

2023 RANKINGS

Hammering home the continuing importance of linking employee training with the achievement of business goals—especially during these times of economic uncertainty—two construction companies achieved Top 5 spots on the 2023 Training APEX Awards list: The Haskell Company took #1, while Rosendin earned #3. Rosendin now is eligible to be inducted into the Training Hall of Fame in 2024 after achieving Top 10 rankings for four consecutive years. Transworld Systems Incorporated broke into the Top 5 for the first time at #2. State Compensation Insurance Fund (#4) and Paychex, Inc. (#5) rounded out the Top 5. Some 29 newcomers earned a spot on the list this year, the 23rd year in a row this publication has ranked the top companies of employer-sponsored workforce training and development.

Each Training APEX Award applicant was measured on quantitative (73 points) and qualitative (53 points) data. Factors influencing the rankings include: Training tied to business goals • Kirkpatrick Level 3 (behavior change) and 4 (business outcomes) results • Training budget • Training delivery methods and innovation. An outside research and statistical data company, under *Training* magazine's guidance, scored companies on quantitative data supplied by the applicants. Then, *Training's* editor/publisher and the Training Hall of Fame judges qualitatively reviewed the applications. We salute these best-in-class organizations for their ability to consistently and agilely deliver stellar training in an ever-changing world while providing a culture that allows their people to grow and thrive at work.



2023 RANKINGS 1-10

2023 Rank	2022 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 % of Payroll	Tuition Reimbursement	Use an LMS
1	4	The Haskell Company Jacksonville, FL Construction	NFP	1,625 U.S. 1,900 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
2	8	Transworld Systems Incorporated Lake Forest, IL Business Services	NFP	7,844 U.S. 12,630 Global	NFP/NFP/NFP	NFP	NFP	No	Yes
3	2	Rosendin San Jose, CA Construction	NFP	7,877 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
4	3	State Compensation Insurance Fund Pleasanton, CA Government and Military	NFP	4,000 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
5	5	Paychex, Inc. Rochester, NY Business Services	\$4.6B U.S.	15,516 U.S. 16,294 Global	149/341/1,078	NFP	NFP	Yes	Yes
6	1	Medical Solutions Omaha, NE Health/Medical Services	NFP	2,530 U.S.	NFP/0/NFP	NFP	NFP	Yes	Yes
7	9	ESL Federal Credit Union Rochester, NY Finance/Banking	NFP	910 U.S.	8/NFP/NFP	NFP	NFP	Yes	Yes
8	6	Applied Materials, Inc. Santa Clara, CA Manufacturing	NFP	11,504 U.S. 27,337 Global	NFP/NFP/NFP	NFP	9.5	Yes	Yes
9	13	AAA Northeast Providence, RI Roadside Service, Travel, Insurance	NFP	3,286 U.S.	57/6/12	NFP	NFP	Yes	Yes
10	12	Ascend Federal Credit Union Tullahoma, TN Finance/Banking	NFP	634 U.S.	7/NFP/NFP	NFP	NFP	Yes	Yes

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Additional Information

- 1 The Haskell Company** After several unprecedented years of stress and burnout, The Haskell Company capitalized on the opportunity to provide empowering training on issues around mental health. Haskell's Stress & Resilience Trio comprises Managing Burnout, Grief & Loss, and Resilience. In an industry riddled with mental health issues, high suicide rates, and a stereotype for toughness at all costs, these courses are critical to providing all-around wellness to team members. Not only have these been some of the highest rated trainings at Haskell, they also contributed to a low turnover rate of 12.1%—less than 1/3 of the industry average. **BP**
- 2 Transworld Systems Incorporated** The TSI Strong: Wellness series is composed of multiple lessons focusing on mental wellness, work-life balance, physical wellness, mindfulness, and stress management. The program is presented through microlearning videos and reinforced by on-demand multimedia resources on Transworld Systems Incorporated's (TSI) internally designed proprietary knowledge-based repository. The program provides guidance to employees who may need to utilize TSI's Employee Assistance Program. TSI leaders attend a collaborative workshop to discuss the topics and share best practices. TSI's investment in employee wellness contributes to the company's retention of top talent and industry-leading attrition rate. **OTI**
- 3 Rosendin** The Surge Program, Foreman Development Program, Emerging Leaders Program, and Leadership Academy collectively serve as a talent pipeline for Rosendin, with each independent program being a step toward the next in the hierarchy. This pipeline of programs provides an opportunity for employees to actively pursue career advancement while offering a preparation mechanism for future executive leaders. The P.O.W.E.R. Program is the apex of the hierarchy; it is 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 97% for senior leadership and executive positions. **Eligible for 2024 Training Hall of Fame Induction**
- 4 State Compensation Insurance Fund** The Emerging Professional Program at State Compensation Insurance Fund supports upward mobility through a rigorous 12-month curriculum, which includes interviewing and resume writing workshops, StrengthsFinders, innovation, business writing, and math courses, as well as training in areas identified as growth opportunities by participants and their managers. Participants receive formal mentoring and structured job shadowing, and complete a capstone project to address a challenge within the organization. By helping these employees grow, State Fund is building strong talent who will stay with the organization and move it into the future. 62% of participants have earned promotions while in the program.
- 5 Paychex, Inc.** Enhancing Strategic Conversations increases knowledge and business acumen related to an employer's strategic, operational, and financial business processes. Paychex, Inc., HR professionals learn about building business relationships by practicing exceptional listening and using influence to communicate with impact. A purposely tiered learning approach includes a 360-degree immersive activity where the employee can practice environmental intelligence skills by observing a client's workplace, followed by a consultative action-planning activity with a crash course on business plans. After the 5-part series, 75% of participants said they were more aware of external factors impacting their clients' operations and more confident in strategic conversations.
- 6 Medical Solutions** Learning and Development (L&D) implemented an optional half-hour monthly Tech Talk enterprise-wide to optimize Medical Solutions' digital workspace. Topics are based on common Help Desk tickets or cover best practices for daily technology. Examples include general technology with role-specific application, such as Microsoft Teams, Outlook, and OneNote basics. Each live talk is supplemented by the recording, slides/documentation, and best practices for specific roles. Session attendance averages 180 participants. When surveyed, 100% of participants agreed or strongly agreed that "This training will increase productivity in day-to-day business results." **Eligible for 2024 Training Hall of Fame Induction**
- 7 ESL Federal Credit Union** The career counseling program provides ESL Federal Credit Union employees the opportunity to participate in 1-to-1 career coaching with a Certified Professional Career Coach, who offers customized services based on individual employee needs. Participation in the career coaching program begins with an intake session, during which the employee goals are identified and a coaching agreement is established. Employees may need basic resume writing assistance, interview practice, or guidance in exploring skills and interests to build a solid career development plan. ESL's career counseling program aims to support the credit union's goal of filling a majority of its open positions with internal candidates. **OTI**
- 8 Applied Materials, Inc.** Applied Materials' CEO and key senior representatives sponsored the deployment of training supporting ESG (Environment, Sustainability, and Governance) strategic programs focusing on artificial intelligence and electronic innovations with minimized environmental impact. Through this training and related public commitment (termed "3x30"), the goal is to reduce semiconductor industry resources, energy, and space requirements of equipment and services by 30% each by 2030. In 1 example, a major customer adopted Applied Materials' iSystem intelligent energy-saving system, which is estimated to save 5.1 million kWh of electric energy annually (with 9,600 tons of reduced carbon emission), generating future energy-saving benefits of \$14.6 million.
- 9 AAA Northeast** The implementation of AAA Northeast's Five Diamond Process within Branch Operations has substantially impacted its ability to provide service and educate its members on the value of their membership. This comprehensive program outlines a variety of best practices related to superior service and sales. Since implementing the Five Diamond Process, AAA Northeast has seen a sustained improvement in member satisfaction, including achieving an average Member Satisfaction score of 92% through September 1, 2022, which exceeded the company's goal. **BP**
- 10 Ascend Federal Credit Union** Service is 1 of 6 Core Values driving the way Ascend Federal Credit Union employees interact with one another, their members, and the communities they serve. Service also stands as a differentiator between Ascend and other institutions and employers in the marketplace. Training supports the development of the service skills needed to meet this expectation for all employees and throughout the organization. Service delivery creates experiences that build loyalty and enable members to reach financial goals. Ascend's people make it stand out as a credit union of choice. **OTI**

