

training
**TOP
125****RANKINGS 1-5****Training****TOP
125
2008**

| 2008 Rank | 2007 Rank | Company Name/ Location/ Primary Business | Annual Revenue | No. of Employees | No. of Trainers | | | Total Training Budget | Training Budget as a Percentage of Payroll | Tuition Reimbursement | Corporate University |
|-----------|-----------|---|-----------------------------------|----------------------------------|-----------------|-----------|-------|-----------------------|--|-----------------------|-----------------------------------|
| | | | | | Full-Time | Part-Time | SMEs | | | | |
| 1 | 2 | PricewaterhouseCoopers New York, NY Professional Services | NFP | 31,000 U.S. 146,000 worldwide | 660 | 3,500 | 4,900 | NFP | 7% | Yes | Yes Traditional and Virtual |
| 2 | 3 | EMC Corporation Franklin, MA Technology Solutions Company | \$12.7B worldwide | 36,000 worldwide | 507 | - | - | \$128M | NFP | Yes | Yes Traditional and Virtual |
| 3 | 8 | Wyeth Pharmaceuticals Collegeville, PA Health/Medical Services | \$11.1B U.S. \$20.4B worldwide | 26,000 U.S. 50,000 worldwide | NFP | NFP | NFP | NFP | NFP | Yes | Yes Traditional and Virtual |
| 4 | 4 | Verizon Wireless Basking Ridge, NJ Communications | \$38B U.S. | 68,000 U.S. | 930 | 9 | 855 | NFP | 6.09% | Yes | Yes Virtual and Other |
| 5 | 7 | KPMG LLP New York, NY Audit, Tax, and Advisory Firm | NFP | 21,123 U.S. 112,795 worldwide | NFP | NFP | NFP | NFP | NFP | Yes | Yes Traditional and Virtual |

* New entry; not ranked in the 2007 Top 125



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| | | | | | Full-Time | Part-Time | SMEs | | | | |
| 6 | 25 | Deloitte Touche Tohmatsu New York, NY Professional Services | \$9.9B U.S. | 36,517 U.S. | NFP | NFP | NFP | NFP | 6.4% | Yes | Yes Virtual and Other |
| | | | \$23B worldwide | 146,616 worldwide | | | | | | | |
| 7 | 5 | General Mills, Inc. Minneapolis, MN Manufacturing | \$10.3B U.S. | 17,180 U.S. | NFP | NFP | NFP | NFP | NFP | Yes | Yes Traditional and Virtual |
| | | | \$12.4B worldwide | 28,596 worldwide | | | | | | | |
| 8 | 14 | SCC Soft Computer Clearwater, FL Health-Care Information Systems Software | \$72M U.S. | 609 U.S. 1,253 worldwide | 15 | 4 | 52 | \$2.8M | 8.3% | Yes | Yes Traditional and Virtual |
| 9 | 19 | Microsoft Corporation Redmond, WA Software | \$31.3B U.S. | 47,000 U.S. | NFP | NFP | NFP | NFP | NFP | Yes | Yes Other |
| | | | \$51.1B worldwide | 79,000 worldwide | | | | | | | |
| 10 | 33 | TAP Pharmaceutical Products Inc. Lake Forest, IL Health/Medical Services | NFP | NFP | NFP | NFP | NFP | NFP | Yes | Yes Other | |
| 11 | 15 | Satyam Computer Services Limited Hyderabad, Andhra Pradesh, India Business Services | \$1.5B worldwide | 38,000 worldwide | 200 | 1,000 | 1,500 | NFP | 9% | Yes | Yes Other |
| 12 | 11 | Lockheed Martin Corporation Bethesda, MD IT and Defense | \$39.6B worldwide | 132,000 U.S. 140,000 worldwide | 303 | 19 | 581 | \$388.7M | 4.3% | Yes | Yes Traditional and Virtual |
| | | | | | | | | | | | |
| 13 | 23 | Aetna Inc. Hartford, CT Real Estate/Insurance | \$25.1B worldwide | 31,130 worldwide | 352 | - | 212 | \$51.4M | 3% | Yes | Yes Virtual |
| 14 | 12 | Scotiabank Group Toronto, ON, Canada Finance/Banking | \$11.7B worldwide | 53,251 worldwide | 140 | - | - | \$78M | 2.4% | Yes | Yes Virtual |
| 15 | 54 | Capital One Financial Corporation Richmond, VA Finance/Banking | NFP | 27,000 U.S. 30,000 worldwide | 212 | - | 797 | NFP | NFP | Yes | Yes Other |

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Additional Information

Deloitte Touche Tohmatsu Last year, Deloitte U.S. firms expanded formal training with their custom Coach Approach workshops, and Deloitte scenario-based e-learning. With coaching participation on the rise, they significantly increased their investment in Coaching & Career Connections (CCC) infrastructure this year by doubling staff from 13 to 25 people. The expanded team supports progressive development as a coached organization through one-to-one confidential career coaching and professional development coaching; career planning and development workshops for groups; coaching training and supporting resources; and a network of online career resources.

General Mills, Inc. Developmental and remedial skills training at General Mills encompasses coursework for employees who require additional preparation to meet job requirements. These courses provide basic skills necessary for success in the workplace in areas such as English as a Second Language and computer skills. At the company's Belvidere, IL, plant, employees needed extra help to improve their language skills. English as a Second Language classes are held there for Hispanic team members, who make up 13 percent of the 462-person wage group.

SCC Soft Computer In response to employee turnover due to a longer commute to new headquarters, SCC Soft Computer needed to hire qualified individuals quickly. HR implemented a new applicant system, and the Education Services department (EDS) trained the management team on behavioral interviewing and the legalities of affirmative action. Managers were trained to define and rank the knowledge, skills, abilities, and other things (KSAOs) necessary for an employee to perform the job within SCC's environment, for the position.

Microsoft Corporation Management wanted to measure new product training compliance on the new Windows Vista operating system and 2007 Microsoft Office system in the Sales Marketing Services Group (SMSG). In response, SMSG used Microsoft's Business Scorecard Manager to create a tool called the Field Readiness Index (FRI). To help employees figure out which courses they needed to take, the team created another online tool, called Role Guide, which profiles users automatically using HR data to create a targeted Learning Roadmap for each user.

TAP Pharmaceutical Products Inc. TAP introduced a Learning Quality Management System (LQMS) that automates the delivery, collection, and reporting of multiple levels of evaluation. The company leveraged technology and streamlined processes to yield the advancement of its critical initiatives while assuring strategic alignment with business metrics and optimizing the effectiveness of all training through a continuous improvement process. TAP also developed the Make Learning Stick program to reinforce the importance of the transfer partnership between manager, trainer, and learner throughout the training cycle.

Satyam Computer Services Limited All senior leaders are trained as mentors. They select or are assigned three leaders to mentor. Metrics are clearly delineated to track the program and return on investment. At the end of the year, the mentor is evaluated by mentees, and this information is included in the annual appraisal—50 percent of variable compensation comes from this "people" measure. Satyam also provides an e-mentoring program and Harvard Manage Mentor for all associates.

Lockheed Martin Corporation Lockheed Martin invested more than \$100 million in learning and development via its new 180,000-square-foot Center for Leadership Excellence, due to open in late 2008. Situated next to corporate headquarters, the center will provide more than 80,000 square feet of meeting and learning classroom space and a 250-seat tiered auditorium. The building also features an 8-story lodging facility and will be able to connect with the Center for Innovation, Lockheed Martin's lab for collaborative experimentation and analysis with partners and customers. **OTI**

Aetna Inc. Training was developed to teach team leaders problem identification and root cause analysis. Several different approaches as to whom to coach are discussed in the training. Team leaders learn when to coach bottom performers or when to focus on the majority of the team in moving them from good to great. In the pilot groups where the training and the coaching strategies have been fully implemented, employee performance has increased and employee retention has improved by more 10.2 percent. **BP**

Scotiabank Group Scotiabank developed the Blueprint for business tool to help its small business bankers (about 1,500) deliver practical strategies and solutions to their customers. Components of the system include: 20- to 30-minute online demo; product knowledge skills checklist; 1-hour interactive iShare (Centra) Presentation; small business selling approach e-learning; 1-day small business Conversations Workshop (includes two case studies as pre-work and role-play practice). Annual small business sales targets were exceeded at the end of the third quarter.

Capital One Financial Corporation Targeted customer service programs teach associates to provide superior experiences. Instructor-led training (ILT) provides contact center associates insight into helping customers feel appreciated, clarifying and solving customer needs, and resolving difficult situations. The Health-Care Provider Portal gives health-care partners direct access to business information and online servicing to assist patients with financing and track account activity. Capital One University built instructor-led courses and online training that introduced the portal to 10,000 providers and trained internal sales representatives.

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RANKINGS 16-25

| 2008 Rank | 2007 Rank | Company Name/ Location/ Primary Business | Annual Revenue | No. of Employees | No. of Trainers | | | Total Training Budget | Training Budget as a Percentage of Payroll | Tuition Reimbursement | Corporate University |
|-----------|-----------|--|---------------------------------|-------------------------------|-----------------|-----------|------|-----------------------|--|-----------------------|--|
| | | | | | Full-Time | Part-Time | SMEs | | | | |
| 16 | 42 | Allied Barton Security Services King of Prussia, PA Contract Security Services | \$1.3B U.S. | 50,000 U.S. | 142 | 57 | 15 | NFP | NFP | Yes | Yes Traditional, Virtual, and Other |
| 17 | 20 | inVentiv Commercial Services Somerset, NJ Business Services | \$359.4M U.S. | 3,100 U.S. | NFP | NFP | NFP | NFP | 9% | Yes | Yes Virtual and Other |
| 18 | 40 | BB&T Corporation Winston-Salem, NC Finance/Banking | \$9.4B U.S. | 28,900 U.S. | 180 | 5 | N/A | \$46.9M | 3% | Yes | Yes Traditional, Virtual, and Other |
| 19 | 64 | Mohawk Industries, Inc. Calhoun, GA Manufacturing | NFP | NFP | 108 | 205 | 237 | NFP | NFP | Yes | Yes Virtual |
| 20 | * | ADP, Inc. (Automatic Data Processing) Roseland, NJ Business Services | \$6.4B U.S. \$7.8B worldwide | 45,000 worldwide | 700 | 35 | 800+ | NFP | NFP | Yes | Yes Traditional and Virtual |
| 21 | 13 | Cerner Corporation Kansas City, MO Health Care IT | \$1.2B U.S. \$1.4B worldwide | 6,130 U.S. 7,536 worldwide | 113 | 428 | 389 | NFP | 7.41% | Yes | Yes Virtual and Other |
| 22 | 38 | Wells Fargo & Company San Francisco, CA Finance/Banking | \$35.7B U.S. | 168,000 U.S. | NFP | N/A | 754 | NFP | NFP | Yes | Yes Virtual and Other |
| 23 | 44 | Special People In Northeast, Inc. (SPIN) Philadelphia, PA Non-Profit Human Services | \$38.7M U.S. | 707 U.S. | 5 | 0 | 63 | \$570.1K | 2.6% | Yes | Yes Traditional |
| 24 | 39 | Scientific Atlanta, a Cisco Company Lawrenceville, GA Communications | \$1.9M U.S. \$2.8M worldwide | 2,130 U.S. 9,855 | 6 | - | 15 | \$3.9M | 2% | Yes | Yes Traditional and Virtual |
| 25 | * | Hanover Healthcare Plus Hanover, PA Health/Medical Services | \$185.8M U.S. | 1,424 U.S. | 20 | 43 | 42 | \$420.5K | 1% | Yes | Yes Other |

* New entry; not ranked in the 2007 Top 125

Additional Information

AlliedBarton Security Services AlliedBarton provides both regulatory and internal certifications to meet training requirements for CPR/First Aid, Certified Protection Professional, and state-mandated security officer certifications. Training programs offer internal certifications, such as those for security officers serving targeted market segments, and a variety of individually paced development programs for managers and officers. In August 2007 alone, AlliedBarton employees were recognized for putting training to use at client sites, including a fire safety officer who extinguished a cafeteria fire, and First Aid/CPR-certified employees who used their skills to save lives. **OTI**

inVentiv Commercial Services In 2007, inVentiv Commercial Services announced the introduction of PharmaJobBoard.com, a new Internet-based training and recruitment solution designed to improve the quality and performance of pharmaceutical representatives. The 1.0 version of PharmaJobBoard.com focuses primarily on training and recruiting pharmaceutical representatives, but the company's extended vision is to create a dynamic and interactive social network for the pharmaceutical community. inVentiv recently signed a partnership agreement that will leverage social networking science and Web 2.0 technology to create a pipeline for well-trained pharmaceutical talent.

