

2007 Training TOP 125

The task of ranking the top companies of employee-sponsored workforce training and development is no easy feat. This year, *Training's* sixth annual report, adds 25 more companies to the list... Training Top 125. Each company has been measured on quantitative (75 percent to total score) and qualitative (25 percent to total score) data. There are fundamental questions kept in mind to arrive at the rankings: Is training tied to business objectives? Size of organization? Number of trainers? Employee turnover and retention? Leadership development? Certification? Dollars spent on training? Percentage of payroll? And, much, much more. An outside research and statistical data company, under the guidance of *Training* magazine, appropriately scores companies on this and much more data supplied by companies. Then, our editors subjectively review each application. Inside the Top 125 companies, you'll find an enormous amount of investment, dedication, and commitment to learning and development excellence. This year, there were 49 newcomers to the list...two in the Top 10, and 7 in the Top 50.

Best Practices and Outstanding Training Initiatives also are recognized this issue (beginning on p. 84). Learn how Northwest Airlines works with vendors; how Olive Garden adds a little DASH; how McDonald's spices up its Hamburger University; and how Deloitte & Touche seeks One Team for One Tomorrow.

Congratulations to this year's Training Top 125.

2006 Rank	2005 Rank	Company Name/ Location/ Primary Business	Annual Revenue	No. of Trainers			Total Training Budget	Training Budget as a Percentage of Payroll	Tuition Reimbursement	Corporate University	Additional Information	
				No. of Employees	Full-Time	Part-Time						SMEs
1	4	The Ritz-Carlton Hotel Company, L.L.C. Chevy Chase, MD Hospitality	\$1.6B U.S.	21,296 U.S.	73	-	30	NFP	NFP	Yes	Yes Traditional	The Ritz-Carlton Hotel Company Since this luxury hotel chain developed and implemented its proprietary customer relationship management software Mystique—which makes it easy to call guests prior to arrival—in 2005, it's seen an 81 percent user satisfaction rate, and the generation of \$524,805 in additional revenue. To effectively expand use of the system last year, the company's learning division partnered with operations to hold weekly training conference calls, distribute technical training manuals, deploy localized training environments, pre-record Web demos, and deliver knowledge assessments and training dashboards.
			\$2.4B worldwide	31,342 worldwide								
2	13	Pricewaterhouse-Coopers LLP New York, NY Professional Services	NFP	29,000 U.S.	510	600	700	NFP	7%	Yes	Yes Virtual and Other	Pricewaterhouse-Coopers LLP Professional skill development is a way of life at this accountancy through instructional approaches such as self-paced learning and on-the-job training. These skills are focused on at conferences like Go Audit 1, a two-week group-learning experience for first-year Assurance associates, which 4,200 learners attended between January and October 2006. Advisory University, an annual, week-long event, includes 150 technical and professional development courses, leadership sessions, and networking.
			\$20.8B worldwide	140,000 worldwide								
3	37	EMC Corporation Hopkinton, MA Technology; Information Lifecycle Management	\$9.7B worldwide	26,500 worldwide	365	-	-	\$120M	NFP	Yes	Yes Other	EMC Corporation By 2012, the world will need more than a million new IT/storage professionals, according to EMC, and that poses quite a challenge. EMC has adopted a unique approach to this shortage of skilled labor. Its Academy Program offers colleges and universities a product-agnostic curriculum entitled, "Storage Technology Foundations," which introduces students to the world of data storage. The program is gaining momentum everywhere, particularly in India. EMC recently signed up its 25th Indian college, GSS Institute of Technology at Bangalore, which joins universities that include Delhi College of Engineering and BITS Pilani. The EMC Academy Program also is popular in the U.S., Mexico, and Ireland.
4	6	Verizon Wireless Basking Ridge, NJ Communications	\$32.3B worldwide	58,000 worldwide	820	5	846	NFP	5.3%	Yes	Yes Virtual and Other	Verizon Wireless Identification of high-potential diverse employees for the Insights For Success-Diverse Leadership Workshop was a key focus in 2006 at this wireless telecommunications company. Since the program's inception in 2003, 28 percent of graduates have made lateral moves within the company, or received promotions, and 98 percent have been retained. The best features of the program, participants say, are learning from diverse executive presenters, networking, sharing experiences, and assessing/aligning their personal and professional goals.
5	10	General Mills, Inc. Minneapolis, MN Manufacturing	\$9.8B U.S.	17,460 U.S.	NFP	NFP	NFP	NFP	NFP	Yes	Yes Traditional and Virtual	General Mills, Inc. With 360 salaried employees to support all of this manufacturing corporation's customers—ranging from Wal-Mart to Sysco and Kroger—customer service training needs are assessed on several factors: customer service measures, an internal General Mills Customer Service survey that is completed by the sales division, and feedback from customers and sales. Among its training priorities is a new hire ability to service customers quickly, as approximately 50 account operations specialists are hired annually. An intensive 3.5-week program for new team members includes technical system training; how to manage the customer; and how to work cross-functionally with sales reps, buyers, distribution, and logistics.
			\$11.6B worldwide	28,144 worldwide								

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6	2	Ernst & Young New York, NY Professional Services	NFP	29,000 U.S. 114,000 worldwide	380	1,200	500	NFP	NFP	Yes	Yes Traditional and Virtual	Ernst & Young In 2006, this accountancy's Global Assurance learning team introduced the new Executive Challenge—an innovative blended-learning approach to engage busy professionals and address performance issues. The objective of the "challenge" was to teach executives how to "apply" their knowledge, skills, and judgment in "real-world" situations through the use of a facilitated simulation. More than 1,000 instructors in more than 65 countries delivered the program to approximately 12,000 employees. BP
7	*	KPMG LLP New York, NY Audit, tax, and advisory firm	NFP	20,619 U.S. 103,621 worldwide	NFP	NFP	NFP	NFP	NFP	Yes	Yes Traditional and Virtual	KPMG LLP Across all functions at this audit, tax, and advisory firm, training for supervisory responsibilities is part of a continuous curriculum. These professionals attend national training every year, steadily developing the technical and management skills they will need to advance. In 2005 and 2006, more than 4,500 new associates were hired from campuses; in those same years, more than 3,000 associates were promoted to the senior associate (first-line supervisor) level. By the time they reach this supervisory level—within their first three years at the firm—they will have each received as much as 300 hours of training.
8	7	Wyeth Pharmaceuticals Collegeville, PA Health/Medical Services	\$10.3B U.S. \$18.8B worldwide	26,757 U.S. 51,570 worldwide	NFP	NFP	NFP	NFP	NFP	Yes	Yes Traditional and Virtual	Wyeth Pharmaceuticals This pharmaceutical company maintains quality through continuous process improvement that includes regular skill needs assessments. Failure to obtain 90 percent requires immediate remediation to address skill gaps, verified through another round of testing. "Supercharger" courses are regional programs that renew and update product knowledge and selling skills. Interactive learning applications are developed based on findings of needs analysis, and workshops are available as well to help employees apply knowledge through role-play exercises.
9	1	Booz Allen Hamilton McLean, VA Consulting	NFP	16,000 U.S. 18,000 worldwide	86	200	30	NFP	6.5%	Yes	Yes Traditional, Virtual, and Other	Booz Allen Hamilton This consulting firm's Employee Development Frameworks (EDF), which identify required competencies and appropriate development opportunities, have been defined at each step on the career ladder. In addition to competency maps and individual development plans, employees receive a 360-degree annual competency assessment performed by an outsider to their team involving consultations with as many as 15 colleagues. Promotions are based on demonstration of competencies, and, on the needs of the business. Tying promotions to competency development enables the company to track the progress of those who participate in learning activities.
10	*	Export Development Canada Ottawa, ON Finance/Banking	\$1.5B (Canadian \$) worldwide	1,258 worldwide	6	15	120+	N/A	2.9%	Yes	Yes Traditional, Virtual, and Other	Export Development Canada In a proactive and deliberate move to enable this finance/banking provider to be more change resilient, Learning & Development introduced change readiness training for all corporate leaders. The one-day course is based on a model of change called, The Change Cycle™, and helps leaders recognize the different stages an individual will go through when faced with a change. Leaders develop theoretical understanding and concrete skills, such as crafting a change announcement and dealing with resistance to change. A highly positive response to the program prompted a modified version of the course with nearly half of EDC's teams enrolling.
11	5	Lockheed Martin Corporation Bethesda, MD IT and Defense	\$37.2B worldwide	124,000 worldwide	370	18	480	\$345M	3.6%	Yes	Yes Traditional and Virtual	Lockheed Martin Corporation Certifications are often driven by contractual, local, state, and federal laws that require demonstrated levels of competency to conduct business. Lockheed Martin is able to win complex and futuristic contracts by meeting and exceeding government standards and requirements through proactive certification programs. To encourage employees to go beyond the basic requirements, the company provides full tuition reimbursement, online classes, and many third-party certifications in manufacturing, project management, and technical skills. Certifications are managed by its Learning Management System, which allows employees to view requirements, check certification status and expirations, and in some cases, perform training requirements through online courses. BP
12	47	Scotiabank Group Toronto, ON Finance/Banking	\$10.7M worldwide	46,631 worldwide	145	-	N/A	N/A	2.4%	Yes	Yes Virtual	Scotiabank Group This bank tries to integrate elements of its diversity initiative into its entire curricula. The company addresses how to manage across generations in its supervisory/management program, and also has made diversity objectives a part of its recruitment, interview, and selection program for hiring managers and recruiters. Those hiring learn appropriate questions to ask in a selection interview based on the Canadian Human Rights Act, as well as recruitment strategies for creating a diverse workforce.
13	48	Cerner Corporation Kansas City, MO Healthcare/IT	\$1B U.S. \$1.1B worldwide	6,310 U.S. 7,296 worldwide	113	395	389	\$33M	6%	Yes	Yes Traditional, Virtual, and Other	Cerner Corporation The SolutionWorks/Client Care Contact Center Learning Program at this healthcare information technology solutions and services provider includes customer service skills, organization orientation, and specific solution knowledge. Further, a structured learning model across the support organization provides associates with a framework that allows for future associate growth with their use of a robust professional development plan. The approach aligns various formal and informal development activities into a single comprehensive program. Results include: reduced time-to-productivity from three months to one month; a 70 percent increase on average in overall productivity during first 12 weeks in role; and improved associate satisfaction, which reduced attrition from 38 percent to 14 percent year-to-date.
14	51	SCC Soft Computer Clearwater, FL Healthcare Information Systems Software	\$62.5M U.S.	550 U.S. 1,150 worldwide	10	5	46	\$2.6M	12.7%	Yes	Yes Virtual and Other	SCC Soft Computer This healthcare information systems software company takes a multi-pronged approach to career counseling. Since English is a second language for many of its employees, a tutor is made available to assist workers with language skills. For overseas contractors, the company delivers instruction on becoming "managers in training." Future leaders are selected from this group for management positions. The company also has expanded its offering of team-building and train-the-mentor courses to non-management staff.
15	*	Satyam Computer Services Limited Andhra Pradesh, India IT Solutions	\$1B worldwide	30,000 worldwide	142	900	1,200	NFP	10.4%	Yes	Yes Traditional, Virtual, and Other	Satyam Computer Services Limited This information technology solution provider's approach is to develop basic, written and verbal, communication skills at entry level, and progressively provide additional skills to enable associates to make business presentations and proposals. Programs help associates communicate effectively in their current role and prepare for challenges of future roles. Instruction is delivered through a blend of e-learning, and instructor-led and peer learning modules. Each module has an evaluation process built into it to make sure they've really learned.