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2023 RANKINGS 11-20

2023 Rank	2022 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 % of Payroll	Tuition Reimbursement	Use an LMS
11	23	HD Supply Atlanta, GA Wholesale/Distribution	NFP	11,400 U.S. 11,550 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
12	*	Long & Foster Real Estate Chantilly, VA Real Estate	NFP	1,100 U.S.	NFP/NFP/NFP	NFP	NFP	No	Yes
13	18	Michigan State University Federal Credit Union East Lansing, MI Finance/Banking	NFP	1,037 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
14	24	Edward Jones St. Louis, MO Finance/Banking	\$12B U.S. \$12.4B Global	47,786 U.S. 48,937 Global	414/172/2,439	\$109.4M	2	Yes	Yes
15	*	Allianz Life Insurance Company of North America Minneapolis, MN Finance/Banking	NFP	2,153 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
16	10	WellSpan Health York, PA Health/Medical Svcs.	NFP	21,180 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
17	14	ArcBest Fort Smith, AR Transportation	NFP	15,530 U.S. 15,590 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
18	17	PPD, Part of Thermo Fisher Scientific Wilmington, NC Health/Medical Services	NFP	15,541 U.S. 33,811 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
19	92	Southern New Hampshire University Manchester, NH Academic Institution	NFP	12,553 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
20	30	Bass & Associates, P.C. Tucson, AZ Legal	NFP	111 U.S.	2/4/44	NFP	NFP	Yes	Yes

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Additional Information

- 11 HD Supply** The Weekly Product Training program was instrumental in getting new product knowledge and technical specifications to HD Supply associates when time and resources were limited. Weekly scheduled meetings using Webex were facilitated by product experts in partnership with content created by HD Supply's Sales Effectiveness Team. Associates were introduced to new products, solutions to common customer issues, and product demonstrations all based on customer feedback. This program directly resulted in a 21.7% growth in sales for all highlighted products. These increases were a critical component to a 19.85% increase overall in 2021 sales. **BP**
- 12 Long & Foster Real Estate** Long & Foster Real Estate's 50+ years' commitment to providing outstanding training, marketing, and technology established a reputation for being THE brokerage where newly licensed agents should go. Its mantra—"Long & Foster is successful because its people are."—is fundamental in the LAUNCH New Agent Training program. LAUNCH delivers the foundational knowledge and tools agents need to launch their businesses properly from Day 1, teaches essential real estate sales skills, and engages students in daily income-producing activities. LAUNCH targets what new agents need most to get into production faster with proficiency and confidence. **BP**
- 13 Michigan State University Federal Credit Union** Cultivating Diversity, Equity, and Inclusion is one of Michigan State University Federal Credit Union's (MSUFCU) core values and paramount in the learning and development programs it implements. Through these programs, employees explore community guidelines to consider how they show up and interact in work and life, learn about the cycle of socialization—which walks learners through how they were introduced to and reinforce cycles of oppression—and evaluate ways to combat susceptibilities to bias such as limited exposure. These programs contributed to a score of 4.43 on MSUFCU's DEI survey and almost 40% of the organization engaging in 1 of its 8 Affinity Groups.
- 14 Edward Jones** The Ted Jones Coaching Program (TJCP) at Edward Jones provides coaching from a veteran financial advisor who holds an already successful branch team accountable to their goals and plans on a weekly basis for 6 months. Peer-to-peer coaching helps branch teams commit to and achieve performance excellence that leads to fulfillment, clarity, and inspiration while serving clients more deeply. Participating branch teams benefit from the perspective of veteran financial advisor coaches, and coaches learn new ways to energize and improve their own practice. In 2022, 83% of TJCP coaches and participants exceeded performance expectations, and 47% had at least 1 best month ever. **BP**
- 15 Allianz Life Insurance Company of North America** The New Employee Welcome (NEW) program goes above and beyond to provide new employees with an exceptional experience. NEW begins with an engaging full-day session where facilitators share information about Allianz Life Insurance Company of North America and all it has to offer, and the CEO welcomes participants during a Q&A session. 100% of participants in the last year stated they were satisfied with their NEW experience. Allianz continues to build on this positive experience by offering additional learning opportunities after their first day, such as a campus tour and quarterly networking sessions.
- 16 WellSpan Health** The Inclusion Champion Program at WellSpan Health tackles critical human issues of unconscious bias, microaggression, bystander intervention, and courageous conversations in the spirit of creating a culture of champions to promote and embody inclusive conduct. It helps to create a workplace where all team members feel like they belong. Nominated champions participate in a 6-week cohort-based program and maintain champion status through continued diversity, equity, and inclusion training; serving as internal resources for fellow employees; and identifying opportunities to share inclusive messaging. 79% of participants indicate having disrupted bias or coached colleagues in a courageous conversation since training. **OTI**
- 17 ArcBest** Aligned to ArcBest's corporate goal of advancing a culture of customer obsession, its L&D team worked in coordination with its CX Quality team to make significant improvements to strategic customer experience metrics. The Quality team increased monitoring by 16% year-over-year, reviewing 75,839 customer interactions. They identified problem areas, and in collaboration with the L&D team, increased targeted training on these topics. This resulted in notable YOY strategic business improvements, including a 3% quality improvement in the customer phone interaction channel, an 11% quality improvement in the customer e-mail channel, and a 65% improvement in the customer service phone abandonment rate.
- 18 PPD, Part of Thermo Fisher Scientific** The leadership team within PPD, part of Thermo Fisher Scientific, identified critical business skill gaps in its China-based clinical team. The regional Learning team in China repurposed an existing program and customized it to meet their specific development needs. The expansion program, China Professional LEAP Program (LEAP), upskills this target audience by improving business skills, generating more growth in the region, and enhancing clinical performance in China. 32% of LEAP learners were promoted within 12 months of taking the training.
- 19 Southern New Hampshire University** Career Month was the first offering of its kind at Southern New Hampshire University (SNUH), using targeted learning experiences to advance internal mobility. The Talent Development team partnered with internal and external stakeholders and vendors to create a set of collaborative virtual instructor-led learning experiences for employees. Learners personalized their experiences using a set of personas designed to help participants select workshops that most closely aligned with their place in their career journey. Career Month achieved a +96 Net Promoter Score from its participants.
- 20 Bass & Associates, P.C.** Due to the COVID-19 pandemic and the urgent need to reposition employees, Job Rotation training proved to be vital during the last year for Bass & Associates, P.C. The Training Department conducted immediate Job Rotation training for any employee who rotated, focusing on ensuring the employee thoroughly understood the job requirements, the differences between this role and their previous role, and how the new role fits into their career path. By repositioning staff, Bass & Associates experienced a 3% profit increase in its Probate and Bankruptcy Departments and a 37% profit increase in its Legal Collections Department.

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2023 RANKINGS 21-30

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21	37	Shaw Industries Group, Inc. Dalton, GA Manufacturing	NFP	21,200 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
22	39	CBE Companies, Inc. Cedar Falls, IA Business Services	NFP	806 U.S. 1,192 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
23	27	Core & Main St. Louis, MO Wholesale/Distribution	NFP	4,281 U.S.	18/5/80	NFP	NFP	Yes	Yes
24	22	FORVIS, LLP Springfield, MO Business Services	NFP	5,355 U.S. 5,400 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
25	28	One Nevada Credit Union Las Vegas, NV Finance/Banking	\$53.9M U.S.	203 U.S.	3/2/38	\$404K	4.5	Yes	Yes
26	38	Signature Consultants, a DISYS company McLean, VA IT Staffing	NFP	8,854 U.S. 9,329 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
27	36	Pilot Company Knoxville, TN Retail	NFP	29,000 U.S. 30,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
28	16	Bell and Howell Durham, NC Services, Technology, Manufacturing	NFP	809 U.S. 880 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
29	43	VyStar Credit Union Jacksonville, FL Finance/Banking	NFP	2,254 U.S.	19/15/190	NFP	NFP	Yes	Yes
30	54	Union Pacific Railroad Omaha, NE Transportation	NFP	32,471 U.S. 32,499 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes

