

training

TOP 125

Operational excellence and culture transformation are lofty goals. But training can play a big part in an organization attaining them, as Verizon can attest: Verizon Lean Six Sigma (VLSS) helped earn the telecom the No. 1 spot on the Training Top 125 for the second year in a row. Despite some belt-tightening, Top 125ers still dedicated a mean of 4.58 percent of their payroll to the training budget. Some 25 newcomers earned a spot on the list this year, the 13th in a row *Training* has ranked the top companies of employer-sponsored workforce training and development.

Each Top 125 company was measured on quantitative (70 percent of total score) and qualitative (30 percent of total score) data. Factors influencing the rankings include: Training tied to business objectives • Demonstrable results • Number of trainers • Employee turnover and retention • Leadership development • Tuition assistance • Training technology and infrastructure • Certification • Training budget and percentage of payroll. And much, much more. An outside research and statistical data company, under the guidance of *Training* magazine, scored companies on this data supplied by applicants. Then, our editors and the Training Top 10 Hall of Famers qualitatively reviewed the applications.

Best Practices and Outstanding Training Initiatives also are recognized in this issue (beginning on p. 100). Learn about BB&T Corporation's Leadership Development Program; United States Navy's Information Technology of the Future; Best Buy's Path to Excellence; and more. Plus, we recognize the achievements and learning legacy of Ernst & Young's Mike Hamilton, the first Training Top 10 Hall of Fame representative set to retire later this year (see p. 52). Congratulations to this year's Training Top 125!

2013 Rank	2012 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time / Part-Time / SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimbursement	Training Infrastructure	Additional Information
1	1	Verizon Basking Ridge, NJ Technology	\$111B Global	188,000 Global	1,571/297/6,168	NFP	NFP	Yes	Yes	Verizon Customer service representatives have access to funds so they can do the right thing for Verizon customers when service recovery is required. In 2012, one call center's discretionary customer credits needed reduction. L&D created the Deal Makers game to help solve the issue. Designed as a barter system, representatives were provided a play money fund to safeguard. Representatives were evaluated week-over-week on their discretionary credit spending. If they increased discretionary spending, funds were subtracted; if they decreased spending, funds were added. After four weeks, representatives used any remaining funds to negotiate for prizes. Results: Year on year, a 14 percent discretionary credit decrease.
2	12	Jiffy Lube International Houston, TX Retail	NFP	20,500 U.S.	25/6,000/50	NFP	NFP	Yes	Yes	Jiffy Lube International Jiffy Lube implemented a customer choice initiative, the Jiffy Lube Oil Change Schedule, in which the oil change schedule is customized for the customer's vehicle and driving conditions. An e-learning lesson was developed to teach customer service advisors how to talk about the Oil Change Schedule choices with the customer. It was distributed electronically in waves to pilot and test service centers in advance of the program implementation. The e-learning program provided a foundation for training sessions delivered by JLI and franchisee trainers. More than 90 percent of the stores in the Jiffy Lube network have adopted this initiative.
3	9	Coldwell Banker Real Estate Parsippany, NJ Real Estate/Insurance	NFP	83,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	Coldwell Banker Real Estate Coldwell Banker University's learning team facilitates a monthly C-level collaborative discussion in which new training strategies and initiatives are discussed in reference to the top-line company goals. Additionally, monthly and year-to-date training/performance Kirkpatrick Level 3 and Level 4 metrics for all courses in relation to the overall company goals and business alignment are reviewed with the company's CEO and COO. The metrics team populates an online, real-time executive dashboard that shows "how the needle is moving." The university has seen increases in course usage and business impact metrics the last two years, due to its consistent, demonstrated positive effect on top-line enterprise goals.
4	2	Farmers Insurance Los Angeles, CA Real Estate/Insurance	\$18.2B U.S.	82,367 U.S.	410/549/202	\$130.2M	7.54	Yes	Yes	Farmers Insurance The company's balanced scorecard tracks reaction, knowledge development, behavior change, results, and ROI on key projects. Key metrics are developed in partnership with business stakeholders and relate to key organizational goals. Scorecards are distributed company-wide and must indicate business results in support of strategic goals. A quarterly report distributed to Board of Regents and Office of the President covers all major learning programs. Senior leaders use them to judge the impact of various initiatives. Data, collected from the LMS and internal production systems, is tracked and analyzed monthly by Farmers' dedicated business analyst. A spotlight format—red, green, yellow—highlights wins and losses.
5	21	CHG Healthcare Services Salt Lake City, UT Health/Medical Services	NFP	1,469 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	CHG Healthcare Services In June 2012, the rollout of the new FOX (Front-Office Extreme) customer relationship management software was underway. Looking to reduce the time it took for employees to learn and adapt to the new customer relationship management system, CHG training teams developed online video tutorials and simulations to introduce individuals to FOX. These self-paced trainings allow for practice in a controlled environment prior to going live on the new system. The new instructional videos have been viewed by more than 300 people. Data collected so far indicates that new users who have used the instructional videos have requested 90 percent less assistance than non-viewers. OTI

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6	10	McCarthy Building Companies, Inc. St. Louis, MO Construction	NFP	1,399 U.S.	8/9/179	NFP	NFP	Yes	Yes	McCarthy Building Companies, Inc. The "Find the Hook" simulation has teams of 5 working on bid documents for a hospital project and developing an estimate. The object of the simulation is to figure out how employees can align their approach to best meet the owner's decision criteria. McCarthy VPs of Preconstruction and Business Development from the Texas Division play the roles of hospital president and system CEO, visiting each team breakout room for Q&A. Next, a simulated pre-bid meeting is held with all teams. Finally, each team must present to the selection committee. The fictitious execs critique the merits of each team's approach while participants listen, and then select a winning team.
7	11	The PNC Financial Services Group, Inc. Pittsburgh, PA Finance/Banking	\$14.3B U.S.	57,000 U.S.	340/136/4,064	NFP	NFP	Yes	Yes	The PNC Financial Services Group, Inc. PNC's Line of Business Development (LOB) Programs offer recent college graduates a strategically designed entry-level rotational career development program. The comprehensive curriculum includes enterprise experiences, experiential learning opportunities, mentorship, and tools for refining leadership skills. The program has produced employees who stay with PNC longer, are more engaged, and add diversity to the organization. In 2011, more than 400 new associates were hired into 11 LOB Programs. BP
8	4	Mohawk Industries, Inc. Calhoun, GA Manufacturing	\$5.6M Global	19,513 U.S. 26,889 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	Mohawk Industries, Inc. The company tracks graduates of its New Recruit Sales College program for 2 years, comparing their territory sales volume to prior year sales volume to determine the effects of training on their overall performance. In each segment of the training process, pre- and post-training assessment against a set of defined metrics allows the District Manager to gauge the performance of the territory managers on revenue generation and competencies established as key indicators of short-term and long-term success in the field. In just 7 months, participants in the New Recruit Sales College are able to reach sales figures in comparably sized territories being serviced by veteran sales professionals.
9	58	American Infrastructure Worcester, PA Construction	NFP	1,702 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	American Infrastructure American Infrastructure conducts intermittent communication refresher training for all of its work teams. This course provides communication and citizenship standards and tools that allow employees to align to a common form of communication and means of support for one another. Principles such as "Speaking Straight," "Listening Generously," and "Honoring Commitments" set the foundation for successful and supportive communication both throughout the organization and externally with business partners. In addition, Field Employee Development programs include a course on strategic communication skills for leaders within the field environment.
10	99	Capital BlueCross Harrisburg, PA Health/Medical Services	NFP	1,834 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	Capital BlueCross Breakthrough Leadership tackles critical leadership challenges by assessing participants against proven leadership attributes and exposing them to multidimensional experiences. Nominated participants are immersed in 7 sessions for 2 days over a 12-month period. One of the milestone events occurs at Gettysburg National Battlefield, where participants examine the behaviors, actions, and decisions of key leaders from the Battle of Gettysburg. The leadership journey includes multiple checkpoints with participants' leaders, as well as the Executive Team, who serve as classroom faculty. As a result, 75% of the participants have been promoted into increased leadership responsibility, and 2 of the participants have been promoted to the Senior Leadership Team.
11	45	Blue Cross Blue Shield of Michigan Detroit, MI Health Insurance	\$11.9B U.S.	7,134 U.S.	102/2/184	NFP	NFP	Yes	Yes	Blue Cross Blue Shield of Michigan A new program, Annual Customer Evaluation Reporting Training (ACE), was developed to prepare sales professionals for consultative conversations with their large accounts. This 2-day workshop provides a deep dive into real group data, which is presented in a case study culminating in a dry-run presentation. Each team member receives feedback regarding both their interpretation of the report and their presentation skills. Previous to ACE, a team member from the Health Care Value team had to accompany the sales representative to assist with presentations that were often 80 pages long. As a result of ACE, the sales representatives no longer need on-site support.
12	15	Edward Jones St. Louis, MO Finance/Banking	\$4.3B U.S. \$4.5B Global	35,343 U.S. 37,203 Global	262/3/6,381	\$60.3M	2.70	Yes	Yes	Edward Jones In 2011, the firm defined the ideal client experience and created a Practice Management framework for revised branch training, so branches get training timed precisely to their needs. Then it began rolling out re-imagined and revamped training in 2012 for its more advanced branches, using a full range of learning delivery methods: home-office classroom, e-learning, virtual classroom, region-based sessions, and coaching. With this overhaul, about every 2 years, experienced branch teams will find training designed for their level of business. The firm also increased face-to-face training for the team, flying in financial advisors and branch office administrators for new classroom training for advanced branches. OTI
13	88	Wequassett Resort and Golf Club Chatham, MA Hospitality	\$18.2M U.S.	370 U.S.	1/15/15	NFP	7.00	Yes	Yes	Wequassett Resort and Golf Club Blended training was used intensively in Wequassett's Sales Training in 2012. It began by sending each salesperson through Sales Training and Revenue Management instructor-led courses. Then they took instructor-led virtual classroom sessions on selling techniques. That was followed by an intense internal audit program in which select managers called in and tested agents daily on their performance and persuasion techniques. With this blended training technique, Wequassett was able to spend 1-on-1 time with each agent and turn their weaknesses into strengths. In June 2012, it had 850 rooms budgeted and ended with 993, a 16.8% increase.
14	8	BB&T Corporation (BB&T) Winston-Salem, NC Finance/Banking	NFP	31,774 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	BB&T Corporation The anchor course in BB&T University's Instructor Certification program is an in-classroom session called "FIRST Class" (Facilitating Innovative, Results-Oriented, Strategic Training). The airline theme complements the intense travel schedule University trainers maintain. The classroom segment introduces participants to adult learning theory, presentation and facilitation skills, classroom management, and BB&T culture and philosophy. Participants facilitate pieces of the course. In keeping with the airline theme, free snacks and beverages are offered each day, and emergency exit options are available to those nervous about presenting. The University has achieved a cost savings of more than \$355,000 to date by developing its own staff. BP
15	14	CareSource Dayton, OH Health/Medical Services	NFP	1,376 U.S.	10/6/24	NFP	NFP	Yes	Yes	CareSource A key business goal for 2012 was CareSource's Human Capital Strategy of ensuring a solid workforce that attracts and retains key leadership talent. In support of this objective, the company designed a focused leadership curriculum, "Leadership for the Next Generation," for its high-potential senior leaders. This training program includes guest facilitation from the executive ranks, as well as Master's level coursework and a business simulation designed to have participants see the business from different perspectives while making executive-level decisions. Key success measures include retaining 95% of high performers.