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16	55	Miami Children's Hospital Miami, FL Health/ Medical Services	NFP	2,745 U.S.	28	52	105	\$8.5M	6.4%	Yes	Yes Traditional	Miami Children's Hospital This hospital offers more than 128 certification programs annually for basic and advanced life support, neonatal and pediatric resuscitation, in addition to medical trauma certifications. Its education department, accredited by the American Heart Association and Trauma Center, serves as a certified training center for employees, local fire fighters, paramedics, as well as patients and their families. Its certified "Child Sitter" Program has been nominated as a best practice in the <i>South Florida Journal</i> .
17	*	University of New Mexico Hospitals Albuquerque, NM Health/ Medical Services	\$408M U.S.	4,500 U.S.	NFP	NFP	NFP	\$2.3M	70%	Yes	Yes Traditional	University of New Mexico Hospitals All staff at this hospital must demonstrate competence in areas such as patient care, and employees are re-evaluated on competencies annually. In addition, all new leaders must complete developmental and online learning courses. Employees can keep track of these requirements through their Learning Plans, personalized corporate education agendas given to new hires that list required coursework based on job classification.
18	77	1-800-FLOWERS.COM Carle Place, NY Retail	\$781M	NFP	NFP	NFP	NFP	NFP	NFP	No	Yes Traditional, Virtual, and Other	1-800-FLOWERS.COM The company's "Seeds of Success" outlines the way this retailer interacts with its external and internal customers. The seeds include: Be Constructive, Be Positive, Be Prompt, Be Outcome Focused, Be Reflective, and Be Relentless in Seeking Positive Incremental Improvement Everyday. To support these goals, training includes the customer's perspective in all documentation to ensure the customer is always first. The training department is held accountable for knowledge and courtesy in its customer feedback surveys such as Bizrate and ECHO (Every Customer Has Opinions). OTI
19	23	Microsoft Corporation Redmond, WA Software	\$29B U.S. \$44B worldwide	44,000 U.S. 71,000 worldwide	NFP	NFP	NFP	\$330M	3.3%	YES	Yes Other	Microsoft Corporation The Corporate Learning and Development group, a part of this software company's People Organizational Capability team, oversees core competency development. Employee learning is driven by job role across all business groups and professions: individual contributors, managers, and senior leaders. The team consists of thought leaders and instructional designers with degrees in industrial psychology, education, and organizational development. The core learning programs offered by the team are supplemented by professional learning offerings.
20	63	inVentiv Commercial Services Somerset, NJ Commercial/Clinical Services	\$393.9M worldwide	2,973 worldwide	19	46	300	NFP	10%	Yes	Yes Virtual and Other	inVentiv Commercial Services Each employee at this company, which provides commercialization services for the pharmaceutical and biotech industries, has a DiSC Personal Behavior Profile on file that is matched to the competencies of his or her position. Development plans are written to enable employees to strengthen their skills, and if they identify an interest in another part of the business, a plan is developed to help them smoothly transition to another role within the company.
21	9	KLA-Tencor San Jose, CA Manufacturing	NFP	NFP	NFP	NFP	NFP	NFP	NFP	Yes	Yes Virtual	KLA-Tencor This manufacturing company understands the power and influence of effective communication as it drives actions and results at all levels. Thus, KLA-Tencor's Learning Team has developed a communication curriculum that intertwines presentation development, speaking skills, and audience management with Executive Reviews, Program Reviews, Peer Technical Reviews, and Change Management Communications. By learning a defined structure and methodology for various communication scenarios, the company says its employees are better prepared and more effective in communicating to company executives and/or updating engineering peers on technical advancements and the status of business programs. OTI
22	14	BMO Financial Group Toronto, ON Finance/Banking	\$2.6B U.S. (Canadian \$) \$9.6B (Canadian \$) worldwide	6,875 U.S. 33,785 worldwide	181	-	NFP	\$61M U.S.	2.2%	Yes	Yes Virtual and Traditional	BMO Financial Group This financial services company offers internal accreditations across many disciplines, and supports employees throughout the enterprise to achieve external industry certification. Internal and external accreditation or certification standards are directly linked to performance standards. The company's BMO's Technology & Solutions (T&S) group leverages both internal accreditations and external certifications to achieve business results. Its integrated Process Improvement programs have resulted in measurable process advances, including a 15 percent improvement in overall on-time and on-budget project delivery, equating to approximately \$10 million in savings.
23	36	Aetna Inc Hartford, CT Real Estate/Insurance	\$22.4B worldwide	31,850 worldwide	341	-	186	\$48.9M	2.9%	Yes	Yes Virtual	Aetna Inc. Aetna's Customer Service Training addresses a population of more than 7,000 employees in more than 20 different organizations. New hires attend between 12 and 16 weeks of training delivered in a face-to-face instructor-led format. Once new hire training is complete, changes in products, policies, and systems require this population to attend an average of 7 hours of training per month (e-learning is the preferred delivery format for this training). In 2006, more than 400 hours of training in more than 300 separate programs was delivered. According to participants, satisfaction has improved by 20 percent, and supervisor surveys that track "observed performance within the trained areas 90 days after training" has improved by 12 percent.
24	*	South African Breweries Limited Gauteng, South Africa Manufacturing	\$2.2B South African	4,750	61	-	40	N/A	6%	Yes	Yes Traditional and Virtual	South African Breweries Limited Employee orientation at this brewery occurs on both a centralized and de-centralized level. The Ambassador program covers the company's value chain, brands and products, customers, markets, values, and strategies. On the de-centralized level, employees complete the company's Competency Acquisition Process (CAP), which delivers a functional orientation to their specific-role requirements and competencies, providing them with the tools to become competent within as short a time period as possible.
25	12	Deloitte & Touche USA LLP and its subsidiaries New York, NY Professional Svcs	NFP	35,921	121	2	1,696	NFP	NFP	Yes	Yes Virtual	Deloitte & Touche USA LLP and its subsidiaries Deloitte Career Connections (DCC) supports the development interests of this accountancy's entire workforce—from professional development to career planning and ownership, internal mobility, and flexibility and choice. Thirteen dedicated, full-time employees provide one-to-one confidential career coaching, one-to-one confidential professional development coaching, career planning and development workshops for groups and teams, and a network of online career resources. Highlights of DCC include: 5,000-plus coached clients; 1,675-plus newly coached clients in 2006 (a 19.6 percent increase over 2005); and an estimated \$104.3 million cost savings in retention and development. OTI

