



With more than 22,000 managers now engaged in this program, measuring business results was key last year. In a Level IV evaluation, the financial impact of manager action plans in just 12 business cases generated more than \$280 million in new revenue, resulting in a net gain of \$200 million over the \$80 million cost of the program. Managers in all of these cases credit the program as a significant catalyst in enabling them to achieve these results.

IBM tasks its employee research team and the Global Pulse Survey with measuring employee feedback and correlating this data to customer satisfaction data. "It's hard to make numbers like that move, but we did," Lewis says. Survey results found that business units with greater participation in Role of the Manager@IBM have greater improvements in employee satisfaction, clarity and leadership ratings than units with less or no participation. In addition, results of the evaluation data collected over the past few quarters indicate that most managers believe the program is relevant to their jobs and assess it as a valuable learning experience.

Lewis also plays an integral role in creating the On Demand workplace. In 2002, CEO Palmisano launched IBM's On Demand computing strategy, in which its software, hardware, services and even research units

align themselves as partners to provide new technology solutions to its customers. Lewis was named vice president of On Demand Learning in late 2003, and received her marching orders to transform IBM into an On Demand workplace. "This requires a whole new way of thinking about how learning is done in business. This is as big as any era in computing," Lewis says. "This really is a 21st century model for learning."

"People may assume because it's IBM, that we focus first on learning technology," she continues. "But IBM's learning programs clearly have a dominant focus on solving business challenges and on new learning behaviors."

Lewis admits she couldn't even think about launching programs like Role of the Manager@IBM if she couldn't create the learning technology platform for it. "But most of the energy is in creating new learning approaches," she says. "The technology is an important enabler, but that's the third thing on the list in terms of what's really needed for success."

Lewis says the greatest factor for IBM's success is the fact that each year they are part of the business agenda. "Everything that we do is aligned to the IBM strategy," she says. "That's just the nature of how we do it. It's a great playground."

—Gail Johnson

\*New entry: not ranked in the 2003 Top 100

2004 RANK	2003 RANK	COMPANY NAME LOCATION NO. OF EMPLOYEES	ANNUAL TRAINING BUDGET	TRAINING BUDGET AS A PERCENTAGE OF PAYROLL	BUSINESS METRICS TRACKED & TIED TO TRAINING								ANNUAL TRAINING HOURS PER EMPLOYEE	LEARNING & DEVELOPMENT						NFP= Information Provided, But Not For Publication N/D= Information Not Disclosed ★ = Honored for Best Practice 💡 = Honored for Outstanding Initiative		
					RETENTION	NEW EMPHRES	TURNOVER	QUALITY	PROD. OUTPUT	CUST. SERVICE	CUST. LOYALTY	INNOV. PROD. DIV.		REVENUE	MARKET SHARE	SUCCESSOR PLANNING	LEADERSHIP DIV.	EXECUTIVE COACHING	HIGH-LINE SUPERVISOR		MENTORING	JOB ROTATION
6	8	<b>Deloitte &amp; Touche LLP</b> New York 120,000 worldwide; 29,905 U.S.	\$66.8m	4%	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Average of 92	✓	✓	✓	✓	✓	✓	Business development managers (BDMs) for this professional services firm get training in the Deloitte Targeting Methodology, which helps them to segment accounts, define value, assess clients and develop relationship strategies. Average BDM sales rose from \$1.7 million in 1999 to \$4.3 million in 2003, an increase of 126 percent.
7	10	<b>AT&amp;T</b> Bridgewater, NJ 66,000 worldwide	NFP	N/D				✓	✓	✓		✓		Average of 28	✓	✓	✓	✓	✓	✓	AT&T provided training to managers of sales agents so they could better coach their agents in identifying, qualifying and tracking sales leads. Managers estimate that the number of good quality leads improved by 50 percent, and the number of weeks for an agent to become productive decreased by 26 percent. 💡	
8	7	<b>Ernst &amp; Young LLP</b> New York 106,000 worldwide; 23,600 U.S.	NFP	NFP	✓			✓	✓			✓	✓	Average of 55	✓	✓	✓	✓	✓	✓	Ernst & Young's 24-month development program for promising senior managers consists of learning events, sharing of best practices and a structured mentoring program. Retention for Tax Excellence Program (TEP) participants is 7 percent higher than for non-participants, and participants have been promoted at a rate 50 percent higher than non-TEP graduates.	
9	11	<b>Lockheed Martin Corp.</b> Bethesda, MD 125,000 worldwide	\$350.3m	4.8%	✓			✓	✓	✓	✓	✓	✓	Average of 24	✓	✓	✓	✓	✓	✓	Lockheed supplements its diversity efforts with a program to develop a diverse pool of leadership candidates. The program provides a business framework for opportunities including networking with executives, mentoring, specialized training and targeted assignments. Of the target audience, 75 percent are female or minorities. 💡	
10	9	<b>The Ritz-Carlton Hotel Co. LLC</b> Chevy Chase, MD 24,342 worldwide; 16,513 U.S.	\$12m	12%	✓	✓	✓	✓	✓	✓	✓	✓		Average of 274	✓	✓		✓		✓	Ritz-Carlton empowers its employees to handle guest incidents by allowing them to spend up to \$2,000 per incident to make the guest's stay memorable. No approval from a manager is necessary; employees are trained on how to best use the \$2,000, rather than following specific mandated solutions.	



Having ranked No. 1 in *Training's* Top 100 in 2002 and 2003, there's no doubt that Pfizer has its internal training bases covered. This year is no different. With 14 percent of its payroll devoted to training, unlimited tuition reimbursement, an onsite master's degree program and a distance learning MBA program, Pfizer is still at the top of its game, in spite of the fact that its employee population grew to 130,000 worldwide through the integration of Pharmacia.

The integration brought an added challenge this year: Pfizer had to keep training centralized through the integration of Pharmacia. In typical Pfizer fashion, the company was able to meet all of its value targets with a streamlined blended learning approach and integrated product training which engaged more than 3,000 representatives on a complex matrix of four groupings and 31 permutations simultaneously in three sites across the United States. Pfizer achieved full productivity four to six weeks faster with an estimated 720 percent return on this training investment.

"When you look at most large mergers in the industry, they have not created value for shareholders or customers," says Mick Mosebrook, executive vice president of Pfizer's 12,000-person sales organization.

"The real story about Pfizer this year is not just about a great training organization; it's about how this company has successfully navigated two of the largest mergers in history and the critical role that training played in successfully creating value."

And yet this New York-based pharmaceutical behemoth is humble and believes it still has areas that can greatly improve, crediting its fellow Top 100 winners with powerful, inspiring ideas. One of Pfizer's improvements this year is the creation of the Strategic Services Group, a team of eight experts that provides internal consulting on learning transfer and sustainability, instructional design, e-learning, metrics and measurement, and talent development for their colleagues.

Pfizer has put forth extra effort in covering its external bases as well, tapping into one of the company's core values—community. "It's how we are fulfilling our obligations to society," explains Jerry Godbehere, Pfizer's vice president of global learning and development for headquarters groups. "It's how we're using the expertise we have, to support our business, create a better understanding of our business and to create a future base of operations."