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Additional Information

<p>21 Shaw Industries Group, Inc. The Relief Supervisor program at Shaw Industries Group, Inc., is designed around the 70/20/10 Learning Model, which emphasizes classroom, coaching, and on-the-job learning. The 10% portion of the program consists of formal, in-person classroom leadership development courses. The 20% portion, coaching, involves the associate and their manager jointly setting performance goals, giving and receiving feedback, and collecting S.T.A.R.s. (Situation, Task, Action, Result) from their experiences. The majority (70%) of learning occurs as candidates acquire badges in multiple processes by shadowing, co-leading, and leading shifts. The program has seen 28% promotions to a full-time supervisor role, as well as a retention rate of 96.85%.</p>
<p>22 CBE Companies, Inc. The Better U program at CBE Companies, Inc., introduces all employees to life skills that are universal and timeless. In traditional call center training, the focus is on the technical side. Overcoming customer objections and incorporating behavior-based training redirects the focus to employees' growth, which leads to better experiences with the customer. Participants are introduced to the idea that different perspectives exist and that continual improvement is possible. These ideas are easily transferred from work to home, resulting in a more well-rounded individual. The concepts presented in Better U training also are introduced informally as part of CBE's culture and expectations.</p>
<p>23 Core & Main The Waterworks Product Knowledge course at Core & Main puts new associates in touch with industry veterans who have an average of 35 years of experience. As part of the class, participants work in labs to assemble products and learn about different configurations and specifications. Most of Core & Main's entry-level workers are kinesthetic learners, so these hands-on labs have proven to be an excellent way to 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, and it is taught by the regional VPs and other field experts.</p>
<p>24 FORVIS, LLP FORVIS, LLP, partnered with HIVE Learning to pilot a peer learning program called Inclusion Works. Approximately 300 individuals from multiple business units were invited to participate and offer feedback regarding the experience. Content focused on diversity and inclusion was delivered over 10 consecutive weeks in a social media-like environment that enabled individuals to like, react, comment, and engage with the content and others in the program. The weekly content pathways resulted in live discussion, insightful reflection, and ultimately a commitment to adoption and action regarding the concepts covered.</p>
<p>25 One Nevada Credit Union One Nevada Credit Union created a series of appealing cartoon videos (shown during onboarding) that introduce its animated senior leaders as they share the importance of the credit union's CORE Values and Mission Statement. These homemade cartoons have been met with enthusiasm and laughter as new employees quickly catch on to One Nevada's company culture and commitment to its Mission Statement. The senior vice president of Human Resources takes the time to animate, script, produce, and provide sound for all the video characters.</p>
<p>26 Signature Consultants, a DISYS company Signature Consultants, a DISYS company, remains dedicated to and focused on realizing sustained organic growth through immersive sales development. Its Develop and Advance (D&A) program and career path exemplify this focus. Develop and Advance is a comprehensive training path that begins with a sales internship for college students, continues with entry-level sales training, and culminates with a 2-year sales development program that has trained more than 70% of the company's sales team. All of these programs are supported by 1-on-1 relationships with mentors who provide guidance and support through formal and on-the-job training.</p>
<p>27 Pilot Company The new hire onboarding program, First Five, at Pilot Company is focused on the experience, knowledge, and skills travel center team members need in their critical first 5 shifts. New hires are introduced to a certified team member trainer—an onboarding mentor who guides the training experience and process. Team member trainers receive a monetary incentive for every team member they train who stays past 90 days. General managers and new team members complete check-in surveys at 5, 30, and 60 days to assess adherence to the training process, quality of the team member experience, and to provide feedback for program improvement.</p>
<p>28 Bell and Howell Bell and Howell offers a certification program for every piece of machinery it services. Technicians must undergo rigorous training in hands-on applications and theoretical information before they are certified to take any calls unassisted. The pandemic transitioned Bell and Howell to a "Smart Hands" approach in which learners must be guided by a mentor virtually on a machine or be observed virtually by those certifying them until the procedure is accurately performed. In some cases, this is coupled with shadowing and mentoring on calls to attain final certification, allowing the company to maintain its high standards of certification and work.</p>
<p>29 VyStar Credit Union Coaching is one of the best practices VyStar Credit Union focuses on to achieve predictable business outcomes. Last year, L&D implemented Scorecard Coaching for all Mortgage managers. To ensure coaching occurs at every level, L&D works closely with coaches to assess how well they focus on the right issues during the coaching conversations. The cascade approach with a focus on scorecards increased new mortgage growth 36% higher than projected for the year and led to VyStar receiving the Mortgage #1 Lender award from the <i>Jacksonville Business Journal</i> for 2022.</p>
<p>30 Union Pacific Railroad In 2021, Union Pacific Railroad developed Empowering Our Differences to create an environment where every employee comes to work each day feeling safe, understood, and accepted in being their most authentic self. Training included pre-work, instructor-led, and post-work content. Participants included 2,300 supervisory employees across all business units and locations. A goal was set to increase by at least 3 points the year-over-year rating on the company's Employee Engagement surveys on 6 diversity and inclusion questions. Improvement was seen on all 6 questions, and the goal was met or exceeded on 5 of the 6 questions.</p>

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2023 RANKINGS 31-40

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31	26	Two Men and a Truck Lansing, MI Moving Franchise	NFP	205 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
32	50	Mariner Finance LLC Nottingham, MD Finance/Banking	NFP	2,058 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
33	*	Veeam Columbus, OH IT/Technology	NFP	2,715 U.S. 4,500 Global	NFP/NFP/NFP	NFP	NFP	No	Yes
34	45	Huntington Bank Columbus, OH Finance/Banking	\$6B Global	20,200 U.S. 20,223 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
35	34	Sovos Wilmington, MA IT/Technology	NFP	843 U.S. 2,525 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
36	52	Navient Wilmington, DE Asset Management	NFP	5,109 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
37	*	Guardian Life Insurance New York, NY Insurance	NFP	9,239 U.S. 11,627 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
38	63	Ferguson Enterprises Newport News, VA Wholesale/Distribution	NFP	31,000 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
39	32	Walden Security Chattanooga, TN Security	NFP	5,938 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
40	25	Rollins Atlanta, GA Pest Control Services	NFP	16,863 U.S. 18,213 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes

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Additional Information

- 31 Two Men and a Truck** The Career Development Plan (CDP) at Two Men and a Truck is a professional development workshop designed in several tiers based on management level. Starting in Frontline Foundations and progressing through Managers Moving Forward 1 and Managers Moving Forward 2, participants are provided with career coaching, Emotional Intelligence development, management training, communication practice, and more. With a 22.12% participant promotion rate, the CDP boasts a 54% retention rate across all 5 years the program has been active. Those who graduate from all 3 levels of the CDP have the opportunity to apply for the Mary Ellen's Moving People Forward scholarship program.
- 32 Mariner Finance LLC** The Virtual New Hire Program at Mariner Finance LLC leverages field trainers and role-play scenarios to ensure new hires can accurately take applications and apply Mariner's systems correctly. New hires and field trainers collaborate synchronously within a virtual system—separated by physical location. Field trainers use role-play scenarios to give authenticity and allow for conversation and after-action review.
- 33 Veeam** High-Velocity Onboarding provides a bespoke learning experience that supports the onboarding of new Veeam sales employees with learning paths tailored to each role. The program includes a combination of live virtual training with qualified facilitators; practical experience through job shadowing, role-playing, and time in team sessions; and reinforcement and development opportunities through a curated eLearning path. High-Velocity Onboarding has provided a globally consistent approach, with metrics including a net promoter score (NPS) of 96; improved time to productivity; and decreased time to making first customer call. **OTI**
- 34 Huntington Bank** Huntington Bank successfully completed the largest organizational acquisition to date, with 6,000+ new colleagues onboarded and trained for day 1 readiness. The L&D team led a year-long effort to organize and create onboarding and training to ensure all acquired colleagues were onboarded and day 1 ready for a single-day conversion to Huntington's name, systems, and processes. The efforts were complicated by continued COVID-19 restrictions for in-person events, resulting in a pivot to all virtual learning. The team took both a centralized and decentralized approach to supporting all segments. Training to prepare all 6,000 colleagues occurred within the 3 months prior to conversion.
- 35 Sovos** The leadership development series at Sovos targets high-caliber managers via nomination by executive leadership. This 9-month, 10-course training program enables leaders within the business to connect globally, learn from peer-to-peer interaction with the aid of technology, and learn leadership strategies from executive leadership. Through a final capstone project, participants present ideas to make improvements to the organization related to corporate goals and engagement survey results.
- 36 Navient** Navient developed key initiatives to prepare its internal team for future promotion opportunities. These initiatives included: Creating a Career Development interactive course that focused on participants assessing their roots (career development) and identifying the fruits (career growth) they wanted to grow from that foundation; and launching a Sponsorship Program with under-represented groups in mind that is designed to enable the protégé to grow professionally and activates leaders to be a part of the development. By participating in Navient's career development education and digital succession planning process, 320 internal employees earned promotions during this application period.
- 37 Guardian Life Insurance** Foundations, Guardian Life Insurance's onboarding program for new financial representatives (FR) and FR candidates, gives the next generation of producers a jumpstart in building a successful practice. This 90-day immersive program is delivered through virtual and in-person modules and features successful FRs and industry experts. Participants are guided by a weekly scorecard that tracks the "lead and lag" indicators that typically translate into FR success and receive focused coaching from their leadership team. Foundations graduates consistently sell an average of 50%+ more cases than those who did not participate.
- 38 Ferguson Enterprises** Leadership in Action is Ferguson Enterprises' executive leadership development program. By placing high-potential and emerging leaders in a simulated business challenge scenario, Ferguson objectively assesses participants' future potential, provides individualized coaching, and utilizes program outcomes to plan for leadership transitions through succession planning. Participants compete on project teams to solve real-world problems that impact Ferguson, culminating in a presentation to the C-suite. To-date, 58% of alumni have been promoted or moved laterally based on identified development needs and succession plans stemming from Talent Review. Additionally, Ferguson has retained 98% of alumni over the last 2 fiscal years.
- 39 Walden Security** At Walden Security, every person who supports the firm's officers attends Virtual Walden Way. Ultimately, the firm wants each participant to: understand the culture; feel empowered and capable of improving the service to security officers; and develop relationships with the staff that supports them. Agile methodologies allowed Walden Security to create this digital program quickly, while technology and feedback improved each iteration. The program includes discussions with founder Michael Walden, virtual-instructor-led sessions developed and facilitated by executive leaders, virtual technology workshops, teambuilding activities, and engagement incentives.
- 40 Rollins** The ENGAGE Selling class at Rollins reinforces the values and behaviors of sales professionals, teaches customer relationship/trust-building skills, and demonstrates proposing solutions based on customers' unique needs. New hires are enrolled in a 3-day virtual workshop with peers and branch leaders to build a cohort support pipeline. Participants are immersed in a variety of activities and role-play exercises to hone their talent based on needs-focused selling. Regional sales managers reinforce the skills taught with monthly follow-up sessions and hands-on training. 87% of Rollins' new hires have completed ENGAGE Selling, which supports a 12.7% improvement in average monthly sales.