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26	76	David Weekley Homes Houston, TX New Home Construction	\$1.2B U.S.	1,613 U.S.	39	186	38	\$4.5M	5.9%	Yes	Yes Traditional and Virtual	David Weekley Homes In keeping with its building theme, and its use of Legos, new team member orientation begins with a two-day indoctrination known as Weekley 101. At its home office in Houston, new team members experience the company's history, and learn first hand its philosophy, vision, and culture. On hand for the learning experience is David Weekley, chairman of the board of the company that bears his name. Day two of the experience has team members building a house...out of Legos.
27	32	Olive Garden Italian Restaurant Orlando, FL Hospitality	NFP	NFP	NFP	NFP	NFP	NFP	NFP	Yes	Yes Other	Olive Garden Italian Restaurant A diverse culture is fostered at this restaurant chain through involvement in community affairs, diversity of suppliers, and workforce diversity. A program known as the Diversity Learning Experience (DLE) is delivered to directors of operations (DOs), general managers (GMs), and restaurant support center managers. Reaching more than 1,700 leaders with an initial investment of \$3 million, DLE provides diversity training from the executive level through DOs and GMs. BP
28	29	MGM Grand Hotel - Las Vegas Las Vegas, NV Hospitality	NFP	22,057 worldwide	76	-	553	NFP	NFP	Yes	Yes Other	MGM Grand Hotel - Las Vegas Following a mandatory eight-hour orientation, new hires at this hospitality provider begin intensive, department-specific orientation and on-the-job training. In its Mandalay Spa, spa coordinators receive an additional two weeks of on-the-job training on phone etiquette, treatment descriptions, scheduling, and training on the point-of-sale system. New massage therapists spend 4 to 5 days with a lead therapist learning the products and protocols for specialty services at the spa. OTI
29	28	Scottsdale Insurance Company (SIC) Scottsdale, AZ Real Estate/ Insurance	1.8B U.S.	1,283 U.S.	12	10	145	\$4.1M	5.3%	Yes	Yes Other	Scottsdale Insurance Company (SIC) Employees at this insurance company are offered career counseling through programs such as Career Power, Managing Professional Growth, Interviewing Skills, Career Assessment, Networking for Success, Personal Branding, Resume Development, and Financial Planning. As of press time, 314, or 24 percent of employees, had participated in one or more of these programs. The Career Development Liaison Program provides for a network of leaders in each division who offer career coaching. Sixteen liaisons to date report that 30 associates have made significant progress due to the program.
30	40	Children's Healthcare of Atlanta Atlanta, GA Health/ Medical Services	\$1B U.S.	6,200 U.S.	90	20	250	\$15M	5%	Yes	Yes Traditional, Virtual, and Other	Children's Healthcare of Atlanta Children's Center for Leadership (CFL) is a comprehensive approach that integrates talent planning, development, and leader movement to increase leadership performance and bench strength. Initiated in 2004, this \$6 million investment over 5 years is showing strong results: more than \$3 million in financial benefit on a \$1.2 million investment; internal promotions are up from 40 percent to 50 percent; 100 percent of participants report achieving concrete results; and strong competency improvement as measured through 360-degree assessment and feedback.
31	30	Allstate Insurance Company Northbrook, IL Real Estate/ Insurance	\$35.3B worldwide	35,096 U.S. 37,609 worldwide	643	35	7,900	\$93.2M	2.9%	Yes	Yes Other	Allstate Insurance Company This insurance company's Talent Acceleration Program (TAP), a rotational development program combining "high touch" customized development assignments, structured business learning, and networking, is sponsored by its CEO, Tom Wilson. TAP is designed to provide development experiences at an earlier stage in an employee's career. It provides small groups of individuals, selected from a pool of company-wide nominees, with a variety of planned developmental experiences over a two-year period in order to enhance knowledge and broaden exposure to Allstate's businesses, products, and services; hone leadership skills; and build internal professional networks.
32	39	LexisNexis Miamisburg, OH Publisher	NFP	9,560 U.S. 13,400 worldwide	100	91	NFP	NFP	NFP	Yes	Yes Traditional, Virtual, and Other	LexisNexis This electronic and print publisher's support staff, which uses a Web-based complaint management system called WebStar to investigate, aggregate, and resolve customer concerns, were offered customized courses allowing each staff member an average of 5.3 hours of training, resulting in a total of 2,390 hours of training time. The system includes time-tracking features to facilitate prompt follow-up, promote cycle-time improvement, and prevent issues from "falling through the cracks." Wherever possible, customer complaints are used to drive accountability and process improvement.
33	33	TAP Pharmaceutical Products Inc. Lake Forest, IL Health/ Medical Services	NFP	3,095 U.S.	NFP	NFP	NFP	NFP	NFP	Yes	Yes Virtual	TAP Pharmaceutical Products Inc. Succession planning at this pharmaceutical company is conducted in four meetings. In the first, each functional leadership team reviews current talent strategy, identifying high-potential and critical employees, as well as successors for all positions. Development plans for individuals under consideration also are discussed. The second meeting familiarizes functional leaders with talent in other parts of the organization, while the third features a senior leadership review used to finalize the high-potential pool. The fourth meeting is an executive review to finalize plans, and frame talent management strategy for the coming year.
34	21	Paychex, Inc. Rochester, NY Business Services	\$1.6B worldwide	10,911 U.S. 10,942 worldwide	93	36	108	NFP	NFP	Yes	Yes Other	Paychex, Inc. To be sure its payroll specialists—those responsible for providing payroll processing service to clients, answering payroll tax and human resource-related questions—are well prepared, this business services company created a specialized training program. For 12 to 18 months, a blended approach of instructor-led training, online testing and reinforcement, job shadowing, service observance, and system application is used along with the assistance of mentors for learners.
35	*	Four Seasons Hotels, Ltd. Toronto, ON Hospitality	\$1.2B U.S. \$2.6B worldwide	13,000 U.S. 32,000 worldwide	75	-	550	NFP	NFP	Yes	Yes Virtual	Four Seasons Hotels, Ltd. At each of its 70 hotels, a dedicated Learning Manager reports in a dual capacity to the Hotel Manager and Director of Human Resources, ensuring a direct link to the operation. At the end of each year, a thorough "Learning Needs Analysis" is completed, a review of the company and hotel goals, an assessment of current performance, a clarification of performance gaps, and, ultimately, a plan for learning or other interventions to help close those gaps. For example, one of the Four Seasons' global goals is to deliver the very best guest experiences as measured by mystery shoppers who test the company's 300 standards. The Learning Manager's incentive is based on the achievement of these goals.

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36	44	HSBC - North America Prospect Heights, IL Finance/Banking	\$61.7B worldwide	53,722 U.S. 60,306 U.S. & Canada	283	16	12	\$52.3M	1.3%	Yes	Yes Traditional and Virtual	HSBC - North America Finance/banking institution HSBC-North America links strategy and learning in its "I am the Brand" initiative. According to the company, while HSBC ranks among the top 30 global brands, it is less-known in the U.S. market. That's why an initiative was created to lead employees to internalize HSBC's brand values. HSBC wants employees to "Understand the Brand," Web-based training that speaks to the company's brand values; "Build the Brand," a video in which executives share how HSBC's values build brand promise; and "Live the Brand," kits with activities that managers conduct in small groups to make the brand values relevant to each job.
37	72	Alltel Communications, Inc. Little Rock, AR Communications	\$9.4B U.S.	15,082 U.S.	76	10	1,172	NFP	NFP	Yes	Yes Other	Alltel Communications, Inc. "Leading It Right" was created and delivered to this communications provider's frontline leaders based on the company's core values and how its leaders display those values in the context of their jobs. A required course for all frontline managers—and open to other interested employees—more than 2,100 employees attended the program in 2006. "Leading it Right - Operations," for other senior management, emphasizes how to leverage coaching engagements, provide practical leadership techniques, and how to serve as coaches for frontline leaders. According to Alltel, thanks to these programs, there has been a noted improvement in employee morale, job satisfaction, and greater understanding of Alltel's values. BP
38	25	Wells Fargo & Company San Francisco, CA Finance/Banking	\$32.9B U.S.	N/A	1,300	N/A	550	\$283M	2.7%	Yes	Yes Traditional and Virtual	Wells Fargo & Company This financial services company encourages employees to use their expertise to teach financial literacy courses to their community or volunteer otherwise. The company feels so strongly about this, it helps them find volunteer opportunities and organize activities with colleagues, through an Internet-based tool called VolunteerWellsFargo. Hands-on-Banking is a free curriculum that teaches children and adults money-management skills in both English and Spanish. More than 5,000 employees across the country have been trained to help teach the curriculum in schools and community groups.
39	81	Scientific Atlanta, A Cisco Company Lawrenceville, GA Communications	\$1.5B U.S. \$1.9B worldwide	1,718 U.S. 7,705 worldwide	1	3	6	\$4.4M	2.2%	Yes	Yes Traditional and Virtual	Scientific Atlanta, A Cisco Company A dedicated trainer in the customer service center, as well as classroom, on-the-job training, online courses, and coaching customer calls are part of this communications company's customer-service training. The company has expanded customer-service rep coaching to include the review of e-mail responses, and even teaches writing skills to show reps how to project positive service to customers. The call center's ability to respond to customers accurately and in a timely manner has increased due to these training efforts. In a recent survey, 72 percent of customers rate overall customer satisfaction as favorable/highly favorable.
40	19	BB&T Corporation Winston-Salem, NC Finance/Banking	\$7.8B U.S.	28,367 U.S.	180	8	-	\$42.3M	4%	Yes	Yes Traditional, Virtual, and Other	BB&T Corporation One of this financial services company's newest endeavors is the redesigned New Employee Orientation ("NEO"), which all new employees must attend within 30 days of joining the organization. The theme is a cruise setting with trainers welcoming new employees aboard the SS Opportunity (aligned with the new company slogan, "There's Opportunity Here"). With tropical music in the background and fun "destination" activities, new employees learn about BB&T's culture and facts regarding benefit enrollment, dress code ("cruise wear"), and career management. In 2007, 762 sessions are planned touching 7,000-plus employees.
41	*	McDonald's USA, LLC Oak Brook, IL Hospitality	\$6.9B U.S. \$20.4B worldwide	109,359 U.S. 589,109 worldwide	186	41	6,300	NFP	NFP	Yes	Yes Traditional and Other	McDonald's USA, LLC This mega-fast food chain's succession planning, which occurs at all levels, has come in handy over the last few years. In 2004, after only 16 months in his position, the company's CEO suffered a fatal heart. His successor resigned to fight terminal cancer only seven months later. And, in August 2006, the presidency of the U.S. company changed hands. Throughout this period of change in both worldwide and U.S. leadership, McDonald's overall sales, and year-over-year comparable same-store sales, continued to grow—for 41 consecutive months. OTI
42	98	AlliedBarton Security Services King of Prussia, PA Security Officer Services	\$1.1B worldwide	47,000 worldwide	93	57	15	NFP	NFP	Yes	Yes Traditional, Virtual, and Other	AlliedBarton Security Services Sales University is this security officer services provider's intensive, five-day classroom workshop designed for its Development Managers (BDMs), to produce the most effective sales force in the industry. The courses, conducted by training professionals and senior staff members at AlliedBarton headquarters, help immerse new BDMs into the corporate culture. Since its implementation, the program has resulted in a highly knowledgeable sales force that experiences little turnover, and has met and exceeded its sales goals each year.
43	59	The Home Depot Atlanta, GA Retail	\$81.5B worldwide	322,396 U.S. 351,545 worldwide	527	26	N/A	\$600M	NFP	Yes	Yes Other	The Home Depot In 2005, this retailer launched the Retail Leadership Development Program (RLDP) for its nearly 10,000 Assistant Store Managers, Store Managers, and District Managers. Designed to ensure these retail leaders receive the targeted training they need to become "Great Leaders, Great Merchants, and Great Operators," RLDP replaced the 117.5 hours of training with nearly 300 hours of instructor-led courses and an additional 2 to 12 weeks of self-paced, leader-facilitated training in the field.
44	20	Special People In Northeast, Inc. (SPIN) Philadelphia, PA Non-profit Human Services	\$34.1M worldwide	707 worldwide	5	-	40	\$501K	2.7%	Yes	Yes Traditional	Special People In Northeast, Inc. (SPIN, Inc.) This nonprofit for persons with disabilities was selected to participate in the University of Massachusetts (UMASS) Medical School's nationwide pilot to train direct-service reps via an online curriculum to mentor colleagues. The project, which began in July 2005, is now complete, with 12 of 15 participants. An evaluation is currently being conducted by UMASS to ascertain the effectiveness of the pilot. SPIN has requested access to the results, which it will use to help craft future programming.
45	71	BÖWE BELL + HOWELL Durham, NC Manufacturing	NFP	2,025 U.S. 2,139 worldwide	18	8	72	\$4.7M	NFP	Yes	Yes Traditional and Virtual	BÖWE BELL + HOWELL To support the BBH enterprise, it was imperative to craft a leadership development program to meet the needs of its market-place and geographically diverse workforce (200-plus managers located throughout North America). The solution is a three-part approach packaged as the Strategic Leadership Development Curriculum: BBH Leadership Orientation (BBHLO) equips all managers to lead a team through alignment of culture, values, strategy, and performance; a series of functional leadership courses focuses on skills such as finance and business systems specific to the manager's business unit; and advanced management courses further increase specific skills required within the organization.

