,000 U.S.	NFP/NFP/NFP	NFP	NFP	No	Yes

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## Additional Information

**Persistent Systems Ltd.** Talent Experiential Transformation Program (TEXT) for Persistent Systems Ltd.'s corporate and business unit pool provides an opportunity for employees to productively learn and utilize time spent between projects. TEXT provides a hands-on platform for employees to generate implementable and business-aligned ideas, projects, white papers, and IPs with cutting-edge technologies, tools, and processes. In fiscal year 2019, Persistent Systems covered 2,200 employees (42,951 man-days) with an employee satisfaction rating of 8.5 out of 10. 15+ projects were delivered with a customer satisfaction rating of 4.75 out of 5.

**Cardinal Health** Unconscious Bias is Cardinal Health's learning experience designed to increase awareness of unconscious bias and provide real-world mitigation strategies. This initiative achieved 98% completion by 4,300 leaders across the enterprise. Using engaging video and interactive scenarios, learners are provided with both foundational knowledge and opportunities to practice techniques for mitigating biases. In addition to leaders, 4,600+ employees have electively taken the course and pledged to change their behaviors and actions to promote inclusivity. This program won a Brandon Hall Gold Award for Best Advance in Custom Content.

**Hayes Locums** The LinkedIn Recruiter Pro Training Series focuses on educating Hayes Locums sales consultants on proven strategies to help increase lead generation through InMails. This blended program starts with participants organizing their LinkedIn profile and receiving a professional headshot to increase their acceptance rate. Next, consultants complete a 3-part training series based on advanced searching, InMail strategies, and reviewing LinkedIn analytics to increase their acceptance rate for Inmails. The series consists of Webinars, tutorials, and demonstrations for top sales consultants who utilize LinkedIn.

**Kimball Midwest** The World-Class Sales Management at Kimball Midwest Workshop is a discussion-based class taken a year after a sales manager starts recruiting and developing new hires. The discussion-based nature of the class creates a peer group for those sales managers in each class that aids in their development by sharing best practices. The class also gives attendees a mentor (a retired sales manager) outside of their own hierarchy. Following the workshop, mentoring calls are set up for a year, in addition to group calls and 1-on-1 calls with the workshop facilitator.

**SAC Wireless** Upskilling telecom technicians who climb 50-foot towers to build America's Internet infrastructure poses the biggest barrier to 5G deployment. SAC Wireless' technician onboarding focuses on upskilling tower techs over 3 weeks using a blend of instructor-led training (ILT), practical application, e-learning, mentoring, and certifications. Techs spend 1 week conducting simulations in a newly renovated 15,000-square-foot national training center with immersive labs. Results: A 57% per-student cost savings, technicians are work-ready 2 weeks sooner, reduction in safety-related incidents, and improved technician retention.