BB&T Corporation BB&T University delivers the Risk Management Association (RMA) Diagnostic Assessment to all business lenders at this banking/financial services company. Credit Training maps training needs identified in the assessment to BB&T University courses. Lenders then are required to attend prescribed training courses within 18 months. This allows lenders to attend appropriate developmental courses, while placing out of courses that include information in which they are already proficient.

Mohawk Industries, Inc. This flooring company reduced the number of off-quality goods after the Mohawk Improvement Team trained the coater operators at the Antioch facility. On the sales side, Mohawk University's Sales Performance Development Center of Excellence has a 3-month mentoring program that follows a 12-week New Hire Recruit College (which recruits, trains, and coaches university graduates to be manufacturing reps or territory managers for Mohawk Industries) with incentives for the mentor.

ADP, Inc. (Automatic Data Processing) Business outsourcing solutions provider ADP has developed 57 internal coaches through its Internal Coach Certification Program (ICCP), who address developmental issues with management-level clients. Certified internal coaches come from the U.S., Canada, and India. Many are members of the International Coach Federation and hold the ACC (Associate Certified Coach) or PCC (Professional Certified Coach) designation. An internal study done with ADP's executive coaching clients shows an average return on investment of 411 percent. **OTI**

Cerner Corporation Health-care information technology provider Cerner offers a variety of online tools to help navigate the career planning process, including career progression road maps, role profiles, curriculum maps, and supplemental resources. A mentor handbook provides guidance and encourages all associates to establish a mentor relationship within the organization to provide additional, unbiased career coaching. If needed, HR professionals and peer role champions are available to assist in career and role exploration conversations. This career counseling allowed the company to fill 53 percent of its job openings in 2006 with internal candidates.

Wells Fargo & Company Wells Fargo's Licensed Banker Program began in 2007 as a partnership between Regional Banking and the Wealth Management Group. The investment curriculum was redesigned and delivered via the Web, virtual classrooms, or in-person sessions; participants were paid for study time; and Wells Fargo's new learning management system (LMS) was used to manage registration, establish firm compliance records, and more. Today, the minimum standard effectiveness of Wells Fargo Licensed Bankers has increased from 50 to 70 percent, while training material costs decreased by 40 percent.

Special People In Northeast, Inc. (SPIN, Inc.) Some 44 employees currently are participating in this nonprofit for people with disabilities' Leadership Opportunity Program as ambassadors, team leaders, strength development peers, instructors, and mentors to new hires. Due in large part to their involvement, SPIN's 3-month retention rate improved by 11.2 percent from 77.42 percent in 2005 to 88.64 percent in 2007. Ambassadors support the recruitment process by presenting their career choice stories and roles in a variety of forums with potential candidates at high school, college, and community career fairs.

Scientific Atlanta, a Cisco Company At this communications company, an expert coach meets with each mentee to provide a battery of assessments, including an online 360 to measure S-A's 10 leadership competencies, verbal 360 interviews, FIRO-B, MBTI, Strong Inventory, and CPI 260. These assessments are debriefed with an executive coach, and a development plan is created. The executive coach works with both the coachee and the coachee's manager to support the completion of the development plans. Some 29 percent of the managers who have received executive coaching have been promoted.

Hanover Healthcare Plus The cornerstones of Hanover Healthcare Plus' L.E.A.D. (Leadership Education and Development) model are five Leadership Indicators including Leading Change, Leading People, Results-Driven Decision-Making, Business Acumen, and Building Coalitions & Communication. The program seeks to increase competency in areas such as creative and conceptual thinking, change and conflict management, coaching, teamwork and cooperation, and problem solving. The model also was used to create 360-degree assessment materials, mentoring, coaching programs, performance evaluation, and pay-for-performance systems.

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|-----------|-----------|--|--------------------------------|-----------------------------------|-----------------|-----------|-------|-----------------------|--|--------------------------------|--|
| | | | | | Full-Time | Part-Time | SMEs | | | | |
| 26 | 32 | LexisNexis Group New York, NY Business Services | NFP | 9,500 U.S. 13,000 worldwide | NFP | NFP | NFP | NFP | Yes | Yes Traditional and Virtual | |
| 27 | 31 | Allstate Insurance Company Northbrook, IL Real Estate/Insurance | \$35.8B worldwide | 35,385 U.S. 37,849 worldwide | 612 | 31 | 7,716 | \$93M | 2.7% | Yes | Yes Other |
| 28 | 63 | The Vanguard Group Malvern, PA Finance/Banking | NFP | 11,463 U.S. | NFP | NFP | NFP | NFP | NFP | Yes | Yes Traditional, Virtual, and Other |
| 29 | 50 | Gilbane Providence, RI Construction Management | \$2.8B U.S. | 1,746 U.S. | 6 | - | 176 | NFP | 2% | Yes | Yes Other |
| 30 | 34 | Paychex, Inc. Rochester, NY Business Services | \$1.9B worldwide | 11,587 U.S. 11,622 worldwide | 167 | 4 | 1,149 | NFP | NFP | Yes | Yes Traditional and Other |
| 31 | 48 | Wachovia Charlotte, NC Finance/Banking | \$32.3B worldwide | 118,859 U.S. 120,723 worldwide | 544 | 9 | N/A | \$62.9M | 2% | Yes | Yes Other |
| 32 | 16 | Miami Children's Hospital Miami, FL Health/Medical Services | NFP | 2,755 U.S. | 32 | 58 | 115 | \$10.6M | 6.92% | Yes | Yes Traditional |
| 33 | 46 | Aflac Incorporated Columbus, GA Real Estate/Insurance | \$4B U.S. \$14.6B worldwide | 4,496 U.S. 9,440 worldwide | 52 | 90 | 12 | \$8.8M | 4.3% | Yes | Yes Virtual |
| 34 | 45 | BÖWE BELL + HOWELL Durham, NC Manufacturing | NFP | NFP | 18 | 8 | 72 | \$3.6M | 3.05% | Yes | Yes Traditional and Virtual |
| 35 | 66 | Washington State Employees Credit Union Olympia, WA Finance/Banking | NFP | 525 U.S. | 4 | 2 | 20 | NFP | NFP | Yes | No |

* New entry; not ranked in the 2007 Top 125

Additional Information

LexisNexis Group Orientation for new sales representatives at this information and services solutions provider consists of 6 weeks of self-paced study in sales skills, product knowledge, analytical content, and internal processes, followed by pre-assessments, classroom training, and post-training assessments. Some sales positions also include a 2- to 3-day in-person training session tailored to the specific needs of the employee. New reps are paired with a mentor for 3 to 6 months. In 2006, LexisNexis hired roughly 140 new sales representatives, who received more than 50,000 hours of training.

Allstate Insurance Company Allstate offers diversity education to all employees as a core component of its growth strategy. That education reaches more than 40,000 employees, and includes training-related initiatives such as participation in MenTTium, a nationally recognized executive development program for mid-level, high-potential professional women that included 22 protégés in the 2006/2007 cohort, and 226 Allstate women since its inception in 1997. The company's on-site Executive MBA program includes 34.9 percent women.

The Vanguard Group Concerned that the future demand of Certified Financial Planners and Analysts could outpace supply, this investment management company partnered with multiple vendors to offer two variations on its Certified Financial Planners (CFP) program—a mentored self-study plan and a high-touch, classroom-based solution. Vanguard also piloted its first in-house Certified Financial Analyst (CFA) program in 2007. The pass rate of 55 percent is significantly higher than the national average of 40 percent.

Gilbane This real estate development company's Career Conversations (CC) is a formalized process for an employee and manager to discuss job enrichment, career aspirations, and operational excellence. CC primers for employees and managers were created in 2006. CC training—emphasizing questioning, listening, and coaching—was provided to 300 managers in March 2007. Since the program launch a month later, 10 percent of employees have received a CC. The program is voluntary, off cycle to performance reviews, and focuses on employees' growth and development.

Paychex, Inc. Paychex's core payroll business processed nearly 231 million employee checks last year for clients. In support of its core service givers and sales team, the University of Paychex educated approximately 700 new payroll specialists and 1,100 sales reps in 2007. The university trained sales, operations, and corporate employees in 10 new product enhancements, and instructed all audiences on six new product offerings. It has a dedicated new products team involved with each new product initiative beginning with the point of investigation.

Wachovia In the last year at this financial services company, the classroom accounted for 72,000 hours of on-site training; Web-based training, 30,000 hours; and virtual training, 6,500 hours. By bringing classes on-site, Wachovia saved in excess of \$700,000 in the first two quarters of 2007. In addition, by increasing the number of internally offered continuing education courses that support various designations, Wachovia will save \$2 million annually in external conference costs.

Miami Children's Hospital Led by senior leadership, the MCH Leadership Institute utilizes a 360-degree performance tool and HarvardManage Mentor Curriculum. A core part of the curriculum (more than 40 online courses and instructor-led meetings) includes strategy-focused assignments and critical thinking paths to analyze complex business environments and resolve common leadership challenges. Participants complete a systemwide performance improvement project; such projects have resulted in major organizational changes, including MCH becoming a smoke-free facility. The expected return on investment of these projects nears \$850,000.

Aflac Incorporated Aflac's Sales Training department conducts a broad range of instructor-led and online courses for the more than 60,000 independent associates who sell its products nationwide. Topics include: the basic knowledge needed to run an independent insurance sales business; principles of insurance; the Aflac approach to selling supplemental insurance; Aflac products and their benefits to consumers; Aflac technology available to assist in the selling process; and personal development courses on the importance of image and professionalism.

BÖWE BELL + HOWELL BBH offers a three-part Strategic Leadership Development Curriculum. Leadership Orientation equips managers to lead a team through the alignment of culture, values, strategy, and performance; Functional Leadership courses focus on skills, such as finance and business systems, specific to the manager's business unit; and Advanced Management courses increase specific skills required within the organization, such as change management, quality and problem solving, and emotional intelligence.

Washington State Employees Credit Union Nine employees have been certified as facilitators for WSECU's process improvement teams. Facilitators lead the kickoff day and help guide the team sponsor and team leaders through a 10-week program. Team topics are suggested by employees and reviewed by a management team. Projects completed successfully so far include more efficient processing of employee Visa reconciliation forms and reducing the processing time for mortgage loans. To date, some 20 teams have completed projects, with more planned for 2008.