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46	54	Aflac Incorporated Columbus, GA Real Estate/ Insurance	\$3.6B U.S. \$14.3B worldwide	4,326 U.S. 8,766 worldwide	47	90	13	\$7.3M	3.9%	Yes	Yes Virtual	Aflac Incorporated As employees in areas such as Claims, Policy Service, and the Customer Call Center gain new knowledge and skills, they elevate into more focused positions at this insurance provider. Focused positions allow employees to better utilize newly acquired skills and more effectively serve customers. As vacancies occur in these positions, other employees at that level can be rotated to fill the void left from the vacancy. In this way, the void has been filled with an individual who already possesses the fundamental skills needed to effectively complete the duties of the position; and, Aflac's policyholders are able to have their business processed in a timely manner without interruption in service.
47	58	First Pioneer Farm Credit, ACA Enfield, CT Finance/Banking	\$140M worldwide	281 worldwide	-	1	15	\$525K	3.4%	Yes	Yes Traditional and Virtual	First Pioneer Farm Credit, ACA (Agricultural Credit Association) In 2004, the national Farm Credit System began a visioning project called Farm Credit Horizons, a research and assessment initiative that examined the rapidly changing needs of agriculture. A member of First Pioneer's senior management team was selected and assigned to the Horizons project. In late 2005, the project culminated with a report entitled, "21st Century America: New Horizons for U.S. Agriculture." First Pioneer wanted to share these report recommendations with employees, customers, and external stakeholders, and so a Horizons Minute—a fact, a quote, a graph, or a call to action sent via e-mail each business day—was created. "Minutes" are now used for other training topics.
48	22	Wachovia Charlotte, NC Finance/Banking	\$25B U.S. \$26.1B worldwide	92,354 U.S. 93,980 worldwide	463	12	N/A	\$103M	3%	Yes	Yes Other	Wachovia Since this bank launched its Executive Coaching Practice, the group has supported the company's Executive Leadership Program by developing 74 internal coaches, and providing coaching support to 189 leaders across the organization. Coaches support participants through a 360-assessment process based on the company's leadership competencies. They deliver the 360-feedback, assist employees in understanding the results, help them create individual development plans, and provide on-going support for a defined period. For 2006, participants estimated a business impact of more than \$368,000 per coaching engagement. OTI
49	42	Steelcase, Inc. Grand Rapids, MI Manufacturing	\$2.3B U.S. \$3.8B worldwide	8,420 U.S. 15,651 worldwide	61	-	59	\$7.2M	2.1%	Yes	Yes Other	Steelcase, Inc. Professional skills training at this manufacturing company include certified project management certification, lean manufacturing, OSHA health and safety certification, and hi-low equipment certification/recertification. The company's university provides sales, design, product training, and installation training to its dealer distribution personnel, comprising approximately 24 percent of the 57,600 course completions in the last year. Vendor certification also is provided for its suppliers, representing another 2 percent of total course completions annually.
50	45	Gilbane Providence, RI Construction Management	\$2.1B U.S.	1,582 U.S.	7	158	50	NFP	1.6%	Yes	Yes Other	Gilbane For this construction management company, communication is essential in relating a project's life cycle. Its program, Clients for Life, focuses on three key areas: Building Exceptional Customer Satisfaction, a course taught by the company president, William Gilbane, Jr., on the history, values, and customer satisfaction mindset; Managing with the Architect describes techniques to collaborate with architects to enhance project outcomes and decrease conflict; and Managing the Client Experience (new in 2006) prepares employees to recognize client opportunities and use appropriate tools like questioning, listening, and teaching.
51	24	The Reynolds and Reynolds Company Kettering, OH Information Management	NFP	3,694 U.S. 4,200 worldwide	20	-	-	NFP	4.4%	Yes	Yes Traditional and Virtual	The Reynolds and Reynolds Company This information management provider's Advanced Leadership Series builds strategic leadership skills, such as how to better lead, manage, and develop associates. Topics covered include how to inspire commitment, problem analysis and decision-making, optimal team performance, the development of others, building trust, resolving conflict, and facilitating change. Managers who demonstrate proficiency in these areas are awarded an Advanced Leadership Certification, and access to an online tool called OPAL that reinforces the concepts and methodology covered in the classroom.
52	34	John Wieland Homes and Neighborhoods Atlanta, GA Construction/Building	\$764M U.S.	1,050 U.S.	3	2	137	\$772K	1.5%	Yes	Yes Traditional, Virtual, and Other	John Wieland Homes and Neighborhoods To minimize the number and severity of accidents, this building company provides extensive safety training to employees. In 2005, it provided more than 1,200 hours of safety training to approximately 400 trade partners and employees (five hours per employee). Topics include fall protection, injury prevention, and appropriate actions in the case of an accident. Training has had a dramatic impact on safety. Since safety training was introduced in 1994, the number of reported accidents annually has dropped from 343 to 145.
53	*	Chesterfield County Government Chesterfield, VA Government and Military	\$604M U.S.	4,283 U.S.	28	61	280	\$4.1M	3%	Yes	Yes Other	Chesterfield County Government By way of creating Chesterfield University, Chesterfield County has gained a reputation in the Richmond Metro region and the state of Virginia as offering an environment for life-long learning and career enhancement. In 2006, the county's job applications were up 29 percent over the previous year with 37,467 applicants vying for 407 job openings. A survey, administered during New Employee Orientation, indicates that opportunities for advancement and learning and development opportunities are ranked No. 2 and No. 6, respectively, out of 10 reasons why employees chose Chesterfield County as an employer.
54	18	Capital One Financial Richmond, VA Finance/Banking	\$12.2B worldwide	21,000 worldwide	NFP	NFP	NFP	NFP	NFP	Yes	Yes Virtual	Capital One Financial This financial institution's Leadership Development Program (LDP) invests directly in the professional growth of promising executive and near-executive leaders. The program is designed to expand knowledge and capabilities in four areas: Personal Leadership, Leadership for Extraordinary Performance, Defining and Implementing Strategy, and Leading Others. The program is conducted in partnership with professors from top-tier universities, speakers, and national experts. That external faculty is supplemented with dedicated internal coaches who facilitate small-team discussions and senior executives who share personal views on key leadership topics.
55	91	Starbucks Coffee Company Seattle, WA Retail	\$5.3B U.S. \$6.4B worldwide	97,500 U.S. 115,000 worldwide	NFP	NFP	NFP	NFP	NFP	Yes	Yes Virtual	Starbucks Coffee Company This famous coffee house chain thoroughly orients new staff. A "First Impression Guide" helps new employees understand their job role, and ensures that performance expectations are clear and agreed upon. From there, The Starbucks Support Center offers a blend of self-guided and supported orientation activities, including a two-day program in which new hires are made aware of the company's mission statement, its history and future goals, as well as the coffees, teas, and "Art of Espresso" they'll need to know to do their jobs. BP

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56	90	American Power Conversion West Kingston, RI Manufacturing	\$1B U.S. \$2B worldwide	2,050 U.S. 7,500 worldwide	14	42	200	NFP	NFP	Yes	Yes Other	American Power Conversion This manufacturing company partnered with the Center for Creative Leadership (CCL), a non-profit institution dedicated exclusively to leadership. APC and CCL conducted a Stand-Alone Coaching program to enhance leadership capabilities among its mid- to senior-level executives. This program provided a complete assessment, feedback, and coaching package, as well as included personality and style surveys, and 360-degree feedback tools. CCL conducted telephone and in-person interviews with executive managers to aid in reinforcing the learning objectives and setting individual personal goals for development.
57	17	Northwest Airlines, Inc. Eagan, MN Transportation/ Utilities	\$12.4B worldwide	27,000 U.S. 30,000 worldwide	598	-	1,100	\$51M	3%	No	Yes Virtual	Northwest Airlines, Inc. This airline's corporate culture isn't left to chance...it's communicated through the company's manager training program, Cornerstones of People Management. A series of interactive leadership workshops that clarifies management roles in leading employees, the program provides techniques for delivering business results through managing others. Frontline managers instruct these sessions, which ensures that learning content is tied to practical application and business goals. BP
58	*	Windstream Communications Little Rock, AR Communications	NFP	8,601 U.S.	25	-	17	NFP	NFP	Yes	Yes Traditional and Virtual	Windstream Communications Specific training at this communications company is followed by course assessments developed by its content management system. In the Call Center New Hire Program, a quiz is created every week that features five to 10 questions assessing the rep's understanding of weekly updates. Supervisors review scores to determine if more explanation is needed on a rep-by-rep basis, with scores recorded in an online database for documentation.
59	60	DaVita, Inc. El Segundo, CA Health/Medical Services	\$4.7B worldwide	28,421 worldwide	110	136	112	\$36.4M	3%	Yes	Yes Traditional and Other	DaVita, Inc. This health/medical services provider offers a two-day "Leadership Development" and cultural orientation program to every teammate. Held regionally with an average attendance of 300 teammates, by the end of 2006, DaVita held 79 academies with more than 19,000 attendees. Beyond exploring the company's history, mission, and values, the curriculum includes six modules: Communications, Team Dynamics, Leadership, Conflict Resolution, Compliance and Medical Documentation, and Customer Service. The agenda also includes FISH, in which teammates verbally share what they and their facility teammates do to play, make their patients' day, be present, and choose their attitude.
60	38	Applied Materials, Inc. Santa Clara, CA Manufacturing	\$1.4B U.S. \$6.9B worldwide	7,648 U.S. 13,177 worldwide	120	26	179	NFP	NFP	Yes	Yes Traditional, Virtual, and Other	Applied Materials, Inc. This semiconductor manufacturing company used training to provide its employees with the English language skills they need. Its language instruction consists of seven progressive general English skills programs and 11 business English skills programs. The program now provides 24-hour, seven days a week telephone support and coaching to help employees practice and obtain feedback to improve English pronunciation and speaking skills. A performance survey of learners, who have used the service for one year, found 83 percent of participants have improved their ability to produce and understand e-mail in English, and 83 percent of learners have improved their ability to understand documents in English.
61	*	Cartus Corporation Danbury, CT Relocation	N/A	2,285 U.S.; 2,754 worldwide	35	1	100	\$2.2M	N/A	Yes	Yes Virtual	Cartus Corporation With the implementation of the Sarbanes Oxley Act, this relocation services provider was forced to observe new control requirements felt at multiple levels and in multiple areas. Within approximately six to eight months, the company was able to design and implement required training around a mandated Code of Conduct that included protecting Personally Identifiable Information, among other issues relating to integrity. It achieved 100 percent compliance several months ahead of schedule.
62	52	Equity Residential Chicago, IL Real Estate/ Insurance	\$1.9B worldwide	5,200 U.S.	40	-	300	\$8.9M	5.1%	Yes	Yes Virtual and Other	Equity Residential Almost 650 of Equity Residential's top employees have completed its leadership development program (LEAD-Self), including all members of the real estate/insurance firm's Executive Committee. LEAD-Self is a 3.5-day program based on the concept of Emotional Intelligence and uses a number of self-awareness instruments, including a specially developed 360-degree evaluation. Participants are led through an individual development planning process, concluding with a one-on-one coaching session with a clinical psychologist. Two to three years after attending the LEAD-Self program, graduates are invited to a LEAD Refresher 3-day program.
63	27	Vanguard Malvern, PA Finance/Banking	N/A	11,400 U.S. 11,600 worldwide	32	52	250	NFP	NFP	Yes	Yes Virtual and Other	Vanguard The Vanguard Mentoring Program at this investment management company supports participants in its College Specialty and Senior Management Development Programs, as well as executive new hires and high-potential employees targeted for accelerated growth and development. In scheduled, monthly sessions, mentors acclimate mentees to the corporate culture, provide career guidance and support, expand their network of company contacts, and act as a sounding board for concerns. Overall, 93 percent of mentees report a high degree of satisfaction with the program.
64	*	Mohawk Industries, Inc. Calhoun, GA Manufacturing	\$6.6B worldwide	NFP	94	208	217	NFP	NFP	Yes	No	Mohawk Industries, Inc. The Sales Performance University of this manufacturing company has four components: New Recruit College, a seven-week program focused on future placement in the field; Sales Management Training for existing, new, or potential sales managers; the Continuing Education Program that addresses new and emerging needs; and Regional Orientation programs. Full-course offerings also are available to customers across the country, and at company headquarters through Mohawk University.
65	67	Lancaster General Hospital Lancaster, PA Health Services	NFP	6,487 U.S.	27	5	20	NFP	NFP	Yes	Yes Traditional	Lancaster General Hospital Trainers at this hospital work collaboratively with administrators to support the goal of "Surgical Infection Prevention," by planning and implementing programs that deliver antibiotics within one hour of surgical incision and thermoregulation to prevent infection. Antibiotic timing compliance increased from 38 percent to 95 percent since the educational initiative. Computer-based learning, staff-meeting blitzes, and individual group instruction on central line infection/prevention was delivered to nursing and anesthesia staff, with more than 850 completing the online training. As a result, the central line infection rate decreased by 47 percent.