With this in mind, the new Pfizer Global Health

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					RETENTION	NEW EMPRES	TURNOVER	QUALITY	PROD. OUTPUT	CUST. SERVICE	CUSTOMER SATISFACTION	REVENUE		MARKET SHARE	SUCCESSION PLANNING	LEADERSHIP DEV.	EXECUTIVE COACHING	FIRST-LINE SUPERVISOR TRAINING		JOB ROTATION	CAREER COUNSELING	JOB SHADOWING
11	12	<b>Edward Jones</b> St. Louis 29,914 worldwide; 27,825 U.S.	\$38.2m	3.4%	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Average of 126	✓	✓	✓	✓	✓	✓	Edward Jones sends new investment representatives (IRs) through a 17-week Stairway to Success training program, which involves studying at home, attending classes in training centers, market research, branch training and shadowing veteran IRs. Of the new IRs who exceeded expectations after the 17 weeks, 93 percent are still with the company and doing well.
12	25	<b>Capital One Financial Corp.</b> Richmond, VA 18,175 worldwide; 16,029 U.S.	\$50m	4.8%	✓			✓	✓	✓	✓	✓	✓	Average of 73	✓	✓	✓			✓	When Capital One discovered that front-line managers lacked sales expertise, Cross-Sell University was created. The five-day program exposes associates to best practices in cross-selling and an interactive classroom experience in an actual call center environment. Since this program began, cross-sells have increased by 18.4 percent, yielding \$700,000 in additional revenue.	
13	15	<b>Bank One</b> Chicago 74,000 worldwide; 73,400 U.S.	\$76m	2.2%	✓	✓	✓	✓	✓	✓	✓	✓	✓	NFP	✓	✓	✓	✓	✓	✓	Bank One implemented its Fraudbusters program to train employees to identify fraud, eliminate errors and track individual performance, including recognition for outstanding performance. Bank One reduced fraud losses by \$13 million, including \$4 million in avoided credit card fraud.	
14	17	<b>Wyeth Pharmaceuticals</b> Collegeville, PA 52,377 worldwide; 28,502 U.S.	NFP	NFP	✓	✓	✓	✓	✓	✓	✓	✓	✓	Average of 53	✓	✓	✓	✓	✓	✓	Wyeth's global divisions use the annual training plan template (ATPT) to calculate and identify the cost of training their sales force. The tool is an Excel spreadsheet that calculates costs based on required data. Another feature of the ATPT is an opportunity cost calculator, which lets training managers compare the costs of different methods of training.	
15	16	<b>Ohio Savings Bank</b> Cleveland, OH 2,206 U.S.	NFP	NFP	✓	✓	✓	✓	✓	✓	✓	✓	✓	Average of 43	✓	✓	✓	✓	✓	✓	After an analysis of promotions across the bank, Ohio Savings Bank saw that there was a strong correlation between employee promotions and participation in its training programs. Employees with four promotions had completed an average of four programs, while those with no promotions had completed fewer than two.	

Fellows program sponsors selected employees to work with nongovernmental organizations in medical and technical assignments in Africa and other developing countries to combat HIV/AIDS and other major public health threats. Pfizer's "human capital" is used to provide training and operational support that will improve the organization's impact on patients in the long term.

Pfizer, in partnership with Florida's Agency for Health Care Administration, is also committed to making Florida healthier—both the state and its citizens. Through the "Florida: A Healthy State" program, more than 100 hospital employees funded by Pfizer are educating Medicaid patients, specifically those with more costly diseases such as heart disease, asthma and diabetes. The goal is to provide patients with information about their disease and medications. This enables them to make more informed decisions about their lifestyles, which will ideally save the state money in the long run. The results thus far are more than promising, with significant improvements in physical and mental health. The length of hospital stays for patients under Pfizer's care management has declined by 12 percent. All this and more saved \$15.9 million in the first year, with a projected two-year savings of \$33 million.

Pfizer is making sure that strong, smart individuals

will be able to continue these community programs in the future. For more than a decade, the Pfizer Education Initiative (PEI) and SMART (Science and Math Are Really Terrific) have sought to bridge the gap between the classroom and the pharmaceutical industry by promoting the idea that science and chemistry are fun. Through tutoring, internships, lectures and resources for teachers, PEI reaches more than 21,000 kindergarten through twelfth-grade students and 500 teachers throughout 40 schools in the United States and Europe. SMART, based at the company's Groton, Conn., research facility, is another educational program in which Pfizer opens its laboratory doors for students to see how scientific research is conducted. SMART also conducts a science competition for students to showcase their work, and onsite Pfizer scientists provide feedback on how students can improve their ideas and projects.

There's power in training, says Godbehere. It's about seeing the light bulbs go off and the eyes light up, whether it be for students or patients or Pfizer employees. "But we're just in the beginning stages. We certainly aren't stopping," assures Godbehere. "It's about taking our expertise and supporting the communities where we live and work and about thinking of learning as a strategic asset."

—Heather Johnson

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					RETENTION	NEW EMPRES	TURNOVER	QUALITY	PROD. OUTPUT	CUST. SERVICE	CUST. LOYALTY	INNOV./PROD. DEV.	REVENUE	MARKE T SHARE		SUCCESSION PLANNING	LEADERSHIP DEV.	DECISION COACHING	FIRST-LINE SUPERVISOR	MENTORING		JOB ROTATION	CAREER COUNSELING	JOB SHARING
16	29	<b>BMO Financial Group (Institute for Learning)</b> Toronto 34,313	\$71m (Canadian)	2.3%	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	44	✓	✓	✓	✓	✓	✓	✓	BMO Financial Group uses an annual employee survey to measure the Enterprise Engagement Index (EEI). In response to feedback on the survey, this year BMO added tools and tips to its Career Discovery Web site. The EEI rose by 7 points in the 2003 survey. ★
17	20	<b>Intel Corp.</b> Chandler, AZ 83,372 worldwide; 49,914 U.S.	\$336m	5.3%			✓	✓	✓	✓						41	✓	✓	✓	✓	✓	✓	✓	This semiconductor manufacturer converted courses in its environmental, health and safety curriculum to Web-based training so the training would be available at all times. The conversion allowed Intel to reach all 150,000 employees a year while meeting OSHA standards, and returned more than \$3 million in productive work hours to the factories. ★💡
18	4	<b>AmeriCredit Corp.</b> Fort Worth, TX 3,888 U.S.	\$6.4m	2.5%	✓	✓	✓	✓	✓	✓						Average of 63	✓	✓	✓	✓	✓	✓	✓	After this auto financier's executive team decided to focus on tightening credit quality, underwriters were trained for six months in minimizing risk, avoiding fraud and ensuring high-performance loans. Early evaluation shows that loans from the training period are performing better than loans in previous periods.
19	19	<b>Northwest Airlines Inc.</b> Eagan, MN 40,000 worldwide; 38,000 U.S.	NFP	NFP				✓	✓	✓	✓	✓	✓	✓		Average of 50	✓	✓	✓	✓	✓	✓	✓	Northwest's reservations department coordinated a Learning Queue process in which ticket errors were addressed with coaching by a reservations trainer. The average cost of ticket errors was estimated at \$200 per ticket. Since the coaching began, the error ratio has dropped from 1.3 errors per 1,000 calls to 1 error per 1,000.
20	26	<b>Verizon Wireless</b> Bedminster, NJ 42,000	NFP	3.7%	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		Average of 70	✓	✓	✓	✓	✓	✓	✓	Verizon Wireless enhanced a point-of-sale system for activating new mobile phone accounts with structured online learning. Evaluation revealed that learning had been accelerated and significant productivity gains realized. On a \$150,000 investment, Verizon realized an ROI of \$1.2 million. ★

TOP FIVE PROFILE & RANKING

The telecom sector may have been the darling of the '90s, but this is a new decade—and the word for this decade is competitive. Telecommunications companies are battling fiercely for revenue, and they're under pressure to find tactical advantages wherever they can. "I think we're in one of the most competitive industries on the planet," says Jed Dodd, vice president of human resource development for Overland Park, Kan.-based Sprint.