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RANKINGS 36-45

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|-----------|-----------|---|--|---|-----------------|-----------|-------|-----------------------|--|-----------------------|--|
| | | | | | Full-Time | Part-Time | SMEs | | | | |
| 36 | 18 | 1-800-FLOWERS.COM Inc. Carle Place, NY Retail | \$912.6M U.S. | NFP | 6 | 31 | 5 | NFP | NFP | No | Yes Virtual |
| 37 | 41 | McDonald's USA, LLC Oak Brook, IL Hospitality | \$7.5B U.S. \$21.6B worldwide | 111,472 U.S. 600,492 worldwide | 248 | 53 | 8,190 | NFP | NFP | Yes | Yes Traditional and Other |
| 38 | 37 | Alltel Communications, Inc. Little Rock, AR Communications | \$7.8M U.S. | 15,725 U.S. | 73 | 10 | 1,186 | NFP | NFP | Yes | Yes Traditional, Virtual, and Other |
| 39 | 52 | John Wieland Homes and Neighborhoods Atlanta, GA Construction | \$739M U.S. | 947 U.S. | 3 | 1 | 137 | \$747.8K | 1.4% | Yes | Yes Traditional, Virtual, and Other |
| 40 | * | Suffolk Construction Boston, MA Construction | NFP | 800 U.S. | 10 | 150 | 110 | NFP | 3% | Yes | Yes Other |
| 41 | 49 | Steelcase, Inc Grand Rapids, MI Manufacturing | \$2.3B U.S. \$3.1B worldwide | 9,500 U.S. 14,000 worldwide | 62 | 0 | 56 | \$7.7M | 2% | Yes | Yes Other |
| 42 | 36 | HSBC - North America Prospect Heights, IL Finance/Banking | NFP | 58,000 U.S. 312,000 worldwide | 265 | 4 | 42 | NFP | NFP | Yes | Yes Traditional and Virtual |
| 43 | 99 | Scottrade, Inc. St. Louis, MO Finance/Banking | \$789M U.S. | 1,861 U.S. | 10 | 0 | 30 | \$1.9M | 2.4% | Yes | Yes Traditional and Virtual |
| 44 | 105 | Best Buy Richfield, MN Retail | \$31B U.S. \$35.9B worldwide | 101,000 U.S. 140,000 worldwide | 82 | 20 | 750 | \$60M | 8% | Yes | Yes Traditional and Virtual |
| 45 | 53 | Chesterfield County, Virginia Chesterfield, VA Government and Military | \$663.3M U.S. | 4,296 U.S. | 28 | 61 | 280 | \$5.6M | 3.3% | Yes | Yes Other |

* New entry; not ranked in the 2007 Top 125

Additional Information

1-800-FLOWERS.COM Inc. This retailer provides employees with mentors in the classroom, as well as in production environments. Development coaching managers were added in 2007 to provide ongoing monthly performance/career development. Even home-based workers don't miss out, thanks to the company's use of online mentoring. Virtual coaching sessions are recorded to provide managers feedback on how to improve. Employees can fill out an anonymous online form about their interaction that is reviewed by the VP of Quality and Performance with the respective Development Coaching Manager or Performance Coaching Manager to ensure 360-degree accountability.

McDonald's USA, LLC In 2006, more than 36,000 students participated in training at McDonald's USA's Hamburger University (HU) and its 22 Regional Training Centers throughout the U.S. A certified/verified Shift Manager is the result of an \$18,000 investment in training. A McDonald's restaurant manager typically spends more than 2,000 hours over 4 years in some form of training. The American Council on Education (ACE) awarded 100 percent of HU's Restaurant Management and Mid-Management courses college credit recommendations (46 credits).

Alltel Communications, Inc. Alltel provides certification programs in Microsoft, Cisco, Nortel, Motorola, and Lucent. Certification programs for finance and accounting professionals, as well as project management and Six Sigma also are offered. In addition, the company provides a certification program for front-line trainers, which includes courses such as Basic Facilitation Skills, BlackBerry RIM, Bergerac Trainer Talk, NetForce Wireless Data, and Achieve Global certification.

John Wieland Homes and Neighborhoods This home builder held its first remedial training program, Monthly Framing Training, and eliminated framing errors by 77 percent. Communications training generated a 10 percent decrease in labor costs for the pricing team. Safety training produced a 51 percent decrease in total claim costs, a \$2.2 million savings. Some 2,000 hours of customer service training resulted in being ranked by JD Powers as the No. 1 home builder in Atlanta and Charlotte in all applicable categories.

Suffolk Construction Suffolk Construction is implementing a corporate-wide initiative for education on the green environmental movement in general and, specifically, the green building movement and LEED (Leadership for Environmental & Energy Design). The initiative includes four levels of training: Level 1 (overview classes for all employees), Level 2 (customized green training for specific roles within the organization), Level 3 (for new Project Teams at the start-up of each construction project to receive appropriate LEED Certification), Level 4 (LEED Accredited Professional Development classes).

Steelcase, Inc This office furniture company launched "Leadership Essentials," a learner-controlled program for new leaders that replaced a 38-week classroom-based program. A pre-assessment determines knowledge or skill gaps against the internal requirements for a successful leader, allowing the new leader to focus on learning only those things that are essential. A set of Web-based courses and clickable tools are accessible on the company's LMS. Steelcase estimates participants will spend, on average, between only 17 and 23 percent of the amount of time required by more traditional solutions.

HSBC - North America This finance/banking institution offers a variety of programs to support its diversity initiative. The curriculum includes "In This Together," a video introducing new hires to diversity and respect; "Everyday Diversity," a Web-based introduction to diversity that all non-management employees are required to complete; "Leveraging and Developing Our Diverse Talents," a half-day workshop for managers about the business case for leveraging diversity; and "Maintaining a Positive Workplace Environment," a half-day workshop for managers that alerts employees to what harassment and discrimination are, and how they can be prevented.

Scottrade, Inc. This brokerage firm implemented a new performance review system called Performance Development@Scottrade to better gauge the performance success of managers, team leaders, and supervisors. In this new system, 20 percent of managers' scores is based on how well they develop their employees personally and professionally. A manager's score has a direct effect on annual raises and quarterly bonuses. The system was developed in 1 year; related software and integration costs were \$184,000 over 3 years.

Best Buy Ongoing technical and IT training is addressed at retailer Best Buy through several approaches, including The Best Buy for Business Certifications Portal, which allows employees in certain positions to take IT courses through e-learning, online instructor-led classes, and hands-on labs. Most material on the portal is geared toward gaining industry-recognized IT certifications; Learning Center, Best Buy's LMS, which houses hundreds of technical and IT e-Learning modules, and job aids; and through vendor partnerships in which product content is provided to employees directly from the source. **OTI**

Chesterfield County, Virginia Succession and human resources planning are incorporated into Chesterfield County's talent management initiative, which helps county managers become better "talent" and "human capital" managers, offers strategic development opportunities for employees, and strengthens the county's talent pool. The county's biennial Talent Assessment measures management workforce strength, and creates a skills inventory for the organization's top 350 leaders. This process assesses core competency strength, weakness, organizational mobility, retention risks, and future potential, as well as backups and possible successors.

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RANKINGS 46-55

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|-----------|-----------|---|---|---|-----------------|-----------|-------|-----------------------|--|-----------------------|--|
| | | | | | Full-Time | Part-Time | SMEs | | | | |
| 46 | 27 | Olive Garden Italian Restaurant Orlando, FL Hospitality | NFP | NFP | NFP | NFP | NFP | NFP | Yes | Yes Other | |
| 47 | * | CarMax, Inc. Richmond, VA Retail | \$7.5B U.S. | 15,000+ U.S. | 25 | N/A | 780 | \$9.5M | 0.78% | Yes | Yes Traditional, Virtual, and Other |
| 48 | 68 | The PNC Financial Services Group, Inc. Pittsburgh, PA Finance/Banking | \$8.6B worldwide | 27,600 worldwide | 137 | 23 | 1,104 | NFP | NFP | Yes | Yes Traditional, Virtual, and Other |
| 49 | 67 | UPS Atlanta, GA Transportation/ Utilities | \$38.5B U.S. \$47.6B worldwide | 360,600 U.S. 427,700 worldwide | 550 | 6,585 | 1,204 | \$597.6M | 3.05% | Yes | Yes Traditional and Virtual |
| 50 | * | Commerce Bancorp, Inc. Cherry Hill, NJ Finance/Banking | \$1.9B U.S. | 15,000 U.S. | 56 | - | 115 | NFP | NFP | Yes | Yes Other |
| 51 | 109 | Allied Global Holdings Inc. New Market, Ontario, Canada Business Services | \$10.2M U.S. \$55.8M worldwide | 150 U.S. 1,110 worldwide | 8 | 1 | 27 | \$618.3K | 2.29% | Yes | Yes Virtual |
| 52 | 58 | Windstream Communications Little Rock, AR Communications | NFP | 8,345 U.S. | 25 | 0 | 16 | NFP | NFP | Yes | Yes Traditional and Virtual |
| 53 | 76 | Tandus Dalton, GA Manufacturing | \$350M worldwide | 800 U.S. 1,600 worldwide | 4 | 2 | 20-25 | NFP | NFP | Yes | Yes Traditional and Virtual |
| 54 | 107 | Edward Jones St. Louis, MO Finance/Banking | \$3.2B U.S. \$3.5B worldwide | 31,451 U.S. 33,586 worldwide | 328 | 8 | 636 | \$49.9M | 3.15% | Yes | Yes Other |
| 55 | 28 | MGM MIRAGE Las Vegas, NV Hospitality | NFP | NFP | 34 | 17 | 161 | NFP | NFP | Yes | Yes Other |

* New entry; not ranked in the 2007 Top 125

Additional Information

Olive Garden Italian Restaurant This restaurant chain's Embracing Leadership Excellence (ELE) Program targets high-potential GMs, RSC managers, and restaurant managers. The goal is to "develop future leaders" faster while preparing participants for potential transition into broader new roles. There are five manager programs, two GM programs, and two RSC programs each year. The GM project also includes a Strategic Team project that seeks to satisfy an organizational need.

CarMax, Inc. Every CarMax, Inc., store associate who interacts with customers must complete the Above and Beyond training class, which teaches the fundamentals of delivering outstanding customer service the CarMax way. Associates share examples of great customer service they've received at other retailers, as well as some not-so-great examples. The class reads letters from CarMax customers illustrating superior customer service along with some that describe service failures. Learners discuss what the company did right or wrong in each case, and how problem situations could have been prevented.

The PNC Financial Services Group, Inc. In September 2006, PNC switched from a third-party to an in-house credit card product. PNC University delivered a three-part blended training program (including a computer-based course, card application simulation, and job aids) to prepare employees for this change. Since the product launched, 1,190 employees were trained and 110,309 applications were processed, resulting in 50,311 new consumer and 6,822 new business accounts. These account for a total of \$242 million in receivables.

UPS UPS' New Franchisee Development Program is a five-step process that offers a blended learning opportunity across multiple platforms and combines practical and didactic training, including: more than 30 Web-based training modules on store management; in-store trainer certification program; In-Store Experience I (ISE I), a 45-hour in-store course on daily operations; University Business Course, an 8-day blended learning program at the home office in San Diego; and ISE II (where 50 percent of the trainee's time is spent processing actual customer transactions with the trainer providing feedback). **OTI**

Commerce Bancorp, Inc. Commerce's CASH (Career Advancement Starts Here) is a career track for future stars. This self-directed career development program takes a blended learning approach: classroom, on-the-job training, and service learning experiences. All CASH participants are sponsored by senior management, and follow 4- to 12-month training plans, with assigned mentors who provide career counseling throughout their development. Since launching in 2005, participation in the CASH program has increased from 615 in 2005 to 912 team members in 2006. Promotions of graduates increased from 147 in 2005 to 390 in 2006. **BP**

Allied Global Holdings Inc. Accounts receivable services, contact management solutions, and asset purchasing provider Allied Global Holdings delivers at least 1 hour a week of client service training to front-line staff. This instruction is facilitated by the training team, all levels of management, and team members themselves, who develop training based on their research of other companies and industries. The program has worked so well the client service team has increased its workload by 175 percent while reducing overall resources by 30 percent in a 2-year period.