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16	75	Automatic Data Processing, Inc. Roseland, NJ Business Services	\$10.7B Global	37,000 U.S. 57,000 Global	396/17/345	NFP	NFP	Yes	Yes	Automatic Data Processing, Inc. A blended approach was used for the curriculum of ADP's Outsourced Benefits Administration Service Delivery Training. Collaborating with subject matter experts, a robust script of log-in accounts and authentic data was used to create learning solutions that led to the culmination of a facilitated lab. This lab provided the hands-on environment where participants work independently. Workbooks contain authentic cases in which people shared their stories and benefits requirements. Scenarios and demos were used. This program strengthened skills needed daily to increase ADP's goal of client retention and received a 5.0 rating on driving business results.
17	85	DPR Construction Redwood City, CA Construction	\$1.9B U.S. \$2B Global	1,336 U.S. 1,339 Global	6/51/97	\$9.1M	7.03	Yes	Yes	DPR Construction While some of DPR's professional staff comes to the company after spending time as a craftsman in the trades, the majority of employees are college graduates with a technical knowledge of building or with office experience managing a project, but with no hands-on experience. To better understand conflicts in the field and contractibility, Project Engineer groups in several DPR regions organized hands-on sessions to practice the same building activities DPR's self-perform work staff perform in the field. The L&D team has supported Project Engineer peer groups across the company in setting up training opportunities for hands-on experiences with framing, hanging and taping drywall, and pouring concrete.
18	48	Health Care Service Corporation Chicago, IL Real Estate/Insurance	NFP	15,308 U.S.	232/17/4,437	NFP	NFP	Yes	Yes	Health Care Service Corporation HCSC offers employees access to a certification matrix that provides resources for 75 professional and organizational certifications (i.e., Six Sigma, PMP). These resources include Web-based lessons, books, study guides, pre-tests, and a mentor network all accessible via the company's learning management system. Learning areas also assist in making recommendations for offsite vendor prep classes, workshops, conferences, and testing services that may result in professional certifications. Every HCSC employee has access to \$2,000 per calendar year via the company's corporate certification reimbursement program.
19	6	Economical Insurance Waterloo, ON, Canada Insurance	\$2B Global	2,500 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	Economical Insurance A strategic goal in 2012 was to strengthen overall talent capacity and develop next-generation leaders. To support this goal, Economical Insurance developed a high-potential strategy breakout program to engage 24 identified high-potential leaders across the company in the corporate strategic planning with senior leadership. The program included a 2-day instructor-led workshop to build strategic thinking and leadership competencies, followed by 8 weekly virtual training classroom progress update meetings. Some 95.2% of participants indicated they are more skilled and confident in the competency of strategic thinking than they were prior to participating in this program.
20	31	Capital One Richmond, VA Finance/Banking	NFP	40,000 U.S. 41,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	Capital One The company's call center new hire training curriculum employs a blended approach for learning. For role-plays and practical application, the Learning and Development team uses Virtual Training Region (VTR), a technology that was designed, developed, and is maintained in-house. VTR is a real-time simulated environment that replicates Capital One's live production system. In it, account numbers are designed to demonstrate certain systemic activity, policies, and processes without affecting live or real customer data. Infinite concurrent users can access this technology and accounts at any given time. As soon as production releases are made to the live application, VTR updates occur in tandem.
21	19	Nationwide Mutual Insurance Company Columbus, OH Real Estate/Insurance	NFP	31,458 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	Nationwide Mutual Insurance Company The Sales Communication Experience Initiative streamlined the exclusive agency force's computer interface, Agent Gateway Desktop. To communicate the changes to the Website, training materials were developed in small segments with QR Codes so they could be accessed through mobile devices—the first time training was deployed this way to the exclusive agency force, 14,000 of whom are daily users of the interface. The first week of the release, 259 calls were made to the Help Desk specifically about Agent Gateway Desktop, which is about 120 more calls than average. In the second and third weeks, there were only 90 and 65 calls made, respectively—much lower than normal. OTI
22	60	Christiana Care Health System Newark, DE Health/Medical Services	\$1.4B U.S.	10,477 U.S.	90/125/2,500	\$40.7M	4.00	Yes	Yes	Christiana Care Health System The ECHO (Expanding your Career and Healthcare Opportunities) Program is targeted to entry-level, non-clinical employees who are interested in exploring new career paths and/or returning to school to obtain an Associate's or Bachelor's degree. ECHO classes meet for 2 hours weekly for 17 weeks in a classroom setting. Participants relearn the skills necessary to be successful in an academic setting, and develop existing skills and knowledge that may help them on the job. Participants are matched with a career coach who helps them create a career development plan personalized to their goals. More than 20% of participants return to school to pursue a degree and move into higher-level positions.
23	35	Paychex, Inc. Rochester, NY Business Services	NFP	12,425 U.S. 12,460 Global	165/0/1,191	NFP	NFP	Yes	Yes	Paychex, Inc. HR Solutions HR Generalists (HRGs) are dedicated HR professionals who assist Paychex clients with human resource and benefits administration needs. When new HRGs are hired, they complete a 4-tier training program, spanning their first 6 to 9 months. Two instructor-led courses, Tiers 2 and 4, are delivered by corporate trainers who worked directly with these products prior to joining the Training & Development Center. Participants also complete online simulations and role-play certifications and walk away able to conduct the day-to-day tasks of their new position. In fiscal year 2012 course evaluations, 97.2% of participants reported the skills and knowledge gained in the training applies directly to their job.
24	5	McDonald's USA, LLC Oak Brook, IL Hospitality	NFP	790,352 U.S. 1.7M Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	McDonald's USA, LLC One of the main objectives of the new General Manager (GM) curriculum is to help the GMs increase their capacity and capability to build the business through increasing sales, maximizing profitability, and focusing on overall growth of the restaurant. As part of this curriculum, McDonald's introduced a GM mobile app that mid-managers can access from anywhere for just-in-time information to help them successfully coach a GM at any point in the curriculum. As a result, in 2011, McDonald's gained 50 basis points, resulting in a 12.7% market share increase.
25	66	Shape Corp Grand Haven, MI Manufacturing	NFP	1,629 U.S. 2,237 Global	12/27/42	NFP	4.22	Yes	Yes	Shape Corp The Four Capabilities of Manufacturing Excellence (4Cs) is offered in three sessions. The first is a Web-based training users must pass before starting Phase 2. Phase 2 is instructor-led training that reveals to users how to apply the knowledge they have gained through examples, case studies, and guided exercises. In Phase 3, users are part of a social network where they must implement changes to existing processes for the better and compare findings in communities of practice, as well as present their changes in corporate wikis. This has resulted in an average 11.8% improvement in operational performance in the work centers that have participated in this exercise.

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26	3	Miami Children's Hospital Miami, FL Health/Medical Services	\$479.7M U.S.	3,302 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	Miami Children's Hospital MCH invested significant resources to develop a just-in-time talking tool that provides surgeons, physicians, community doctors, and nursing teams with execution support in the PEDS live environment using a "help me" button. Top 100 process checks were identified and integrated into a video, audio, and checklist solution. The caregiver can view the process, read the steps, or simply listen to the instructions while completing a task. This solution is also accessible through smart phones, iPads, or tablets. In addition, a physician guide is developed and disseminated immediately after a training need is identified. As a result, requests for training based on specific tasks have decreased by 90%.
27	82	Gilbane Providence, RI Construction	\$2.9B Global	1,951 U.S. 2,440 Global	6/66/184	NFP	1.30	Yes	Yes	Gilbane Project Engineer Immersion (PEI) is a 3-day instructor-led boot camp that teaches job essentials to new engineers. In November 2011, PEI's format was altered to allow for sessions better geared to meet the exact needs of each group of attendees. It retained 2 core courses, Understanding Contract Documents and Submittal Review Workshop. To determine the curriculum for the third day, engineers, their managers, and regional leadership are surveyed for a needs assessment, and the most immediate performance gaps are identified. Appropriate courses are selected, modified, and/or created to meet those needs. This format has helped minimize ramp-up time for new engineers to become effective in their roles. BP
28	109	Savvis, A CenturyLink Company Town and Country, MO Technology	\$834M U.S. \$1B Global	2,302 U.S. 3,271 Global	14/10/2,878	\$6.3M	2.36	Yes	Yes	Savvis, A CenturyLink Company The mentoring program is a newly added companion piece to the Front-Line Leadership Development Program (FLDP). Each FLDP learner (protégé) is cross-functionally partnered with a senior leader (mentor). The mentor/protégé meet every 2 weeks over 6 months to discuss the FLDP learning and other leadership experiences. Before the program launches, mentors attend a 4-hour workshop and protégés attend a virtual session to understand the program and their roles. Program resources include: a mentoring guide, mentor/protégé agreement, and a roadmap outlining FLDP learning deliverables. Since the launch in April 2012, participants report a 47% increase in skill level and knowledge.
29	67	U.S. Security Associates, Inc. Roswell, GA Business Services	\$1.1B U.S.	45,000 U.S.	14/140/9,800	\$12.7M	2.10	Yes	Yes	U.S. Security Associates, Inc. Peer-led roundtable training facilitates learning and growth through collaborative teaching. Each member participates in teaching during each section of the training. Senior executives are required to participate in quarterly roundtable training. Learning through the experience of other executives is a critical strategy in avoiding potential downfalls and recreating past successes. This format enables quick organization-wide distribution of strategic changes and adaptations and ensures that each member of the executive team is unified in vision and purpose. U.S. Security attributes its 35% growth in revenue in fiscal year 2012 to the leadership and strategies of its executive team developed through peer-led roundtable training.
30	52	Orkin, LLC Atlanta, GA Business Services	NFP	7,020 U.S. 7,680 Global	26/250/877	NFP	NFP	Yes	Yes	Orkin, LLC A recent example of a learning solution that improved Orkin's sales metrics is the Add-on Sales course. Orkin wanted to increase the productivity of its "silent" salesforce: service specialists. The solution included an Interactive Video-on-Demand (IVOD) integrated with an instructor-led classroom session delivered by field managers. The IVOD and classroom session allowed participants to practice identifying sales opportunities, pricing the service, and communicating the service solution to the prospect. Since the launch of the 2012 Add-on Sales course, specialist sales have increased 18.6% year to date over the same period the year before.
31	13	United States Navy Arlington, VA Government and Military	NFP	273,110 U.S. 321,053 Global	1,366/214/341	NFP	8.00	Yes	Yes	United States Navy The United States Navy developed and implemented 3 secure mobile learning programs (Engineering Technology Program, Human Performance Technology Certification Program, and Arabic Language and Culture Certificate Program) for military personnel pursuing education opportunities while ashore, at sea, or deployed to remote locations. The Navy created a SCORM-compliant, learning-objects content development tool that enables the rapid deployment of content across domains, from LMSs to CD-ROM to mobile learning devices such as PDAs and iPods. This Web-based development tool uses a pedagogical framework for content development, an active service page database for storage, and an XML manifest to export to multiple devices. BP
32	30	Best Buy Richfield, MN Retail	\$36.8B U.S. \$50.7B Global	108,000 U.S. 136,250 Global	250/1,500/5,500	\$95M	6.00	Yes	Yes	Best Buy With 2012's TagBowl eLearning, Best Buy gave employees the opportunity to create a unique product solution based on specific customer needs provided in a simulation. A ranking board compared their solution with solutions provided by other employees across the country and a forum allowed them to defend their choices. The ranking board percentages and feedback from the forum allowed the company to determine what products and services employees were or were not comfortable offering and those they found had no value. As a result, Best Buy made changes to its product assortment and offered additional product training as needed. OTI
33	32	Grant Thornton LLP Chicago, IL Professional Services	\$1.2B U.S.	6,085 U.S.	32/25/332	NFP	NFP	Yes	Yes	Grant Thornton LLP In fiscal year 2012, Grant Thornton responded to retention challenges stemming from a lack of soft skills training by revamping its New Tax Senior training. The firm changed it from a Webcast series to a 2-day, face-to-face, practice-based program to develop supervisory skills. Participant response was positive in post-event evaluations and 6-month follow-up surveys. Fiscal year 2012 attendee retention rate was 90.2%, vs. 62.5% for FY12 non-participating peers and 63.3% for FY11 attendees of all three Webcasts.
34	53	Quicken Loans Detroit, MI Finance/Banking	NFP	6,479 U.S.	75/0/132	NFP	NFP	Yes	Yes	Quicken Loans In 2012, Quicken Loans experienced a 34% increase in new employee referrals. According to the firm, this was supported by several initiatives: 1. A mandatory, consistent process was implemented to ensure recruiters update team members on the status of their referrals, leading to more repeat referrers; 2. Recognition programs were expanded to prop out top-referring individuals and teams; 3. An improved internal Website made referrals easier; and 4. A "ground attack" method was used to generate more awareness and excitement about referrals, namely putting recruiters in meetings and on the floor to ask the people they support for possible candidates.
35	78	Allied International Credit Newmarket, ON, Canada Business Services	NFP	110 U.S. 1,100 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	Allied International Credit The company's mentorship program depends, in part, on virtual classrooms. The majority of AIC's mentors are located in 2 of 7 locations, while mentees have been identified in 5. Although some of the sessions have a traditional 1-to-1 mentoring style, there are many situations where opportunities to develop several individuals in multiple locations can be facilitated as a single session. Subject matter experts host sessions to build skills of several mentees (and other invited guests) at the same time. Some 50% of the original group of mentees has been promoted in the last year.