Sprint's response to this dog-eat-dog environment is the reason they're in the top five of the Top 100 for the second year in a row. Last year, they were already starting to consolidate their many training organizations into Sprint's corporate university, the University of Excellence (UE), and today that process is almost complete with the addition of the Sprint PCS training group. They also continue to strengthen the connections between the UE and Sprint's business units so that the UE's training offerings are aligned with what those units need most in order to stay competitive and profitable.

The UE does this by being responsive not only to the needs of their internal customers, Sprint's employees, but also to the needs of external customers, the end



users of Sprint's products. One example of this is the UE's value added services (VAS) team. This group was created in 2002 in response to demand from the business units. "We started getting more and more feedback from our internal customers that we needed to

have smarter, better-educated customers who were able to use our products fully," explains Steve Wright, director of human resources development at Sprint. In response, the VAS team began packaging UE training opportunities for external customers.

In one instance, the team developed a Web-based tutorial for purchasers of an equipment supplier's business telephone system. The system, which is intended for high-volume users, has programmable buttons and two to 32 lines. The tutorial featured an image of the supplier's handset model that allowed customers to click on different parts of the image to learn the functions of each. It was bundled with the sales package for the system and reduced the number of hours that technicians had to spend helping buyers program their new phones. "It's a lot more user-friendly for our external customers, and allows us to be seen as more than just a

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					RETENTION	NEW EMPHRES	TURNOVER	QUALITY	PROD./OUTPUT	COST./SERVICE	CUST. LOYALTY	INDU./PROD. DEV.		REVENUE	MARKET SHARE	SUCCESSION PLANNING	LEADERSHIP DEV.	EXECUTIVE COACHING	FIRST-LINE SUPERVISOR		MENTORING	APPRENTICESHIP
21	40	A.G. Edwards & Sons Inc. St. Louis 15,948	NFP	6%	✓	✓	✓	✓	✓	✓	✓	✓	✓	51	✓	✓	✓	✓	✓	✓	✓	A.G. Edwards staffed a specialized area, the New FC (financial counselor) Support, which monitors, mentors and coaches new FC trainees. After one year, AGE's FC retention rate is 75 percent, compared to the industry average of 60 to 65 percent. After four years, AGE's 50 percent FC retention rate compares to an industry average of 15 percent.
22	38	QUALCOMM Inc. San Diego 6,253 worldwide; 5,711 U.S.	N/D	2%	✓	✓	✓	✓	✓	✓	✓	✓	✓	21	✓	✓	✓	✓	✓	✓	✓	This wireless communications provider provides a mentoring toolkit for employees interested in finding a mentor. The toolkit includes information about establishing goals, selecting a mentor, building the relationship and evaluating the success, as well as tools for evaluating potential mentors and creating a mentor/mentee agreement.
23	44	Cendant Mortgage Mount Laurel, NJ 7,500	\$4.7m	4%	✓	✓	✓	✓	✓	✓	✓	✓	✓	141	✓	✓	✓	✓	✓	✓	✓	Promotions from supervisor to manager at Cendant are withheld if the candidate has not completed the certificate program in leadership offered by training and development. Supervisors must complete required classes and be observed using the skills before posting for a manager position. Ninety-one percent of leadership positions are filled internally.
24	*	Roche Diagnostics Corp. Indianapolis 3,550	\$4.3m	NFP	✓	✓	✓	✓	✓	✓	✓	✓	✓	Average of 61	✓	✓	✓	✓	✓	✓	✓	This healthcare products provider holds a Development Month each October to help employees learn more about Roche overall, as well as other departments, job functions and career opportunities. The month consists of 35 workshops of one to two hours, and employees also get to visit areas such as distribution, R&D and manufacturing.
25	33	Paychex Inc. Rochester, NY 7,826	\$7.1m	NFP	✓	✓	✓	✓	✓	✓	✓	✓	✓	Average of 113	✓	✓	✓	✓	✓	✓	✓	This business services company built a blended learning program to increase sales productivity. For 266 participants in six months, each participant sold an average of 1.27 additional units, at \$1,975 of revenue per unit. Overall, on a \$500,000 investment, Paychex expects to reap an annualized benefit of \$1.3 million.

# “For Sprint to make money, we need satisfied customers. If we can be a key player in that, it just makes the learning organization that much more powerful.”

training arm for Sprint,” Wright says. A formal ROI study is under way, but based on 2002 sales volume, this tutorial could have saved Sprint as much as \$300,000.

The focus on external customers doesn't mean the UE has de-emphasized the internal ones. In 2003, the UE rolled out several initiatives targeted at improving its relevance to the business units and Sprint's workforce as a whole. For example, Sprint's corporate security department needed help training employees on how to comply with the USA PATRIOT Act, particularly in the area of complying with subpoenas for surveillance data. So the UE created a Web-enabled performance tool that documented and tracked the legal requirements for subpoena compliance. This meant that supervisors could spend less time helping staff with subpoena requests and more time on their job responsibilities—and that Sprint could avoid costly fines and lawsuits.

The UE is also creating more development opportunities for internal customers in the form of university

education. The company has a tuition reimbursement program already, but in 2003 the UE began a partnership with a prominent online university to offer Sprint employees up to 30 credits toward an online university degree by taking UE courses. At roughly \$300 per credit hour, this translates to savings of up to \$9,000 for employees who get the full 30 credits.

Doing more with less has become an industry condition rather than a competitive differentiator, but Dodd believes the UE will only become more responsive and efficient in those conditions. “We want to continue to increase the quality and effectiveness of every [training] product we produce, while at the same time we have immense cost pressures,” Dodd says. “We are going to spend a lot of time this year on cracking that nut.”

Wright agrees. “For Sprint to make money, we need satisfied customers,” he says. “If we can be a key player in that, it just makes the learning organization that much more powerful.”