Windstream Communications In 2007, voice, broadband, and digital TV services provider Windstream Communications began replacing traditional paper participant guides with USB flash drives. The new solution makes accessing training reference material on field laptops fast and easy, and eliminates the need to store training binders in the work vehicles. This new process reduced training material cost by 27 percent and allows the company to be more ecologically friendly: Utilizing the USB flash drives entirely eliminates the consumption of 3.5 pounds of paper per student.

Tandus Commercial flooring manufacturer Tandus implemented new software to enhance training for service reps that records each customer experience when they contact the company; captures screen shots on the computer during order entry; and is used for training purposes to help provide a consistent, pleasant experience when customers contact the department. The company also launched an online training program in July 2007 that allows for real-time updates and participation 24/7 for areas of ongoing training.

Edward Jones This finance/banking firm significantly increased coaching for leaders, veteran financial advisors, promising employees, and future leaders over the last several years. In 2006, additional follow-up was added to Leadership Development Center (LDC) workshops, Edward Jones' primary method for identifying future leaders. Professional observers assigned to an individual participant during the 1- to 2-day workshops now confer with their LDC participant in conference calls eight times in the 2 years after the workshop ends.

MGM MIRAGE In collaboration with Nevada Partners & Culinary Union Local 226, MGM MIRAGE developed the Culinary Development Apprenticeship Program, a state-certified, structured, on-the-job training process that gives apprentices the opportunity to train with the best chefs in all aspects of the craft. Five apprentices are selected to work in every culinary discipline within the finest restaurants at MGM MIRAGE over a 2-year period. Each apprentice has two experienced mentors and access to MGM MIRAGE's newly opened Culinary Library.

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



| 2008 Rank | 2007 Rank | Company Name/ Location/ Primary Business | Annual Revenue | No. of Employees | No. of Trainers | | | Total Training Budget | Training Budget as a Percentage of Payroll | Tuition Reimbursement | Corporate University |
|-----------|-----------|--|-----------------------------------|---|-----------------|-----------|--------|-----------------------|--|-----------------------|--|
| | | | | | Full-Time | Part-Time | SMEs | | | | |
| 56 | * | Umpqua Bank Portland, OR Finance/Banking | \$318.8M U.S. | 1,790 U.S. | 7 | 0 | 6 | \$2M | 2.8% | Yes | Yes Traditional, Virtual, and Other |
| 57 | 85 | ESL Federal Credit Union Rochester, NY Finance/Banking | \$2.9B U.S. | 575 U.S. | 5 | 1 | 0 | NFP | 2.3% | Yes | Yes Traditional |
| 58 | 74 | Royal Canadian Mounted Police Ottawa, Canada Government and Military | \$3.3B worldwide | 25,417 worldwide | NFP | NFP | NFP | NFP | NFP | Yes | Yes Virtual and Other |
| 59 | 75 | Loews Hotels New York, NY Hospitality | \$371M worldwide | 8,000 worldwide | 27 | 2 | 567 | NFP | NFP | Yes | Yes Traditional, Virtual, and Other |
| 60 | * | Pinnacle Entertainment, Inc. Las Vegas, NV Hospitality | \$2B U.S. \$2B worldwide | 6,200 U.S. 7,000 worldwide | 20 | 40 | 140 | \$4M | 2.2% | Yes | Yes Other |
| 61 | 77 | American Fidelity Assurance Oklahoma City, OK Real Estate/Insurance | NFP | 1,376 U.S. | 14 | 1 | 26 | NFP | 3.6% | Yes | Yes Traditional and Virtual |
| 62 | 101 | Verity Credit Union Seattle, WA Finance/Banking | \$1.6M U.S. | 107 U.S. | 2 | 0 | 6 | \$240K | 4.4% | Yes | Yes Traditional, Virtual, and Other |
| 63 | 88 | Buckman Laboratories International, Inc. Memphis, TN Manufacturing | NFP | 516 U.S. 1,456 worldwide | 20 | 75 | 150 | NFP | NFP | Yes | Yes Virtual and Other |
| 64 | 43 | The Home Depot Atlanta, GA Retail | \$79B worldwide | 301,264 U.S. 351,257 worldwide | 540 | 2,600 | 45,000 | NFP | NFP | Yes | Yes Other |
| 65 | 71 | Amil Assistência Médica Internacional Ltda Rio de Janeiro, Brazil Health Services | NFP | 15,000 worldwide | 10 | N/A | N/A | NFP | NFP | Yes | Yes Other |

* New entry; not ranked in the 2007 Top 125

Additional Information

Umpqua Bank Through a nomination process, 8 to 12 commercial associates are selected to participate in Umpqua Bank's 3-week Commercial Lending Boot camp. One week of classroom delivery is followed by 2 weeks in the field practicing new lending skills and business concepts for a program duration of 8 weeks. Boot Camp is offered three times annually; to date, 60 associates have graduated. At the end of each session, a formal graduation luncheon is attended by executive management.

ESL Federal Credit Union The Frontline Supervisor Training program provides new supervisors with management basics. The program, which consists of 10 4-hour sessions, provides ESL's new managers and supervisors with a consistent foundation of knowledge and skills. Current managers participate in the WAVE Leadership Program (Wise, Aware, Visionary, Ethical). Through eight half-day sessions, participants gain knowledge of leadership strengths and blind spots, assess and possibly revise their current values, and alter patterns that may have been obstacles to success.

Royal Canadian Mounted Police (RCMP) The RCMP often partners with agencies inside and outside of Canada to design and deliver training. One such event is training for the Integrated Border Enforcement Team (IBET), which consists of members from the RCMP, Canada Border Services Agency (CBSA), U.S. Immigration and Customs Enforcement, U.S. Border Patrol, and U.S. Coast Guard. These teams are required to occupy the same office and work as an integrated unit, regardless of agency. This model recently was used to create an integrated anti-smuggling training initiative with the United States Coast Guard.

Loews Hotels Each Loews Hotels property participates in the Supervisory Development program by selecting highly talented supervisors and leading them through a series of eight online training courses ranging from guest satisfaction to working with and supervising other team members. They also attend management training sessions. They meet monthly with a different property leader to learn more about the hotel operation and the leader's career path. The program lasts 6 months and is offered twice a year.

Pinnacle Entertainment, Inc. Each year, 10 individuals are selected from throughout this gaming organization to be groomed to move into senior executive positions. First, the CEO leads outdoor team-building activities and group outings such as hiking and paragliding. Next is a series of CEO-led business-centered development activities at the New York Stock Exchange. Participants also engage in executive programs such as Cornell University School of Hotel Administration's General Manager Program. Finally, participants complete Checkpoint 360 Competency Feedback, Skill Builder, and the DiSC Leadership Profile.

American Fidelity Assurance Real estate/insurance company American Fidelity's Leadership and Management Program (LAMP) has three levels of management curriculum. The first level, Associate Degree, is designed for leaders and entry-level leaders, and includes training in human resources issues, finance, sales and marketing, leadership and management, and personal development. It consists of 80 training hours including: Legal Issues for Managers, Secrets of Supervision, Business Ethics, Communication for Leaders, Expense Management, Understanding the Scorecard, Meetings 101, and How Sales Works. Each class is geared toward knowledge front-line supervisors can put to use right away.

Verity Credit Union In response to the expressed desire to have internal candidates more "supervisor ready," Verity Credit Union's training & development manager created a Supervisor Pipeline program in 2007. This curriculum aims to provide theoretical and practical experience for those candidates interested in becoming supervisors. Training is conducted over several months and is composed of interviews, mentoring with key subject matter experts, role-playing common supervisor issues, small group or one-on-one training, and individual projects.

Buckman Laboratories International, Inc. Diversity training at Buckman Labs is integrated into the Code of Ethics and Anti-Harassment training for managers and associates, and is included in the principles taught during new hire orientation. In 2007, the company delivered "calibration sessions" in which every manager met with his or her group of direct reports to discuss the Code of Ethics in the context of their workgroup. The resulting feedback initiated the development of a micro-inequities workshop to deal with diversity issues.

The Home Depot The retailer's Learning Forums are mini-conferences for high-potential mid- to upper-level leaders. These experiential events focus on the challenges and opportunities of today's business, and build critical district manager (DM), store manager (SM), and assistant store manager (ASM) skills. Each event is aligned with business strategy and tailored to a particular population role in realizing the strategy, its supporting initiative, and local leadership.

Amil Assistência Médica Internacional Ltda This medical services provider's blended learning regimen is composed of approximately 70 percent classroom time and 30 percent e-learning. The company favors "out-of-the-box" approaches that keep employees stimulated, including the use of diverse multimedia resources. Alongside its formal training courses, Amil boasts a strong enrollment in corporate citizenship programs that involve employees in charitable work such as helping disadvantaged communities learn about preventative health, hygiene, first aid, and the prevention of sexually transmitted diseases.

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RANKINGS 66-75

| 2008 Rank | 2007 Rank | Company Name/ Location/ Primary Business | Annual Revenue | No. of Employees | No. of Trainers | | | Total Training Budget | Training Budget as a Percentage of Payroll | Tuition Reimbursement | Corporate University |
|-----------|-----------|--|---|---|-----------------|-----------|------|-----------------------|--|-----------------------|--|
| | | | | | Full-Time | Part-Time | SMEs | | | | |
| 66 | 97 | PAETEC Fairport, NY Communications | \$586M U.S. | 2,300 U.S. | 14 | - | 67 | \$1.8M | 2% | Yes | Yes Traditional, Virtual, and Other |
| 67 | 95 | Freightliner LLC Portland, OR Manufacturing | NFP | NFP | 85 | 5 | 11 | \$7.9M | NFP | Yes | Yes Other |
| 68 | 89 | Principal Financial Group Des Moines, IA Insurance/Financial Services | \$9.2B U.S. \$9.8B worldwide | 13,759 U.S. 16,557 worldwide | 209 | 62 | 783 | \$23.5M | 3.21% | Yes | Yes Other |
| 69 | * | Delta Air Lines, Inc. Atlanta, GA Transportation/ Utilities | \$17.2B worldwide | 48,900 U.S. 50,300 worldwide | 446 | 40 | N/A | NFP | 1.88% | Yes | Yes Other |
| 70 | * | CompuCredit Corporation Atlanta, GA Finance/Banking | \$1.4M U.S. | 3,600 U.S. 1,500 worldwide | 14 | - | 3 | \$1.9M | 6% | Yes | Yes Other |
| 71 | * | Current Builders Pompano Beach, FL Construction | \$153M U.S. | 250 U.S. | - | 10+ | 10 | \$100K | 5% | Yes | Yes Traditional, Virtual, and Other |
| 72 | 61 | Cartus Corporation Danbury, CT Relocation | NFP | 2,361 U.S. 2,849 worldwide | 35 | 1 | 115 | \$3.5M | NFP | Yes | Yes Virtual |
| 73 | 65 | Lancaster General Hospital Lancaster, PA Health/Medical Services | NFP | NFP | 40 | 10 | NFP | NFP | 1.23% | Yes | No |
| 74 | * | Nationwide Insurance Columbus, OH Real Estate/Insurance | \$14.3B U.S. | 36,000 U.S. | NFP | NFP | NFP | NFP | NFP | Yes | No |
| 75 | * | Marriott International, Inc. Bethesda, MD Hospitality | \$10.3B U.S. \$12.2B worldwide | 123,603 U.S. 140,081 worldwide | NFP | NFP | NFP | NFP | NFP | Yes | Yes Other |

* New entry; not ranked in the 2007 Top 125

Additional Information

PAETEC After communications company PAETEC acquired USLEC, nearly 200 sales reps and sales management from USLEC needed training within the first 90 days of the acquisition. Product training consisted of 68 Webinars, six in-person classes of about 25 students each, and 14 new CBTs. The Customer Relationship Management (CRM) system supporting sales staff was trained through 11 in-person hands-on classes, and 11 new CBTs. After USLEC sales reps used the CRM system for 2 weeks, PAETEC's training department provided nine separate Q&A Webinars, followed by nine more 2 weeks later. **BP**

Freightliner LLC Freightliner's Service Support Index (SSI) is an internal, Web-based tracking program designed to evaluate service locations (distributors and dealers). Each location is evaluated on criteria from which a score is generated. Items evaluated range from having all the proper tools to stocking the correct number of parts, conditions of the facility itself, and training. Freightliner Academy (training and certification) is an integral part of a location's SSI score. Locations whose scores are high indicate an overall successful location.