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36	47	ESL Federal Credit Union Rochester, NY Finance/Banking	NFP	643 U.S.	6/0/42	NFP	NFP	Yes	Yes	ESL Federal Credit Union L&D partnered with ESL's Deposit Operations (DO) team to design "The IRA Refresher Workshop," a blended training program offered 6 times annually to front-line employees who seek to improve their knowledge of Individual Retirement Accounts (IRAs) in order to serve members more efficiently and confidently. Facilitated by an L&D Training & Performance specialist, this full-day instructor-led class focuses on ESL's IRA procedures, paperwork, transactions, and terminology, and it features an interactive Q&A session with a subject matter expert from DO. From January through August 2012, DO documented 21 IRA front-line errors, a year-over-year decrease of nearly 60%.
37	92	Avanade Seattle, WA Technology	NFP	1,750 U.S. 6,158 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	Avanade The Learning and Development group partnered closely with Avanade's Global Sales organization as they developed and delivered a new Sales Process, Customer Segmentation strategy, Career Model, and Sales support tools. As a result, Avanade has reduced the time it takes for new salespeople to begin to meet sales targets from an average of 13 months to 6 months, and the sales team has continued to generate 20% revenue growth year over year.
38	70	Baylor Health Care System Dallas, TX Health/Medical Services	NFP	19,003 U.S.	194/77/124	\$90.6M	NFP	Yes	Yes	Baylor Health Care System In FY2012, Baylor Health Care System exceeded its goal of achieving 96% on the quality core measures composite score by .3%. Some 1,400 leaders across the system were required to attend 8 hours of Leadership Development Institutes. Content was based on goal progress for BHCS' core measures, such as reducing the number of pressure ulcers. ABC Baylor is a 40-hour course that teaches leaders BHCS' Quality methodologies for specific health-care improvement projects. In FY2012, these saved more than \$3 million on core measures such as achieving the lowest readmission rate for congestive heart failure patients in America.
39	25	Baptist Health Care Corporation Pensacola, FL Health/Medical Services	NFP	6,293 U.S.	30/12/450	\$3.2M	2.90	Yes	Yes	Baptist Health Care Corporation PIF (Performance Improvement Fundamentals) provides front-line team members and leaders with process redesign tools to help improve their work. The direct result of a Process Redesign Initiative, this 10-week course is based on each participant completing a project while in the course. Every student is assigned a coach and spends time with their leader and coach to ensure that the project stays on target. The Process Redesign initiative targeted a corporate-wide savings annually of \$90,000 for 2012. After two waves of graduates, the company has realized more than \$351,000 in hard dollar savings, with several projects that are not yet completed.
40	29	Cerner Corporation Kansas City, MO Health-Care Information Technology	\$1.7B U.S. \$2.1B Global	9,650 U.S. 11,509 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	Cerner Corporation The Software Engineer Onboarding Program is a 5-week training and simulation experience combining formal learning in Web-based and instructor-led formats with informal self-study and group learning opportunities. Facilitators blend the degree of learning structure based on assessed and observational feedback as the program progresses. The program starts with a developer skill assessment, introductory lessons, and activities to familiarize new engineers with Cerner proprietary architectures, processes, and tooling. The program progresses to a software development life cycle simulation. Developers work in teams during the simulation to exercise the small team collaboration, communication, and other interaction skills required of new associates.
41	73	Keller Williams Realty Austin, TX Real Estate/Insurance	NFP	75,858 U.S. 1,947 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	Keller Williams Realty At Keller Williams, in IT, technology is "built by agents for agents" and the firm trains new product developers (PMs) by shadowing Senior Product Managers. They learn from the end-user perspective throughout the entire product development. PMs learn how to train end-users during the beta test to make these tests as robust and informative as possible. They are taught to incorporate the information from the beta group's feedback and evaluate what features need to be changed to serve the end-user. Finally, PMs observe Senior Product Managers working with final end-users to work out bugs and ensure product meets Keller Williams' standards.
42	18	MasterCard Worldwide Purchase, NY Technology	NFP	3,800 U.S. 6,700 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	MasterCard Worldwide The Advancing Communications and Talent (A.C.T.) curriculum enables employees to deepen their level of self-awareness and help build professional competencies. The third part of this 3-part course curriculum, "Tips for Communicating to Senior Executives," is led by senior executives and gives participants tips on tactics to help facilitate relationship-building with senior executives who are positioned to implement change. The course is kept to smaller table groups with 1 executive assigned to each group. Each of the A.C.T. courses allows the participant to role-play with each technique. To date, 294 employees have participated in this program, with a self-reported 35% increase in knowledge gained.
43	27	Special People In Northeast, Inc. Philadelphia, PA Nonprofit- Human Services	\$50.4M U.S.	919 U.S.	4/0/98	\$584,581	1.80	Yes	Yes	Special People In Northeast, Inc. The Leadership Pathway is a newly developed training program designed for employees with leadership potential who are not yet in management positions. This 14-week professional development series consists of classroom instruction sessions, technical assistance sessions to support the learner's work on a leadership project presentation, and a session to present those projects to SPIN leadership. Each Leadership Pathway participant is paired with a mentor for further personal development throughout the program. Since graduation day in late spring 2012, 13 of the 14 participants chosen from a cross-section of the organization to participate in Leadership Pathway have been tapped to serve in new roles.
44	59	Bank of America Corporation Charlotte, NC Finance/Banking	NFP	243,337 U.S. 286,992 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	Bank of America Corporation The Check Image Operations group within Bank of America requested a redesign of its new hire program to increase proficiency by providing hands-on practice accurately reflecting on-the-job scenarios in lieu of using an external supplier to provide practice opportunities. The learning team developed The Quick Tool, a simulated practice environment. The tool also can capture data related to business metrics to assess how employees are performing in the practice environment, allowing instructors to identify and coach to the identified performance gaps. The business realized a 14% increase in productivity and 32% increase in keystrokes per hour since implementing The Quick Tool.
45	22	EMC Corporation Hopkinton, MA Technology	\$20B Global	53,600 Global	571/0/0	NFP	3.60	Yes	Yes	EMC Corporation Customer Service Support (CSS) employees are allotted 1 dedicated week per quarter for training activities. These training activities span both technical and professional topics that enable employees to gain greater depth and breadth. Learning paths are in place across the various roles in the organization, which provide a roadmap of learning for employees. The organization recently adopted an internal training resource known as eduTube, which enables subject matter experts to create short videos that are shared via EMC's intranet. There are more than 1,000 training and services videos on eduTube (and YouTube) with 2 million-plus views.

