

2006 Rank	2005 Rank	Company Name/Location	No. of Employees	Annual Training Budget	Training Budget as a Percentage of Payroll	No. of Full-Time Trainers	Ratio of Full-Time Trainers to Worldwide Employees	Business Metrics Tracked & Tied to Training												
								RETENTION	NEW EMP. REFERRAL	INT. PROMOTIONS	QUALITY	PROD./OUTPUT	CUST. SERVICE	CUST. LOYALTY	INNOV./PROD. DEV.	REVENUE	MARKET SHARE	SAFETY/HEALTH		
1	2	Booz Allen Hamilton <i>McLean, VA</i>	14,705 U.S.; 16,180, worldwide	NFP	6.3%	80	1:202	•	•	•	•	•	•	•	•	•	•	•	•	•
2	1	IBM <i>Armonk, NY</i>	132,942 U.S.; 329,000 worldwide	\$775m	ND	1,382	1:238	•	•	•	•	•	•	•	•	•	•	•	•	•
3	7	Ernst & Young LLP <i>New York, NY</i>	24,600 U.S.; 107,000 worldwide	NFP	NFP	300	1:357	•	•	•	•	•	•	•	•	•	•	•	•	•
4	9	The Ritz-Carlton Hotel Co. <i>Chevy Chase, MD</i>	18,619 U.S.; 28,435 worldwide	NFP	NFP	72	1:395	•	•	•	•	•	•	•	•	•	•	•	•	•
5	8	Lockheed Martin Corp. <i>Bethesda, MD</i>	ND	\$328m	3.9%	337	N/A	•	•	•	•	•	•	•	•	•	•	•	•	•
6	14	Verizon Wireless <i>Bedminster, NJ</i>	52,000 U.S.	NFP	3.7%	708	1:73	•	•	•	•	•	•	•	•	•	•	•	•	•
7	12	Wyeth Pharmaceuticals <i>Collegeville, PA</i>	27,614 U.S.; 51,401 worldwide	NFP	NFP	NFP	NFP	•	•	•	•	•	•	•	•	•	•	•	•	•
8	3	Pfizer Inc. <i>New York, NY</i>	47,533 U.S.; 110,000 worldwide	NFP	10.4%	NFP	NFP	•	•	•	•	•	•	•	•	•	•	•	•	•
9	5	KLA-Tencor Corp. <i>San Jose, CA</i>	3,772 U.S.; 5,587 worldwide	NFP	5.5%	46	1:121	•	•	•	•	•	•	•	•	•	•	•	•	•
10	11	General Mills <i>Minneapolis, MN</i>	17,993 U.S.; 27,861 worldwide	NFP	NFP	NFP	NFP	•	•	•	•	•	•	•	•	•	•	•	•	•