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66	53	Washington State Employees Credit Union Olympia, WA Finance/Banking	NFP	500 worldwide	3	2	20	NFP	NFP	Yes	No	Washington State Employees Credit Union At this financial services company, Kirkpatrick Level Two assessments are used in all operational training. At the end of courses, one to four hours—depending on the complexity of the material and the number of participants—are reserved for demonstrations and teach-backs. In teller training, each new worker is asked to perform all standard transactions on the computer, and to act out all other applications (filling out forms, etc.). A senior trainer or a front-office subject matter expert works with each trainee and prepares a detailed assessment report during the process.
67	*	UPS Atlanta, GA Transportation/ Utilities	\$36.6B U.S. \$42.6B worldwide	348,400 U.S. 407,200 worldwide	237	1,299	185	\$585M	3%	Yes	Yes Traditional and Virtual	UPS This transportation company's Employee Relations Index (ERI) Survey measures employee satisfaction and the climate of the organization. Rather than a random sampling, opportunity to anonymously respond is extended to all employees, with a participation rate of 88 percent. Once results are in (and shared with the entire organization), the company modifies its departmental practices and overall training efforts based on the feedback.
68	69	The PNC Financial Services Group, Inc. Pittsburgh, PA Finance/Banking	\$7.8B worldwide	25,000 worldwide	108	-	20	NFP	NFP	Yes	Yes Traditional, Virtual, and Other	The PNC Financial Services Group, Inc. The blended-learning Project Management Certification Program at this financial services provider prepares experienced project managers for Project Management Institute (PMI) Certification. The six-month program includes e-learning, internal discussion, and an instructor-led preparatory exam course. The program establishes best practices based on nationally recognized standards, and prepares learners to deliver projects on time, on target, and within budget. To date, 92 project managers are PMI-certified, and 75 more are expected to be certified by July 2007.
69	26	A.G. Edwards & Sons, Inc. St. Louis, MO Finance/Banking	\$2.7B U.S.	16,049 U.S.	80	-	1,200	\$242M	2.9%	Yes	Yes Traditional and Virtual	A.G. Edwards & Sons, Inc. The company has shifted from offering a menu of individual certification courses toward comprehensive certification programs that target key inflection points in an employee's career. To do this, the company has created more "go-to" people through its Project Management Certification Program. A Business Process Management boot camp also is part of the offering. Both programs take high-potential project leaders and provide them with a curriculum to develop expertise, and earn managerial responsibilities in the future.
70	16	Intel Corp. Chandler, AZ Manufacturing	\$7.3B U.S. \$38.8B worldwide	29,000 U.S. 99,900 worldwide	-	9,737	25,000	\$386M	4.8%	Yes	Yes Virtual	Intel Corp. This manufacturing firm provides rotation programs tailored to the needs of its members: Intel's Sales and Marketing Rotation Program is designed for the top 10 percent of technical recent college graduates (BSEE, BSCS, BSCE). Participants gain a hands-on understanding of Intel business practices and how they work in product life cycles. This 2.5-year program lets participants gain accelerated business experience, attend worldwide conferences, and enhance their interpersonal skills with constant networking opportunities. Rotation opportunities currently exist in Munich, Paris, Moscow, Swindon, Madrid, Latin America, Japan, India, the U.S., and Asia/Pacific.
71	*	AMIL ASSIST NCIA MEDICA INTERNACIONAL LTDA Rio de Janeiro Health/Medical Svcs.	1.8B	12,500	10	N/A	N/A	\$2.5M	NFP	Yes	Yes Other	AMIL ASSISTÊNCIA MÉDICA INTERNACIONAL LTDA This medical services provider's Amil 2020 Seminar involves 150 participants: 130 executives from management, and 20 high-potential participants invited from Amil Group companies. Over a three-day period they meet in a hotel to analyze strategies, present results, and hear from the president and the owner of the Amil Group. The seminar's name signifies two analogies: The idea of being ahead of their time, and having perfect vision. In other words: The company expects to nurture executives who are focused on excellence and in the vanguard of their field.
72	92	Shaw Industries Group, Inc. Dalton, GA Manufacturing	NFP	31,469 U.S. 31,537 worldwide	245	-	NFP	NFP	NFP	Yes	Yes Traditional and Virtual	Shaw Industries Group, Inc This manufacturing company saw results by keeping better tabs on its customer-service employees. Shaw Learning Academy and business unit supervisors completed call-center evaluations for the employees, with supervisors meeting monthly with each for 15 to 30 minutes to review evaluated calls and provide coaching. Process, etiquette, and policy, among other best practices, were covered with the employees. It worked: To date, order entry errors are down 23.6 percent, and duplicate orders are down by 19.7 percent.
73	79	J.B. Hunt Transport Services, Inc Lowell, AR Transportation/ Utilities	\$3.1B U.S.	16,370 U.S.	65	10	65	\$5.3M	N/A	Yes	Yes Traditional, Virtual, and Other	J.B. Hunt Transport Services, Inc This transportation provider utilizes a Facilitator Assisted diversity program to present a proactive approach to workplace diversity. The program, M.E.E.T. on Common Ground, is a workshop that focuses on "Speaking up for Respect in the Workplace." It aims to teach employees how to recognize and respond professionally and with respect in a variety of real-world situations such as how common expressions of speech can create friction; how assumptions based on age or appearance can impact the working environment; and how casual statements can un-intentionally reinforce negative stereotypes; among other topics.
74	*	Royal Canadian Mounted Police Ottawa, ON Government and Military	N/A	23,841	NFP	NFP	NFP	NFP	NFP	Yes	Yes Virtual and Other	Royal Canadian Mounted Police The learning team for these Canadian law enforcement officers link the training academy with the field, and all aspects of frontline supervisory training important to the success of new recruits. The Supervisor Development Program (SDP) is the national training standard for the professional development of new frontline supervisors in the RCMP. The SDP is competency-based, and uses a blended-learning approach to develop the skills necessary for effective supervision at the frontline level.
75	*	Loews Hotels Corporation New York, NY Hospitality	NFP	NFP	NFP	NFP	NFP	NFP	NFP	Yes	Yes Other	Loews Hotels Corporation High-potential managers at this hospitality provider are identified for development through its Q2 program. Limited to the top five percent of managers, participants attend board meetings, and also meet with home office executives. They participate in annual 360-feedback assessments with follow-up surveys that track improvements through targeted questions, and participate in simulation-based learning. A talent bank is maintained detailing feedback on all managers based on behavioral interviews.