* New entry; not ranked in the 2012 Top 125

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46	43	Morrison Management Specialists Atlanta, GA Hospitality	\$1.9B U.S.	20,833 U.S.	21/0/4,535	\$4.7M	1.00	Yes	Yes	Morrison Management Specialists The Brand Ambassador process is one of the larger training initiatives Morrison Management Specialists has undertaken in the last few years. The Ambassador process is a comprehensive initial orientation session that covers history, vision, and values. It incorporates many of the Oz Principles that teach associates the company's business goals and give them the accountability of knowing that their position directly affects Morrison Management's business. A subsequent training plan, tailored by job position, is assigned to each new hire after the initial orientation process. In this fiscal year, the hourly employee retention rate was 55%, up 8% from the previous year.
47	51	Buckman Laboratories International, Inc Memphis, TN Manufacturing	NFP	448 U.S. 1,533 Global	20/85/150	NFP	NFP	Yes	Yes	Buckman Laboratories International, Inc. Buckman uses a globally administered new hire passport system to ensure consistency of orientation content, including ethics, mission statement, and fundamentals. Operating companies provide localized orientation programs based on their specific environment, legal requirements, and new hire needs. For example, in the U.S., each new hire is brought to corporate headquarters in Memphis for a 1- to 2-week orientation program, depending on job function. Buckman Laboratories also provides a computer-based Associate Resource Center containing an interactive training program installed on every new computer and provided in the local languages.
48	34	Intel Corporation Santa Clara, CA Technology	\$11.3B U.S. \$54B Global	49,906 U.S. 90,738 Global	0/2,150/2,670	\$122.9M	1.46	Yes	Yes	Intel Corporation To address lower-than-desired scores on the corporate Management Feedback Tool (MFT), staff in one of Intel's Irish factories turned to a solution that blended education, a peer learning network, and coaching. First, a consultant psychologist questioned managers with high MFT scores. Their collective knowledge was captured in a Collective Management Excellence (CME) workshop. Other classes, workshops, and learning forums were added to a CME curriculum from which departments choose 1 intervention per quarter to address gaps in overall departmental MFT scores. Department managers also choose a rep to attend the factory CME Team network meeting. This solution helped factory MFT scores rise from 80% to 84% in 1 year.
49	7	ABF Freight System, Inc Fort Smith, AR Transportation/Utilities	\$1.7B Global	11,291 U.S. 12,220 Global	81/104/277	NFP	NFP	Yes	Yes	ABF Freight System, Inc. Role-plays are used heavily in ABF's Sales Essentials classes. Attendees each participate in 5 role-plays on real accounts with active coaching to hone their problem-solving skills. The participants on either side of the role-play can call "time out" whenever needed in order to gather their thoughts or get advice on the best way to proceed (other account managers are in the room, as well as a district sales manager for coaching). ABF has measured revenue growth at 9% for those who have completed this class compared to a loss of 2% for those who have not completed it.
50	54	Navy Federal Credit Union Vienna, VA Finance/Banking	NFP	9,102 U.S. 9,303 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	Navy Federal Credit Union To enhance customer service, the branch operations training team selected 1 employee at each of Navy Federal's 223 branch offices as the Service Champion. Each Service Champion completes Webinar train-the-trainer sessions and then facilitates 6 instructor-led member service modules for their peers. By empowering these employees to deliver training, they develop leadership and facilitation skills. After this training was implemented in 2011, Navy Federal's Mystery Shopper Program scores rose 5% in 2012.
51	84	IMG College Winston-Salem, NC Collegiate Sports Marketing	NFP	665 U.S.	4/4/55	NFP	NFP	Yes	Yes	IMG College In-person communication and relationship building was supported with 5 in-person group training sessions in 2012. General managers, all service teams, and associate general managers each had their respective learning environments and disseminated key takeaways to front-line team members. Rookie Camp, IMG College's new employee orientation, was refocused to meet business objectives and now features a 2-hour program on "Communicating for Results" using DiSC personality profiles and generational styles as teaching points. Other communication venues include company-wide Town Hall meetings led by the IMG president, team-wide sales calls, and a monthly brown bag lunch series.
52	56	Western Summit Constructors, Inc. Englewood, CO Construction	NFP	403 U.S.	2/80/80	\$598,143	4.00	Yes	Yes	Western Summit Constructors, Inc. Debuting in 2011, new corporate social network Pulse has been instrumental in supplementing and following up different training initiatives throughout Western Summit. For example, after SharePoint training, trainees could join the SharePoint 2010 Pulse group and receive updates and answers regarding the software and how to resolve any issues that were common among users. Other Pulse groups employees join after they have been trained are Hard Dollar and Client Relationship Management. Western Summit also has leveraged this platform as a communication and posting board for the Leadership Succession Program participants and coaches.
53	38	University of New Mexico Hospitals Albuquerque, NM Health/Medical Services	\$700M U.S.	6,049 U.S.	62/11/99	\$10.8M	3.20	Yes	Yes	University of New Mexico Hospitals In 2012, UNMH launched Customer Service Boot Camp, which requires 3 individuals from intact units/departments (1 leader and 2 staff members) to attend a 4-hour course. During Boot Camp, the triad designs an implementation plan for customer service in their department. Plans include training departmental staff, identifying measures for success, targeting specific questions from the patient satisfaction survey and identifying behavioral fixes to implement, and recognition for accomplishment. Plans in Boot Camp are tailored and specific to the challenges for each unit/department and are created by the departments themselves. The Boot Camp instructor follows up with Boot Camp participants 1, 3, and 6 months after the session.
54	62	Ho-Chunk Gaming - Wisconsin Dells Baraboo, WI Hospitality	NFP	1,410 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	Ho-Chunk Gaming - Wisconsin Dells All 1,270 employees receive a day-long introductory guest service training within their first month of employment, even if they do not directly interact with external customers. Other specialized customer service trainings focus on internal customer relationships, supporting guest service for leaders (creating an atmosphere that nourishes service efforts), and advanced service skills for people with frequent guest interaction. Additionally, leaders are taught how to analyze and audit a customer service stream based on the Six Sigma model to eliminate bottlenecks, redundancies, and anything else that may hinder the flow of great service to guests.
55	28	CarMax, Inc. Richmond, VA Retail	\$1B U.S.	16,450 U.S.	56/83/1,993	\$2.6M	4.00	Yes	Yes	CarMax, Inc. CarMax Auto Finance added the GPS (Growing Professionally for Success) Program for senior specialists. The program consists of 4 parts: instructor-led classes (College of Continuous Learning), workshops (Bootstrap Leadership, Intro to HR, Communication Styles, Mapping Your Move), Application (assigned tasks or projects), and completion of case studies and a virtual associate simulation. Each associate must complete a minimum number of classes and workshops to receive a Certificate of Completion. Every quarter, each participant meets with the program manager to discuss his or her progress and to provide input on the program. The program manager provides managers with a summary of their associates' progress.

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56	*	Darden Orlando, FL Hospitality	\$8B Global	180,000 Global	NFP/NFP/NFP	NFP	5.20	Yes	Yes	Darden Darden Toastmasters focuses on developing individuals in 2 areas: leadership and communication. Toastmasters aligns meetings, goals, and standards with Darden's Leadership Competency Profile for career development and personal growth. In addition to developing leadership and communication skills, Toastmasters is a way for employees to network, make progress toward career goals, and practice for real-life meetings and presentations. Some 25 employees are part of Toastmasters; members credit Toastmasters with providing them with renewed self-confidence and improved communication skills.
57	81	Vistage International San Diego, CA Business Services	NFP	145 Global	5/23/18	NFP	NFP	Yes	Yes	Vistage International In Essentials of Chairing, components offered to the 400 U.S. Chairs include a 3-day customized workshop delivered 6 times a year in 6 U.S. cities, 12 Vistage Chair Best Practices meetings delivered monthly in 39 U.S. cities, and a 2-day Vistage Chair Conference held every 2 years in a U.S. location. Performance observations and evaluations by Vistage Operations revealed that 75.5% of Vistage Chairs have met and exceeded member retention and group size goals. The average membership tenure has grown to nearly a 7-year membership tenure average.
58	77	Caesars Entertainment Corporation Las Vegas, NV Entertainment	\$8.8B Global	70,178 U.S. 76,064 Global	51/0/3,515	\$7.5M	NFP	Yes	Yes	Caesars Entertainment Corporation A Buzz Session is a pre-shift meeting that happens in every department on every shift every day. They are delivered by leaders who attend Buzz Session certification. Caesars uses Buzz Sessions as a tool to disseminate and reiterate important organizational information, to train employees, and practice existing skills using simulated examples with peers. Links are made back to organizational metrics. These links allow participants to see how their actions affect property and organizational results.
59	41	WellSpan Health York, PA Health/Medical Services	NFP	9,024 U.S.	42/10/240	NFP	NFP	Yes	Yes	WellSpan Health All leaders are expected to take part in an interactive 3-day program that provides foundational knowledge related to Process Improvement (PI) tools and methodologies, including LEAN, PDSA, Queueing Theory, and Theory of Constraints. This program prepares participants to apply PI techniques through lectures, discussions, activities, simulation, and out-of-class projects. Completion of the course includes the implementation of the new learning in the initiation of a local improvement project with results coached and monitored by senior leaders. To date, 165 leaders have completed the course.
60	46	Sprint Overland Park, KS Information	\$33.6B Global	38,556 U.S. 38,786 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	Sprint In the Sprint Business Planning, Assessment, Coaching, & Evaluation (PACE) Program, Sprint University reinvents role-playing by making it "Real Practice." In PACE role-playing, learners choose the scenario, write the description, and apply newly learned skills to their own coaching situation. The description is given to a peer who is already familiar with the work environment to serve as a role-play partner. Both preparation and application are reinforced immediately with learning that is applicable to the learner's individual situation, thus increasing value and retention. This approach has resulted in increased management quality scores in the Sprint Employee Survey for Sprint Business.



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61	24	First Horizon National Corporation Memphis, TN Finance/Banking	NFP	4,600 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	First Horizon National Corporation First Horizon employees can access training any time and any place. Employee groups have access to more than 4,000 online courses and 1,000-plus online books through their iPod or other mobile device. Through FirstNet from Home, employees can access the company's Intranet and CLP Website from their remote location, using any mobile device that allows Internet access. Through myPLAN, networking, and the resource site, employees can access their learning and performance tools using an external link. These tools and others allow learners to stay connected to product, sales, customer service, technology, and other training that drives results.
62	101	Cartus Corporation Danbury, CT Relocation	NFP	2,354 U.S. 3,072 Global	21/1/42	NFP	NFP	Yes	Yes	Cartus Corporation L&D organized a panel discussion with Cartus' CEO and sales leaders to answer top questions sales and account managers identified in advance. This panel discussion was offered in person and virtually simultaneously, as well as recorded for viewing later. Approximately 100 managers globally have utilized this discussion to help them position information about the company, products, and distinguishing features. Information gleaned from this event helped account managers in the Eastern region contribute nearly \$4 million in service and contract upgrades for existing clients toward Cartus' overall financial goals in 2011.
63	118	Gables Residential Atlanta, GA Real Estate/Insurance	\$209M U.S.	1,161 U.S.	11/1/32	\$2.6M	3.70	Yes	Yes	Gables Residential In just 60 days, L&D and Operations partnered to produce 7 1.5- to 5-minute videos "starring" its leasing and maintenance associates in realistic "do and don't" situations. Each video depicted a scenario addressing a key low-scoring customer service area. L&D also partnered with Operations to create a face-to-face program with a day of hands-on learning activities. One highlight was a scavenger hunt-like activity in which a vacant apartment was staged incorrectly and the maintenance and office associates had to work as teams to find what was wrong in the apartment. Less than six months after the course, overall satisfaction with the move-in experience improved 11%.
64	72	G4S Secure Solutions (USA) Inc. Jupiter, FL Private Security Solutions	NFP	44,144 U.S. 657,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	G4S Secure Solutions (USA) Inc. Early in 2012, G4S began training all field office staff and first-line supervisors and above in new culture-changing techniques to reduce turnover by increasing job satisfaction. The "High Impact Leadership Training" program used video-conferencing with concurrent live streaming online. The 4-hour interactive seminars for each of the 9 regions consisted of 3 hours of instruction by HR and Training personnel, followed by a minimum 1-hour discussion on cultural change implementation. This solution saved the company \$1.7 million by using electronic delivery instead of on-site seminars, and resulted in a 6.7% drop in annualized turnover for a guard population of 34,418.
65	79	Discover Financial Services Riverwoods, IL Finance/Banking	NFP	12,642 U.S.	66/30/150	NFP	NFP	Yes	Yes	Discover Financial Services Each 1.5-day TAP (Talent Acceleration Program) session has at least 1 half day devoted to learning from Discover Financial leaders. One session was structured as a "leadership café," which involved 8 different executives each hosting a roundtable discussion on a specific leadership topic (i.e., motivating employees or dealing with conflict on your team). The participants rotated through the tables (never with the same group), and the leader facilitated an active discussion, taking note of themes along the way. Later, each leader reported on key learnings, and the participants added what they would take back and use in their day-to-day work.