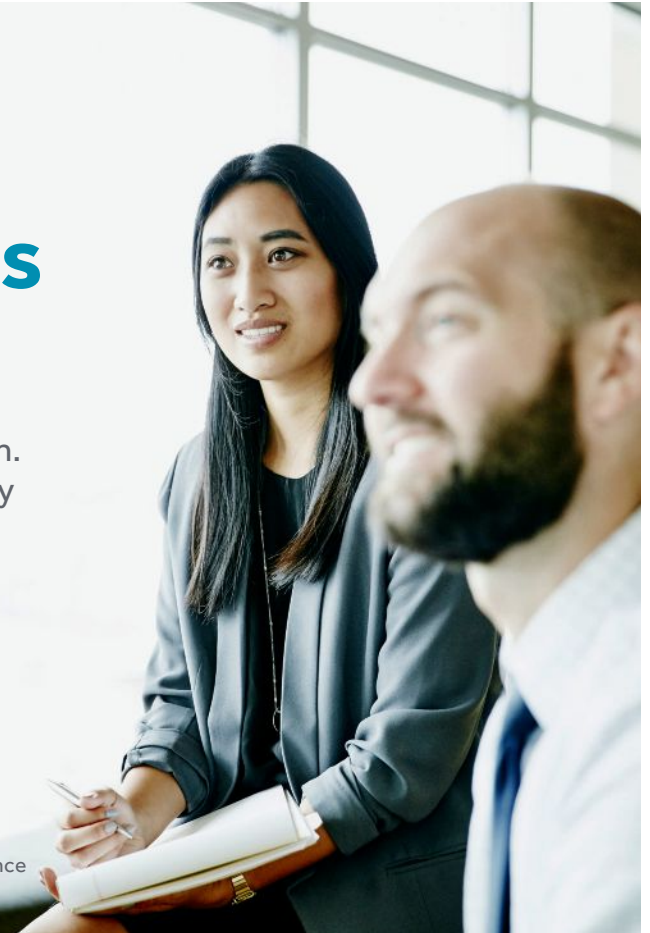


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# 2021 RANKINGS 86-90

2021 Rank	2020 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
86	125	<b>Valley Bank</b> Wayne, NJ Finance/Banking	\$1.1B U.S.	3,229 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
87	*	<b>Uber Freight</b> Chicago, IL Transportation	NFP	946 U.S. 1,030 Global	NFP/NFP/NFP	NFP	NFP	Yes	No
88	99	<b>HGS Inc., USA</b> Lisle, IL Business Services	NFP	3,119 U.S. 44,854 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
89	*	<b>CBE Companies, Inc.</b> Cedar Falls, IA Business Services	NFP	805 U.S. 1,417 Global	14/0/30	NFP	NFP	No	Yes
90	72	<b>NIGP: The Institute for Public Procurement</b> Herndon, VA Professional Association	\$6.8M Global	31 Global 15,000 Members	5/1/1	NFP	NFP	Yes	Yes



Congratulations to  
Sonic Automotive for  
being inducted into the  
**Top 100 Hall of Fame.**

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## Additional Information

**Valley Bank** The Management Matters curriculum is geared toward managers of people at Valley Bank, featuring content on self, employee, and team development. Microlearning, suggested reads, and instructor-led sessions form the foundation. Time Management with Effective Delegation, Emotional Intelligence, Collaboration, Speed of Trust, and Managing Virtual Employees are some of the key components. Managers have the opportunity to participate in 6+ roundtables throughout the year. Leaders' usage of the curriculum has increased to 80+% in several components.

**Uber Freight** Successful training programs for Uber Freight in 2019-2020 included: Culture Training: Haul Together, Analytics Academy, Freightiversity, Change/Stakeholder Management, Accelerate! Manager Journey; Ongoing Education: Engineering-DevEd, product training, executive coaching; CS Ongoing: The Reload; AM Ongoing: Shifting Gears; Tracking Ongoing: Staying on Track, and COVID-19 Surge Training.

**HGS Inc., USA** To protect employee health and address increased client volumes during the pandemic, HGS Inc., USA, initiated Project Lift and Shift. This project migrated 20,000 employees from offices to homes. Trainers taught employees how to set up new equipment, execute tasks independently, and embrace new client policies. They trained leaders to manage remotely. Training includes all the usual call center components: virtual collaboration (Zoom and Teams) for facilitating sessions; virtual on-the-job sessions with 4:1 support in a virtual room; virtual Y-jacking for call listening, screen navigation, and feedback; and virtual simulators for no-risk practice.

**CBE Companies, Inc.** The Investing in U program introduces CBE Companies, Inc. supervisors to the key performance indicators and daily actions that impact operational efficiencies, better results, and client satisfaction. It is administered as an e-learning through CBE's learning management system (LMS). The platform includes knowledge and understanding checkpoints and the ability to track each training's completion and effectiveness. With continuous engagement and development of associates in mind, utilizing this technology gives management unrestricted access to the Investing in U program and the ability to review the training as needed.

**NIGP: The Institute for Public Procurement** NIGP: The Institute for Public Procurement's Leaders Edge is an intimate, cohort-based learning experience, with a mix of in-person and online learning sessions designed to elevate procurement leaders and close the leadership gap in public procurement. This program is forward looking and comprehensive in terms of Emotional Intelligence and how people lead an organization in a strategic way. Participants work on leadership challenges specific to their role, and graduate ready to be the transformative leader their organization needs. As a result, participants have ample opportunities to give back and serve in a leadership role.