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2023 RANKINGS 41-50

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41	*	Pacific Gas & Electric Oakland, CA Utilities	\$21.7B U.S.	25,998 U.S.	351/35/1,687	\$95.9M	7.6	Yes	Yes
42	76	BankWest, Inc. Pierre, SD Finance/Banking	NFP	361 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
43	44	Gilbane Building Company Providence, RI Construction	NFP	2,570 U.S. 2,634 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
44	35	CarMax Richmond, VA Retail	NFP	33,205 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
45	29	CVS Health Woonsocket, RI Health/Medical Services	\$292B U.S.	320,479 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
46	68	Cardinal Health Dublin, OH Health/Medical Svcs.	NFP	29,820 U.S. 46,124 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
47	*	Apple Federal Credit Union Fairfax, VA Finance/Banking	NFP	508 U.S.	9/0/32	NFP	NFP	Yes	Yes
48	33	England Logistics Salt Lake City, UT Transportation	\$628.4M Global	536 U.S. 664 Global	4/0/139	NFP	NFP	Yes	Yes
49	46	ConServe Fairport, NY Accounts Receivable Management	NFP	315 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
50	49	CNO Financial Group Carmel, IN Insurance	NFP	3,461 U.S. 3,479 Global	NFP/NFP/225	NFP	NFP	Yes	Yes

* New entry; not ranked in the 2022 Training APEX Awards

Additional Information

41 Pacific Gas & Electric In 2021, Pacific Gas & Electric (PG&E) launched a predictive model and paired it with a training strategy consisting of ergonomic training of direct supervisors; 1:1 supervisor/employee engagement; and targeted, proactive coaching for high-risk employees. The predictive model combines data from PG&E's office ergonomics system with other sources to better predict employees who may be at higher risk for developing an office ergonomics injury. Short-term study of model results after each intervention have shown a reduction in office ergonomics risk after 1-to-1 coaching and supervisor involvement, with the vast majority demonstrating significant reduction in at least 1 factor.

42 BankWest, Inc. CRM Sales Skills is a training series at BankWest, Inc., that builds from basics such as Polishing Professionalism to advanced topics such as Making Effective Outbound CRM Calls. Participants hone sales and service skills, discuss real-life customer experiences, and focus on specific service scenarios during breakout exercises. Upon completing the series, associates have gained a solid understanding of the bank's service-to-sales culture and have learned a variety of skills to strengthen customer relationships. The program's success is evidenced through a 97% completion rate of service calls to new customers and through exceeding annual retention contact goals by 16%.

43 Gilbane Building Company The Accounting Excellence training program at Gilbane Building Company promotes consistency and efficiency across divisions with the introduction of standardized project accounting curricula. Accountants at all levels engage in training related to their role's core competencies, while newly hired accountants are immersed in a 6-week virtual bootcamp program within their first 3 months. Employees of all levels also have access to the Accounting Learning Hub, which houses 110+ specific job aids, materials, videos, and more. Since the launch of the program, 78% of accounting managers report increased consistency and 61% report increased productivity across their divisions.

44 CarMax CarMax is focused on driving to "New Destinations" with its customers and associates. One way to do this for associates is with the company's Management Development Program, which allows associates to preview the skills needed to be successful in a management role before applying for the position. Associates are guided by a coach dedicated to providing ongoing feedback and support, with multiple check-ins throughout the program to review progress and discuss next steps. To manage to the individual needs of each associate, the program timeline is flexible and offers virtual delivery for those associates who work remotely.

45 CVS Health bswift moved from traditional customer service client resolution to equipping clients with certification training so they could help their members in the moment of need at CVS Health. Since tickets were the primary method of communication between the bswift team and clients, a reduction in tickets meant savings in productivity for the business and the ability for internal teams to focus on more value-add work. 600 learners completed certification, with an 85% application rate. In addition, the time saved by providing this training saved the organization \$62,000 due to a 20% reduction in tickets submitted by external clients.

46 Cardinal Health Proprietary customer service training EASEE (Empathy, Acknowledge, Seek, Explain, and Establish) at Cardinal Health aligns to business units' desired customer quality scores. The blended curriculum includes: self-paced training to build knowledge on key behaviors; instructor-led workshops to practice business unit customized skills application; and activity checklists and microlearning to reinforce concepts and skills. 10 different business segments in Cardinal Health have 1,750+ course completions. EASEE new hire participants exceeded the 90% quality score in active listening (96.51%) and positivity (95.41%).

47 Apple Federal Credit Union The ability of staff to use critical thinking and be effective problem solvers is essential to Apple Federal Credit Union's (FCU) success. The business goal is to have members recommend Apple FCU. Before the Problem Resolution Training, the Member Net Promoter Score was 44.76; post-training, it is currently 60.44. Staff members learn how to solve problems using the L.E.A.R.N. roadmap. The 5 steps are: Listen, Empathize, Ask, Resolve, and Notate. Videos, activities, and feedback are incorporated in the course. Supervisors also utilize an evaluation tool back on the job to ensure the roadmap is being followed.

48 England Logistics England Logistics believes impactful leaders create powerful and productive teams. Its New Leader Development (NLD) program covers 12 topics over the course of 6 weeks via instructor-led and hands-on training. Participants are involved in book discussions 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 create high-performing teams. 81% of England Logistics' existing leadership team has graduated from NLD.

49 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 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 ACA International, ConServe University has delivered 22,000+ hours of training to its most valuable asset: its people.

50 CNO Financial Group The Wealth Management Foundations training series at CNO Financial Group has proven to develop advisors more efficiently in comparison to its in-person annualized programs of the past. Reps are able access the robust materials at their convenience via the Quick Start Program and link their schedules to align with 1 of the multiple live virtual events that Foundations hosts through the year. The eLearning simulations include a client transaction in its entirety, allowing them to see the workflow from client home to the back office. The facilitator-led classroom sessions delve deeper into advanced scenarios and the opportunity to solicit feedback from practitioners across the nation.

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2023 RANKINGS 51-60

2023 Rank	2022 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 % of Payroll	Tuition Reimbursement	Use an LMS
51	65	Arizona Public Service Phoenix, AZ Utilities	\$3.8M U.S.	5,872 U.S.	123/0/59	\$530M	68.6	Yes	Yes
52	57	HMTX Industries Norwalk, CT Manufacturing	NFP	187 U.S. 245 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
53	*	Navy Army Community Credit Union Corpus Christi, TX Finance/Banking	\$216.7M U.S.	650 U.S.	13/0/30	NFP	NFP	Yes	Yes
54	51	Western and Southern Financial Group Cincinnati, OH Finance/Banking	NFP	3,301 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
55	47	Sundt Construction Tempe, AZ Construction	NFP	2,022 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
56	*	Allied Universal Conshohocken, PA Security Solutions/ Services	NFP	280,000 U.S. 800,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
57	*	PPL Electric Utilities Allentown, PA Utilities	\$2B U.S.	1,695 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
58	56	Zensar Technologies Ltd Pune, Maharashtra, India IT/Technology	NFP	1,045 U.S. 10,566 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
59	*	Spectrum Enterprise Stamford, CT Telecommunications	NFP	93,000 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
60	64	Penn Station East Coast Subs Milford, OH Hospitality	NFP	5,300 U.S.	NFP/NFP/NFP	NFP	NFP	No	Yes

* New entry; not ranked in the 2022 Training APEX Awards

Additional Information

51 Arizona Public Service In the 2-phase APS Employee-2-Employee (E2E) Program, participants at Arizona Public Service (APS) discover how to create and facilitate effective learning experiences. Participants work with a mentor as they first are assigned an existing open-enrollment class to plan, schedule, and co-facilitate with a partner. After completing a Learning Facilitation Bootcamp, participants co-facilitate their assigned class multiple times with a partner to a live open-enrollment audience of their peers and receive feedback. Next, participants design, develop, and implement a new class on a topic of their choosing that supports the company strategy and aligns with the culture. They facilitate their new class as a 1-time learning event that is open to the entire organization.