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66	42	NewYork-Presbyterian Hospital New York, NY Health/Medical Services	NFP	19,680 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	NewYork-Presbyterian Hospital NYP departments work collaboratively on employee skill development to support strategic priorities. To extend the reach of designated Learning professionals, NYP instituted practices that utilize operational staff as hospital champions, super-users, trainers, and resource nurses. Although NYP already has reduced its employee-to-learning-professional ratio by 5.2% over 2011, this model strives to provide even more direct learning from Learning professionals to the more than 19,000-member learning population. Extending Our Reach provides the learning population with more learning activities, development opportunities, and experts installed in the field. BP
67	33	Sacramento Municipal Utility District Sacramento, CA Transportation/Utilities	\$1.3B U.S.	2,034 U.S.	26/4/24	\$10.1M	5.00	Yes	Yes	Sacramento Municipal Utility District (SMUD) SMUD's Engineering Line Designer training program was improved into a phased approach. It now brings new designers through a 4-week fundamental course including topics pertaining to corporate and department structure; dependencies, roles, and responsibilities of supporting groups; and safety components, electrical topics, and entry-level design work. Formal mentors observe designers on the job performing the work just learned. Upon demonstrated proficiency, the designer advances to more complex training topics and assignments. Eventually, the designer rotates through a variety of design work, including single residential, subdivisions, commercial/industrial, local agency projects, and substation work.
68	23	MetLife, Inc. New York, NY Real Estate/Insurance	NFP	32,000 U.S. 66,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	MetLife, Inc. The MetLife Leadership Summit is a CEO-sponsored, leader-led global curriculum targeted to MetLife's 1,000-plus officers. The 3-day summit includes top business school faculty with senior executives as teachers and is complemented by cases, video vignettes, a simulation activity, and companion Website. More than 1,600 senior leader commitments were established as part of the capstone activity in the areas of external focus, customer centricity, creating shareholder value, leveraging global scale, and world-class talent management—all themes critical to executing the business strategy. To date, these commitments have resulted in success stories around risk reduction, customer satisfaction increases, and efficiency gains in marketing campaigns.
69	26	Shaw Industries, Inc. Dalton, GA Manufacturing	NFP	22,502 U.S. 22,598 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	Shaw Industries, Inc. The new Supervisor Academy uses multimedia assessments and behavioral interviews to improve the selection of supervisors. A core training program based on a recently developed Supervisor Competency model is being deployed to all existing supervisors in the company. Existing supervisors will complete a simulation-based assessment following completion of the core training. New supervisors will complete a core training program over their first 12 to 15 months on the job. Plant and department managers are receiving additional training to serve as coaches and mentors, as well as modeling the skills themselves.
70	*	Ingram Barge Company Nashville, TN Transportation/Utilities	NFP	2,469 U.S.	6/0/17	\$1.3M	.92	Yes	Yes	Ingram Barge Company Ingram Barge participated with the U.S. Coast Guard and other maritime organizations to develop the Crew Endurance Management System (CEMS), a training program to educate mariners so they can improve their diet, sleep, exercise, work safety, and other aspects of their lives. Ingram has trained 969 shore and vessel associates, with 882 out of 2,460 or 36% certified by the U.S. Coast Guard as CEMS coaches. Another 11 Ingram associates have completed additional training to be certified as CEMS Experts.



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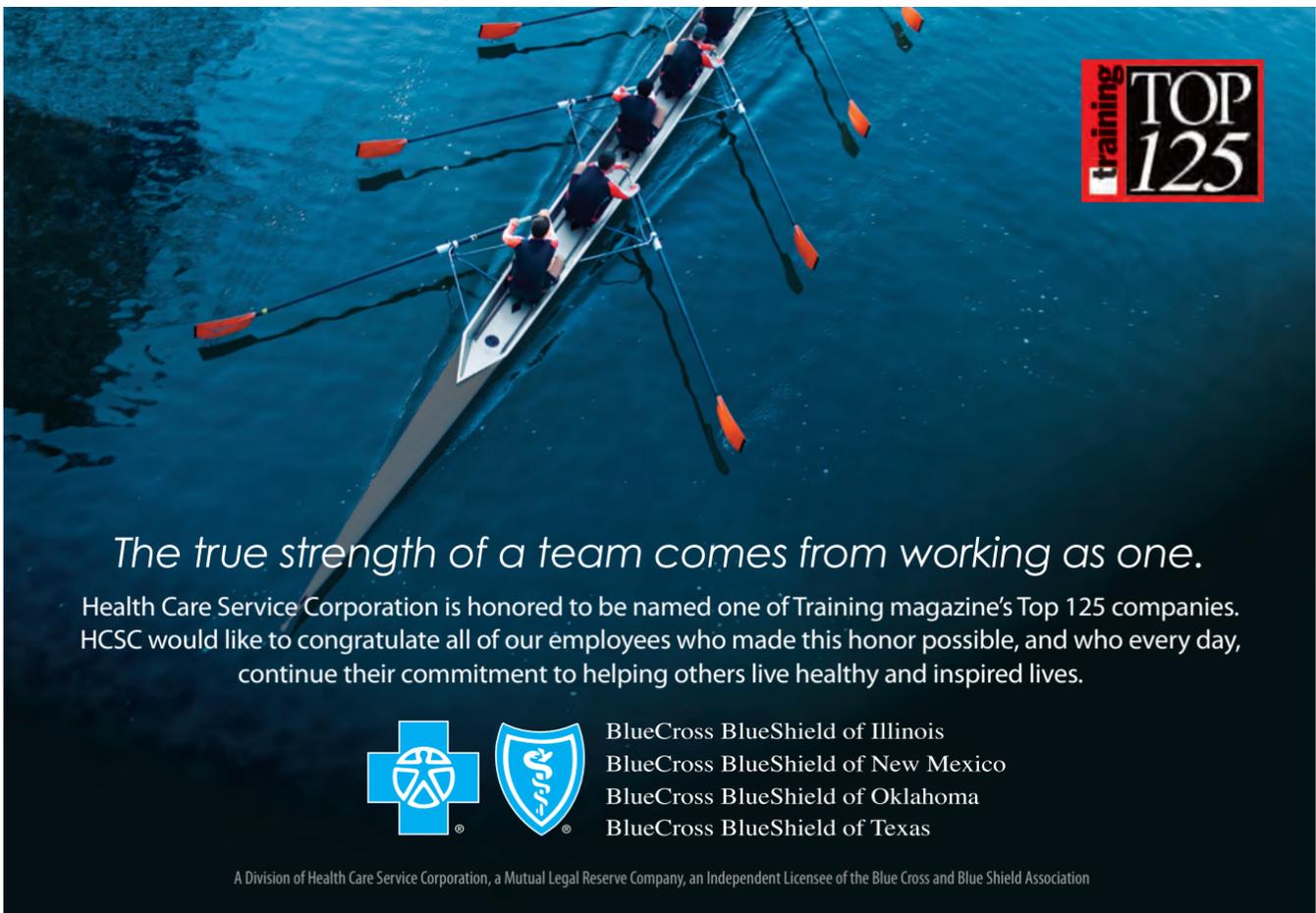
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71	55	UPS Atlanta, GA Transportation/Utilities	\$53.1B Global	320,536 U.S. 398,242 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	UPS As part of UPS' Executive Development Framework (EDF), executive coaching engagements usually begin with a 6-month program to assist candidates in development areas. This typically begins with a request for a coach from the employee's immediate manager. Members of the Succession Planning group interview both the manager and the employee to determine if coaching is appropriate. Succession Planning completes a search for potential coaches and provides recommendations to the employee and manager. The employee and manager then interview potential coaches and mutually agree on the person best qualified to assist the employee.
72	*	Bass & Associates, P.C. Tucson, AZ Law Firm	NFP	145 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	Bass & Associates, P.C. In the last year, Bass & Associates has quadrupled the number of computer-based courses available. Bass has developed its training program—Bass University—to mirror a traditional university curriculum with majors, electives, and core courses. These various training modules, including audio/visual presentations, are used in concert with instructor-led courses to provide comprehensive employee training. The computer-based courses are available on demand for staff for initial and refresher training. Bass also developed a series of short, focused training videos called "Bass Bytes," which are available on demand.
73	122	Dollar General Corporation Goodlettsville, TN Retail	\$14.8B U.S.	95,069 U.S. 95,145 Global	23/23/1,329	NFP	NFP	Yes	Yes	Dollar General Corporation Dollar General strives to succeed at developing leadership skills in relation to its strategic goal of 60% internal promotion rate. Through the Talent Development Center (TDC), high-performing employees are evaluated and coached on development skills that lead to improved performance of their management roles. Step Up and Lead is a 3-hour workshop in the program that includes key components for receiving and acting upon feedback, leveraging strengths, and techniques for growing. Some 44% of participants have been promoted to district manager since attending the TDC.
74	61	Windstream Communications Little Rock, AR Communications	\$6.2B U.S.	14,638 U.S.	41/0/806	NFP	NFP	Yes	Yes	Windstream Communications Once Windstream and PAETEC combined into one company, its sales teams were tasked with selling all products available by both companies. This Cross Selling project was a large task for training that ended with a blended solution. To educate approximately 1,500 sales reps, the company utilized more than 75 quick reference guides; 16 recorded Webinars and computer-based trainings; multiple live Webinars; and a Website dedicated to the process, products, and systems aspects. This project brought in an additional \$2.6 million in revenue.
75	98	Vi Chicago, IL Health/Medical Services	NFP	2,700 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	Vi Vi's new sales productivity training tool, Sales Activity Map (SAM), was created to provide real-time feedback to the questions, "How am I performing against my goals?" and "What do I have to do to achieve my goals?" on any given day within the month. Based on current productivity levels, the tool calculates the level of sales activities required for the remainder of the month to achieve individual and team sales goals. It can be used for self-assessment or as a tool used by sales managers to motivate, train, and reinforce team performance. As a result of this initiative, Vi reached 118 percent of goal in 2011.