# PILOT COMPANY



## FUELING LIFE'S JOURNEYS

As the leading supplier of fuel and the largest operator of travel centers in North America, our team members are essential to keeping North America moving. Since 1958, Pilot Company has been dedicated to serving our guests and investing in our people to make everyone's journey better.

[pilotcompany.com](http://pilotcompany.com)

2021 Rank	2020 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	101	<b>LaSalle Network</b> Chicago, IL Business Services	NFP	202 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
92	121	<b>People's Trust Insurance</b> Deerfield Beach, FL Insurance	NFP	399 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	No
93	*	<b>BankWest, Inc.</b> Pierre, SD Finance/Banking	\$59M U.S.	330 U.S.	4/0/10	NFP	NFP	Yes	Yes
94	103	<b>Compass One Healthcare</b> Wayne, PA Health/Medical Services	NFP	51,936 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
95	*	<b>Brookdale Senior Living, Inc.</b> Brentwood, TN Health/Medical Services	\$4B U.S.	57,814 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes



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Additional Information

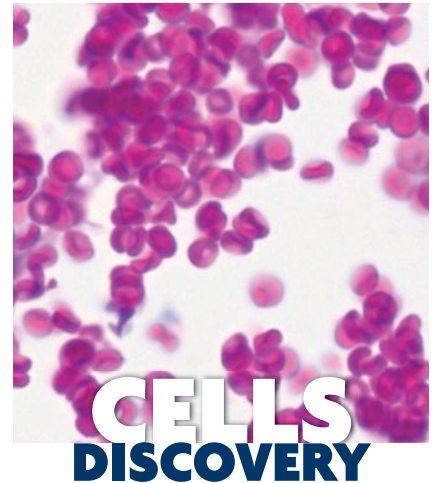
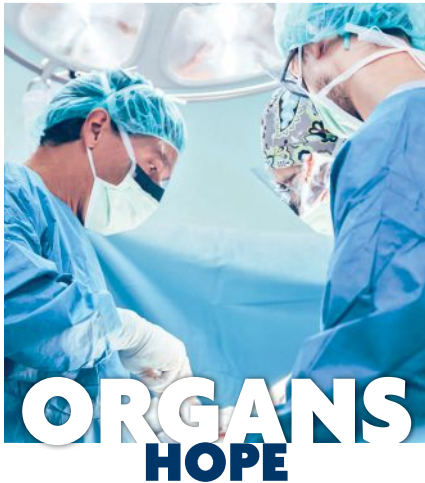
**LaSalle Network** LaSalle Network is a staffing, recruiting, and culture firm that hires great people, equips them with the tools they need to develop and achieve career success, and ultimately provides outstanding service to candidates and clients. The company's recruiter accreditation program has increased new hire retention and resulted in positive attrition. In an industry notorious for turnover, LaSalle Network retains nearly three-quarters of its new hires and keeps all staff engaged.

**People's Trust Insurance** The Influence. Lead. Empower. (ILE) program at People's Trust Insurance helps the leadership team coach, motivate, and create a team environment for their employees. The classes develop critical thinking skills through experiential learning to help leaders recognize logic leaps and unconscious bias. Interactive sessions combine elements of Emotional Intelligence, design thinking, and identifying employee preferences, so leaders are equipped to have difficult discussions with their team members, build better cross-functional relationships, and gain an edge when it comes to leveraging influence.

**BankWest, Inc.** Learning and Development's innovation in video production delivers high-quality, engaging videos for BankWest, Inc., employees. The video series, "Dan and Justin in the Morning," combines humor and creativity with high-quality interviews of key members of the organization to deliver pertinent information to employees. This delivery method is new for the organization, is widely popular with staff, and has proven to be successful in information retention. Each episode is 5 minutes or less and covers a different topic such as employee recognition programs and the organization's Quality Service program.