52 HMTX Industries Direction, alignment, and commitment (DAC) from leadership is a necessary component to an organization's success. The 4-hour DAC training/workshop that 108 of HMTX Industries' employees participated in, presented by The Center for Creative Leadership during the company's 2022 Solstice event, showed HMTX where it needed to improve in those 3 critical areas of leadership. The workshop outcome was a list of 30 ideas to improve DAC across HMTX. After Solstice, attendees were surveyed on their satisfaction with the training. 98% of respondents were satisfied with the training, and 84% rated it as good or excellent.

53 Navy Army Community Credit Union The Coaching for Results Class at Navy Army Community Credit Union cultivated engagement and improved relationships for all front-line staff. A Member Relationship Campaign was combined with individual development plans (IDPs), books, journals, and other supporting tools such as SWOT Analysis/SMART/GROW Models. The focus was on better communication, identifying gaps, recognizing biases, decision-making, and assessing personal leadership styles. Reinforcement and sustainability included pre-/post-assessments, classroom observations, and accountability using SMART goals. In employee surveys, 60% said their manager gave regular feedback; and 56% improved on performance evaluations.

54 Western and Southern Financial Group Western and Southern Financial Group leverages a 4-step Knowledge Transfer (KT) approach to mitigate the risk of losing critical knowledge when experienced associates retire, earn promotions, or otherwise vacate a role. KT captures and prioritizes domains of knowledge, transfers critical knowledge to a cross-functional team, and provides avenues for sustainment. The company has upskilled 21 business partners from varied departments to facilitate KT projects throughout the organization. In 2021, it completed 17 KT projects, which led to a savings of \$140,104, and mitigated a total of 135 buckets of knowledge.

55 Sundt Construction Sundt Construction's Talent Development Team and Diversity, Equity, and Inclusion Committee revamped the application process for the organization's Leadership Training Program (START). In the new process, interested candidates submitted their application that went through a blind review conducted by members of the senior leadership team. Top candidates were invited to interview for selection. 84 applications were received in the initial launch. Prior to 2021, the average number of women and ethnically diverse employees who participated was 15%. Following the new process, the number of women and ethnically diverse employees who submitted applications and were selected for the program doubled.

56 Allied Universal Allied Universal (AU) Academies are the foundation for the partnership AU believes is critical to the success of any security program for its clients. Within the virtual halls of the AU Institute, employees discover experiences and formal learning outlined and developed by a professional Learning team in partnership with subject matter experts (SMEs). Academy must be completed within 6 months of hire. It provides employees with distinctive learning experiences that positively impact understanding, confidence, behavior, and results. Each academy is designed to help AU employees succeed as they grow in their current role. As their career progresses, employees graduate to the next academy.

57 PPL Electric Utilities To increase safety for front-line workers, PPL Electric Utilities created a cross-organizational team to perform a gap analysis reviewing significant events over the last 14 years, bucketed them into 7 key theoretical ideas, and asked for a solution. The result: PPL created a new participant-first learning model that flipped the traditional way electrical theory is taught on its head. A behavioral approach to teaching applied electrical theory was created. In the year since the roll-out, there were no incidents attributed to the electrical theory gap among trained work groups.

58 Zensar Technologies Ltd Zensar Technologies Ltd provides its employees with guilds and communities (G&C). A guild is a closed group of specialists, leaders of a domain, technology, or role to engage the larger community. Every guild has set up a forum where community members can ask questions on their career progression. Guild members continuously identify the rising stars from the community and have a closed mentorship for them. A special career progression program is planned for critical role development such as architects, product owners, and business analysts. Zensar currently has 29 active guilds and 22 active communities. Some 6,045 employees are engaged through G&Cs.

59 Spectrum Enterprise Spectrum Enterprise Sales Basecamp leverages the capabilities of the Cornerstone Learning Management System (LMS) to deliver personalized learning using modalities such as eLearning, microlearning, videos, social communities, and more. The program streamlines the onboarding process and provides new hires with the tools and knowledge they need to be effective sellers. As a result of the program, new hires have demonstrated a 22% increase in quota attainment and a 28% increase in sales opportunity conversion rates over their baseline counterparts.

60 Penn Station East Coast Subs The My Penn Path Development tool at Penn Station East Coast Subs is a self-directed program that maps necessary personal and professional proficiencies necessary for each level of employment, with a clear path to learning the skills and procedures for career growth. 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.

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2023 RANKINGS 61-70

2023 Rank	2022 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 % of Payroll	Tuition Reimbursement	Use an LMS
61	*	Williams & Fudge, Inc. Rock Hill, SC Business Services	NFP	275 U.S.	NFP/NFP/NFP	NFP	NFP	No	Yes
62	60	JLL Chicago, IL Real Estate	NFP	43,000 U.S. 102,000 Global	300/250/25,000	NFP	NFP	Yes	Yes
63	59	Fisher Investments Camas, WA Finance/Banking	NFP	4,617 U.S. 5,595 Global	NFP/NFP/NFP	NFP	NFP	No	Yes
64	58	Mohawk Industries, Inc. Calhoun, GA Manufacturing	NFP	19,600 U.S. 43,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
65	61	Microchip Technology Inc Chandler, AZ Technology	\$1.5B U.S. \$6.8B Global	6,452 U.S. 20,660 Global	127/1/3,295	NFP	NFP	Yes	Yes
66	91	Uber Freight Chicago, IL Transportation	NFP	1,126 U.S. 1,138 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
67	48	Coast Professional, Inc. Geneseo, NY Finance/Banking	NFP	575 U.S.	NFP/NFP/NFP	NFP	4.8	Yes	Yes
68	77	HGS Inc., USA Lisle, IL Business Services	NFP	1,787 U.S. 21,600 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
69	66	University of New Mexico Hospital Albuquerque, NM Health/Medical Services	\$1.4B U.S.	7,077 U.S.	124/5/108	\$11.1M	1.7	Yes	Yes
70	*	Premise Health Brentwood, TN Health/Medical Services	NFP	7,279 U.S. 21 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes

* New entry; not ranked in the 2022 Training APEX Awards

Additional Information

61 Williams & Fudge, Inc. Since the inception of Williams & Fudge, Inc.'s Front-Line Supervisor (FL) program in 2009, 20% of participants have earned their way into a team leader role. In the last 10 years, there has been 0-10% annual turnover in team leader positions as a direct result of the slow and measured process of qualifying candidates via the FL program. 2022 saw an additional 2 participants of this program graduate and be promoted into a front-line supervisor position. These 2 individuals each had 7 years of tenure, which is almost twice as long as the average tenure in this industry.

62 JLL Formed in July 2022, JLL's brand-new sustainability L&D team designed and delivered tailored sustainability content to ensure that all 100,000 of the company's employees have the knowledge, confidence, and skills needed to help JLL achieve its ambitious sustainability targets certified by the Science Based Targets initiative (SBTi). These targets include net zero carbon emissions across all of JLL's occupied buildings by 2030 and 95% net zero carbon emissions across all client buildings by 2040. JLL also has a 5x revenue and staffing growth ambition by 2023 for its sustainability services.

63 Fisher Investments Fisher Investments is committed to providing impactful training opportunities that help employees build lifelong careers and take ownership of their development. With open career paths, employees have the opportunity to shape their career journey. In 2022, the company focused on revamping its Career Development program and currently offers workshops to all employees globally. In the last year, 400+ employees completed 1:1 Coaching; 550+ employees participated in at least 1 of 6 Career Development classes offered; and 17 took part in the shadow program. This participation contributes to employees' career growth and development.

64 Mohawk Industries, Inc. Due to the labor shortage and lack of skillful manufacturing applicants, Mohawk Industries, Inc.'s Technical Operations team recognized a need for a formal training program. With its proficient training center, the team takes employees through a 2-week training program. Trainees can learn at their own speed with a formal curriculum. Mohawk teams hire candidates with no prior experience, teach them essential functions, and provide on-the-floor training in a structured environment before releasing them to manufacturing locations. Mohawk has been able to reduce the burden on plant operators/mentors, improve time to proficiency, and reallocate employees to positions that are aligned with their skills.

65 Microchip Technology Inc The PX leadership development programs at Microchip Technology Inc assist in establishing a critical leadership pipeline. Establishing the needed knowledge and skills starting with emerging leaders and finishing with up-and-coming executives allows Microchip to grow talent from within to perpetuate the corporate culture that provides a competitive advantage. The many interactions with the executive team during these programs demonstrate the use of skills participants are gaining while setting the highest expectations for global leadership practices.

66 Uber Freight The Product Training program at Uber Freight drives the organization's priorities of customer service, growth, and efficiency by empowering team members with knowledge of the company's suite of products and providing coaching for the best ways to use them. On a monthly basis, learners complete an interactive eLearning, followed by a post-training assessment and evaluation. Throughout 2022, 97% of learners expressed finding exceptional value in the training program; 99% of learners passed all post-training assessments; and 96% of learners improved key, critical behaviors as a result of having completed the trainings.