Principal Financial Group Financial services/products provider Principal Financial Group launched its corporate mentoring program in 2003. It has grown 50 percent since 2005. High-performing executives are paired with mid-level key talent from other areas. The program includes a development assessment and capstone activity with the company's CEO. Some 31 percent of Principal's VPs and above participate as mentors. All business units have created mentoring opportunities for their employees. In 2007, the African-American/Black Employee Resource Group launched a program for its participants.

Delta Air Lines, Inc. Delta's restructuring under bankruptcy court protection in 2006 and early 2007 included a new approach to selection and development of leaders at all levels of the company. Cross-divisional leadership development training was conducted by a third-party vendor that focused on commitment to the company's success. Delta conducted day-long sessions for all leaders, and then for all employees, that established new openness in communications, and introduced the new Delta brand and the new way Delta would conduct business.

CompuCredit Corporation In 2007, CompuCredit launched an initiative to hold vendor training managers and trainers accountable. By matching new accountability measures with past ones, the company was able to hold six of its vendor trainer and training managers accountable for training attendance names and numbers, which are captured and recorded by CompuCredit in vendor locations at the end of each training course. Trainers at vendor locations also are held accountable for maintaining strengths, and improving areas for development, through monthly coaching sessions.

Current Builders The company established the Mentoring Program as an organizational priority of its executive management team. The program, under the coordination of the human resources director, pairs a senior mentor with a junior protégé. Mentors share their prior experiences in the workplace and other critical work experiences, and provide advice to protégés on how to deal with career challenges. Mentoring communication occurs via a combination of one-on-one meetings, lunch meetings, phone conversations, and e-mail.

Cartus Corporation Succession planning at relocation services provider Cartus is an active program. At the highest level of the organization, in partnership with its parent company, The Human Talent Management process builds the company's internal talent pool by strategically aligning and developing top talent within mission-critical jobs and special projects. The talent development strategy includes a process for identifying talent and creating targeted development strategies. One-on-one executive coaching is a cornerstone of the program.

Lancaster General Hospital Lancaster's 8-day nursing orientation combines clinical and didactic experiences. Didactics are designed to review topics related to workplace processes and safety issues. Administrative interaction with new nursing employees is fostered via a luncheon during which new staff nurses interact with one of the senior nurse leaders. The extensive nursing orientation improves patient safety and also contributes to a lower turnover rate of 8.3 percent compared to the national average of 11 percent.

Nationwide Insurance Training Basics is Nationwide Insurance's 2.5-day training seminar that aims to provide new trainers with the basic skills they'll need to succeed at their jobs. Each seminar brings trainers from different business units together to share ideas and learn skills related to planning, managing the learning environment, communication, and presentation. Since its inception in 2006, 165 trainers have attended the program, scoring it a 4.95 out of a possible 5.0.

Marriott International, Inc. This lodging company launched a new program, Sed de Saber, an electronic learning system that helps Spanish-speaking associates quickly master English. About 85 percent of all participants increased their English vocabulary by as much as 65 percent. Marriott next is piloting the Global Learning Center, an intranet-based learning program with courses in 30 languages. "Improving Communication in Our Diverse Workplace" helps associates learn specific techniques for breaking down language barriers and communicating cross-culturally.

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RANKINGS 76-80

| 2008 Rank | 2007 Rank | Company Name/ Location/ Primary Business | Annual Revenue | No. of Employees | No. of Trainers | | | Total Training Budget | Training Budget as a Percentage of Payroll | Tuition Reimbursement | Corporate University |
|-----------|-----------|---|---------------------------------|---------------------------------|-----------------|-----------|-------|-----------------------|--|-----------------------|------------------------------|
| | | | | | Full-Time | Part-Time | SMEs | | | | |
| 76 | 80 | Baptist Health Care Pensacola, FL Health/Medical Services | NFP | 5,400 U.S. | 25 | 18 | NFP | NFP | 4.87% | Yes | Yes Other |
| 77 | 59 | DaVita, Inc. El Segundo, CA Health/Medical Services | \$4.9B U.S. | 30,042 U.S. | 79 | 24 | 263 | \$34.7M | 3% | Yes | Yes Traditional and Other |
| 78 | 86 | U.S. Security Associates, Inc. Roswell, GA Business Services | \$640M U.S. | 24,500 U.S. | 1,312 | 172 | 2,700 | \$7M | 2% | Yes | Yes Virtual and Other |
| 79 | 108 | MasterCard Worldwide Purchase, NY Finance/Banking | \$3.3B worldwide | 4,600 worldwide | 13 | 25 | 85 | \$6.5M | 1% | Yes | Yes Virtual and Other |
| 80 | 110 | Convergys Cincinnati, OH Business Services | \$2.8B U.S. \$2.5B worldwide | 37,465 U.S. 77,558 worldwide | 474 | 70 | 100 | 55.2M | 2.9% | Yes | Yes Virtual |



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Additional Information

Baptist Health Care The organization offers multiple clinical certifications to staff, which has proven to be an asset to recruitment and retention. Baptist Health Care provides free certifications to staff in First Aid, CPR, Advanced Cardio Life Support, Critical Care Nursing, and its Crisis Prevention Intervention program. In every Baptist Health Care leader's budget, dollars are set aside for ongoing training and certification, which is used to advance employee development plans.

DaVita, Inc. "One for All," DaVita, Inc.'s New Teammate Orientation program, utilizes a "Desk on the Go" interactive workbook, and a series of DVDs and discussions designed to support new employees during the first 6 months. This progressive 3-month program is executed via videotape, written materials, and local events. DaVita Prep, the company's 10-week training program for new clinical teammates, includes classroom-based theory intertwined with facility-based "on-the-job" training.

U.S. Security Associates, Inc. The first security service to achieve the ISO 9001:2000 Quality Management System distinction nationwide, U.S. Security Associates, Inc., attributes its 50 percent decrease in the number of "non-conformances" (highlighting processes to be corrected) and threefold increase in external audits producing 100 percent compliance to its training efforts. The company's driver safety training and a parallel vision screening process for patrol drivers decreased insurance liability 25 percent. Security officers must answer daily security refresher questions on general security concepts and site-specific information using their touch-tone phones.

MasterCard Worldwide MasterCard partnered with Root Learning on its largest learning event ever, "RoadMap To The Future," to build three maps with guidance from the senior leadership team. Designed to provide knowledge about the competitive landscape, financial models/metrics, and strategy, these interactive sessions were introduced by a video from the CEO and the CFO and remarks by local senior leaders and then moderated discussion in small groups. More than 200 business leaders facilitated discussions at 115-plus sessions in 36 cities.

Convergys Diversity education at business services provider Convergys is anchored in four areas: working in a multicultural environment, participating on virtual teams, navigating cross-functional teams, and understanding generational diversity. Sessions are delivered in a blended learning format of instructor-led, live virtual classroom, and self paced. Phase I focuses on cultural conditioning, discussing the characteristics of various cultures to successfully reconcile differences, while Phase II focuses on uncovering one's micro-inequities and cultivating emotional intelligence to interact effectively and to make productive project assignment decisions.

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Staying focused on employee growth,
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The employees of Alltel congratulate the Alltel Learning Institute on eight award-winning years of service and countless years of growth.



alltel
wireless




RANKINGS 81-85

| 2008 Rank | 2007 Rank | Company Name/ Location/ Primary Business | Annual Revenue | No. of Employees | No. of Trainers | | | Total Training Budget | Training Budget as a Percentage of Payroll | Tuition Reimbursement | Corporate University |
|-----------|-----------|---|---|---|-----------------|-----------|------|-----------------------|--|-----------------------|--|
| | | | | | Full-Time | Part-Time | SMEs | | | | |
| 81 | 73 | J.B. Hunt Transport Services, Inc. Lowell, AR Transportation/ Utilities | \$3.3B U.S. | 17,150 U.S. | 65 | 25 | 70 | \$14.6M | 1.6% | Yes | Yes Traditional, Virtual, and Other |
| 82 | * | Mountain America Credit Union West Jordan, UT Finance/Banking | NFP | 830 U.S. | 10 | - | 12 | NFP | 3.2% | Yes | Yes Virtual |
| 83 | 62 | Equity Residential Chicago, IL Real Estate/ Insurance | \$2.1B U.S. | 5,200 U.S. | 30 | - | 300 | \$6.2M | 4.1% | Yes | Yes Virtual and Other |
| 84 | 121 | Caterpillar Inc. Peoria, IL Manufacturing | \$22B U.S. \$41.5B worldwide | 49,018 U.S. 94,593 worldwide | 300 | - | - | \$107M | 1.7% | Yes | Yes Traditional and Virtual |
| 85 | * | Wequasset Resort and Golf Club Chatham, MA Hospitality | \$14.1M U.S. | 340 U.S. | 1 | 13 | 13 | \$382.2K | 8% | No | Yes Traditional |

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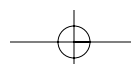
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Additional Information

J.B. Hunt Transport Services, Inc. J.B. Hunt's LEADERS University delivers both traditional and virtual instruction to its more than 17,000 employees. Its Corporate Training and Development Center in Lowell, AR, houses five PC labs capable of seating 82 students, as well as a large, multipurpose classroom. Also in Lowell is its 200-plus-seat auditorium that can be configured for various table arrangements and experiential team-building exercises. Outside the corporate campus are nine Service Centers where the company provides instructor-led and technical-based training for its driver and maintenance population.

Mountain America Credit Union MACU developed and designed Credit Union (CU) Briefings to enhance and reinforce customer contact employees' knowledge and development. The briefings discuss specific functions or products/services (i.e., identity theft and fraud; the difficult guest; title tracking; and mortgage payments). With the rollout of MACU's new Corporate University Learning Management System (LMS), the briefings were included in the LMS resource library. Plus, each month, the training department promotes one specific briefing, with a reward for completion by credit union staff.

Equity Residential All Equity Residential supervisors have required management/leadership courses, including a basic 1-day program for first-time supervisors. Front-line supervisors also are encouraged to go beyond the basics to become Equity Certified Managers through the company's Flight Program. Flight Groups, which consist of front-line supervisors from the same geographic market, attend Flight classes together, allowing them to share best practices and team building. The groups participate in online threaded discussions on management/leadership topics, and participate in book club discussions on specified management/leadership books.

Caterpillar Inc. Change management was viewed as a strategic need for Caterpillar Inc. Cat U worked with business leaders to define the need, qualified and selected a vendor, developed the Caterpillar Global Change Model (CGCM), piloted the program, and discussed global deployment with all constituencies. A select number of Cat U employees were master certified; they, in turn, conducted a series of workshops around the world. These workshops certified people in the use of the CGCM. To date, more than 1,000 Cat employees have participated in these workshops.

Wequassett Resort and Golf Club The seasonal resort's newly created Wequassett Academy officially began offering courses in April 2007. Some 76 courses are available within four schools: The School of Customer Intimacy, the School of Technical Training, the School of Information and Technology, and the School of Management. Students can view the course catalog, register for courses, and access their transcripts online.



Seven in a Row!

Congratulations to the Scientific Atlanta Learning and Development Solutions group for being named to the Training Top 125 for the seventh consecutive year. Your commitment to quality training, talent management and leadership development continues to contribute to the organizational growth and high caliber performance of the entire team at Scientific Atlanta, a Cisco company.