* New entry; not ranked in the 2005 Top 100



RANKING

Annual Training Hours Per Employee	Programs									Remuneration Tied to Development	Tuition Reimbursement	Corporate University		Description
	CAREER COUNSELING	EXECUTIVE COACHING	FIRST-LINE SUPERVISOR	JOB ROTATION	LEADERSHIP DEV.	MENTORING	SALES TRAINING	SUCCESSION PLANNING	Virtual			Fixed		
60	•	•	•	•	•	•	•	•	•	Yes	\$5,000	Yes	Yes	This consulting firm prepays tuition expenses up to \$5,000 for each employee annually. It also pays the tuition for the second year of business school for any summer associate who agrees to join the firm after graduation. Turnover for tuition recipients is 6 percent lower than for non-recipients.
52	•	•	•	•	•	•	•	•	•	Yes	No Maximum	Yes	Yes	Before and after a sales training event, this technology company measured the performance of participants. After training, the number of sales opportunities generated by participants increased by 288 percent, and the value of opportunities generated increased by 30 percent.
124	•	•	•	•	•	•	•	•	•	Yes	No Maximum	Yes	Yes	This firm invests \$1 million a year in a learning curriculum intended to translate an understanding of diversity into action. The company's recruitment, hiring and promotion of minorities and women have all increased: in 2005, more than 28 percent of new hires were minorities and 13 percent of partners were women.
198	•	•	•	•	•	•	•	•	•	Yes	No Maximum	No	Yes	This hotel chain requires each location to perform quarterly safety self-audits and an annual official audit of practices in worker safety, risk management and other safety concerns. With mentoring by directors, the average chain-wide score on these audits increased by 12 percentage points in one year's time.
37	•	•	•	•	•	•	•	•	•	Yes	No Maximum	Yes	Yes	This defense contractor manufactures flight hardware for government contracts. To avoid delays and errors in the manufacturing process, the company created error prevention training. In its astronautics division, errors have been reduced by 67 percent since the training was conducted.
61	•	•	•	•	•	•	•	•	•	Yes	\$8,000 for full-time employees; \$4,000 part-time	Yes	No	When a new product for this telecommunications company was not meeting sales targets, a sales refresher training program was delivered by Web seminar. Where the Web seminars were highly attended, sales increased considerably. BP
NFP	•	•	•	•	•	•	•	•	•	Yes	\$7,500	Yes	Yes	This pharmaceutical company offers many certification programs to its employees, including Advanced Sales Training I (AST I) for its sales reps. In a pilot study, the company discovered that retention was 100 percent for sales reps who had taken AST I, compared to 75 percent for non-participants.
40	•	•	•	•	•	•	•	•	•	Yes	No Maximum	Yes	Yes	When a large-scale computer application upgrade was rolled out to the entire sales force, this pharmaceutical company created online training in the upgraded applications. Employees who participated in the training called the help desk far less than the employees who did not take the training.
38	•	•	•	•	•	•	•	•	•	Yes	\$11,000	No	Yes	This semiconductor company began providing training for customers on-site, using local field engineers who have been certified instead of sending trainers from headquarters. The change reduced training costs for customers by 40 percent and saved the company almost \$2 million.
50	•	•	•	•	•	•	•	•	•	Yes	\$6,000	Yes	Yes	This food manufacturer offers "Quality College," a two-session class in improving product quality that is conducted at manufacturing locations. At one location, the class helped reduce customer complaints about certain food products by 50 percent. BP

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



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								RETENTION	NEW EMP. REFERRAL	INT. PROMOTIONS	QUALITY	PROD./OUTPUT	CUST. SERVICE	CUST. LOYALTY	INNOV./PROD. DEV.	REVENUE	MARKET SHARE	SAFETY/HEALTH		
11	10	Ohio Savings/ AmTrust Bank <i>Cleveland, OH</i>	2,524 U.S.	NFP	NFP	26	1:97	•	•	•	•	•	•	•	•	•	•	•	•	•
12	6	Deloitte & Touche USA LLP <i>New York, NY</i>	32,000 U.S.; 115,000 worldwide	\$106m	4.6%	48	1:2,396	•	•	•	•	•	•	•	•	•	•	•	•	•
13	13	Pricewaterhouse Coopers LLP <i>New York, NY</i>	28,000 U.S.; 126,000 worldwide	NFP	NFP	224	1:563	•	•	•	•	•	•	•	•	•	•	•	•	•
14	16	BMO Financial Group <i>Toronto, Ontario, Canada</i>	7,202 U.S.; 33,593 worldwide	\$67m Canadian About \$58m U.S.	2.3%	189	1:177	•	•	•	•	•	•	•	•	•	•	•	•	•
15	21	Roche Diagnostics Corp. <i>Indianapolis, IN</i>	3,843 U.S.	\$4.6m	NFP	75	1:51	•	•	•	•	•	•	•	•	•	•	•	•	•
16	17	Intel Corp. <i>Chandler, AZ</i>	51,000 U.S.; 85,000 worldwide	\$322m	4.7%	0	N/A	•	•	•	•	•	•	•	•	•	•	•	•	•
17	15	Northwest Airlines Corp. <i>Eagan, MN</i>	37,194 U.S.; 39,262 worldwide	\$162m	6%	640	1:61	•	•	•	•	•	•	•	•	•	•	•	•	•
18	18	Capital One Financial Corp. <i>McLean, VA</i>	10,703 U.S.; 13,251 worldwide	\$44m	4.6%	108	1:123	•	•	•	•	•	•	•	•	•	•	•	•	•
19	34	BB&T Corporation <i>Winston-Salem, NC</i>	28,740 U.S.; 30,826 worldwide	NFP	NFP	NFP	NFP	•	•	•	•	•	•	•	•	•	•	•	•	•
20	28	Special People in Northeast Inc. <i>Philadelphia, PA</i>	604 U.S.	\$279,000	3.2%	5	1:120	•	•	•	•	•	•	•	•	•	•	•	•	•