67 Coast Professional, Inc. Virtual scavenger hunts, role-playing, gamification, immersive simulation of daily work activities, and more converge in Coast Professional, Inc.'s multifaceted approach to training. This blended methodology was born from company leadership's desire to offer more ownership and control to learners of all styles, beginning with new employees who receive 2 weeks of heavily detailed training. Teaching styles, tools, and platforms are also more varied, which encourages trainers to flex and expand their professional skills. Since committing to the approach, Coast has seen a 132% stronger average performance from new hires versus employees who went through a prior training program

68 HGS Inc., USA Enhanced robotic process automation (RPA)/bot training helps HGS Inc., USA's in-house developers with 6+ months' experience. It builds on vendor and community course materials, video, forums, documentation, etc., to reduce the investment to gain certifications that win clients. The month-long, virtual classroom offers software and coding instruction, exercises, use cases, presentations, quizzes, mock-exams, mentors, and a botathon with prizes. It prepares employees for third-party exams, and features internal best practices, libraries, and project management. First-time delivery has led to 23 Automation Anywhere certifications, 34 Microsoft Power Automate certifications, 5 bot-store submissions, reusable code snippets, validation bots, and increased revenues.

69 University of New Mexico Hospital The Center for Advanced Practice Education and Professional Development is the educational hub for all 315 Advanced Practice Providers (APP) within inpatient and ambulatory settings at University of New Mexico Hospital (UNMH). This department, established in June 2021 with the director as the sole employee, developed an APP orientation program for new hires and internally transferred new graduates; maintained APP fellowship programs; retained APP fellows; and created free continuing medical education opportunities. As a result, APP leadership agreed to support more flexibility in how APPs are granted education time.

70 Premise Health The director of Clinical Operations (DCO) is a critical position for Premise Health. The role-specific development series transitioned from an all-virtual instructor-led learning series to a blended learning approach, reducing time on Zoom by 70%. Premise Health improved access to timely learning by leveraging a comprehensive learner guide and eLearning modules, creating additional reinforcement of the material. The series provides an opportunity to engage with the executive leadership team and other key stakeholders. Continuous learning is valuable where other organizations in the community struggle to adapt to a constant learning style.

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2023 RANKINGS 71-80

2023 Rank	2022 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 % of Payroll	Tuition Reimbursement	Use an LMS
71	72	Spreetail Lincoln, NE Ecommerce	NFP	1,439 U.S. 1,458 Global	NFP/NFP/NFP	NFP	NFP	No	Yes
72	*	Trane Technologies Davidson, NC Manufacturing	\$11B U.S. \$14B Global	23,000 U.S. 36,500 Global	86/0/40	NFP	0.7	Yes	Yes
73	83	Panda Restaurant Group Rosemead, CA Hospitality	NFP	53,501 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
74	69	Compass One Healthcare Wayne, PA Health/Medical Services	NFP	49,678 U.S.	NFP/NFP/NFP	NFP	NFP	No	Yes
75	82	The University of Texas MD Anderson Houston, TX Health/Medical Services	\$5B U.S.	23,055 U.S.	40/102/500	NFP	NFP	Yes	Yes
76	86	Collaborative Solutions, LLC Pleasanton, CA Consulting	NFP	993 U.S. 1,376 Global	6/0/15	NFP	NFP	No	Yes
77	*	Bronson Healthcare Kalamazoo, MI Health/Medical Services	\$1.6B U.S.	8,600 U.S.	65/31/1,403	\$7.6M	1.5	Yes	Yes
78	74	Hackensack Meridian Health Edison, NJ Health/Medical Services	\$7.4B U.S.	36,000 U.S.	140/37/14	\$6.8M	0.09	Yes	Yes
79	*	Johns Hopkins Medicine Baltimore, MD Health/Medical Services	\$170M U.S.	40,000 U.S.	12/0/9	\$1.3M	8.8	Yes	Yes
80	*	Limbach Holdings, Inc. Warrendale, PA Construction	NFP	1,650 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes

* New entry; not ranked in the 2022 Training APEX Awards

Additional Information

- 71 Spreetail** The Emerging Leaders Program equips Spreetail's up-and-coming leaders with the knowledge they need to rise to the next level. The cohorts are led through 3 virtual days of focused programming aimed at challenging their thinking and expanding their career growth trajectory. With 135+ graduates in the last year, 94% of participants rated the program to be highly relevant to their career. 45% of graduates earned promotions within 6 months of graduation. Program graduates also made up 1/3 of the recipients of companywide recognition and a monetary bonus through the company's quarterly performance awards called the Spreetail Spotlight Awards.
- 72 Trane Technologies** Trane Technologies is committed to achieving gender parity in senior leadership roles. As part of this commitment, it has an innovative portfolio of women's development programs, including a 10-week global Women in Action program. This is available to all women employees and targeted by level. Participants have exposure to senior women leaders, application sessions, peer-to-peer support, and online content so they can build a community and develop the skills necessary to succeed in today's work environment. Trane Technologies has developed 1,146 women globally in the program and achieved a 15% increase in women in senior leadership roles.
- 73 Panda Restaurant Group** The Store Leadership Training System is the foundation for all restaurant leader development at Panda Restaurant Group, focusing both on fundamental operations skills and the leadership skills necessary for emerging leaders to be successful. The program enables participants to progress at their own pace and be accountable for their own development through a blended and interactive approach to training delivery that includes eLearning, on-the-job training (OJT), and in-person and virtual instructor-led classes. Proof that this investment in Panda's future leaders is paying dividends can be found in the data: 33% of Operations management were promoted in 2021.
- 74 Compass One Healthcare** Compass One Healthcare launched a comprehensive Workforce Management Program for its client, Shirley Ryan AbilityLab. It offered apprenticeship training for front-line workers seeking new positions and a leadership bootcamp to develop aspiring managers. Compass One's Talent and Development team also identified strengths and opportunities for associates preparing for entry-level management positions to build a personalized development plan for each participant. The program provided access to mentors, on-the-job training, and online learning. Cross-training front-line workers led to a more stable workforce, increasing retention by 3%+, internal promotions by 45%, and nursing satisfaction scores by 21%, improving patient care overall.
- 75 The University of Texas MD Anderson** LEADing Teams Core helps leaders at The University of Texas MD Anderson identify and understand critical issues, engage in candid discussions about challenges, develop skills for strong and effective leadership, and broaden their perspective of organizational issues. This 75-person cohort program offers 50+ hours of development over 9 months, including facilitated discussion, mentoring, simulations, 360-degree feedback, and coaching. Highly engaged program participants' direct reports hold more favorable perceptions of their manager, as measured by the center's institution-wide engagement survey. After 4 cohorts, 59% of eligible leaders have participated; within 3 years, participation will reach 100%.
- 76 Collaborative Solutions, LLC** Collaborative Solutions, LLC's 1-year Associate Consultant (AC) program immerses new college graduates in the world of technology consultancy through a blended experience that balances classroom instruction with organizational development and engagement (ODE), instructor-led training with learner-led teachbacks, and multisensory experiences that challenge associates to communicate confidently, build system configurations accurately, and redesign a lifestyle that is conducive to their new remote work life. 100% of 2021's newly certified ACs were either placed on shadow assignments or projects as part- or full-time resources immediately after passing their Workday Certification training.
- 77 Bronson Healthcare** The Bronson Healthcare Leadership Insight Series develops the Emotional Intelligence of leaders using the competency framework outlined by Daniel Goleman. Leaders attend 10 full-day sessions over 9 months at locations across the system. Sessions include experiential learning, peer networking, self-assessment tools, a formal 360-degree evaluation, and ongoing coaching. Evaluation data shows 100% of participants recommended the program, agreed it was value added, and shared examples of how participation positively impacted their teams. Cohorts represent the leadership of 4,600+ employees or 53% of the workforce at the time of completion. 6 participants have been promoted to executive positions since completion.
- 78 Hackensack Meridian Health** To onboard new team members, Hackensack Meridian Health (HMH) created a hybrid program called Connections, which includes a 90-minute virtual team member orientation, a Connections hub on the MyHMH intranet site, and Connection Cafes to dive deeper into areas that matter most to team members: benefits; organizational culture; team safety; and diversity, equity, and inclusion initiatives. Implemented in October 2021, the program has resulted in an increase in new hire engagement from 75% in 2021 to 77% in 2022 for the average of all statements on the Team Member Engagement Survey.
- 79 Johns Hopkins Medicine** The Patient Access Leadership Academy is in its 5th cohort, developing front-line staff for higher-level leadership and management opportunities at Johns Hopkins Medicine. Now held remotely each month over a 12-month period after hours, the program has grown each year and has expanded outside the call center to staff across the organization. The first 4 cohorts have a 39% promotion rate within Johns Hopkins, vastly exceeding the 10% promotion rate goal.
- 80 Limbach Holdings, Inc.** Project Manager Academy introduces and reinforces key soft and technical skills to project engineers at Limbach Holdings, Inc., preparing them for project leadership. This program follows best practices of year-long, cohort-style programs: content tied to core competencies, mentorship, action learning through a mock project, and executive engagement. A key component of the program is the City Build simulation where participants physically plan for and construct a city—complete with roads, homes, electricity, commercial sites, and a park—by following the company's core processes. Graduated project engineers have seen a 40% improvement in key competencies and are eligible for promotion within their business units.