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76	*	Tandus Dalton, GA Manufacturing	\$350M worldwide	800 U.S. 1,600 worldwide	2	-	15-20	NFP	NFP	Yes	Yes Traditional and Virtual	Tandus New account executives, as well as region vice presidents and sales and marketing management, receive sales training at this manufacturing company. Before formal training, new field sales and management are sent copies of marketing collateral to familiarize themselves with how the company goes to market. Formal sales training begins with a weeklong orientation to the company that includes, among other points, instruction on product lines, a tour of every phase of manufacturing, time spent with product development, and an education on the various markets the company provides products for.
77	89	American Fidelity Assurance Company Oklahoma City, OK Real Estate/ Insurance	\$611M U.S.	1,410 U.S.	14	1	26	NFP	2.7%	Yes	Yes Traditional and Virtual	American Fidelity Assurance Company This real estate/insurance company's Leadership and Management Program (LAMP) provides three levels of certification for home-office leaders with each level requiring 80 hours of training and completion of a practicum project that allows leaders to showcase their individual abilities. And, LAMP has proven beneficial: 97 percent of participants find LAMP somewhat beneficial to very beneficial, and 91 percent indicate they have changed their behaviors as a result of participation in the program. Other top improvements include: improved communication skills (48 percent), improved listening skills (43 percent), increased networking within the company (38 percent), and stronger team-building skills (37 percent).
78	49	Blue Cross and Blue Shield of North Carolina Durham, NC Health/Medical Svcs.	\$3.8B U.S.	4,100 U.S.	21	22	19	\$7.7M	3.8%	Yes	Yes Traditional and Virtual	Blue Cross and Blue Shield of North Carolina The corporate university of this healthcare insurance products and services provider has a Management Development curriculum organized by leadership tiers. The curriculum introduces tactical elements of leadership—key concepts and skills designed to enable leaders to effectively manage daily operations and get positive results. Learning is interactive, with an emphasis on application to the workplace. Since June 2006, new managers (either new to management or new to BCBSNC) have the required and recommended classes automatically placed on their Learning Plan in the learning management system.
79	87	Cox Communications Inc. Atlanta, GA Communications	\$6.7B U.S.	20,000 U.S.	150	-	-	\$17.5M	2%	Yes	Yes Virtual	Cox Communications Inc. Communications provider Cox Communications' talent review process begins with information gathering on the employees' career interest and willingness to relocate. Through a series of review meetings, managers provide feedback to their employees and then work with them to create a development plan based on the needs identified. From those employees identified as "high potential," a subset of approximately 150 is identified as "Emerging Leaders." This smaller pool of employees is used to identify potential candidates for open positions below the senior-team level, to fill temporary assignments, and for limited development opportunities. Cox assesses more than 900 people annually through the process.
80	61	Baptist Health Care Pensacola, FL Health/Medical Services	NFP	NFP	NFP	NFP	NFP	NFP	NFP	Yes	Yes Other	Baptist Health Care When new leaders are hired at this health services provider, his or her immediate supervisor receives a two-page checklist of skills the supervisor is responsible to teach the new leader. New supervisors attend a two-day off-site course called, "Creating a Culture of Excellence," as well as a "New Leader Lunch," hosted by the CEO of Baptist Health Care. At this 90-minute luncheon, the CEO shares the history of the organization, the present organizational structure, and the future vision for the healthcare system, and reviews the leadership core competencies that define expected leader behaviors at BHC.
81	*	Saint Joseph's Hospital Atlanta, GA Health/Medical Services	NFP	3,100 U.S.	7	6	250	\$2.3M	2.2%	Yes	Yes Traditional	Saint Joseph's Hospital In July 2005, this hospital implemented a program to reduce employee injuries related to patient movement. Manual transfer of patients was limited using patient movement equipment such as friction reducing slides, total body lifts, and lateral transfer air supports. Continued skills assessment and training related to this effort is performed with all new employees, as well as annual updates with current employees. Results from the program and ongoing training proved a 70 percent decrease in patient-movement-related injuries from the prior two-year average.
82	64	Ho-Chunk Casino Baraboo, WI Hospitality	NFP	1,400 U.S.	8	-	40	NFP	2%	Yes	Yes Traditional	Ho-Chunk Casino The Guest Appreciation Program (G.A.P.) of this hospitality company is an effort to align all its business efforts toward one ultimate goal: delighting guests with a thoroughly entertaining experience. Service and entertainment are integrated into the recruitment, selection, orientation, training, and performance assessment of all employees—now called Guest Service Ambassadors—no matter how far removed from guests on the property. The Training & Development departments at all Ho-Chunk Nation properties are providing guest service training to all employees, plus special instruction for Ambassador Leaders on how to hire service-minded people, as well as inspire and reward top service performance.
83	*	Cross Country Staffing Boca Raton, FL Business Services	\$654M U.S.	NFP	3	-	84	NFP	NFP	Yes	Yes Virtual	Cross Country Staffing Civil treatment at this business services provider is a program designed to train managers and employees to work together to create a fair, supportive work environment for everyone. A wide range of employment issues are covered, including basic non-discrimination and anti-harassment issues with a review of company policies; the creation of a respectful, civil workplace for people coming from a broad spectrum of cultures, ages, and races; and the use of a communication model (INFORM) to discuss workplace problems openly with teammates.
84	41	Johnson Controls, Inc. Milwaukee, WI Building	\$5.7B U.S.	23,556 U.S.	28	-	70	NFP	NFP	Yes	Yes Other	Johnson Controls, Inc. This building environmental controls, equipment, and facility management provider assigns experienced salespeople to mentor new sales hires. These mentors answer questions and provide insights on how to work effectively within the organization. They also guide the development of new skills, complementing formal sales training programs. To launch the program, the company worked with a focus group to define the roles and responsibilities of mentors in contrast to that of managers, and held an introductory program to explain the role of mentoring, and set expectations with the managers, mentors, and their new hires together.
85	*	ESL Federal Credit Union Rochester, NY Finance/Banking	\$2.8B U.S.	565 U.S.	6	2	-	NFP	2.3%	Yes	Yes Traditional	ESL Federal Credit Union First-line supervisor training at this financial services company consists of 10 four-hour sessions delivered over several months featuring skill-focused modules that introduce new supervisors to a host of new skills designed to help them transition from staff member to a new leadership position, or if hired from the outside, to introduce them to leadership at ESL. To accomplish this, the series begins with self-awareness. Participants determine their individual styles and strengths through the Myers Briggs Type Indicator. Other sessions are dedicated to communication, performance management, and Ken Blanchard's Situational Leadership II model, among other topics.

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86	*	U.S. Security Associates Roswell, GA Business Services	\$640M worldwide	24,000 worldwide	23	149	2,605	\$24M	7%	Yes	Yes Virtual and Other	U.S. Security Associates When the management and organizational development department at this business services company was tasked with leveraging learning to reduce turnover by 10 percent at the highest turnover locations across the company, it created supervisory training modules focused on people management skills, and added new employee preparatory training to address the issue. By the end of 2005, turnover at the highest turnover locations had decreased an average of 35.04 percent, three times better than the goal.
87	*	MassMutual Life Insurance Company Springfield, MA Finance/ Insurance	NFP	6,400 U.S. 27,000 worldwide	73	4	100+	NFP	2-2.5%	Yes	Yes Other	MassMutual Life Insurance Company This insurance company's new hire underwriters are put through a 15 to 16 week training session delivered by senior underwriters, and the company's medical staff. For current underwriters, the underwriting managers schedule 4 to 6 training sessions during the year to expand their industry knowledge and inform them of new processes, procedures, or guidelines. Topics for this year include: Financial Underwriting and Underwriting Sales Concepts, among others.
88	73	Buckman Laboratories International, Inc. Memphis, TN Manufacturing	NFP	539 U.S. 1,447 worldwide	20	75	150	NFP	NFP	Yes	Yes Virtual and Other	Buckman Laboratories International, Inc. This manufacturing company uses a certification system for its Safety, Health, and Environmental training programs. It delivers online training and certification tracking for U.S. Department of Transportation regulations for the handling of hazardous materials, and mandates all employees worldwide renew their Environmental Awareness training requirement on a yearly basis. Certification programs also are provided for its trained team facilitators, who must not only attend an initial two-week training session, but also must report along a schedule of supervised and solo facilitation experiences, participate in a facilitator network and cross-training opportunities, and engage in self-study continuing education programs.
89	*	Principal Financial Group Des Moines, IA Finance/Insurance	\$8.4B U.S. \$9B worldwide	12,770 U.S. 14,490 worldwide	110	5	142	\$17M	3%	Yes	Yes Other	Principal Financial Group At this financial services and insurance company, employees access free, confidential career counseling to explore career options and goals. The company boasts that employees can hold a variety of positions—or even change careers—without ever leaving the company. Proof positive: A recent Internet poll of its workers revealed 56 percent, or 1,447 employees, have held two to five different positions within the company.
90	56	QUALCOMM Incorporated San Diego, CA Communications	NFP	NFP	29	2	-	NFP	NFP	Yes	Yes Other	QUALCOMM In bringing more than 2,000 new employees into the organization in 2006, QUALCOMM's challenge—in addition to growing pains—was to rapidly integrate new employees. Its previous new employee program was a stand-alone training event with little reinforcement once participants left the classroom. QUALCOMM recognized it needed to change and enlisted a small team of learning professionals, partnering them with business leaders, managers, HR, and staffing to create an end-to-end onboarding program. Now, new employee onboarding goes beyond traditional new employee training, integrating one-on-one conversations, online and classroom training, facilitated group discussions, and peer mentoring into an employee experience that begins the moment the offer is accepted.
91	31	American Express New York, NY Financial/Travel- Related Services	\$24.2B worldwide	65,800 worldwide	NFP	-	NFP	N/D	N/D	Yes	No	American Express This diversified financial and travel-related service provider's Move Toward Mastery (MTM) is a project that brought together vice presidents, supervisors, representatives, subject matter experts, and training professionals to focus on one goal: customer satisfaction. Knowing that customer satisfaction can be affected by the knowledge of the representative, the American Express' Learning Network worked with business partners to create a program to identify knowledge gaps and close those gaps with targeted training interventions. The overall project objective was to deliver a standard, operational, network-wide assessment and remediation process that builds skills and increases representative proficiency, ultimately building a talent pool inventory.
92	86	Choice Hotels International Silver Spring, MD Hospitality	\$453M U.S. \$477M worldwide	1,845 U.S. 1,884 worldwide	45	84	4	NFP	NFP	Yes	No	Choice Hotels International In 2004, this hospitality/lodging provider introduced the inaugural session of its Talent Development Program (TDP), designed to actively involve senior management in the development of minority and non-minority leadership candidates. The first cohort included 12 Choice managers and six recent graduate students with business experience. The program included a five-week comprehensive leadership training camp followed by a year-long coaching and follow-up process, which took participants from call centers in South Dakota, to the Grand Canyon, to a final stop in the Executive Board room where they presented business cases for projects of their own design, many of which were implemented. Of the 18 participants, 17 have since been promoted. Plans for the 2007 TDP are underway.
93	66	IKON Office Solutions Malvern, PA Business Services	NFP	NFP	NFP	NFP	NFP	NFP	NFP	Yes	Yes Other	IKON Office Solutions IKON's executive coaching program leverages both internal and external coaches to work with the coachee and the coachee's manager to develop individual development plans. Along with their 360-degree feedback, these development plans are linked to the competencies targeted to drive business results. Currently, more than 100 senior leaders are being coached through the program. Executive coaching candidates include the CEO and his Executive Team, Area Vice-Presidents, functional Vice Presidents, and Directors and high-potential candidates identified through succession planning. Measurement for its program includes: competency rating improvement, employee performance, promotion rates, ready-now candidates, vacancy management, hiring from within, and retaining top talent.
94	*	Westfield Group Westfield Center, OH Real Estate/Insurance	\$1.3B U.S.	2,500 U.S.	9.5	8.5	10	\$7M	5.9%	Yes	No	Westfield Group This insurance provider distributes a corporation-wide, Web-enabled employee survey, in conjunction with a third-party vendor that aggregates the results for delivery to management. Results are shared via in-person meetings with every business unit, with project teams formed around identified critical issues. The response rate for the survey has always approached 75 percent, and for good reason: Employees have seen change as a result of their responses.
95	*	Detroit Diesel Corporation Detroit, MI Manufacturing	NFP	4,927 U.S. 5,227 worldwide	9	4	-	\$8.1M	NFP	Yes	No	Detroit Diesel Corporation This manufacturer's "G2" program includes Web-based and instructor-led training, testing, certification and rewards for technicians and certification, and recognition for locations that meet the program requirements. The "G2" program is directly linked to three of five Detroit Diesel goals: "Sales & Service Excellence," "A Stronger Team," and "DDC 2007," preparation for the quality launch of its EPA 2007 compliant engine lineup. In the first 12 months of the program, more than 7,800 technicians enrolled; more than 610 service locations enrolled; more than 60,000 certifications have been earned; and more than 275 Service Locations earned G2 Expert Service Center status. Additionally, this was the first use of Web-based training for Detroit Diesel technicians.