—Holly Dolezalek

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					RETENTION	NEW HIRING	TURNOVER	QUALITY	PROD./OUTPUT	CUST. SERVICE	CUST. LOYALTY	INDU./PROD. DEV.		REVENUE	MARKET SHARE	SUCCESSION PLANNING	LEADERSHIP DEV.	EXECUTIVE COACHING		FIRST-LINE SUPERVISOR	MENTORING	DEVELOPMENT	CAREER COUNSELING
26	37	<b>Johnson Controls Inc., Controls Group</b> Milwaukee 14,519 worldwide	NFP	NFP	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	120	✓	✓	✓	✓	✓	✓	✓	This building control systems provider realized that its area management teams needed more training in building security. After the training organization created a sales resource manual, an application guide and a full training curriculum, North American security sales increased 207 percent.
27	68	<b>Wachovia Corp.</b> Charlotte, NC 84,156 worldwide; 83,385 U.S.	\$102.4m	1.5%		✓		✓	✓	✓	✓	✓	✓	Average of 33	✓	✓	✓	✓	✓	✓	✓	✓	Wachovia developed a three-module Focused Improvement program to foster continuous improvement, teach employees how to calculate the standards and staffing to complete work, and make improvements in employees' coaching strategies and abilities. The program has saved Wachovia \$600,000 so far. ★
28	*	<b>Pacific Northwest National Laboratory</b> Richland, WA 3,824 U.S.	\$9m	4%	✓					✓	✓			13	✓	✓	✓	✓	✓	✓	✓	✓	PNNL's training and qualification program is a just-in-time Web-based system that allows managers to tailor individual training needs and researchers to train from their desks. The system saved the company \$5 million between 1998-2002, and in that same period PNNL's customer satisfaction rating increased from 85 percent to 96 percent. ★
29	41	<b>First Data Corp.</b> Englewood, CO 29,000 worldwide; 27,513 U.S.	NFP	NFP	✓	✓	✓	✓	✓	✓	✓	✓	✓	NFP	✓	✓	✓	✓	✓	✓	✓	✓	Participants in First Data's Six Sigma training program who want certification as a black belt must complete three projects within 18 months with \$1 million in annual savings. One of these projects reduced the time required to enroll new agents in First Data's Western Union Agent Enrollment Project from 19 days to 22 minutes.
30	*	<b>Blue Cross and Blue Shield Of North Carolina</b> Durham, NC 3,111 U.S.	\$4.5m	2.5%	✓	✓	✓	✓	✓	✓	✓	✓	✓	52	✓	✓	✓	✓	✓	✓	✓	✓	BlueUniversity's Foundations of Leadership program uses e-learning, action learning and classroom instruction to develop first-line supervisors and new managers. For the 400 participants who have completed the program since 2000, BlueUniversity calculated that more than \$2.6 million in additional productivity has been realized. ★

TOP FIVE PROFILE & RANKING

In a year when most companies are either slashing or desperately trying to maintain their training budgets, Booz Allen Hamilton increased its investment in learning and development by nearly 12 percent.

And like most work-force development dollars at the McLean, Va.-based firm, the training investment was well spent. First up was a new e-learning center (see photo, page 6) for hosting synchronous online instruction and video- and teleconferencing for Booz Allen's 13,500 worldwide employees.

Designed to emulate a television studio, the center boasts a center Idea Island which can host up to six computers for collaboration, a 60-inch plasma TV with a built-in camera that is capable of simultaneous dual projection of computer/video-conferencing and cable TV, and five ergonomically designed instructor stations with adjustable monitors, tables and chairs to allow instructors to present from both standing or seated positions.

Just outside the center's entrance stands a kiosk that allows individuals to use headsets to listen in on any e-learning taking place anywhere in the world. Another 42-inch plasma screen TV projects briefings, cable TV and

video- and teleconferencing. Known as the "prefunction area," this space purposely infringes on the main gathering or break area for the five classrooms housed in Booz Allen's Center for Performance Excellence (CPE).

"The \$250,000 price tag on the e-learning center was a strategic move," explains Ed Cohen, senior director of the CPE. "For us, it was about making a statement and helping to facilitate a cultural change—one that would lead to greater adoption rates for our blended offerings."

And indeed it has. With nearly 250 employees taking classes in the CPE on any given day, everyone is able to see that e-learning truly is an integral part of what Booz Allen is doing. As curious employees approach the center to view a live e-learning webcast, they can glance at a map of the world at the center's entrance to see brightly colored dots highlighting the regions where participants are located.

Beginning this past January, the center became the launch pad for PeopleTalk, a firmwide initiative aimed at further enhancing employee communications, retention and morale. As part of the initiative, the center broadcasts a weekly radio show with a full-time DJ,



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					RETENTION	NEW HIRES	TURNOVER	QUALITY	PROD. OUTPUT	CUST. SERVICE	CUST. LOYALTY	INNOV. PROD. DLY.		REVENUE	MARKET SHARE	SUCCESSION PLANNING	LEADERSHIP DEV.	EXECUTIVE COACHING	FIRST-LINE SUPERVISOR TRAINING		JOB ROTATION	CAREER COUNSELING	JOB SHARING
31	63	<b>Prudential Financial Inc.</b> Newark, N.J. 50,108 worldwide; 33,219 U.S.	NFP	NFP	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	NFP	✓	✓	✓	✓	✓	✓	✓	For 15 years Prudential has participated in the INROADS program, a summer internship and development program that places talented minority youth in business and industry. Interns gain an understanding of corporate culture and business processes, while Prudential attracts a diverse pool of minorities and women. ★
32	*	<b>The Reynolds and Reynolds Co.</b> Kettering, OH 4,659 worldwide; 4,269 U.S.	NFP	3.3%	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Average of 39	✓	✓	✓	✓	✓	✓	✓	This information management company's Technical Assistance Center is the call center for both customers and associates who train and serve those customers. By coding associate calls requesting help and guidance in serving those customers, Reynolds University is able to analyze those calls regularly and make training modifications and enhancements based on the calls.
33	*	<b>Science Applications Intl. Corp.</b> McLean, VA 40,704 worldwide; 38,930 U.S.	NFP	NFP	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	N/D	✓	✓	✓	✓	✓	✓	✓	Since 1991, this research and engineering company has encouraged employees to complete university programs in systems engineering by awarding stock incentives. Employees who complete a master's degree can get \$5,000 in stock. To date, SAIC has retained 84 percent of employees who have received the stock incentive award.
34	48	<b>BB&amp;T Corp.</b> Winston-Salem, NC 23,480 U.S.	NFP	NFP	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	40	✓	✓	✓	✓	✓	✓	✓	The investment services department for this financial services company has developed 28 practice development initiatives to fit individual employees' training needs. This coaching and training model has driven an annual revenue production of \$360,711 for each investment counselor, compared to an industry average of \$268,074.
35	47	<b>Wells Fargo &amp; Co.</b> San Francisco 139,000	NFP	1.9%	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Average of 50	✓	✓	✓	✓	✓	✓	✓	Wells Fargo's six-month credit management training has helped the bank experience the lowest reported loan losses among the 10 largest banks in the United States over the last two years. Graduates are 2.4 times more likely than non-graduates to hold leadership positions in the wholesale banking group.





“We have invested in new, state-of-the-art training facilities, instructors, online programs and the number of classes we offer to both manufacturing employees and field engineers. This investment is clearly paying off as we go through the ramp-up for the turnaround.”

in program design and development. But the program is far from an exercise in talking heads and dry lectures. Computer simulations, extensive case studies and panel discussions are prominent design features.