TOP 125 RANKINGS 86-90

| 2008 Rank | 2007 Rank | Company Name/ Location/ Primary Business | Annual Revenue | No. of Employees | No. of Trainers | | | Total Training Budget | Training Budget as a Percentage of Payroll | Tuition Reimbursement | Corporate University |
|-----------|-----------|--|------------------|--------------------------------|-----------------|-----------|------|-----------------------|--|-----------------------|--|
| | | | | | Full-Time | Part-Time | SMEs | | | | |
| 86 | * | Cincinnati Children's Hospital Medical Center Cincinnati, OH Health/Medical Svcs. | \$1B U.S. | 10,119 U.S. | 133 | 35 | 481 | NFP | NFP | Yes | Yes Virtual and Other |
| 87 | * | LQ Management L.L.C. Irving, TX Hospitality | NFP | 10,000 U.S. | 12 | - | 100 | \$2.5M | 1% | Yes | Yes Traditional, Virtual, and Other |
| 88 | 60 | Applied Materials, Inc. Santa Clara, CA Manufacturing | \$9.2B worldwide | 7,701 U.S. 14,158 worldwide | 36 | 66 | 312 | NFP | NFP | Yes | Yes Other |
| 89 | 98 | Healthways, Inc. Nashville, TN Health/Medical Services | \$412M U.S. | 3,780 U.S. | 16 | 24 | 32 | \$2.2M | NFP | Yes | Yes Virtual |
| 90 | 72 | Shaw Industries, Inc. Dalton, GA Manufacturing | NFP | NFP | NFP | NFP | NFP | NFP | NFP | Yes | Yes Other |

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Additional Information

Cincinnati Children's Hospital Medical Center As a teaching hospital, Cincinnati Children's Hospital Medical Center has a vested interest to help learners obtain the appropriate credentials. Its Nursing Center for Professional Excellence developed an onsite review class to assist registered nurses in successfully passing the American Nurses Credentialing Center's Pediatric Certification Exam. Offered twice a year for more than 2 years, this 2-day course has resulted in an 89.8 percent pass rate on the exam—exceeding the national norm of 86 percent.

LQ Management L.L.C. To support positive guest interactions, LQ Management's corporate university designs and develops all guest-facing scripts including reservations, check-in, and check-out to ensure consistent communication across the chain. These scripts are deployed via e-learning upon hire, and reinforced through visual job aids and a weekly front desk communication called ASK BUDDY. Distributed to the company's 600 corporate and franchise hotels, ASK BUDDY provides employees with ongoing tips and tricks to support LQ's guest satisfaction goal.

Applied Materials, Inc. The company piloted a Web-based mentoring tool in 2007 that it plans to roll out to a broader audience this year. The tool facilitates the mentoring process by helping potential mentees assess their developmental needs, and tap into networks of mentors. This allows them to identify the best person available to mentor them. Once they are paired, mentees and mentors manage their mentoring agreement and relationship through the application.

Healthways, Inc. The company realized it needed a more organized and consistent way to train its manager population, which grew by more than 50 percent in 2007 through a combination of acquisition and organic growth. To meet the challenge, the company revamped its corporate intranet, @Healthways, into a more useful portal for employees to "plug into" expectations, tools, and company philosophies. Among other innovations, it also created a learning map for front-line supervisors that provides Day One resources while also setting a plan for a supervisor's first 180 days.

Shaw Industries, Inc. In response to an internal customer satisfaction survey, manufacturing company Shaw Industries, Inc., redesigned its sales trainee program (STP) to provide more time in the field. The new design includes 10 weeks of training at headquarters in Dalton, GA; 4 months in the field, with employees submitting weekly activity reports; 1 week of training in Dalton, with content determined by the trainees based on their field experiences; 4 months in the field; and 1 final week of training in Dalton.



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RANKINGS 91-95

| 2008 Rank | 2007 Rank | Company Name/ Location/ Primary Business | Annual Revenue | No. of Employees | No. of Trainers | | | Total Training Budget | Training Budget as a Percentage of Payroll | Tuition Reimbursement | Corporate University |
|-----------|-----------|---|-----------------------------------|-------------------------------|-----------------|-----------|-------|-----------------------|--|-----------------------|--|
| | | | | | Full-Time | Part-Time | SMEs | | | | |
| 91 | 93 | IKON Office Solutions Malvern, PA Business Services | \$3.7M U.S. \$4.2M worldwide | NFP | NFP | - | - | NFP | 1% | Yes | Yes Other |
| 92 | 113 | Orkin, Inc. Atlanta, GA Business Services | \$795M U.S. \$858.9M worldwide | 6,600 U.S. 8,400 worldwide | 28 | 3 | 1,629 | \$15.8M | 5% | Yes | Yes Traditional, Virtual, and Other |
| 93 | * | Microchip Technology Incorporated Chandler, AZ Manufacturing | \$287.4M U.S. \$1B worldwide | 2,082 U.S. 2,697 worldwide | 27 | - | 126 | \$4.3M | 2.6% | Yes | Yes Other |
| 94 | * | Miami Cerebral Palsy Residential Services, Inc. Miami, FL Health/Medical Svcs. | \$13.5M U.S. | 257 U.S. | 1 | - | 18 | \$76K | 8% | Yes | No |
| 95 | * | Gables Residential Houston, TX Real Estate/Insurance | \$190M U.S. | 1,325 U.S. | 7 | - | 30 | \$1.6M | 2% | Yes | Yes Other |



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Corporate University

Additional Information


IKON Office Solutions IKON's PRIDE customer service model is incorporated into functional-level training to ensure relevancy for specific job responsibilities and expectations. Effective communication skills training is built into this model. In addition, the company assigns functional communication standards through job competencies and/or job descriptions. To develop required skill levels, a variety of learning opportunities exist for improving oral, written, and interpersonal communications. Communications courses are made available to all IKON employees through the company's iDOT online training.

Orkin, Inc. To get New Customer Specialists (NCSs) up to speed quickly, Orkin, Inc., created its NCS Fast Track Training program. The program gives new employees critical information about Orkin's residential pest control business and practical knowledge about how to sell the business in an inbound call center environment. It also delivers critical feedback on their performance from two sales performance coaches. Within the last year, Fast Track Training helped Orkin achieve a 10 percent increase in quality assurance scores across all call centers.

Microchip Technology Incorporated Microchip offers 22 different classes to supervisors at every level in the organization. Each course typically is offered every 3 to 6 months. This year, Microchip launched a 1- to 2-year program to support all new supervisors promoted within the company to help with the transition from technical proficiency to successfully getting results through others. The "Professional Development for New Leaders" kicked off with a week of classes co-taught by members of Employee Development and Senior Management.

Miami Cerebral Palsy Residential Services, Inc. (MCPRS) The College of Direct Support (CDS) is a Web-based learning management system consisting of nearly 100 lessons available 24/7, enabling learners—Direct Support Professionals (DSPs), their supervisors, and managers—to improve their skills in caring for people living with disabilities. MCPRS acquired additional computers to allow for greater DSP computer access (many of them do not own computers at home) and arranged flexible work schedules so the staff could take the courses on company time.

Gables Residential The company's succession plan for key executive roles is based on three steps. First, a potential successor is selected following an examination of all employees the job role potentially could suit. Second, critical functions of the company are identified so the successor can begin development in those areas. Third, a timetable for shifting control of the company or responsibilities is set. This helps motivate the successor to move through the development plan quickly and successfully, with a clear understanding of his or her future roles and responsibilities.



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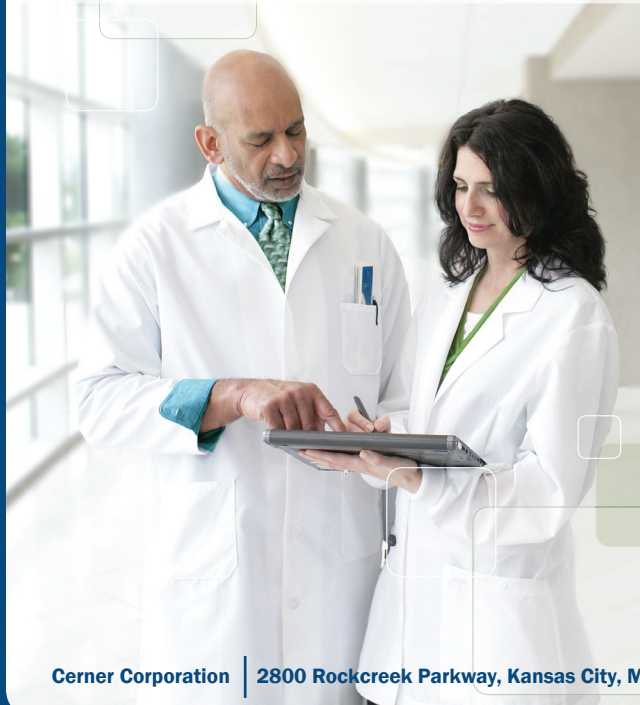
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RANKINGS 96-100

| 2008 Rank | 2007 Rank | Company Name/ Location/ Primary Business | Annual Revenue | No. of Employees | No. of Trainers | | | Total Training Budget | Training Budget as a Percentage of Payroll | Tuition Reimbursement | Corporate University |
|-----------|-----------|--|----------------|------------------|-----------------|-----------|------|-----------------------|--|-----------------------|--------------------------------|
| | | | | | Full-Time | Part-Time | SMEs | | | | |
| 96 | * | NewYork-Presbyterian Hospital New York, NY Health/Medical Services | NFP | NFP | NFP | NFP | NFP | NFP | Yes | Yes Virtual | |
| 97 | 100 | Oakwood Worldwide Los Angeles, CA Hospitality | NFP | NFP | 8 | 6 | 50 | NFP | NFP | Yes | Yes Other |
| 98 | * | Warner Robins Air Logistics Center Force Training Robins AFB, GA Govt. and Military | \$4.2B U.S. | 25,584 U.S. | 55 | 10 | 20 | \$14.3M | 1.2% | Yes | Yes Other |
| 99 | * | The Wackenhut Corporation Palm Beach Gardens, FL Protective Services | \$1.9B U.S. | 36,561 U.S. | 135 | 58 | 21 | \$18.2M | 7% | Yes | Yes Traditional |
| 100 | 111 | Carilion Health System Roanoke, VA Health/Medical Services | NFP | 11,276 U.S. | 27 | 15 | 45 | \$5.7M | 0.88% | Yes | Yes Traditional and Virtual |



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Additional Information

NewYork-Presbyterian Hospital Seeking to help employees enhance the patient experience, the full-day "Commitment to Care Retreat" includes a "Through Their Eyes" video featuring a patient's inner monologue as he or she interacts with employees. We Put Patients First, Exploring the Delivery of Care, utilizes a large-scale learning map that serves as a visual metaphor for employees to explore the patient experience from the patient's perspective. A table coach then leads the discussion with 8 to 10 employees. Other activities include exercises, role plays, and case studies.

Oakwood Worldwide This rental housing company's Oakwood University developed IAC Mission, a two-part program for newly hired Internet account coordinators (IACs). The IAC Mentor program guides a new IAC during the first 2 weeks of hire. The IAC classroom component spans 5 days and gives IACs the opportunity to showcase what they learned during the mentor program, practice with their peers, and acquire new skills from each other.

Warner Robins Air Logistics Center Force Training The Defense Career Intern Program (DCIP) is Warner Robins' local hiring for entry-level developmental engineers. In FY'07, the organization visited 27 colleges throughout the Southeast and interviewed students to fill approximately 80 entry-level engineering vacancies. This ensured occupational pools were properly stocked to facilitate the timely hiring of engineers. In FY'07, Warner Robins will continue to pay recruitment bonuses to new employees and retention allowances to its current engineering workforce to remain competitive with the private sector.