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2023 RANKINGS 81-90

2023 Rank	2022 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 % of Payroll	Tuition Reimbursement	Use an LMS
81	89	Hayes Locums Fort Lauderdale, FL Health/Medical Staffing/Recruitment	NFP	214 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
82	*	Infosys Ltd Bangalore, Karnataka, India IT/Technology	NFP	30,938 U.S. 335,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
83	70	Brookdale Senior Living Inc. Brentwood, TN Health/Medical Services	\$3B U.S.	32,760 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
84	*	Azalea Health Atlanta, GA Health/Medical/ Business Services	\$31.4M U.S.	250 U.S.	2/0/20	\$480K	5	Yes	Yes
85	75	Persistent Systems Ltd. Pune, Maharashtra, India IT/Technology	NFP	1,616 U.S. 21,756 Global	30/2/45	NFP	NFP	Yes	Yes
86	71	Argo Group San Antonio, TX Insurance	NFP	939 U.S. 1,290 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
87	88	O'Shea Builders Springfield, IL Construction	NFP	206 U.S.	3/2/20	NFP	NFP	Yes	Yes
88	*	Collective Health San Mateo, CA Insurance	NFP	756 U.S.	NFP/NFP/NFP	NFP	NFP	No	Yes
89	80	Kimball Midwest Columbus, OH Wholesale/Distribution	NFP	2,195 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes
90	87	LaSalle Network Chicago, IL Business Services	NFP	325 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	No

* New entry; not ranked in the 2022 Training APEX Awards

Additional Information

81 Hayes Locums The D.R.I.V.E. Sales Enablement program at Hayes Locums is a 12-week onboarding program that aims to have new consultants experience success as quickly as possible. Concepts are introduced with technical demonstrations for system training and role-plays to model critical sales behaviors. Each participant receives in-the-moment coaching and weekly progress reports to reflect on growth and development. Each month, new consultants complete a SWOT analysis that Training leaders and the new consultants' direct leader review. The forecasted yearly revenue for the program stands at a 337% percent lift over previous performance grades by sales consultants of the same tenure band.

82 Infosys Ltd Infosys Ltd partnered with Siemens as its primary learning partner on its 10-year digital transformation program. At a companywide deployment, Siemens is leveraging Wingspan to enhance learning experiences, covering close to 390,000 employees across 200 countries. It will use AI-powered search through concepts such as topic spiders, navigators, and personalized homepages to create a powerful and personalized interface for employees. The platform, named My Learning World, has been used by 200,000+ users since its launch in 2018. The platform has been serving as a single entry point to access content across multiple sources, thereby leveraging investments in existing systems.

83 Brookdale Senior Living Inc. Associates who are new to leading people at Brookdale Senior Living Inc. have the opportunity to upskill their leadership capabilities by participating in the BECOME program, which is one of the company's signature leadership development programs. BECOME is a blended learning experience where participants engage in 6 live sessions focused on key leadership competencies and participate in peer connect sessions to discuss leadership philosophy and best practices.

84 Azalea Health Azalea Health's Personas training is instrumental in defining clients according to semi-fictional archetypes that represent key characteristics of a large audience. Having this defined creates an opportunity for teams to provide laser-focused solutions around sales, support, and engineering. This training is offered to all new hires within their first 2 days of employment in an introductory module. Those team members are provided with a deeper dive at the 60-day interval according to their competency plan. Preparing team members to solve for client personas versus a specific narrowed issue has created a steady increase in client satisfaction month-over-month.

85 Persistent Systems Ltd. GEMS—Graduate Engineers with Multidimensional Skills is an exclusive 4-month training program for campus hires at Persistent Systems Ltd. The customized program is designed for the campus-to-corporate transition of freshers in technical and power skills to make them project ready. Persistent Systems follows the demand-supply model in line with business requirements to ensure that future talent is business ready and deployable. The program was designed with blended learning of digital content and trainer connection. This provides flexibility for remote training due to the pandemic. The program uses the Persistent RISE platform, which is integrated with the company's LMS and Udemy's eLearning content.

86 Argo Group The SHINE Onboarding orientation program at Argo Group is multi-pronged and includes a welcome kit for all new employees on their first day, as well as 3 virtual instructor-led training engagements over the employee's 6 months, and a digital interactive tool that follows their first 90 days and walks them through a 3-month journey filled with Argo-specific learning, information, and activities that set them up for success. A new section was added to the program in first quarter 2022: a Technical Orientation that includes live demonstrations, tools and resources, and an overview of all platforms in Argo Group's tech stack.

87 O'Shea Builders With nearly 3,000 total hours of dedicated training across 199 positions, training is woven into the fabric of O'Shea Builders and evident on every jobsite. In fact, O'Shea Builders' vision is "To Build a Team so Great that We Inspire Client Loyalty for Our Services." Realization of that vision begins the moment a new hire joins the O'Shea team. The company's training and development is designed to prepare employees to succeed in their job, integrate into the O'Shea culture, build relationships, and, most importantly, LOVE working at O'Shea.

88 Collective Health Service Operations onboarding training prepares and inspires advocates, claims and plan associates, care coordinators, and clinicians at Collective Health to serve its members and clients in the most empathetic and efficient way possible. The focus on empathetic service is demonstrated in the inclusion of modules such as unconscious bias, cultural competency, and transgender healthcare. The comprehensive curriculum eases the complexity of the health industry for learners by leveraging adult learning theory and infusing experiential learning activities into each module. This curriculum consists of 90 eLearnings, 132 instructor-led training modules, 32 hours of shadowing, and 90+ hours of on-the-job training.

89 Kimball Midwest Before the pandemic, Kimball Midwest's training classes were conducted in person. With that not being an option during COVID, Kimball Midwest turned its in-person training into a virtual format that would be helpful for all learners. It decided to use Webex due to the breakout group feature. The organization needed to ensure attendees' learning needs were being met by observing the progress they had made during the class without having to present in front of everyone. Attendees have provided positive feedback, indicating role-play made them feel prepared for their role.

90 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 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 is proud to retain nearly 3/4s of new hires and keep all staff engaged.

NFP Information provided, but not for publication • **BP** Honored for Best Practice • **OTI** Honored for Outstanding Training Initiative



2023 RANKINGS 91-95

2023 Rank	2022 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 % of Payroll	Tuition Reimbursement	Use an LMS
91	84	CCA Global Partners Manchester, NH Retail	NFP	422 U.S. 427 Global	NFP/NFP/NFP	NFP	NFP	No	Yes
92	*	Mike's Carwash Loveland, OH Car Wash and Auto Detailing	NFP	754 U.S.	5/0/17	NFP	NFP	Yes	Yes
93	90	PPS Insurance Company Ltd Johannesburg, South Africa Insurance	\$323.5M Global	1,511 Global	7/3/2	\$771.8K	2.1	Yes	Yes
94	*	BlueSprig Pediatrics Houston, TX Health/Medical Services	NFP	2,800 U.S.	NFP/0/0	NFP	NFP	No	Yes
95	85	Maryland Department of Transportation State Highway Administration Baltimore, MD Government & Military	NFP	3,700 U.S.	36/1/6	NFP	NFP	Yes	Yes

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Additional Information

91 CCA Global Partners CCA Global Partners' showrooms made a dramatic change, as did its training. The Retail 2.0 training experience brings innovation and interaction to life. 6 to 10 participants engage in a large-scale (3-foot x 4-foot) learning map, where they journey through the new customer experience. Learners embark on self-discovery to uncover new ways to engage and learn. The learning map experience includes online replication, a supplemental team card game, and online/mobile boosts. Each participant is equipped with a research and activity guide to reference once the experience has concluded.

92 Mike's Carwash Known throughout the industry for having a top-tier training program, the team at Mike's Carwash dedicates itself to helping each team member reach their full potential and see the endless opportunities for career growth within the organization. Leading the way is the company's critically designed Centralized Shift Manager Training Program that uses a combination of 14 in-person workshops and an abundance of online courses to develop the skills of its most hardworking team members. The expanding Training team is dedicated to helping the business achieve its goal of creating lifetime customers while having fun washing cars.