Development of the program was as rigorous as any other operation. The executives who present at EDP are required to pilot-test their modules on a group of 30 of their senior management colleagues—and revise them based on participant feedback and pre- and post-test results. That initial executive/instructor group continues to meet on a monthly basis to hear speakers, try out new cases and simulations, do some team-building, and look for ways to improve the EDP and make sure the program stays abreast of changing times and evolving strategic objectives.

A unique feature of KLA-Tencor’s management

development process is its executive mentoring program, referred to as the Internal Mentoring Program. Current and former members of the company’s board of directors and senior officers are formally mentoring 35 selected executives. The objective is to transfer functional expertise, understanding of the KLA-Tencor culture and leadership style from former and current executives and members of the board to a target group of leaders to enhance their productivity and smooth their transition to senior leadership ranks. The program, based on current demand, could easily double in size this year, says Lynne Stasi, senior director of corporate learning and development. But in true KLA-Tencor fashion, she pauses to add, “First, of course, we have to be sure of the ROI.”

—Ron Zemke

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					RETENTION	NEW EMPHRES	TURNOVER	QUALITY	PROD. OUTPUT	COST-SERVICE	COST-LOYALTY	INDU/PROD DEV.		RE-EMPLOYE	MARKETS SHARE	SUCCESSOR PLANNING	LEADERSHIP PIP	EXCISE COACHING	FIRST-LINE SUPERVISOR	MENTORING		JOB ROTATION	CAREER COUNSELING	JOB SHADOWING
46	43	<b>The Vanguard Group</b> Valley Forge, PA 9,926 worldwide; 9,818 U.S.	\$28m	4%	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	52	✓	✓	✓	✓	✓	✓	✓	✓	Vanguard University has developed design and delivery guidelines for incorporating diversity into its training programs. The guidelines take into account factors such as age, gender, sexual orientation, religious beliefs, family status and disability. Both designers and vendors are expected to adhere to the guidelines.
47	67	<b>Allstate Corp.</b> Northbrook, IL 51,657 worldwide; 50,100 U.S.	NFP	NFP	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	33	✓	✓	✓	✓	✓	✓	✓	✓	Allstate provided online education in billing basics for agents, support staff and call center representatives, so those employees could answer basic billing inquiries without transferring them to the investigations unit. Comparisons of periods before and after training showed that the volume of transfers went down by about 15 percent.
48	*	<b>Gilbane Building Co.</b> Providence, RI 1,318	NFP	3.8%	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	40	✓	✓	✓	✓	✓	✓	✓	✓	Gilbane has safety trainers in each region to deliver classroom courses in safety and environmental issues. Each project begins with a safety orientation, video and tests of workers' understanding. As a result, Gilbane's insurance measure for workers' compensation fees is .36, compared to an industry average of 1 to 1.2.
49	76	<b>Household Intl.</b> Prospect Heights, IL 34,418 worldwide; 29,260 U.S.	\$27.8m	1.9%	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	51	✓	✓	✓	✓	✓	✓	✓	✓	This financial services company piloted a customer retention tool in 2002 to offer qualified customers a more competitive interest rate. The tool did not meet expectations, so Household's training department presented meetings to support it. In the first full month after the training rollout, Household saved more than \$101 million from 768 customer accounts.
50	*	<b>DAU**</b> Washington, D.C. 132,593 world- wide; 129,418 U.S.	\$324m	4%	✓	✓	✓	✓	✓	✓	✓	✓	✓	Average of 70	✓	✓	✓	✓	✓	✓	✓	✓	✓	DAU created a comprehensive knowledge management system for its 132,000-member workforce so that they could acquire, create, integrate, share and quickly reuse knowledge to achieve mission objectives. The system includes an Acquisition Community Connection and several communities of practice.

\*\*Department of Defense, Office of the Under Secretary of Defense for Acquisition, Technology and Logistics

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					RETENTION	NEW HIRES	TURNOVER	QUALITY	PROD OUTPUT	CUSTOMER SATISFACTION	INDUSTRY/PROD LEV	REVENUE		MARKET SHARE	SUCCESSION PLANNING	LEADERSHIP DEV	EXECUTIVE COACHING	FIRST-LINE SUPERVISOR	MENTORING		JOB ROTATION	CAREER COUNSELING	JOB SHADOWING
51	*	General Mills Inc. Minneapolis 27,762 worldwide; 19,436 U.S.	NFP	NFP	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	40	✓	✓	✓	✓	✓	✓	✓	General Mills requires participants in its new manager development program to bring two to three management challenge projects to the course. Participants apply the course material to these projects all week. After 60 days, 68 percent say they're making significant progress on their projects.
52	50	Baptist Health Care Pensacola, FL 5,300	\$3.8m	3%	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	60	✓	✓	✓	✓	✓	✓	✓	Baptist has reduced the number of hospital-acquired pressure sores by 50 percent, reduced the number of medication events by 50 percent, and decreased variable admission costs by 33 percent since implementing the expectation that all employees receive at least 40 hours of training annually.
53	53	John Wieland Homes and Neighborhoods Atlanta 733	\$933m	1.5%	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	17	✓	✓	✓	✓	✓	✓	✓	To ensure that its trade partners stay up-to-date on the latest industry and company practices and to maintain good relations with its trade partners, John Wieland added a School of Trade Partners to its corporate university. This school offers orientation sessions, safety training and evaluations of trade partners based on the homebuilding teams feedback.
54	*	Advance Auto Parts Roanoke, VA 35,241 worldwide; 33,171 U.S.	\$14.2m	2%	✓							✓			Average of 77	✓	✓	✓	✓	✓	✓	✓	Advance Auto Parts trained an inventory specialist for each of its stores to control shrink losses due to poor inventory control practices. Four weeks after the training took place, shrink decreased in one region by 8.8 percent, and later an additional 19.4 percent. Shrink overall has decreased by 26.5 percent.
55	55	Children's Healthcare of Atlanta Atlanta 5,377	\$5.9m	2%	✓		✓		✓						varies by position	✓	✓	✓	✓	✓	✓	✓	Children's keeps its medical staff up-to-date on the most current pediatric medical research and practice through one-hour continuing medical education programs. Programs are conducted by experts in the field, such as a presentation by a CDC expert on SARS. Presentations are videotaped and made available in medical libraries. 💡
56	59	Callaway Golf Co. Carlsbad, CA 2,267 worldwide; 1,822 U.S.	\$1.5m	2.1%	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	14	✓	✓	✓	✓	✓	✓	✓	In an extensive Six Sigma effort, Callaway employees are assigned to projects and receive training in teams. Projects are tracked in terms of cost savings, learning impact and revenue generation. In 2003, completed projects accounted for \$4.2 million in savings, at a training cost of \$260,000.
57	99	Olive Garden Italian Restaurant Orlando, FL 62,661 worldwide	\$30m	5.5%		✓	✓	✓	✓	✓	✓	✓	✓	✓	127	✓	✓	✓	✓	✓	✓	✓	Olive Garden team members and managers are trained in Hazard Analysis Critical Control Points (HACCP) such as food quality, safety and sanitation. Health and sanitation experts have come to learn how Olive Garden implements the system. Internal quality assurance scores have risen from 92.5 percent in 1998 to 95.2 percent in 2003.
58	*	PricewaterhouseCoopers LLP Florham Park, N.J. 125,600 worldwide; 23,000 U.S.	NFP	NFP		✓	✓		✓	✓	✓	✓	✓	✓	Average of 66	✓	✓	✓	✓	✓	✓	✓	A product group in PwC implemented Build Our Business training to increase partners' competencies in developing new business for the company. The product group's revenue per partner increased by 25 percent as a result of the training, and contribution to the firm's profits increased 14 percent.
59	56	Vision Service Plan Rancho Cordova, CA 2,080 U.S.	\$2.2m	2.1%	✓	✓	✓	✓	✓						38	✓	✓		✓	✓	✓	✓	New customer service representatives at VSP's call center attend five weeks of classroom training and a four-week call center academy where employees apply their new skills. Turnover is just 22 percent, and Service Quality Measurements, a benchmarking firm for the industry found that VSP's call center had the highest customer satisfaction ratings it had ever seen.
60	58	Orkin Exterminating Co. Inc. Atlanta 7,236	\$11.3m	4%	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Average of 97	✓	✓		✓	✓	✓	✓	Orkin branch manager trainees have to participate in a three-level training program to run an Orkin branch office. Participants take technical, sales, administrative, claims and management courses, and then attend Management Development School, where they experience simulations of interviewing and life as a branch manager.