The Wackenhut Corporation The U.S. arm of G4S, a London-based provider of private security services, Wackenhut increased basic training for entry-level security guards from 8 hours to 40 hours system-wide. The company submitted its 40-hour training program for second- and third-tier guards and an 80-hour add-on program for training of supervisors to the American Counsel on Education to be assessed for full college credit recommendations. Employees at the manager level and above now can enroll in any of 41 Harvard "mini-courses" for professional development.

Carilion Health System The organization is affiliated with several medical colleges and schools of nursing and allied health professions. It owns the Jefferson College of Health Sciences (JCHS), a private health sciences college in Roanoke, VA, offering Masters of Science in nursing, baccalaureate degrees, and associate degrees in health care. Carilion partners with Case Western to bring disease-specific care (DSC) nursing education onsite. Its Institute of Higher Education coordinates clinical experiences for all students other than physicians.

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training TOP 125 RANKINGS 101-105

| 2008 Rank | 2007 Rank | Company Name/ Location/ Primary Business | Annual Revenue | No. of Employees | No. of Trainers | | | Total Training Budget | Training Budget as a Percentage of Payroll | Tuition Reimbursement | Corporate University |
|------------|-----------|---|---|----------------------------------|-----------------|-----------|------|-----------------------|--|-----------------------|----------------------|
| | | | | | Full-Time | Part-Time | SMEs | | | | |
| 101 | 90 | QUALCOMM Incorporated San Diego, CA Communications | NFP | NFP | NFP | NFP | NFP | NFP | Yes | Yes Other | |
| 102 | 92 | Choice Hotels International Silver Spring, MD Hospitality | \$513M U.S. \$524M worldwide | 1,777 U.S. 1,818 worldwide | 45 | 61 | 4 | \$5.9M | NFP | Yes | No |
| 103 | 102 | Vision Service Plan Rancho Cordova, CA Health Insurance | NFP | NFP | NFP | NFP | NFP | NFP | Yes | No | |
| 104 | 112 | sanofi-aventis pharmaceuticals Bridgewater, NJ Health/Medical Services | 10B euros U.S. 28.4B euros worldwide | 12,613 U.S. 100,000 worldwide | 62 | 20 | N/A | 44.5M euros | NFP | Yes | No |
| 105 | 114 | Griffin Hospital Derby, CT Health/Medical Services | \$101.2M U.S. | 1,312 U.S. | 3 | 3 | - | \$1.1M | 2.4% | Yes | No |

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- Jana Muma, Vice President - Learning & Development



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Additional Information

QUALCOMM Incorporated In response to a sharp increase in turnover among employees with less than 2 years of tenure, this technology developer created a Peer Mentor Program for new hires. Mentors receive a comprehensive guide outlining the objectives of the mentor process, responsibilities, key steps to building a trustworthy and effective mentor relationship, and other information for creating the employee's onboarding plan. As a result, first-year employee turnover decreased to 2.3 percent in FY 2007. **BP**

Choice Hotels International Classes on a wide range of diversity-related topics at Choice Hotels International are offered to all employees. Classes cover topics such as gender and age differences, bias-free communication, understanding what makes people click, and resistance to change. A conference featuring a day of diversity and inclusion topics was held at Choice's headquarters in which employees participated in a series of sessions that addressed emotional intelligence, cultural heritage, and finding commonality with co-workers. **BP**

Vision Service Plan VSP established a new work group called the Workforce Development Leadership Group (WDLG). Comprising training managers and overseen by the Director of Workforce Development, the group developed an annual plan that included cross-divisional training tactics with the purpose of aligning and developing training resources and initiatives to support VSP's strategic objectives. WDLG meets monthly to strategize, plan, and share best practices. WDLG recently worked with trainers to develop a process to better partner with all project managers earlier in a project.

sanofi-aventis pharmaceuticals This year, sanofi-aventis' companywide initiative, IMPACT 2007, cascaded from the CEO and supported the conviction that "we can achieve more through change." As such, the Coaching for Impact initiative saw all levels of the organization—from VPs to district sales managers—focusing on enhancing their coaching and development efforts. Meeting physicians' needs instead of clinical selling was addressed by the Competitive Selling Through Advanced Demonstrations (CSAD) program. In addition, sanofi-aventis hosted an annual Development Fair to introduce employees to all learning opportunities.

Griffin Hospital Registered nurses at Griffin Hospital who become certified in their specialty area receive a \$3-an-hour (\$6,240 annually for a full-time R.N.) certification differential. The additional compensation is provided as an incentive for the nurse to advance in his or her specialty area by obtaining certification, and to raise the quality of the entire nursing staff. The hospital offers a mentoring program to assist nurses in attaining certification. A total of 84 nurses (about 47 percent of those eligible) have attained certification.



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TOP 125 RANKINGS 106-110

| 2008 Rank | 2007 Rank | Company Name/ Location/ Primary Business | Annual Revenue | No. of Employees | No. of Trainers | | | Total Training Budget | Training Budget as a Percentage of Payroll | Tuition Reimbursement | Corporate University |
|-----------|-----------|--|---------------------|--------------------|-----------------|-----------|------|-----------------------|--|-----------------------|--|
| | | | | | Full-Time | Part-Time | SMEs | | | | |
| 106 | 115 | FORUM Credit Union Indianapolis, IN Finance/Banking | \$70.3M U.S. | 325 U.S. | 4 | - | 51 | \$700K | 6.1% | Yes | Yes Traditional |
| 107 | * | Eat 'n Park Hospitality Group Homestead, PA Hospitality | \$325M U.S. | 10,000 U.S. | 4 | - | 727 | \$1.5M | 2% | Yes | Yes Traditional, Virtual, and Other |
| 108 | * | NIIT CognitiveArts Gurgaon, Haryana India Business Services | \$255M worldwide | 3,500 worldwide | 6 | 60 | 35 | NFP | NFP | Yes | Yes Other |
| 109 | * | Quicken Loans Livonia, MI Finance/Banking | \$550M U.S. | 4,874 U.S. | 108 | 2 | 5 | \$13.2M | 5.7% | Yes | Yes Other |
| 110 | 57 | Northwest Airlines, Inc. Eagan, MN Transportation/ Utilities | NFP | NFP | NFP | NFP | NFP | NFP | NFP | No | Yes Virtual |



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Additional Information

FORUM Credit Union The firm's "Branch Buddy" program helps new employees transition from training to branch jobs with confidence and competence. In preparation to become a Branch Buddy, seasoned employees are required to attend a 3-hour training session to learn the roles and responsibilities needed to be an effective coach and mentor. They receive coaching tools and tips along with ways to apply adult learning principles through visual, auditory, and kinesthetic training methods.

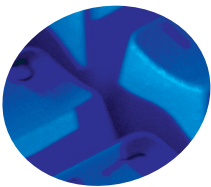
Eat 'n Park Hospitality Group The company takes a multifaceted approach to addressing professionals skills. The program includes a Franklin Covey session designed to help managers increase personal productivity by examining personal values, planning daily activities, and setting both intermediate and long-range goals. In the business etiquette portion, attendees learn proper introduction, meeting, and greeting protocol; guidelines for professional dress and appearance; and proper business communication etiquette for cell phone, e-mail, fax, and written memo communications.

NIIT CognitiveArts At this IT learning solutions company, all new hires go through an NIIT CognitiveArts Induction Program at the training campus known as the School for Employee Education & Development (SEED). The business- and role-specific induction for each new hire includes: company overview; history of the organization; NIIT vision and values; organization structure and business units; specific organization-based initiatives such as personal quality and leadership circles; outbound adventure/teambuilding exercises; global business etiquettes; effective business communication; and a session with directors of the company.

Quicken Loans Just In Time (JIT) Training is an in-house training delivery tool built to work with the company's LMS and production mortgage systems. Three types of CBS modules are delivered through this system: change management for mortgage processing systems; loan status-driven training; and complaint-driven training, allowing Quicken to identify individual bankers who have made mistakes and automatically deliver remedial training to them. Employees must complete the training within a specific time frame or they are locked out of that system.

Northwest Airlines, Inc. Pilots often don't have quick, easy access to training, so NWA developed a means to populate a USB drive with training content (for all 29 lessons per aircraft) in a secured environment that can be synced and managed by its LMS. Pilots thus can complete their training on any computer without a connection and download their progress to the LMS. NWA also partnered with a vendor to co-create a fully functional aircraft flight deck simulation application called Virtual Flight Deck for each of its seven aircraft types.

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TOP 125 RANKINGS 111-115

| 2008 Rank | 2007 Rank | Company Name/ Location/ Primary Business | Annual Revenue | No. of Employees | No. of Trainers | | | Total Training Budget | Training Budget as a Percentage of Payroll | Tuition Reimbursement | Corporate University |
|-----------|-----------|---|-------------------------------|---------------------------------|-----------------|-----------|------|-----------------------|--|-----------------------|--------------------------------|
| | | | | | Full-Time | Part-Time | SMEs | | | | |
| 111 | * | Saratoga Care, Inc. Saratoga Springs, NY Health/Medical Services | \$133.1M U.S. | 1,530 U.S. | 4 | 1 | 78 | \$2.4M | 4% | Yes | No |
| 112 | * | EMD Serono, Inc. Rockland, MA Health/Medical Services | NFP | 863 U.S. | - | - | 69 | \$4M | 2.2% | Yes | Yes Traditional and Virtual |
| 113 | * | Naval Undersea Warfare Center Division, Newport Newport, RI Govt. and Military | \$930.4M U.S. | 2,565 U.S. | - | 1 | 7 | \$5.3M | 2% | Yes | Yes Traditional |
| 114 | * | Munich Reinsurance America, Inc. Princeton, NJ Reinsurance | \$3.5M U.S. | 1,261 U.S. | 4 | - | - | \$10.6M | 7.7% | Yes | No |
| 115 | * | Tata Consultancy Services New York, NY Business Services | \$2B U.S. \$4.3B worldwide | 12,000 U.S. 94,000 worldwide | 300 | 40 | 100 | NFP | 2% | Yes | No |

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Additional Information

Saratoga Care, Inc. The Saratoga Hospital scholarship program awards money to high-performing individuals employed by the organization for at least 1 year through an application process that includes letters of recommendation and formal interviews. The hospital pays 100 percent of tuition, books, fees, etc., for scholarship recipients, who are not required to maintain a regular work schedule and receive a stipend equivalent to their regular earnings while attending school. To date, Saratoga Care has invested more than \$250,000 in this program.

EMD Serono, Inc. This pharmaceutical company employs three core practices to ensure career counseling discussions and career development efforts are occurring. First, all managers are advised to discuss and record short- and long-term career goals as part of the mandatory End of Year Performance Management discussions. Second, Job Competency Models offer vertical, horizontal, and dual career paths. Third, in 2007, EMD Serono developed and conducted an in-house program available to all U.S. employees entitled "Charting Your Career Path at EMD Serono."

Naval Undersea Warfare Center Division, Newport New standards imposed by the Defense Acquisition Workforce Improvement Act (DAWIA) led to the re-categorization of more than 1,700 Division engineers and scientists. Most lacked the required training, while others needed to demonstrate their knowledge to meet qualifications. Division Newport developed a software tool to assess qualifications and request waivers, and initiated in-house training programs to provide the required courses to employees on-site. That saved \$2 million in travel and per diem costs. To date, more than 84 percent of Acquisition Workforce personnel are certified, and 97 percent are compliant.

Munich Reinsurance America, Inc. Munich's Manager Leadership Development Program blends traditional and non-traditional programs and includes: a manager orientation session in the first month of employment; a 3-day offsite development program that encourages self-evaluation, introspection, and identification of areas for improvement; manager roundtables; a mentoring program; book clubs; and training on conducting effective performance appraisals and enforcing company employment policies.