**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.

**Brookdale Senior Living, Inc.** At Brookdale University of Sales, Brookdale Senior Living, Inc., sales associates are given a roadmap and tool kit to start the journey to success, including Brookdale gear, learning materials, and network contacts such as local mentors and national trainers. The first step is immersion training in the local community coupled with virtual reinforcement. The journey leads to corporate headquarters in Nashville for a 3.5-day summit hosted by Brookdale's senior vice president of Sales and other leaders that focuses on motivation and skills practice. District managers oversee certification milestones. This resulted in a reduction in voluntary turnover in 2019.



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[LifeNetHealth.org](https://www.lifenethealth.org)



# 2021 RANKINGS 96-100

2021 Rank	2020 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	*	<b>CCA Global Partners</b> Manchester, NH Retail	NFP	395 U.S. 400 Global	NFP/NFP/NFP	NFP	NFP	No	Yes
97	118	<b>Panda Restaurant Group</b> Rosemead, CA Hospitality	NFP	40,632 U.S. 41,349 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
98	*	<b>Kin + Carta</b> Chicago, IL Consulting	NFP	330 U.S. 433 Global	5/0/2	NFP	NFP	Yes	Yes
99	122	<b>Maryland Department of Transportation State Highway Administration</b> Baltimore, MD Government/Military	NFP	3,000 U.S.	11/2/9	NFP	NFP	Yes	Yes
100	*	<b>Arizona Public Service (APS)</b> Phoenix, AZ Utilities	\$3.5M U.S.	6,300 U.S.	50/10/100	NFP	NFP	Yes	Yes

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**At WellSpan**, we work as one to see to the health of our communities and the health of our employees' careers. We recognize that through innovation, learning and continuous improvement we foster trust as we help our patients reach their health goals in life.

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## Additional Information

**CCA Global Partners** VantagePoint 360 Academy is an intensive mini-MBA experience for rising senior leaders at CCA Global Partners. It is run twice a year and is limited to a cohort of 10. The learning begins with a 360-degree leadership assessment, along with a business knowledge assessment, which identify gaps and strengths. The rising leaders attend a 5-day instructor-led training (ILT), where they learn how to fill gaps and expand on their strengths. Participants work in groups on case studies and real-world business problems. Each night, participants work in groups on situational problems and in the morning, they present to the class in a competitive, yet supportive environment.

**Panda Restaurant Group** Committed to a corporate mission of "Inspiring Better Lives," Panda Restaurant Group co-founders, Andrew and Dr. Peggy Cherng, are committed to people development, even amidst a pandemic. University of Panda adapted its Great Operations (GO) curriculum—its largest leadership program that focuses on Mindset (view), Skillset (competence), and Toolset (systems and processes)—into a virtual training program. Nearly 200 associates have participated in virtual training so far. As a result, this initiative has ensured that training, promotions, and continuous learning opportunities were not disrupted due to COVID-19.

**Kin + Carta** Kin + Carta's People Leader Training teaches leaders from across its various Capability business units to be accountable and drive growth for the employees they support. The program aims to decentralize how Kin + Carta operates to allow for increased leadership opportunities, more efficient decision-making, and accountability for key performance indicators (KPIs). Kin + Carta's Talent Development team informed the definition, rollout, and execution of the evolved Operating Model utilizing change management best practices to ensure employees are brought along for the journey, and leaders are set up for success in their new roles.

**Maryland Department of Transportation State Highway Administration** Maryland Department of Transportation State Highway Administration (MDOT SHA) 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 and teambuilding. Employees work together and participate in teambuilding games to build a strong working dynamic. This shows that all employees are valued and the agency invests time and resources to ensure employees feel that working there is a career and not just a job.

**Arizona Public Service (APS)** The Customer Service Emerging Leaders Program is a blended learning series consisting of instructor-led trainings, Web-based trainings, mentorship and 1-on-1 development, on-the-job skills anchoring, and on-demand content. Over the course of 4 months, Arizona Public Service (APS) participants master the "7 Habits of Highly Effective People," develop a personal mission statement, identify a set of core values, craft a career vision, learn to be leaders of customer loyalty, receive training on coaching and motivating others while leading by example, learn to actively listen with empathy, and discover how to provide and seek impactful feedback.

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