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2013 Rank	2012 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Employees	No. of Trainers Full-Time / Part-Time / SMEs	Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimbursement	Training Infrastructure	Additional Information
76	107	Choice Hotels International Silver Spring, MD Hospitality	NFP	1,381 U.S. 1,520 Global	NFP/NFP/NFP	NFP	NFP	No	Yes	Choice Hotels International Through an application and selection process, Project Mobility allows associates to work part time in another department generally for up to 3 months to enhance their skills and awareness of other functions within the organization. Placements and projects can range from optimizing brochures in the Sales and Marketing department to creating a collaborative reservation system. Project Mobility assignments can be performed on-site or remotely at any of Choice's locations. Twelve individual projects were offered last year, 4 times the number from the previous year, with 38 applicants.
77	*	ConAgra Foods, Inc. Omaha, NE Manufacturing	\$11.9B U.S. \$13.2B Global	25,613 U.S. 27,009 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	ConAgra Foods, Inc. The company develops first-line supervisors through its Foundations of Leadership (FoL) program, which has 2 tracks: 1 for corporate employees and 1 for plant employees. It focuses on providing the fundamental leadership capabilities that are required for first-time managers and supervisors. Four days long and classroom based, the program includes a Myers-Briggs Type Indicator assessment, the power of employee engagement, situational leadership, the power of feedback, and other key topics. Both pre-work and application post-work are required. An ROI study on this program indicated that trained supervisors have 4.7% higher retention and 6.1% lower turnover than untrained colleagues, leading to ROI of 276%.
78	108	RE/MAX, LLC Denver, CO Real Estate/Insurance	NFP	51,748 U.S. 88,905 Global	37/109/126	NFP	NFP	Yes	Yes	RE/MAX, LLC Technology training is provided through the Web-based videos and downloads, in regional classroom settings, by traveling tech trainers, and at special events. Additionally, "Tech Summits" are offered at RE/MAX World Headquarters and open to all affiliates. Individual departments within the organization also offer training for agents within their defined specialty segments. For example, the RE/MAX, LLC Corporate Communications Department offers training sessions and materials regarding media relations and monitoring, market reports, and creating messaging for social media. A new tool added in July 2012, Download.remax.com is an interactive Website and weekly video series that focuses on delivering the latest technology insights.
79	90	Tandus Flooring Dalton, GA Manufacturing	NFP	1,050 U.S. 1,395 Global	2/7/73	NFP	NFP	Yes	Yes	Tandus Flooring LEED AP Bootcamp is an example of blended learning at Tandus Flooring. In this certification program, participants are required to read multiple books, complete online coursework, attend weekly conference calls, take practice exams, study with flash cards, do many hours of individual study, attend a 3-day seminar and study session, and take the certification test as a group. Tandus has seen a 94% pass rate for individuals who completed the Bootcamp prior to taking the exam. More than 15% of the Tandus sales force is now LEED AP ID+C certified.
80	*	Aetna Inc. Hartford, CT Health/Medical Services	NFP	34,720 U.S. 35,249 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	Aetna Inc. Supporting the move to teleworking required a shift from classroom to virtual delivery for many Aetna programs. New employee training for new Provider Service Center Customer Service Representatives runs 16 weeks and traditionally had been delivered in live classroom settings. In sites where a live trainer was not located on-site, the organization used to pay for the trainer's travel and associated costs (a 16-week training session could cost upward of \$27,000). Aetna invested in transforming all content and securing needed technology to conduct these classes virtually. Since moving to virtual training, the associated costs for the same training run approximately \$3,000.



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81	97	AAA - The Auto Club Group Dearborn, MI Real Estate/Insurance	NFP	4,800 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	AAA - The Auto Club Group The company developed and launched a multifaceted approach to customer care in 2010, with implementation continuing in 2011. It began with training the field organization on a refreshed customer care model. This training was conducted via e-learning and instructor-led sessions. The second facet of this training involved periodic "best practices" training. In 2011, the company developed a live meeting program for travel agents and member representatives to enhance their skills when dealing with members. Concurrently, management performance observation and evaluation guidelines were established, and a reporting system was developed to help managers track employees' use of the refreshed customer care model.
82	74	New York Life Insurance Company New York, NY Real Estate/Insurance	NFP	8,783 U.S. 9,126 Global	202/10/340	NFP	NFP	Yes	Yes	New York Life Insurance Company The Corporate Information (CI) associate program is a 2-year technology training program that has brought 118 recent college graduates to NYL since its inception in 2004. The program was conceived to provide a "pipeline" of new programmers to mitigate the risk the company faced from retirements among the programming staff responsible for maintaining its critical or mainframe systems. After the initial company, department, and group orientations, associates are rotated three times through different teams so they can increase their technical skills, learn how the technologies relate to different parts of the business, work on varied projects, and network with people from other parts of the company.
83	80	DaVita Inc. Denver, CO Health/Medical Services	\$6.9B U.S.	41,000 U.S.	158/174/88	\$40.4M	2.55	Yes	Yes	DaVita Inc. The Redwoods Resident program is DaVita's formalized job rotation program. The Redwoods training program for MBA graduates has a large job rotation component, including the management of a dialysis clinic for 3 to 6 months. In combination with shadowing and mentoring, this management practicum provides new directors in the program with a realistic view of what it takes to successfully manage a clinic. Since the program's inception, 83 MBAs have completed the Redwoods Resident program, and 45% have been promoted.
84	*	Northwestern Mutual Milwaukee, WI Financial services	\$24B U.S.	5,000 U.S.	63/85/1,000	\$30M	10.00	Yes	Yes	Northwestern Mutual The People Leader Development Center is Northwestern Mutual's corporate program established to ensure a ready-now pool of managers. Individuals participate in a 3-part nomination process; those selected to participate complete an online assessment to determine leadership strengths and development opportunities. The program was enhanced last year with peer coaching. Groups of 8 participate in 6 sessions including the role of the people leader; leadership style assessment; and engagement, recognition, and motivation. A coach and sponsor meet with participants to define responsibilities and assist with individual plan development. Program graduates are placed as People Leaders and receive support throughout their careers.
85	65	Expert Global Solutions Plano, TX Business Services	\$2B Global	26,000 U.S. 42,000 Global	248/0/37	\$6.1M	8.80	No	Yes	Expert Global Solutions Expert Global Solutions is the holding company for NCO. The NCO University team designed a new formal development program for the company's training staff. All new trainers who join the team are onboarded following the program guidelines, and trainers learn the programs they will support by being a student first, shadowing a tenured trainer, co-training, and being the lead facilitator. Trainers are enrolled in the 2-day Train the Trainer course, complete 4 virtual training courses, and are enrolled in the Leadership Development for Excellence Program. Trainer development progress is reported on the monthly HR Business Review call.

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86	50	Healthways, Inc. Franklin, TN Health/Medical Services	\$666.7M U.S. \$688.8M Global	2,340 U.S. 2,435 Global	46/4/100	NFP	NFP	Yes	Yes	Healthways, Inc. The company uses cross-functional teams in product design as early in the design process as possible. That means instructional designers have a seat at the table from the beginning. They provide input into solution requirements, write use cases, map operational flows, help define user interface look and feel, and help "translate" technical specs into the psychosocial and affective domains for their front-line colleagues. Learning serves as the final gating body before a solution is released.
87	111	Cognizant Technology Solutions Teaneck, NJ Technology	NFP	21,800 U.S. 137,700 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	Cognizant Technology Solutions Cognizant has moved away from measuring learning based on hours to a learning credit approach that recognizes the proficiency level achieved by the participants depending on the complexity of the topics; effort spent to achieve proficiency; and the learning channel used such as classroom sessions, external certifications, and informal learning. This model recommends a specific number of learning credits as a benchmark to be achieved by every employee per year and helps in measuring the learning culture and effectiveness. In FY'11, learners earned approximately 683,000 learning credits.
88	104	Bankers Life and Casualty Company Chicago, IL Finance/Banking	\$2.3B U.S.	1,694 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	Bankers Life and Casualty Company The company identified several of its key field leaders, conducted "leadership dialogue" interviews with them, and captured them on film. Bankers Life built learning checkpoints to accompany these interviews, and posted them to its Learning Portal for all field management to access. The company also picks key leadership books and distributes them to its field managers. "Bankers University" is an annual, multi-day forum for managers to come together and share their stories, best practices, and help develop each other. An agent version, Agent Bankers University, has the same goals, but for an agent, rather than manager, audience.
89	*	Tech Mahindra Pune, Maharashtra, India IT Services & Solutions	\$381.5M U.S. \$1.1B Global	1,450 U.S. 40,491 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	Tech Mahindra The "Guru@work" program is a holistic, lateral mentoring program that aims to provide a platform for associates with high potential to be groomed and mentored by in-house mentors (who are handpicked by Tech Mahindra business leaders). Mentees can select their mentor from a list of available mentors; an online system tracks the mentee's development. The CREATE Program creates and provides a framework for mentoring participants on high-impact roles such as account manager and solution architect by recognized practitioners and business leaders. CREATE participants have won back business on 2 accounts, converted 1 deal, and are playing lead roles in 3 programs onsite.
90	96	Century 21 Real Estate LLC Parsippany, NJ Real Estate/Insurance	NFP	143 Global	NFP/NFP/NFP	NFP	6.00	Yes	Yes	Century 21 Real Estate LLC Century 21 has incorporated the use of virtual role-playing through its social media training. Using a beta-site, participants interact with a virtual trainer who offers feedback on posts and content. The beta site also provides peer-to-peer feedback on the level of interest and quality of posts. This type of facilitated social media role-playing offers users an opportunity to safely become comfortable with social media. Initial results are that within the first 3 months (of a 6-month-long program), participants closed their first side of business solely from meeting, engaging, and selling through social media platforms once they applied the techniques from their classes on their profiles.