Tata Consultancy Services (TCS) The TCS Initial Learning Program (ILP) prepares new hires at this global IT services, business solutions, and outsourcing organization for transition from the campus to a corporate environment and covers gaps in learning, orientation to TCS processes and culture, development of skills required to execute projects, and attitudinal orientation needed for a global career. With the company training 7,000 employees in its ILP (up from 3,500 last year), it created a scalable training model that replicates ILP across several branches both in India and overseas.

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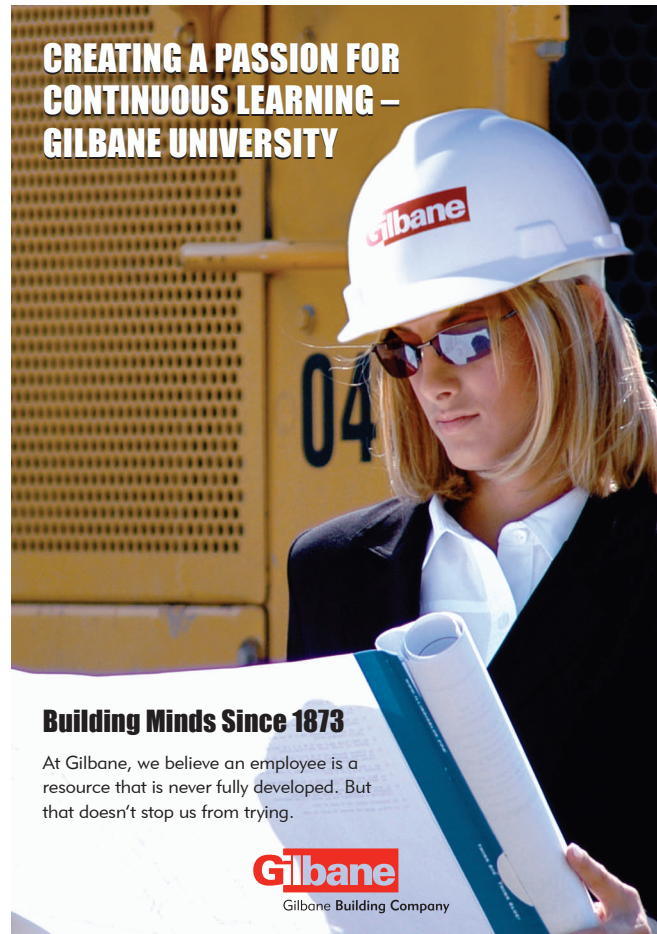
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training TOP 125 RANKINGS 116-120

| 2008 Rank | 2007 Rank | Company Name/ Location/ Primary Business | Annual Revenue | No. of Employees | No. of Trainers | | | Total Training Budget | Training Budget as a Percentage of Payroll | Tuition Reimbursement | Corporate University |
|-----------|-----------|--|----------------|---------------------|-----------------|-----------|------|-----------------------|--|-----------------------|-----------------------------|
| | | | | | Full-Time | Part-Time | SMEs | | | | |
| 116 | 79 | Cox Communications Atlanta, GA Communications | \$7B U.S. | 22,600 U.S. | 180 | - | 20 | \$31.8M | 2.13% | Yes | Yes Virtual and Other |
| 117 | * | Naval Surface Warfare Center, Port Hueneme Division Port Hueneme, CA Govt. and Military | NFP | 1,944 U.S. | NFP | NFP | NFP | NFP | 1.2% | Yes | No |
| 118 | * | The Golden 1 Credit Union Sacramento, CA Finance/Banking | \$6B U.S. | 1,400 U.S. | 11 | - | - | \$1.5M | 3% | Yes | No |
| 119 | * | Ameriprise Financial Minneapolis, MN Finance/Banking | NFP | 21,272 worldwide | 13 | 200-300 | N/A | NFP | NFP | Yes | Yes Virtual and Other |
| 120 | 124 | UT-Battelle LLC Oak Ridge, TN Research & Development | NFP | 4,457 U.S. | 12 | 20 | 27 | \$7.5M | 2.3% | Yes | No |

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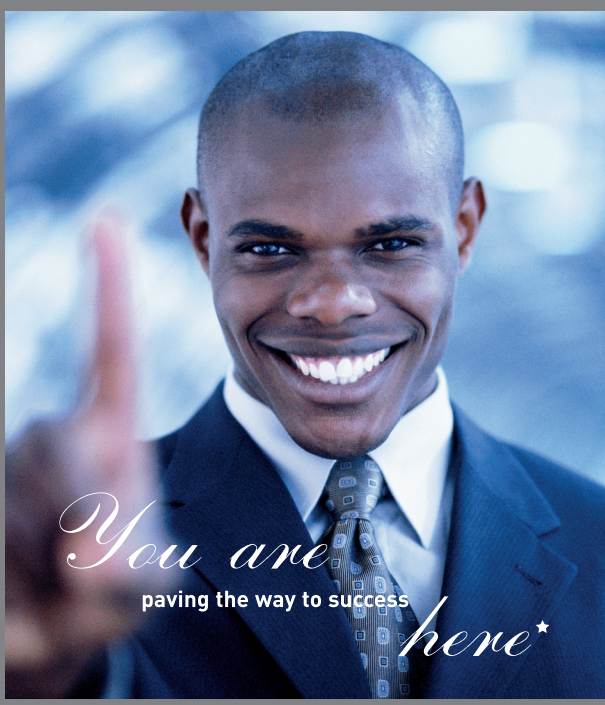


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Additional Information

Cox Communications Executive coaching is a part of Cox Communications' Executive Development Program. Designed primarily for development versus performance management, the bi-annual program serves 25 to 30 participants, selected based on performance and potential. Each participant is partnered with a coach—external to the company—for the 18-month development program. Participants receive feedback, including data from a customized 360 instrument.

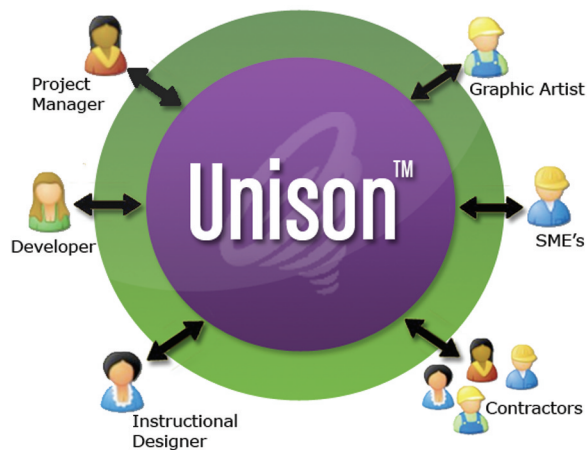
Naval Surface Warfare Center, Port Hueneme Division The Pre-Supervisor Development Program (PSDP) is designed to select and develop high-potential non-supervisors at NSWC PHD. Participants attend a series of core classes over 15 months designed to develop competencies in personnel management, problem solving, leadership skills and concepts, etc. They develop individual development plans based on the results of 360-degree feedback and leadership assessments. Some 68 percent of the first class and 25 percent of the second class currently are in supervisory positions or have acquired more responsible positions since completing this program.

The Golden 1 Credit Union After "hands-on" experience in Golden 1 Credit Union's call center, employees attend a loan class, add basic loan assistance to their day, and then attend a subsequent new loan review class. In branches, a formalized promotion structure was introduced with training schedules, checklists, and testing requirements for each position. To accommodate the distance from headquarters to many of its branches, the company is placing an increased emphasis on a blended learning approach that makes use of customized e-learning in addition to live class time.

Ameriprise Financial The company takes pride in its blended new hire program. Ameriprise Financial provides a nationally consistent blended learning regimen for its 10-week new hire training. The curriculum focuses on building key competencies for client acquisition, financial planning "Dream>Plan>Track>" approach, consultative selling, and emotional competence.

UT-Battelle LLC Management Boot Camp for newly assigned, first-line supervisors was implemented in the summer of 2007 at UT-Battelle LLC, a nonprofit company that manages and operates the Oak Ridge National Laboratory for the U.S. Department of Energy. Boot camp participants meet monthly to master first-line manager "how-tos." This program also aligns new supervisors with the company's management and business philosophy and strategic business agenda. Group leaders annually attend a half-day Group Leader Training Update session on "hot-topic" issues.

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TOP 125 RANKINGS 121-125

| 2008 Rank | 2007 Rank | Company Name/ Location/ Primary Business | Annual Revenue | No. of Employees | No. of Trainers | | | Total Training Budget | Training Budget as a Percentage of Payroll | Tuition Reimbursement | Corporate University |
|-----------|-----------|---|---------------------------------|-------------------------------|-----------------|-----------|------|-----------------------|--|-----------------------|-----------------------------------|
| | | | | | Full-Time | Part-Time | SMEs | | | | |
| 121 | * | WESTON Solutions West Chester, PA Consulting | \$394M U.S. \$457M worldwide | 1,782 U.S. 1,853 worldwide | 3 | 10 | 50 | \$1.4M | 1% | Yes | Yes Virtual |
| 122 | * | Las Vegas Valley Water District Las Vegas, NV Transportation/ Utilities | \$449.1M U.S. | 1,367 U.S. | 5 | 0 | 3 | NFP | NFP | Yes | No |
| 123 | * | Shawmut Design and Construction Boston, MA Construction | \$587.7M U.S. | 854 U.S. | 7 | 1 | 120 | \$400K | NFP | Yes | Yes Other |
| 124 | * | White Lodging Services Merrillville, IN Hospitality | \$644M U.S. | 7,000 U.S. | 6 | 30 | 100 | \$900K | 9.7% | Yes | Yes Traditional and Virtual |
| 125 | 83 | Cross Country Staffing Boca Raton, FL Business Services | NFP | 640 U.S. | 2 | - | 92 | NFP | NFP | Yes | Yes Virtual |



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Additional Information

WESTON Solutions This environmental and redevelopment firm's Vanguard Leadership Development Program places 10 to 15 high-performing candidates into a program that includes: 360-degree feedback surveys to assess leadership competencies; seminar teleconferences to introduce program components; psychometric assessments; off-site launch session; strengths coaching; leadership coaching by senior management; leadership training; journaling to facilitate growth; leadership discussion with Weston CEO Pat McCann; and matriculation into the network of leadership.

Las Vegas Valley Water District In 2006, the District offered 276 internal training courses and provided training to 2,231 attendees encompassing 16,551 internal training hours; this translates into approximately 12.3 training hours per employee compared to the International Water/Wastewater benchmark average of 9.7 internal training hours per employee. Customers consistently rate the district's operational efficiency high (7.47 rating out of a 10-point scale in 2006).

Shawmut Design and Construction Shawmut's Management Skills Training (CMST) program is a 3-year rotational training program that allows new construction employees to spend a year in each of three roles within Shawmut's construction operations: estimator, project manager, and site supervisor. The goal is to have graduates of the CMST program ready to step into the assistant role to each of those positions upon graduation. The retention rate among CMST graduates after 3 years is 78 percent.

White Lodging Services Every hourly associate and manager is required to complete a certification program for their respective discipline. Associate components: orientation, department orientation, technical skills training, written and demonstrable skills assessments, on-the-job application assessment. Upon successful completion (90 percent or higher on all assessments) associates are awarded a certificate. Manager components (including e-learning, experiential learning, and mentor training): orientation, 90-day discipline-specific onboarding checklist, individual development plan (including weekly assessments and mentor review/meeting and a week-long enculturalization class).

Cross Country Staffing The company provides professional skills training on both an individual and group basis. Health-care field employees can take advantage of training via the company's Web-based LMS, which provides ongoing accreditation and regulatory training, as well as just-in-time training, competence assessment, credentialing, blended learning, quality improvement, and online remediation. "The Caregiver Safety Series" consists of three online exams and 25 lessons that meet standards developed by state boards and accrediting and regulatory agencies in the health-care industry.

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