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					RETENTION	NEW EMPHRES	TURNOVER	QUALITY	PROD OUTPUT	CUST SERVICE	CUST LOYALTY	INNOV PROD DEV		REVENUE	MARKET SHARE	SUCCESSION PLANNING	LEADERSHIP DEV	EXECUTIVE COACHING	FIRST-LINE SUPERVISOR	
61	64	<b>Equity Residential</b> Chicago 6,100	\$3.1m	2%	✓	✓	✓		✓	✓	✓	25	✓	✓	✓	✓	✓	✓	✓	Equity created a customer service and leasing training initiative in 2001 and 2002. The course cost \$400,000, and it generated 3,132 lease renewals over the previous year. The additional lease renewal revenue amounts to about \$30 million.
62	*	<b>PNC Financial Services</b> Pittsburgh 17,300	NFP	NFP	✓			✓	✓	✓	✓	NFP	✓	✓	✓	✓	✓	✓	✓	PNC's client retention initiative had a goal of retaining 93 percent of client revenues. After training in productivity, skills and service standards, retention of client revenues went from 89 to 92 percent. Coaching in client conversations helped advisors uncover \$1.3 million in new revenue opportunities.
63	51	<b>IKON Office Solutions</b> Malvern, PA 33,200 worldwide; 26,000 U.S.	NFP	1.2%	✓	✓	✓		✓	✓	✓	NFP	✓	✓	✓	✓	✓	✓	✓	With 200 employees, IKON University offers more than 400 customized learning opportunities and more than 1,500 e-learning courses. In 2002 alone, the university hosted more than 41,500 learning events.
64	66	<b>Best Buy Co. Inc.</b> Richfield, MN 93,500 worldwide; 82,400 U.S.	NFP	NFP	✓	✓	✓	✓	✓	✓	✓	NFP	✓	✓	✓	✓	✓	✓	✓	When Best Buy redefined its corporate business model, a large-scale training initiative of more than 50 courses was provided for the 1,500 employees affected by the change. By allowing managers to evaluate direct reports and tailor their curriculum, Best Buy saved about \$1 million in training costs.
65	46	<b>Footstar Inc.</b> West Nyack, NY 16,000	\$3.6m	1.2%	✓	✓		✓	✓	✓	✓	40	✓	✓	✓	✓	✓	✓	✓	This footwear retailer has a learning initiative called the Learning Cooperative for its high potentials. Participants get coaching, learn about their developmental opportunities, design a training session and then train new associates by sharing their knowledge and experience.
66	52	<b>Caterpillar Financial Products Division</b> Nashville, TN 1,390 worldwide; 970 U.S.	\$3.2m	3.2%	✓		✓	✓	✓	✓	✓	27	✓	✓	✓	✓	✓	✓	✓	All participants in Caterpillar's employee mentoring program must make a one-year commitment, complete the Birkman Method Profile, and attend at least 22 one-on-one mentoring sessions and six pre-assigned topic group sessions. Protégés must complete a two-year career plan.
67	72	<b>Guidant Corp.</b> Indianapolis 11,029 worldwide; 8,652 U.S.	NFP	NFP		✓	✓	✓	✓	✓	✓	60	✓	✓	✓	✓	✓	✓	✓	This medical device manufacturer's Regional Occupational Program allows high school and junior high students to visit departments at its California location. Students learn about the equipment and technology used to build products, and they learn about jobs in IT, finance, engineering or human resources. 💡
68	*	<b>Dow Chemical Co.</b> Midland, MI 50,725 worldwide; 24,000 U.S.	\$144m	4.8%	✓	✓	✓	✓	✓			73	✓	✓	✓	✓	✓	✓	✓	Dow has trained more than 1,200 black belts in its Six Sigma program. As a result, they have documented \$1.5 billion in savings over the last three years.
69	*	<b>West Egan, MN</b> 8,000	NFP	NFP	✓	✓	✓					10	✓	✓	✓	✓	✓	✓	✓	A publisher of legal, regulatory and business information, West measures the level of its employees' engagement. By adding development opportunities, reference material, online resources and onsite education courses, West increased the engagement score by 5 percent and employee retention by 11 percent.
70	*	<b>EMC Corp.</b> Westboro, MA 17,000 worldwide; 11,000 U.S.	NFP	NFP	✓	✓	✓			✓	✓	Average of 11	✓	✓	✓	✓	✓	✓	✓	Last year, this data storage company implemented a new sales opportunity training program. After going through the program, participants documented all the new economic opportunities they had found, and the list represented \$1 billion in potential new revenue.