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91	94	American Fidelity Assurance Company Oklahoma City, OK Real Estate/Insurance	NFP	1,575 U.S.	12/2/142	NFP	4.36	Yes	Yes	American Fidelity Assurance Company The Genius Bar is an extension of AFA's HelpDesk. Modeled after the Genius Bar at Apple stores nationwide, AFA's Genius Bar is usually available at the company grill during lunch and is staffed by colleagues from the IT department. Each Genius Bar focuses on a particular topic, but colleagues can ask questions on just about anything. During the SharePoint rollout, the Genius Bar was set up in AFA's All American Grill for 3 days. HelpDesk colleagues, trainers, and SharePoint subject matter experts staffed this Genius Bar. A computer classroom was also available, so colleagues could have 1-on-1 trouble-shooting time with a trainer.
92	121	Copernicus Group IRB Research Triangle Park, NC Independent Institutional Review Board	NFP	66 U.S.	1/0/15	223,000	4.60	Yes	Yes	Copernicus Group IRB CGIRB is the first institutional review board (IRB) to receive ISO:9001:2008 certification. Achieving ISO certification confirms that CGIRB's quality management system consistently provides products and services that meet or exceed customer needs. Within the last year, CGIRB has implemented several preventive actions, including an operational dashboard that offers workflow transparency to staff, allows allocation of resources, and tracks specific study requirements such as language translations; and departmental quality checklists to enforce quality product review at critical workflow stages. Through ISO, CGIRB has transitioned from a corrective to a preventive culture and has streamlined processes to improve operational workflow metrics.
93	*	Wells Fargo & Co. San Francisco, CA Finance/Banking	NFP	270,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	Wells Fargo & Co. Wells Fargo's Wholesale University has a fundamental program that lasts 3 years and includes on-the-job credit training along with blended classroom instruction, online modules, regular performance evaluations, and specialized training meant to foster a deeper understanding of the firm's lines of business and underwriting process. A select number of graduates are nominated to an associate position within the Credit Management Training Program (CMT), a 5-month classroom-based program incorporating case studies, real-world credit scenarios, and mock loan committees taught by Wells Fargo leaders, credit instructors, and training professionals. At the end of the program, associates take on advanced-level positions in credit and lending.
94	105	Progressive Group of Insurance Companies Mayfield Village, OH Real Estate/Insurance	\$15.5B U.S.	24,991 U.S.	280/28/247	NFP	NFP	Yes	Yes	Progressive Group of Insurance Companies In 2011, the Claims training organization helped develop a strategic thinking immersion program to bring together a diverse group of employees to work on business problems and develop a pool of candidates for future leadership roles. Project management, performance improvement consulting, and strategic planning are taught to the group. The first group's challenge was to increase the number of customers using Progressive's service centers for vehicle repair. The group recommended implementing a self-serve drop-box-style unit to allow customers to drop their vehicle and keys at a predetermined location. This increased the number of customers within 30 minutes of a Service Center or Drop Serve Box by 20%-plus.
95	*	Birmingham Water Works Board Birmingham, AL Transportation/Utilities	NFP	640 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	Birmingham Water Works Board BWWB Leadership Development Program (LDP) participants tackle actual organizational challenges by completing a work-related team project that is approved by executive management. Employees devote many hours to research and other activities to provide management with solid recommendations for improving operational procedures, policies, and processes. The outcomes of each team's project are presented to BWWB management with their recommendation. Of the 13 participants in the 2007-2008 LDP, 7 were promoted to management, and in 2008-2009, 3 of 11 participants were similarly promoted.

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96	113	PPD Wilmington, NC Health/Medical Services	NFP	6,300 U.S. 12,316 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	PPD In first quarter 2012, PPD built and delivered a customized, mobile application called iMonitor that allows traveling employees to use their iPads to enter and access data and write reports that are critical to PPD's core business. A custom training application was designed and housed to teach the end-user how to use the new iMonitor app when and where they want. In third quarter 2012, PPD ran a pilot that provided end-users with access to the SkillSoft Books24x7 Library on personal mobile devices. This allows an IT tech troubleshooting a network server to use his or her mobile device to access a technical reference at the point of need.
97	*	SunTrust Banks, Inc. Atlanta, GA Finance/Banking	\$8.5B U.S.	29,237 U.S.	69/0/2,000	\$31M	2.40	Yes	Yes	SunTrust Banks, Inc. Essentials for New Managers is a virtual instructor-led program (VILT) that provides fundamental information teammates need to transition into management roles at SunTrust. The program includes three VILT courses: Building a Foundation, Managing and Redirecting Performance, and Managing Risk. Each course is 1.5 hours long. Building a Foundation is taken within the first month in a new management role. Managing and Redirecting Performance is taken in the first 30 to 90 days of being in the new role, and Managing Risk is taken 90 to 180 days in. Each VILT session is followed by self-study activities for reinforcement and application.
98	114	ValleyCrest Landscape Companies Calabasas, CA Landscape Services	NFP	9,500 U.S.	14/11/66	NFP	NFP	Yes	Yes	ValleyCrest Landscape Companies This last year, ValleyCrest introduced social learning through its learning management system. The company launched the program by beta testing with specific work groups since they speak a common language and share ideas and content on a more regular basis. The Irrigation Team was the first group that beta tested the social learning aspect of the LMS and quickly discovered opportunities for just-in-time training using spreadsheets, photos, and videos that could be shared instantly with peers to answer a question or address a customer need.
99	71	EMD Serono, Inc. Rockland, MA Health/Medical Services	NFP	1,153 U.S.	6/4/20	NFP	NFP	Yes	Yes	EMD Serono, Inc. EMD Serono offers several courses as a part of its management development curriculum targeted at people managers, including first-line supervisors. It is a blended learning approach that includes traditional instructor-led, Web-based, and audio learning, and covers a variety of topics such as coaching employees, contributing to a values-based culture, situational leadership, and understanding different personality types on your team. EMD Serono custom-designed a Managers Essentials program that focuses on the processes and procedures a manager needs to know related to recruiting, performance management, and talent retention. An online managers' tool kit offers easy access to forms and materials. Some 94% of attendees rate this course as effective.
100	*	Dex One Corporation Cary, NC Business Services	NFP	2,361 U.S.	24/29/104	NFP	NFP	Yes	Yes	Dex One Corporation All Dex One sales managers commit to 2 or 3 days a week of direct sales coaching (depending on the specific sales channel), followed up with written observations and a quarterly assessment of overall skill development and an updated training plan specific to each employee. As of September 2012, it logged more than 3,400 direct coaching events.



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101	*	DEFENDER Direct Indianapolis, IN Consumer Products/ Services	\$400M U.S.	2,008 U.S.	11/0/8	\$5.5M	2.80	Yes	Yes	DEFENDER Direct Each senior leader at DEFENDER Direct mentors at least 2 leaders as part of his or her responsibilities. A Mentoring Guide and Mentoring Workshop help mentors understand their role and feel comfortable in their mentor relationships. Both parties sign a mentoring agreement that addresses confidentiality and accountability. Currently 50% of DEFENDER Direct directors are enrolled in mentoring. Employees other than directors who want to be mentored contact the L&D team, which makes suggestions for mentoring matches based on employee interests, goals, and style. DEFENDER Direct also participates in a program called "Truth at Work," which establishes mentoring circles with similar values-based companies and leaders in the area.
102	125	Veterans Affairs Acquisition Academy Frederick, MD Government and Military	NFP	22,000 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	Veterans Affairs Acquisition Academy Learners are required to take a robust technology competency assessment that maps technical and business competencies to training intervention sources. Each assessment matches critical knowledge, skills, and abilities with core competencies outlined by policy and subject matter expert feedback. These competency measurements are aligned with opportunities for continued development through the VAA and various industry partnerships. Learners found deficient in a specific competency are provided with several learning intervention options to pursue closure of the identified gaps through a generated Individual Development Plan (IDP).
103	76	TD Bank Cherry Hill, NJ Finance/Banking	NFP	28,274 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	Yes	TD Bank The 5.5-day Store Manager Boot Camp program brings together "platoons" of new store managers for immersion in TD Bank's business model, key strategies, and culture. The session's proximity to corporate offices allows more than a dozen key executives to spend time with these new managers. Teams compete in an online simulation over 4 nights during which, acting as collective managers of a fictitious store, they make critical business decisions based on "metrics that matter," culminating in an awards ceremony that mirrors TD Bank's actual rewards and recognition events.
104	*	ExactTarget Indianapolis, IN Technology	NFP	1,347 Global	NFP/0/NFP	NFP	NFP	Yes	Yes	ExactTarget Officially Orange is ExactTarget's 4-day global new employee onboarding program. After receiving a welcome informational e-mail, new hires' first day of Officially Orange starts with introductions to each other and to the company, an executive chat, an overview of ways employees can get involved (ExactImpact, ExactFun), and ice-breaker activities. The second day begins with an overview of employee benefits and ends with an introduction to ExactTarget's software. The next two days are product overview and breakout sessions, plus a Downtown Indianapolis scavenger hunt enabled by ExactTarget's mobile software. Onboarded employees are twice as likely to stay with ExactTarget for their first 6 months of employment.
105	89	Miami Cerebral Palsy Residential Service Miami, FL Health/Medical Svcs.	\$16.3M U.S.	294 U.S.	1/0/19	\$73,387	.80	Yes	Yes	Miami Cerebral Palsy Residential Service This year, MCPRS implemented an electronic Medical Administration Record (e-MAR) system with the use of iPads. Training of more than 60 nurses was completed, and the on-the-job portion is ongoing, with close monitoring and mentoring by both the director and assistant director of Nursing. The electronic system allows for cross-checking capabilities and provides a training community for ongoing development and learning of the system.



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106	103	VSP Global Rancho Cordova, CA Health/Medical Services	NFP	3,616 U.S. 5,064 Global	28/0/37	NFP	NFP	Yes	Yes	VSP Global VSP launched business collaboration tool Socialcast last year. It creates the opportunity to learn directly from peers; engage leadership in learning more about VSP's business and strategies; and is an extension of VSP's Open Door policy, which empowers employees to open a conversation with anybody at any level in the organization. Recent employee-generated topics include technology developments that impact VSP's business, conversations about its culture, and tips on better navigating its systems. The VSPwiki is a primary way through which departments share information and department-specific trainings with peers. The IT department is a heavy user of the VSPwiki, leveraging it for projects, communication, and basic technical training.
107	112	White Lodging Services Merrillville, IN Hospitality	NFP	8,000 U.S.	3/1/60	NFP	10.00	Yes	Yes	White Lodging Services Executive Flight School is a 3-day session where executives from around the country come to the home office for discussion/presentations by senior leadership. Part of their process is a live simulation working with one of White Lodging's hotels. They then must do a critique of the hotel and put together a strategic plan for improvement. The capstone of this workshop is a presentation to two senior leaders (VP or above) acting as "owners." Presentation involves feedback from the "owners" and the creation of a Personal Development Plan to work on areas of opportunity.
108	*	Gulf Power Company Pensacola, FL Transportation/Utilities	NFP	1,439 U.S.	11/0/10	NFP	NFP	Yes	Yes	Gulf Power Company The Employee Development Program is a 2-year curriculum that is limited to 15 participants and includes instructor-led courses, business overviews, and group mentoring. The curriculum is designed to enhance participants' personal effectiveness, increase their knowledge of company operations, and develop their leadership competency in 4 key areas: planning and organizing; critical thinking; persuading and influencing; and relating and networking. Each vice president submits nominations that are reviewed and finalized by the Training & Development Advisory Committee comprising senior-level department heads. Since 2005, 114 employees have been selected to participate in the EDP. Of those, 21% have been promoted to leadership positions.
109	*	One Nevada Credit Union Las Vegas, NV Finance/Banking	\$50M U.S.	252 U.S.	1/0/35	\$370,000	2.00	Yes	Yes	One Nevada Credit Union ONCUniversity oversees MAP (Mentoring Assistance Program). MAP coaches are nominated by their manager and attend a full day of training on different styles of adult learning and the importance of building rapport with their trainee. A formal certification establishing MAP Coach Status is received upon completion of training. MAP coaches are partnered with a new employee for a 3-week period and instruct on products and customer service according to an established training checklist. Both the MAP coach and the trainee evaluate one another on effectiveness and working knowledge, respectively. OTI
110	*	Afni, Inc Bloomington, IL Contact Center Provider	NFP	4,428 U.S. 4,455 Global	74/0/210	NFP	NFP	Yes	Yes	Afni, Inc. In February 2012, Afni formalized its front-line development training. Through achieveMORE, front-line leaders are socialized to desired leadership competencies through a series of CBTs followed by 1-on-1 manager debriefs. The classroom program, Leadership Foundations, involves 3 2-day classroom sessions with 2-week periods of in-field support and observations. Prior to class, participants engage in a multi-level engagement survey to identify individual strengths and opportunities. Participants' managers and directors are required to attend all sessions. The last phase of achieveMORE requires each participant to work with his or her manager and Talent Development specialist to determine an ongoing plan for development.