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96	*	Computer Systems Center Incorporated (CSCI) Springfield, VA Consulting	\$27.1M U.S.	150 U.S.	-	3	20	\$125K	6.3%	Yes	No	Computer Systems Center Incorporated (CSCI) This consulting company's learning and development opportunities are designed to build professional competencies for staff members as they progress through their careers. Employees have a direct role in shaping decisions about programs. Corporate staff asks for employee opinions and ideas about career development, work-life balance, and leadership. CSCI's strategic goals are reinforced through corporate messaging, themed motivational wall murals in common areas, and newsletters. The company motto, "Make It Happen!" is printed on all business cards, reminding workers of their role in achieving corporate goals.
97	*	PAETEC Communications, Inc. Fairport, NY Communications	\$509M U.S.	1,292 U.S.	9	-	50	\$1.2M	1%	Yes	Yes Traditional and Virtual	PAETEC Communications, Inc. Executive coaching at this communications company occurs through its TEC Program, a national group designed exclusively for executive-level decision makers. In addition to brainstorming and discussion of all facets of the business with peers, local monthly meetings include expert guest speakers on topics such as how to make better decisions faster and manage change. The tips and tools senior team members acquire are then shared with the rest of the company's executive team during quarterly meetings.
98	*	Healthways, Inc. Nashville, TN Health/Medical Services	\$426M U.S.	2,812 U.S.	14	12	10	\$1.5M	NFP	Yes	Yes Virtual	Healthways, Inc. This healthcare provider has implemented a research-driven, learner-centered, challenge-based learning model that aims to engage and inspire learners. A high-quality multimedia and technology strategy was employed to help learners connect emotionally with the Healthways story and with their daily work. Healthways is embedded in the "business of our business." And works within strategy and design teams to ensure learning remains tied to key business needs and opportunities. The company uses education as an industry differentiator when meeting with prospective customers.
99	*	Scottrade, Inc. St. Louis, MO Finance/Banking	\$464M U.S.	1,641 U.S.	10	-	30	\$1M	1.7%	Yes	Yes Traditional and Virtual	Scottrade, Inc. Supervisors and managers at this financial services company are offered two instructor-led courses designed for those who are transitioning to a management role. Its three-hour course, "A Peer Today, Boss Tomorrow," offers video scenarios, role play, and action planning. A follow-up course, "Fundamental Coaching Principles," addresses adult learning principles, feedback versus coaching, and the Socratic Method. The company also offers self-paced courses through its university on topics ranging from the challenges women in leadership roles may face to delegation strategy and motivation techniques.
100	*	Oakwood Worldwide Los Angeles, CA Hospitality	NFP	NFP	8	6	50	NFP	NFP	Yes	Yes Traditional	Oakwood Worldwide This hospitality company's Action Learning Programs provide mentors to assist new associates in their first year on the job. The role of mentors, who can be the manager of an office within the company or an experienced associate who has demonstrated coaching abilities, is to serve as a guide, friend, and resource for the new hire. Meetings are scheduled on an ongoing basis to review the newcomer's progress, observe him or her on the job, and ensure all training requirements are being met.
101	*	Verity Credit Union Seattle, WA Finance/Banking	NFP	115 U.S.	2	-	5	\$305K	7%	Yes	Yes Other	Verity Credit Union The topics this financial services company's learning division offers span the entire industry it serves. Employees may pursue IRA training in-house and on-the-job, or through third-party vendors that the company pays for, and those interested in real estate can take courses through the Mortgage Brokers Association. Employees also may be sent to conferences that cover topics such as auditing and fraud, investments, and credit union management. Education reimbursement of up to \$2,500 a year is available for associates, bachelors, and other degrees and certification, as is \$5,000 a year for graduate degrees.
102	50	Vision Service Plan Rancho Cordova, CA Health/Medical Services	\$2.2B U.S.	2,011 U.S.	28	-	5	\$1M	1.1%	Yes	No	Vision Service Plan "Core Business Skills" is a series of classes this eye-care benefits provider offers throughout the year. Courses include Business Writing 1 and 2, Facilitation, Presentation Skills, and Time Management. The Time Management program was updated in 2006 to reflect recent research related to behaviors that interfere with personal time management. New coursework includes modules on the impact of work interruptions, and how to minimize them by using energy levels to help plan the day to be more productive.
103	*	Pioneer Credit Recovery, Inc. Arcade, NY Finance/Banking	NFP	NFP	NFP	-	NFP	NFP	NFP	Yes	Yes Other	Pioneer Credit Recovery, Inc. The development and implementation of this collection services company's new hire training program, "The Collector's Performance Edge," has really delivered: Its increased the productivity ramp-up capacity of new hires by 23.86 percent, equating to \$591,855 in additional revenue; enabled it to maintain 100 percent compliant monitoring sessions with new hires; increased the collection capability of its staff; and won it three significant government contracts.
104	*	Schneider National, Inc. Green Bay, WI Transportation/ Utilities	NFP	19,000 U.S. 20,000 worldwide	NFP	NFP	NFP	NFP	NFP	Yes	Yes Other	Schneider National, Inc. This transportation company doesn't take unnecessary risks when it comes to safety. All driving instructors, who must have exceptional safety performance records, are certified in a three-week course before they work with entry-level or experienced new hires. The driver training curriculum the company uses is certified in the states in which it operates, and also is certified by the Professional Truck Driver Institute, a leader in industry-wide driver training standards.
105	*	Best Buy Richfield, MN Retail	\$27.3B U.S. \$30.8B worldwide	100,000 U.S. 122,500 worldwide	82	20	750	NFP	NFP	Yes	Yes Virtual	Best Buy To ensure a strong bench of field leaders, and build an internal pipeline of talent, this retailer recently developed and launched District Leadership University (DLU), a three-month accelerated development program targeting high-performing general managers, district, and market staff. Through interactive exercises, discussion, case studies, and 360-degree feedback, participants begin to shift their leadership lens from individual excellence to a collaborative model in which leaders leverage strengths and mitigate weaknesses of themselves and others. Participants receive the concepts, experiences, and resources necessary to deliver business results in a transforming organization.