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					RETENTION	NEW HIRES	TURNOVER	QUALITY	PROD OUTPUT	CUST SERVICE	CUST LOYALTY	INNOV/PROD DEV		REVENUE	MARKET SHARE	SUCCESSION PLANNING	LEADERSHIP DEV	EXECUTIVE COACHING	FIRST-LINE SUPERVISOR MENTORING		JOB ROTATION
71	75	<b>Verizon Communications Inc.</b> New York 188,862	\$134.6m	1%	✓	✓	✓	✓	✓	✓	✓	✓	✓	Average of 30	✓	✓	✓	✓	✓	✓	<p>Verizon Communications uses a synchronous training tool to rapidly disseminate product knowledge to its sales force, delivering more than 10,000 hours of training annually. Using this knowledge, the sales force has met annual increases in revenue projections.</p>
72	*	<b>United Technologies</b> Hartford, CT 92,610 worldwide; 68,357 U.S.	NFP	NFP	✓			✓						40	✓	✓	✓	✓	✓	✓	<p>This manufacturing conglomerate developed MyCareer@UTC, an online toolkit for career planning. The toolkit includes assessments, performance feedback and other resources, including UTC's course catalog.</p>
73	77	<b>NCR Corp.</b> Dayton, OH 26,500 worldwide; 10,993 U.S.	\$20m	NFP				✓	✓	✓	✓			Average of 45	✓	✓	✓	✓	✓		<p>This data warehousing and point-of-sale systems provider offers 27 external training and certification programs, which allow NCR to serve the customers of other technology companies such as Cisco, Sun, Dell, Gateway and HP. In 2003, the revenue from contracts like these amounted to more than \$350 million.</p>
74	85	<b>ALLTEL</b> Little Rock, AR 19,289	NFP	2.5%	✓	✓	✓	✓	✓	✓				Average of 45	✓	✓	✓	✓	✓	✓	<p>When ALLTEL realized that the technical nature of its ACCESS data products was making it tough for sales representatives to sell them, the company provided a four-hour product training course. Revenue increased by \$10,000 in just four weeks in two pilot markets, and the program may increase revenue by more than \$4 million annually.</p>
75	*	<b>RR Donnelley</b> Chicago 30,000 worldwide	\$24m	3%	✓	✓	✓	✓	✓	✓	✓	✓	✓	15	✓	✓	✓	✓	✓	✓	<p>This printer and publisher is in the middle of a four-year effort to standardize the IT systems used across all 24 of its plants and to consolidate learning services as well. The company has used learning maps, SMEs and classroom courses to train employees in new systems applications.</p>
76	87	<b>Scientific-Atlanta Inc.</b> Lawrenceville, GA 6,664 worldwide; 1,646 U.S.	\$2.8m	1.4%	✓	✓		✓	✓	✓				21	✓	✓	✓	✓	✓	✓	<p>Scientific-Atlanta began conducting two-hour lead generation workshops, led by company executives, with the goal of having one lead generated by everyone in the professional services business unit. After five sessions for 202 employees, 219 leads were generated in one quarter, compared to two to three leads per quarter previously.</p>
77	*	<b>Brink's Home Security</b> Irving, TX 2,594 U.S.	\$1.5m	1.5%	✓	✓	✓	✓	✓	✓	✓	✓	✓	N/D	✓	✓	✓	✓	✓	✓	<p>Brink's keeps its customer disconnect rate as low as 7.2 percent, the lowest publicly reported customer disconnect rate in the industry. Brink's brought this rate down from 7.8 percent with a nationwide research study to identify the behaviors of disconnecting customers and a campaign to change the way those customers were operating their home-security systems.</p>
78	*	<b>Cerner Corp.</b> Kansas City, MO 4,902 worldwide; 4,782 U.S.	NFP	4%				✓	✓	✓				NFP	✓	✓			✓	✓	<p>To meet its goals of revenue per associate, this healthcare information technology provider implemented a new hire program that combined training and coaching with client-facing assignments. The new program has reduced the time it takes for new consultants to start doing productive client work from 12 weeks to six.</p>
79	*	<b>American Century Investments</b> Kansas City, MO 1,871 U.S.	\$2.8m	2%	✓	✓	✓	✓	✓	✓	✓	✓	✓	29	✓	✓	✓	✓	✓	✓	<p>To train users in its new problem/change management system, corporate learning and development at American Century created a Web-based Flash simulation of the system. The simulation saved more than \$100,000 in training expenses and allowed telecommuters to get the same training with no travel expenses.</p>
80	*	<b>Scotiabank</b> Toronto 49,000 worldwide	\$66.2m (Canadian)	2.3%	✓			✓	✓	✓	✓	✓	✓	24	✓	✓	✓		✓	✓	<p>Responding to increased regulatory attention to money laundering, Scotiabank conducts anti-money-laundering training to educate its employees on the risks of money laundering, especially in the financing of terrorist activity. The company identified five target audiences and created different versions of the course for each.</p>

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					RETENTION	NEW HIRES	TURNOVER	QUALITY	PROD. OUTPUT	CUST. SATISF.	CUST. LOYALTY	ANNUAL PROD. INCR.		REVENUE	MARKET SHARE	SUCCESSION PLANNING	LEADERSHIP DEV.	EXECUTIVE COACHING	FIRST-LINE SUPERVISOR		MENTORING	JOB ROTATION	CAREER COUNSELING	JOB SHADOWING	
81	*	<b>Hewlett-Packard Co.</b> Palo Alto, CA 140,000 worldwide; 65,000 U.S.	\$260m	1.9%	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	17	✓	✓	✓	✓	✓	✓	✓	✓	✓	HP's manufacturing skills training team trained key associates from each work shift on identification, detection and repair of units. Savings of more than \$3 million were realized in the first year, and current repair rates are expected to yield a yearly cost avoidance of \$9 million.
82	62	<b>Freddie Mac</b> McLean, VA 4,000 U.S.	\$3.7m	NFP	✓		✓					✓		N/D	✓	✓	✓	✓	✓	✓	✓	✓	✓	Freddie Mac's Single Family Educational division (SFedU) offers four learning tracks in mortgage business, change management, customer touch and technical. This year, SFedU created the Sales Success Program, a six-month program of coaching, mentoring, job shadowing, industry debates, sales/customer visits, and attendance at mortgage industry events.	
83	73	<b>TDIndustries Ltd.</b> Dallas 1,385	\$1.5m	2.5%	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	32	✓	✓	✓	✓	✓	✓	✓	✓	This construction company supports the Construction Education Foundation (CEF), an industry nonprofit education organization. TDIndustries' partners comprise nearly 30 percent of CEF's enrollment, and other partners have served as course instructors or in positions of leadership.	
84	*	<b>First Contact Inc.</b> Columbus, OH 1,544 worldwide; 1,466 U.S.	NFP	NFP	✓	✓	✓	✓	✓	✓	✓	✓	✓	172					✓	✓	✓	✓	✓	This customer service outsourcer administers anonymous surveys to its employees at the end of training, after 30 days and after 90 days. When First Contact received feedback that 62 percent of employees needed assistance with a help file, the company created a training module. Ninety-four percent of those who attended the training felt more comfortable with the help file.	
85	78	<b>Buckman Laboratories</b> Memphis, TN 1,400 worldwide; 750 U.S.	NFP	3.4%	✓			✓	✓	✓	✓	✓	✓	49	✓									At Buckman, all managers are evaluated on the development of their direct reports in terms of dollars and hours spent per employee, unit performance, customer satisfaction and associate satisfaction. Up to 30 percent of each manager's annual bonus is tied to their performance in these areas.	
86	74	<b>J.B. Hunt Transport Services Inc.</b> Lowell, AR 15,593 worldwide; 15,568 U.S.	\$4.9m	.7%	✓			✓	✓	✓	✓	✓	✓	Average of 45		✓		✓					✓	As a result of J.B. Hunt's 90 hours of annual customer service training in their contact center, the average speed of answer is down to seven seconds from 20 seconds, the abandoned call rate is at 3.5 percent, and call-handling time has decreased to less than two minutes per call.	
87	79	<b>Pan-American Life Insurance</b> New Orleans, LA 1,057 worldwide; 604 U.S.	N/D	N/D				✓	✓	✓	✓	✓	✓	47		✓			✓					Pan-American employees who have increased their productivity due to training may be nominated to receive a Values of Excellence award and cash prizes that range from \$1,000 to \$5,000. Since developing this program, employees' enthusiasm for learning and development has increased dramatically.	
88	84	<b>PacifiCorp</b> Portland, OR 14,500 worldwide; 6,060 U.S.	\$6.3m	14%	✓	✓	✓	✓	✓	✓	✓	✓	✓	Average of 50	✓	✓	✓	✓	✓	✓	✓	✓	✓	This utility company's First Career program helps recent college graduates develop technical skills through on-the-job training and professional development workshops. Participants receive formal training and rotate to new projects every three to six months. Retention for this program is 93 percent.	
89	90	<b>Cendant Mobility</b> Danbury, CT 2,300 worldwide; 2,100 U.S.	\$2.4m	2%	✓	✓	✓	✓	✓	✓	✓	✓	✓	43	✓	✓		✓	✓	✓	✓	✓	✓	This business services company improved its customer service evaluations with its Make a Great Impression on the Customer training. Participants were taught to break customer calls down to 33 steps. Ninety-eight percent of all company employees have taken the training.	
90	81	<b>Century 21 Real Estate Corp.</b> Parsippany, NJ 140 U.S.	\$3.4m	NFP	✓			✓				✓		15	✓	✓	✓	✓				✓		Century 21 used a 10-week coaching and accountability program to give their experienced agents more sales skills. In just two classes, annualized student productivity went from 10 to 31 units; buy-side mortgages increased from 3 to 62 percent; and the number of home warranties went from 7 percent to 55 percent.	