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111	117	Schmitt Sussman Enterprises dba PFP Orange, CT Insurance Marketing	\$36M U.S.	300 U.S.	5/1/15	\$415,000	38.50	No	Yes	Schmitt Sussman Enterprises dba PFP Professional Attitude Training (PAT) is PFP's new hire and sales training. This formalized training is a combination of instructor-led classroom, games and simulation, role-play, and blended approaches. In 2012 PAT became a 4.5-day course held approximately 15 times a year with an average of 6 students. Each PAT course is conducted by 1 trainer with the support of a manager from the field for real-life input and experiences.
112	*	Haskell Jacksonville, FL Construction	\$579M U.S. \$595M Global	666 U.S. 692 Global	0/5/113	\$595,844	1.50	Yes	Yes	Haskell Tool Box Talks are required weekly safety briefings focused on current project safety exposures or industry challenges. These meetings are facilitated by the project superintendents or safety professionals. Craftsmen involvement is required through demonstrations, question/answer discussions, or shared experiences. Daily Crew Planning is a relatively new addition to Haskell safety training efforts. Each day, prior to starting any activities, members of the work crew huddle to plan, discuss, and evaluate the task before them. They identify roles/responsibilities, skill sets, equipment needs, and safety hazards. Upon completion of this crew-developed plan, each crew member documents his or her participation and understanding.
113	123	New York Community Bankcorp, Inc. Westbury, NY Finance/Banking	NFP	3,709 U.S.	23/0/0	NFP	2.00	Yes	Yes	New York Community Bankcorp, Inc. NYCB recently went through a major system integration combining the operating system used in the New York and New Jersey branches with branches in Ohio, Florida, and Arizona. ED&T played a major role in the conversion, preparing training and practice documentation, initially traveling to the 3 states to train employees on the new system and offering support during the practice and initial go-live days. ED&T facilitated more than 67 System Conversion, Supervisor Conversion, Teller Refresher Conversion, and Platform Refresher Conversion classes covering 613-plus employees.
114	*	Mountain America Credit Union West Jordan, UT Finance/Banking	NFP	1,164 U.S.	13/9/16	NFP	3.94	Yes	Yes	Mountain America Credit Union MACU implemented a new loan origination system that required training approximately 300 employees. To avoid leaving branches short-staffed and sacrificing quality service during this training effort, MACU decided to implement an instructor-led class requiring a 2-day program for "branch champions." Next, MACU provided a 1-day class for the remaining loan officers on the basics of the system. It was offered at corporate headquarters, regional training centers, and via Webinar. This class was supplemented by on-the-job training by the branch champions. Bolstered by the training, the system has reduced the amount of time required to open a new account from 30 to 45 minutes to 5 to 10 minutes.
115	63	LQ Management, LLC Irving, TX Hospitality	NFP	8,967 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	LQ Management, LLC LQ's INNtegration training program begins with a role-play exercise to reinforce the importance of the company's Core Values and branded customer experience called "Here For You." During the week, an instructor-led classroom session is delivered regarding LQ's social networking/peer-to-peer site Connect Online. Managers participate in several simulation exercises during the Product Quality day. The first simulation exercise is demonstrating the room cleaning process, followed by a property Safety Inspection simulation. During the Revenue Management session, managers apply their knowledge by completing a hotel case study. Participants also complete a self-study time management profile in preparation for the Time Management session.



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116	*	Novo Nordisk Inc Princeton, NJ Health/Medical Services	\$4.6B U.S. \$6.9B Global	4,374 U.S. 33,000 Global	85/0/8	\$34.6M	2.00	Yes	Yes	Novo Nordisk Inc. The HR Job Rotation program aims to create a pipeline of cross-trained internal HR talent for future opportunities and to help select employees broaden their knowledge, skills, and business acumen, thereby enhancing overall individual and organizational performance. HR job rotations last for 1 year and typically involve a stint in 1 of 3 focus areas: compensation, staffing/recruiting, and HR consulting (business partner role).
117	*	Smiths Medical St. Paul, MN Medical Equipment and Medical Device	\$1.3B Global	7,550 Global	40/28/72	NFP	NFP	Yes	Yes	Smiths Medical, LLC For product and equipment training, new hires are required to complete a series of simulations that include execution of sales calls to target customers; completion of clinical in-services during which they demonstrate how they would educate health-care professionals on the proper use of Smiths Medical devices and equipment; and health system committee presentations for more complex, premium-priced solutions. These simulations are evaluated by training managers and subject matter experts. Upon completion of the training, the simulations are consolidated, and the results are entered into a report card, which is given to the participant's line manager, their boss' boss, the marketing team, and key executives.
118	*	Dell Inc. Round Rock, TX Technology	\$62B Global	40,300 U.S. 110,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	Dell Inc. In Foundations of Leadership, new leaders attend a 3-day ILT classroom kickoff workshop and then meet virtually every month using videoconferencing technology for the next 10 months. They also attend a 2-day ILT classroom capstone workshop to celebrate their learning milestone. In this 12-month program, leaders collaborate virtually via Salesforce Chatter and the Foundations Leadership Community Portal, where they can comment on blogs, join discussion forums, and upload and download learning deliverables. The program contents incorporate resources from ConnectedLearning and HarvardManageMentor.
119	*	MassMutual Financial Group Springfield, MA Real Estate/Insurance	NFP	5,459 U.S.	53/6/64	NFP	NFP	Yes	Yes	MassMutual Financial Group Senior leaders participate in the MassMutual "Leadership at the Summit" series. This includes a 3-plus-day Summit I: Base Camp program that focuses on the development of core competencies such as business acumen and decision-making through a business-based computer simulation. The Base Camp program also involves a Leadership Profile assessment (The Hogan) and individual executive coaching prior to, during, and after the program. The next level focuses on the recently launched Summit II: Pinnacle program, which develops the leadership competencies of strategic thinking; engage and inspire; and change leadership. Pinnacle utilizes a Change Challenge project in which leaders apply their learnings to a real-life business initiative.
120	*	Saratoga Hospital and Nursing Home Saratoga Springs, NY Health/Medical Services	\$220M U.S.	1,885 U.S.	3/4/31	\$3.9M	4.25	Yes	Yes	Saratoga Hospital and Nursing Home First-line supervisors are mentored by their direct supervisors for a minimum of 6 months. They attend on-site management and leadership courses, as well as select regional and national seminars that are job-specific. Front-line supervisors are provided with operational skill building, including budget development and variance reporting, time and attendance tracking and management, human resource policy understanding and interpretation, conducting effective performance appraisals, and providing effective feedback during corrective action conversations. Human Resources representatives provide 1-on-1 consultation to supervisors in all aspects of employee relations.



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121	87	Ricoh Americas Corporation Malvern, PA Business Services	\$250M U.S.	27,000 U.S. 109,000 Global	NFP/NFP/NFP	NFP	NFP	Yes	Yes	Ricoh Americas Corporation In the last year, new hire Ricoh Sales Representative Fast Track training was updated to increase sales representatives' productivity and decrease time to first sale. By successfully completing the streamlined 4-week program, sales representatives are equipped with the knowledge and tools to be effective in the field. Productivity is captured through the AE Productivity Report and the Cross Tab Report. These reports track number of days to first and second sales, and number of days between them. Individuals completing Fast Track have demonstrated an increase in sales over the last 6 months of the fiscal year compared to those not who have not completed the program.
122	*	National Industries for the Blind Alexandria, VA Business Services	NFP	160 U.S.	NFP/NFP/NFP	NFP	NFP	Yes	No	National Industries for the Blind To develop a database for Succession Planning at NIB, the Learning and Development Department created a career development guide for employees and managers. The guide provides a process that engages both employees and managers in periodic discussions about knowledge and skill development. Individual development plans are captured using an electronic form, submitted to Learning and Development. Data are compiled and assessed to determine NIB training initiatives for the upcoming fiscal year and to provide career development suggestions to individual employees.
123	*	Consigli Construction, Inc. Milford, MA Construction	NFP	450 U.S.	2/1/25	NFP	NFP	Yes	Yes	Consigli Construction, Inc. The company's Emerging Leaders program started in January 2011. Twelve high-potential leaders were selected based on criteria from Consigli Construction's president. The first year of the 2-year program focused on leadership theory and experience. The second year focused on mentoring the new leaders and putting their first year of theory into practical application. After attending Consigli's annual Executive Strategic Planning Meeting, the group was assigned actions to demonstrate their commitment, lessons learned, and accountability. To date, these leaders have either completed a process improvement, spearheaded a focus group, or become an advocate for a culture change. Three members of the first Leaders group have been promoted.
124	116	Microchip Technology Inc. Chandler, AZ Manufacturing	\$290.3M U.S. \$1.3B Global	2,315 U.S. 6,923 Global	30/2/115	\$3.6M	1.90	Yes	Yes	Microchip Technology Inc. New College Graduates (NCG) in North America are assigned a Microchip mentor to work with them for a minimum of 1 year. Mentors focus on guiding NCG engineers on their technical skill development. In addition to the NCG program, Microchip established a Coach Cadre of experienced leaders who coach new leaders worldwide in the development of their leadership/management skills. And in manufacturing environments, new production specialists are assigned an on-the-job trainer or peer-trainer to coach them in their job responsibilities in a clean room environment.
125	100	Healthpoint Biotherapeutics Fort Worth, TX Health/Medical Services	NFP	375 U.S. 400 Global	4/44/22	\$1.8M	NFP	Yes	Yes	Healthpoint Biotherapeutics New sales representatives participate in Healthpoint's new hire orientation process, which includes a blended learning approach of online, practical, and situational training. All new hires participate in 40 hours of home study, 40 hours of on-the-job training with a field-based sales trainer, and 80 hours of home office-facilitated training within their first 3 months of employment. In addition, eligible employees participate in a week-long Orientation II to further enhance their selling skills. Healthpoint also employs two dedicated national sales trainers whose sole purpose is to work with new employees within 3 months of completing orientation.



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