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106	*	Unisys Corporation Managed Services Centres (MSC) Austin, TX IT Services	\$2.6B U.S. \$5.8B worldwide	954 U.S. 1,074, worldwide	10	-	20	NFP	NFP	Yes	Yes Virtual	Unisys Corporation Managed Services Centres (MSC) This information-technology provider's MSC Learning and Development team is taking a performance-based approach to building a learning program. During the last year, among other achievements, the team implemented a foundational framework of instructional systems design, a curriculum design based on the work of educational psychologist Robert Gagne, a training evaluation based on Donald Kirkpatrick's Four Levels of Evaluation, and an overall approach built on the Robinson & Robinson Performance model.
107	43	Edward Jones St. Louis, MO Finance/Banking	\$2.9B U.S. \$3.1B worldwide	30,326 U.S. 32,500 worldwide	257	17	459	\$37M	2.8%	Yes	No	Edward Jones This finance/banking provider believes it has only one profit center—the investment representative (IR) in each of its more than 9,000 branch offices. When new IRs complete training and demonstrate they are prepared to help clients, the firm grows. The firm spends roughly \$75,000 to produce each well-trained, ethical IR. But training all over the firm focuses on supporting IRs, too: service trains for excellent customer service to support the IR and compliance trains to ensure consistent IR regulation, and so on. An independent group, IR Measurements, closely monitors IR training results. As a matter of fact, more than 80 percent of all IRs are meeting or exceeding expectations, attrition is down, and revenues broke records in 2005.
108	*	MasterCard Worldwide Purchase, NY Finance/Banking	\$2.9B worldwide	4,300 worldwide	10	22	88	\$6.4M	1.0%	Yes	Yes Other	MasterCard Worldwide E-learning modules are designed for mandatory training in the areas of performance management, enterprise-wide risk management, compliance, and ethics at this financial services company. Certificate programs for all employees are offered in areas ranging from effective communication to project management. Each certificate program consists of at least 10 separate modules, with certification granted only after the successful completion of all modules and a knowledge assessment.
109	*	Allied Global Holdings Inc. Newmarket, ON Finance	NFP	103 U.S. 849 worldwide	7	-	27	NFP	2.3%	Yes	No	Allied Global Holdings Inc. With a target of filling 75 percent of its first-line supervisor and manager positions internally, Allied Global Holdings offers the "Learn to Lead" Program. The program provides trainees with the foundations of leadership competencies such as coaching and feedback, situational leadership, goal setting, effective time-management, problem solving, and motivation. Content is delivered in a blend of reading assignments, classroom discussions, case studies, and practical assignments.
110	*	Convergys Corporation Cincinnati, OH Business Services	\$2.2B U.S. \$2.4B worldwide	36,680 U.S. 73,725 worldwide	553	74	100	\$55M	2.9%	No	Yes Virtual	Convergys Corporation Two primary leadership programs, Future Leaders and Emerging Leaders, are top priority for this business services provider. Both include a one-week seminar at corporate headquarters followed by a series of facilitated teleconferences occurring after participants return to work. Future Leaders serves first-level supervisors chosen for proven contributions and future potential, and explores the examples and ambitions of many leaders, challenges participants to adopt a variety of roles working both individually and in teams, and stretches them beyond their comfort zones. Emerging Leaders addresses the unique needs of managers. Like Future Leaders, Emerging Leaders is based on the tenet that leadership requires self-awareness; specifically, this program focuses on participants' strengths.
111	*	Carilion Health System Roanoke, VA Health/Medical Services	\$850M U.S.	10,200 U.S.	28	5	286	\$3.9M	1.1%	Yes	Yes Traditional and Virtual	Carilion Health System Employees of this health system receive competency validation specific to their position as part of orientation. Workers review the previous year's developmental plan with managers during the annual performance appraisal process, and set goals for the upcoming year. If there are responsibilities or skills that are considered "high risk, problem-prone, or low volume," these will be validated on an annual competency validation and reviewed at the appraisal time for completion. An education consultant partners with a business unit/service line to assist manager and employee with action steps to meet the goals.
112	*	sanofi-aventis Bridgewater, NJ Pharmaceutical	\$8.7M (Euro) U.S. \$25.4M (Euro) worldwide	16,605 U.S. 97,181 worldwide	58	-	9	\$56M	NFP	Yes	No	sanofi-aventis Recognizing the importance of providing managers with effective training, pharmaceutical company sanofi-aventis created "Managing at sanofi-aventis," a three-day customized program for its non-sales managers. Among other achievements, participants who complete the program are able to manage the performance of direct reports using the company's performance management system and tools; support ongoing employee individual development planning; ensure compliance with established human resources policies; deliver useful feedback and coaching; demonstrate a thorough understanding of the company's hiring process; and identify and remediate employee performance gaps.
113	74	Orkin, Inc Atlanta, GA Building Services	\$745M U.S. \$802M worldwide	7,433 U.S. 8,000 worldwide	28	2	NFP	\$10.5M	4%	Yes	Yes Traditional, Virtual, and Other	Orkin, Inc A customized three-level training program prepares executives to ultimately run an Orkin Branch office. The Branch Manager Training course, conducted over 6 to 9 months, consists of self-directed, on-the-job, and classroom training with milestone tests that must be passed before proceeding to the next level. Trainees receive instruction in termite and pest control, leadership, sales, financial management, and administrative functions. After successfully completing the course, trainees attend an 11-day Management Development School (MDS), an intensive hands-on, interactive learning program in which the trainees are constantly exposed to real-life branch situations.
114	*	Griffin Hospital Derby, CT Health/Medical Services	\$91.9M U.S.	1,288 U.S.	3	3	-	\$950K	2.2%	Yes	No	Griffin Hospital In the mid-80s, Griffin Hospital was experiencing its "perfect storm" with the oldest hospital facility in the state, declining market share, low patient satisfaction, difficulty recruiting staff and physicians, and a 32 percent patient avoidance rate, revealed in a community survey. Management committed to a strategy of differentiating Griffin from other hospitals by becoming patient-centered and consumer-driven. This cultural transformation process used Innovation Associates to do visioning, systems thinking, and personal mastery programs with its employees, physicians, volunteers, and board members. Today, Griffin touts high patient satisfactory levels and is one of the fastest-growing medical centers in Connecticut.
115	*	FORUM Credit Union Indianapolis, IN Finance/Banking	\$50.3M U.S.	325 U.S.	3	-	44	NFP	6.1%	Yes	Yes Traditional	FORUM Credit Union The training area oversees two critical leadership development programs: Manager-In-Training (MIT) and Leader Effectiveness Training (LET). MIT is an intense one-year learning and development process that prepares the employee for promotion to a management position in its branch network. It immerses the employee in the real-life coaching, counseling, sales management, and member service situations faced every day by branch management. LET is a 16-hour training program that specifically targets the communication, coaching, and conflict resolution behaviors necessary in team management and leadership. The audience ranges from first-time managers to senior executives. Following the program, all employees complete a reverse evaluation on their supervisor.

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116	*	Constellation Energy Group Baltimore, MD Transportation/ Utilities	\$17.1B worldwide	9,661 U.S. 9,748 worldwide	NFP	NFP	NFP	\$41.5M	4.6%	Yes	No	Constellation Energy Group Transportation/utilities provider Constellation supports employees in attaining certifications and qualifications in numerous disciplines, including: accounting (CPA), project management (PMI), technical instruction (NCCER), Black Belt (Constellation Energy), multiple IT-related certifications, and numerous technical and industry certifications (EEL). Certifications are tracked, updated, and archived in its Learning Management System, and employees are alerted to training and certification requirements. The company provides both classroom and online courses to help employees achieve and maintain qualifications and certifications, as well as prepare for examinations.
117	*	Science Applications International Corp. San Diego IT, Research and Engineering	\$7.5B U.S. \$7.7B worldwide	40,900 U.S. 43,100 worldwide	NFP	NFP	NFP	NFP	NFP	Yes	Yes Virtual and Other	Science Applications International Corporation This technical support and project management services provider's "The Mentoring Connection," is a year-long program, open to both men and women, designed to foster formal, facilitated mentoring relationships to help employees grow, learn, and develop their careers. Mentoring also is provided through the San Diego AACP. This program provides experienced, senior-level administrative assistant mentors to lead, assist, and guide junior administrative employees. Strict criteria for mentor selection ensure mentors are leaders in their field.
118	68	IKEA US Conshohocken, PA Retail	NFP	11,500 U.S. 95,000 worldwide	4	33	77	NFP	2%	Yes	Yes Other	IKEA US With rapid expansion in the U.S., it has been critical for this retailer to prepare and develop people to take on store manager positions. Recruiting strategies and training and development have been linked to target this audience that has the responsibility to manage \$100 million stores. Last year, 16 managers were chosen from a large applicant pool to attend Next Generation Store Manager training. Participants take an active role by setting group training goals and working on projects directly related to the role of the store manager. Of the 16 who attended the training, 9 have been promoted to new positions and five have taken on a store manager role.
119	97	Century 21 Real Estate LLC Parsippany, NJ Real Estate/Insurance	NFP	113,477 U.S. 147,911 worldwide	14	10	-	\$2.7M	11.7%	Yes	Yes Virtual	Century 21 Real Estate LLC Co This real estate/insurance company offers CREATE 21, a blended program delivered virtually. During the 12 instructor-led sessions, new agents learn about the fundamentals of prospecting; addressing the needs of "For Sale By Owners"; managing listing appointments; marketing plans; working with buyers; managing relationships; and finally, creating a business plan. CREATE 21 graduates earn 15 percent more and close 25 percent more transactions during their first year, than those who do not participate. The program is utilized by approximately 26 percent of its current franchisees. While it is not mandated as part of the franchise agreement, many franchisees choose to mandate it in their company.
120	*	ArchivesOne, Inc. Watertown, CT Business Services	\$29.1M U.S.	275 U.S.	1	4	10	\$300K	3.5%	Yes	Yes Other	ArchivesOne, Inc. This business services company's customer service coursework includes Customer Service Training for Drivers and Providing Exceptional Service at ArchivesOne. Its Training & Development Specialist traveled to 13 locations in 2006 delivering these training sessions to 135 team members. Curriculum contains real work examples to elicit conversations, and breakout sessions in which new ideas and approaches to improving customer service skills are discussed. The company says welcoming these suggestions helps reinforce its core value of openness to new ideas, drives greater buy-in from participants, and improves its training material.
121	*	Caterpillar Inc. Peoria, IL Manufacturing	\$19.3B U.S. \$36.3B worldwide	43,878 U.S. 85,116 worldwide	287	-	-	\$105M	1.8%	Yes	Yes Traditional and Virtual	Caterpillar Inc. The Enterprise Learning Planning (ELP) process at Caterpillar was designed and deployed as a company-wide practice to assess the learning needs of each business unit and plan learning for the entire business enterprise. The ELP follows both a top-down (strategic corporate view) and bottom-up (business unit) strategy. Caterpillar University follows the ELP to link learning to strategic business goals and outcomes, complete with gaining the buy-in of Caterpillar's upper-management leaders.
122	*	NDS Jerusalem, Israel Digital Pay TV Technologies & Services	\$600M worldwide	120 U.S. 3,200 worldwide	-	3	50+	NFP	1.3%	Yes	No	NDS Many of this technology's provider's Israel-based employees immigrated into the country from around the globe, making diversity a daily reality. Language studies became part of the effort to assimilate these new employees. Last year, 60 employees clocked 2,400 learning hours to learn English. Further, the company also offers a 'Leading the World Through People' one-day workshop on cultural awareness, based mainly on materials by TMC (a Princeton, NJ-based firm)—the Cultural Orientation Indicator (COI). TMC's Cultural Navigator (CN) has been customized to the NDS environment and is accessible to all NDS employees worldwide via Learn@NDS, the company's e-learning portal.
123	*	MetLife New York, NY Real Estate/ Insurance	NFP	36,500 U.S. 47,000 worldwide	275	-	NFP	NFP	NFP	Yes	No	MetLife This company's Customer Service Center's Developing Extraordinary Managers program is designed to enable new managers to transition effectively into their new roles and contribute quickly to their teams' productivity, motivation, and engagement. A 90-day program focuses on developing skills, knowledge, and experience around the 10 MetLife manager/leader competencies through a blended curriculum including a two-day workshop, online learning, meeting guides, virtual skill application sessions, and peer mentoring. New managers are enrolled in the program within their first month on the job and are paired with an experienced manager to act as their mentor throughout the program.
124	*	UT-Battelle LLC Oak Ridge, TN Research and Development	NFP	NFP	12	20	27	\$7.1M	2.2%	Yes	No	UT-Battelle LLC This research and development company's tactical goal is to elevate and improve protection of its workers, the public, and the environment, while simultaneously meeting the expectations of its customers. Management of training requirements and qualifications is a critical element to meet the organization's goal and is the responsibility of the Training and Qualification Management System (TQMS). An institutional training requirement (ITR) is established when a training requirement is identified within a directive. A directive may be derived from more than 200 Environmental, Health, and Safety laws, orders, policies, etc., which must be adhered to by the staff, guest researchers, and subcontractors.
125	*	Kaiser Permanente Information Technology Pleasanton, CA IT Services	NFP	6,000	NFP	NFP	NFP	NFP	NFP	Yes	Yes Other	Kaiser Permanente Information Technology The KPLI School of Leadership and Management (SLM) supports more than 600 KP-IT managers with curriculum, learning opportunities, toolkits, and experiential learning. Every course is tied to key organizational objectives that have cascaded through the organization and are represented in each manager's One Page Plan. Each One Page Plan contains a managerial developmental section in which the managers identify opportunities for personal skills and career development. Most include required courses in the School of Leadership and Management curriculum; Managing Your Workforce; HRO Immersion; new employee/manager orientation; and compliance training (HIPAA, Principles of Responsibility, etc).

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