\*New entry: not ranked in the 2003 Top 100

2004 RANK	2003 RANK	COMPANY NAME LOCATION NO. OF EMPLOYEES	ANNUAL TRAINING BUDGET	TRAINING BUDGET AS A PERCENTAGE OF PAYROLL	BUSINESS METRICS TRACKED & TIED TO TRAINING								ANNUAL TRAINING HOURS PER EMPLOYEE	TRAINING PROGRAMS						NFP= Information Provided, But Not For Publication. N/D= Information Not Disclosed ★ = Honored for Best Practice 👉 = Honored for Outstanding Initiative			
					RETENTION	NEW HIRES	TURNOVER	QUALITY	PROD. OUTPUT	CUSTOMER SATISFACTION	CUSTOMER LOYALTY	INNOV./PROD. DEV.		REVENUE	MARKET SHARE	SUCCESSION PLANNING	LEADERSHIP DEV.	EXECUTIVE COACHING	FIRST-LINE SUPERVISOR		MENTORING	APPRENTICESHIP	CAREER/COACHING
91	*	<b>Starbucks Coffee Co.</b> Seattle 7,444 worldwide; 9,721 U.S.	N/D	N/D	✓	✓	✓	✓	✓	✓	✓	✓	✓	36	✓	✓	✓	✓	✓	✓	✓	✓	Starbucks' corporate social responsibility team monitors how the company conducts its business in ways that produce social, environmental and economic benefits for the communities where Starbucks operates. New partners are trained in social responsibility, and the CSR team is developing a module for district managers to learn about commitment to the environment.
92	*	<b>United Airlines</b> Elk Grove Village, IL 62,636 worldwide; 58,191 U.S.	\$225m	5%				✓	✓	✓	✓	✓	Average of 34	✓	✓	✓	✓				✓	✓	All United Airlines pilots must pass a series of written tests, observations and simulations or be suspended from active duty. Similarly, all flight attendants, mechanics, ramp service personnel, CSRs, ground security coordinators, weight/balance planners and other employee groups must pass annual safety-related tests which have been approved by the FAA.
93	86	<b>Randstad North America</b> Atlanta 16,500 worldwide; 2,400 U.S.	\$2.4m	2.8%	✓				✓				Average of 52	✓	✓	✓	✓	✓	✓	✓	✓	✓	This staffing company's new hire training program has resulted in more than \$500 a week in additional gross margin dollars. The program has been so successful that existing agents are being sent through the new hire training program.
94	92	<b>Arrow Electronics Inc.</b> Melville, NY 11,375 worldwide; 6,494 U.S.	NFP	NFP	✓	✓	✓		✓	✓	✓		Average of 8	✓	✓	✓	✓	✓	✓	✓	✓	✓	Arrow's material and asset planner program was created to address a performance gap in supply chain management. Graduates of this program turn inventory for Arrow 10 times a year, or 32 percent faster than those who haven't been through the program. This saved Arrow \$262,300 in inventory carrying expenses.
95	*	<b>Naval Surface Warfare Center</b> Port Hueneme, CA 2,148	NFP	NFP	✓	✓					✓		Average of 61	✓	✓	✓	✓	✓	✓	✓	✓	✓	Naval Surface partners with the Naval Post Graduate School to offer a master's degree program in systems engineering. The program uses action learning to impart the necessary education for being a systems engineer for naval ships. About 25 employees graduate from this program each year.
96	91	<b>Continental Airlines</b> Houston 28,679 U.S.	\$113m	5%					✓	✓			52	✓		✓				✓	✓		Continental's Scholarship Fund supports the educational development of employees and their dependents. Funded by employee contributions and fundraising events, last year the fund awarded 71 scholarships, and the annual payments for these scholarships will continue for four years. Employees donated nearly \$150,000 to the fund between 2002 and 2003.
97	96	<b>Ho-Chunk Casino</b> Baraboo, WI 1,575	\$.638m	3%	✓	✓		✓	✓	✓			48	✓	✓	✓	✓	✓			✓		Ho-Chunk offered employees a time management and prioritization program and found that a typical participant reported saving an average of one hour a day by using the tools and principles of the program. For 200 people, this translates to about \$850,000 in additional productive work hours.
98	*	<b>United States Postal Service</b> Washington, DC 752,949	NFP	NFP	✓	✓	✓	✓	✓	✓			Average of 14	✓	✓	✓	✓						The USPS held a Safety Depends On Me training program to educate employees about safety issues like proper lifting, blood-borne pathogens and correct handling of hazardous materials. Thanks to the program, by 2003 the USPS had seen a 28 percent decrease in OSHA illnesses and injuries.
99	*	<b>CDW Corp.</b> Vernon Hills, IL 3,131 U.S.	\$5m	N/D				✓	✓	✓	✓		Average of 48	✓	✓	✓	✓	✓	✓	✓	✓	✓	After completing the 11-week new hire training, account managers for this provider of technology products go through a six-month Sales Academy curriculum. Managers receive coaching, instructor-led training, mentoring and vendor partner briefings. This program has sped up account managers' time to sales productivity by three months. 💡
100	61	<b>Advanced Micro Devices</b> Sunnyvale, CA 11,700 worldwide; 5,000 U.S.	NFP	1%	✓	✓	✓	✓					Average of 11	✓	✓	✓	✓	✓	✓	✓	✓	✓	This semiconductor manufacturer has a Career Partnership program for employees who want to make a career change or move up in the company. Licensed counselors, resume writing assistance and standardized testing instruments are available, as well as courses for both managers and employees to clarify responsibilities for career advancement.