93 PPS Insurance Company Ltd Did You Know (knowledge-sharing) workshops are aimed at PPS Insurance Company Ltd financial advisors and all certified financial planners (CFPs). The weekly 30-minute workshops on relevant PPS products and services are hosted virtually across 3 national PPS Life Broker Services regions and the Namibia region, outside of South Africa. The sessions allow for bite-size information to be shared with financial advisors and also provide access to support staff to field any questions they may have to help them support clients. Since inception, these sessions have reached 1,500 financial advisors and 200 staff members.

94 BlueSprig Pediatrics The Learning and Performance Development department at BlueSprig Pediatrics overhauled Clinical Supervisor new hire training to address the concerns of multiple internal stakeholders. A new hire training plan was introduced for Clinical Supervisors for the first 6 months of employment with centralized oversight to ensure a consistent experience for these new team members. The team utilized a blended approach to learning that included formal, social, and self-directed learning via eLearning, in-person training, Webinar training, and hands-on practice. Employee satisfaction with their onboarding experience increased, initial turnover of this position decreased, and stakeholders concerns were wholly addressed.

95 Maryland Department of Transportation State Highway Administration The Northbound Initiative's Ultimate Meeting Program at Maryland Department of Transportation State Highway Administration addresses team member turnover in an innovative way by giving both participants and leaders training on best practices in meeting facilitation and participation that will improve the teams' inclusiveness and participation. This training, delivered in 2 cohorts—1 for leaders and another for participants—gave each group critical insights into their DISC leadership style, strategies to work with team members on their own and different styles, and an opportunity to put this knowledge into practice with culminating teambuilding activities.

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2023 RANKINGS 96-100

2023 Rank	2022 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 % of Payroll	Tuition Reimbursement	Use an LMS
96	*	Fractal Analytics Pvt. Ltd Mumbai, Maharashtra, India IT/Technology	NFP	305 U.S. 4,014 Global	40/20/20	\$2.3M	NFP	No	Yes
97	*	Thermo Fisher Scientific - Research, Safety, and Emerging Markets North America Pittsburgh, PA Wholesale/Distribution	NFP	781 U.S. 877 Global	NFP/NFP/75	NFP	NFP	Yes	Yes
98	93	Kraft Heinz Chicago, IL Retail	NFP	20,841 U.S. 37,000 Global	NFP/NFP/NFP	NFP	NFP	No	Yes
99	*	Prime Power Services, Inc. Austell, GA Industrial Services	NFP	82 U.S.	2/0/9	NFP	NFP	No	Yes
100	*	Marine Corps Community Services-Miramar San Diego, CA Government & Military	NFP	550 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes

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Additional Information

96 Fractal Analytics Pvt. Ltd Successful onboarding is about making employees job-ready. This is a daunting task given the fact that participants of the Imagineer program at Fractal Analytics Pvt. Ltd are new college graduates with negligible exposure to the corporate world. Over the years, Fractal has developed an entire ecosystem of engaging, application-based learning curricula focused on training employees on all the tools and techniques needed to succeed in a real-world scenario. As a result, the program produces seasoned professionals who are job-ready and excited to make a mark with their first project. 300+ imagineers are trained and deployed at Fractal each year.

97 Thermo Fisher Scientific - Research, Safety, and Emerging Markets North America The RSD Sales Development Program (SDP) demonstrates Thermo Fisher Scientific - Research, Safety, and Emerging Markets North America Sales' commitment to its goal of "Colleagues and Culture: Leverage our diverse, inclusive, and collaborative culture, rooted in our 4i Values to strengthen our competitive advantage" by being the primary driver of the following measurable business unit goals: In 2022, 100% of SDP hires were referrals. Between 2021 and 2022, SDP had 0 attrition, or 100% retention. SDP is the primary driver for DE&I, achieving 73% diverse candidates and 56% People of Color in the program in 2022.

98 Kraft Heinz The immersive HRBP Accelerator Program at Kraft Heinz focuses on enabling high-potential, global senior HR business partners (HRBPs) to be strategic partners with the business. This is accomplished through increasing knowledge/acumen of several critical skills: trust and influence, HR leadership, and organizational design. The program was the first of its kind at Kraft Heinz to be developed and delivered internally for the HR function, and for the highly strategic HRBP role. Per post-course evaluations, 91% of participants agreed they were provided with key takeaways they could apply as a leader.

99 Prime Power Services, Inc. The Apprenticeship Program at Prime Power Services, Inc. is a 2-year DOL certified program that tackles the trade skills gap in the emergency power systems industry. Apprentices are immersed in emergency power theory and maintenance practices for 90 days. By the end of 90 days, they are fully certified EGSA technicians. For the remainder of their apprenticeship, they receive monthly training at Prime Power's Roger Bisher Training Center. The company has trained 6 technicians from 2021-2022, all of whom have matriculated to the Operations department. Graduates of this program account for 30% of Prime Power Services' current technical professionals.

100 Marine Corps Community Services - Miramar A locally created blended 7-week Leadership Series at Marine Corps Community Services - Miramar supplements existing management workshops, specifically focusing on key leadership principles and best practices identified by current research, self-assessments and reflection opportunities, and practical strategies. Nominated participants experience topic-focused advance organizers, online and in-person discussions, videos, activities and games, leadership assessments, SWOT, weekly lessons held in different locations, and practical strategies and forms that are used with direct reports. 41% of the participants have been promoted within a year of completion and 1 participant was promoted to the executive team.

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2023 RANKINGS 101-105

2023 Rank	2022 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 % of Payroll	Tuition Reimbursement	Use an LMS
101	*	Aptive Environmental Provo, UT Pest Control Services	NFP	5,420 U.S.	56/0/14	NFP	NFP	No	Yes
102	*	Unite Us New York, NY IT/Technology	NFP	937 U.S.	3/2/17	NFP	NFP	Yes	Yes
103	*	Greystar Charleston, SC Real Estate	NFP	20,303 U.S. 21,479 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes
104	95	Kin + Carta Chicago, IL Consulting	NFP	692 U.S. 2,000 Global	4/0/4	NFP	NFP	No	Yes
105	*	Intact Financial Corporation Toronto, Ontario, Canada Insurance	\$1.5B U.S. \$13.3B Global	1,400 U.S. 26,400 Global	209/0/0	NFP	NFP	Yes	Yes

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Lawrence Lanzetta 2023 Emerging Training Leader

Senior Learning and Organizational
Development Consultant, UNC Health



Additional Information

- 101 Aptive Environmental** Momentum is Aptive Environmental's 30-day video-based sales training. It was created for 2 specific purposes: 1. Incentivize pure participation in learning and professional improvement not tied to sales performance. 2. Help drive an increase in average generated revenue per rep by 10% from 2020 to 2021. The program delivers 1 video a day to sales representatives for 30 days via the LMS. These videos focus on specific pest control sales best practices, professionalism, and Aptive values and processes.
- 102 Unite Us** Monthly Manager Roundtables are a monthly series of meetings designed to support each Unite Us employee in their continued growth as people leaders. The content is developed by identifying just-in-time manager needs and includes all members of the People Operations team, which includes Learning, Development, and Diversity. It is a requirement that managers attend at least 6 meetings each year. As a result, from October 2021 to April 2022, Unite Us saw a 6-point increase in the management theme scores, where the question was: "In the last 6 months, someone at work has spoken to me about my progress."
- 103 Greystar** Greystar is committed to creating a welcoming onboarding experience. From day 1, team members are immersed in Greystar's culture of learning with a 3-day virtual instructor-led experience. The 30-day onboarding curriculum has recommended and required training by role. A virtual summit for new managers focuses on managing assets considering people, product, price, and promotion. Team members can receive a RISE Mentor to help them throughout their first 12 weeks. To support the hiring manager as they onboard their team member, an online toolkit has been created. Since implementation, Greystar has seen a reduction in turnover from 63% to 24.8%.
- 104 Kin + Carta** Kin + Carta's success as a forward-thinking tech consultancy comes from its people and their drive to learn. As consultants, employees of Kin + Carta are continuously gaining insights into a breadth of industries, collaborating with world-renowned experts, and becoming specialists in their craft. Kin + Carta's internal structure, most notably its Talent Development team, celebrates this and creates the strategic programs that allow for cross-functional and cross-industry experts to learn from and with one another. From onboarding to performance management, career development, and leadership programs, Kin + Carta is committed to upskilling its people.
- 105 Intact Financial Corporation** The FutureReady leadership development suite at Intact Financial Corporation is composed of 5 multi-level learning programs. Individual contributors have the opportunity to enroll in the Aspiring Leader Program that covers the foundation of leadership and assesses their readiness. Strategic Leader develops the strategic skills of front-line leaders, while Future Forward Leader aims to develop leaders of leaders on increasing agility and leading others in a digital era. The Senior Leadership Accelerator program prepares leaders to transition into an eventual senior leadership role at Intact. Lastly, the company also offers a VP Development program that addresses the challenges faced at the executive level.



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