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RANKING

Annual Training Hours Per Employee	Programs									Remuneration Tied to Development	Tuition Reimbursement	Corporate University		Description
	CAREER COUNSELING	EXECUTIVE COACHING	FIRST-LINE SUPERVISOR	JOB ROTATION	LEADERSHIP DEV.	MENTORING	SALES TRAINING	SUCCESSION PLANNING	Virtual			Fixed		
39	•	•	•	•	•	•	•	•	•	No	\$9,666 graduate; \$7,641 undergraduate	Yes	Yes	The learning and performance group for this bank designed a new training program for recently hired employees to learn how to process loans. Employees who received the new training processed an average of 16 more loans in a 90-day period than employees who had not received it. BP
98	•	•	•	•	•	•	•	•	•	Yes	\$30,000	Yes	Yes	This accounting firm developed a new sales methodology that yielded \$3.5 million in additional revenue, 20 percent of which was attributed to the training in the new methodology. BP
91	•	•	•	•	•	•	•	•	•	Yes	\$10,000	Yes	Yes	Senior associates at this accounting firm can take a program called Turning Point, which teaches them how to deal with excessive workloads, scheduling difficulties and other frustrations. Survey results show that the "intent to stay at least another year" measure is now 13 percent higher for participants.
46	•	•	•	•	•	•	•	•	•	Yes	\$10,000 graduate; \$5,000 undergraduate	No	Yes	This bank delivered a series of productive selling training sessions to personal banker sales teams. Performance was tracked for three months before and after participation in the class, and post-training performance saw a 35 percent increase in both personal deposits and sales points.
60	•	•	•	•	•	•	•	•	•	Yes	No maximum	Yes	Yes	When the majority of billing errors was discovered to be the result of actions by this medical services company's billing specialists, training was developed to address those errors, resulting in a 30 percent reduction in the error rate.
35	•	•	•	•	•	•	•	•	•	Yes	No maximum	Yes	Yes	This semiconductor manufacturer converted all of its safety training to Web-based training to make it more accessible to its manufacturing staff. The conversion returned more than \$300 million in productive work hours to the factories.
25	•	•	•	•	•	•	•	•	•	Yes	\$1,500	Yes	No	Reservation sales agents weren't collecting certain small fees when they booked reservations for this airline. So agents were retrained in how to collect those fees, and the airline collected almost \$27 million in additional revenue after the training.
48	•	•	•	•	•	•	•	•	•	No	No maximum	Yes	Yes	This financial services company uses iPods to deliver some of its courses. The iPods come with computer-based training. Sixty percent of participants said that they increased their time spent learning, and 79 percent said they had applied what they had learned. OTI
NFP	•	•	•	•	•	•	•	•	•	Yes	NFP	Yes	Yes	This financial services company's Decathlon Integration Process, a regional mentoring program, aligns strategic partners throughout the bank to develop a blueprint for layering key sales and service behaviors and critical financial services areas. The region is then mentored through weekly conference calls, one-on-one coaching and customized coursework. OTI
66	•	•	•	•	•	•	•	•	•	No	\$5,250	No	Yes	This nonprofit agency for people with disabilities measures production in terms of hours of service to clients. The agency provided 54,000 more hours of service in 2005 than in 2004, with two fewer employees.



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								RETENTION	NEW EMP. REFERRAL	INT. PROMOTIONS	QUALITY	PROD./OUTPUT	CUST. SERVICE	CUST. LOYALTY	INNOV./PROD. DEV.	REVENUE	MARKET SHARE	SAFETY/HEALTH			
21	20	Paychex Inc. <i>Rochester, NY</i>	10,035 U.S.; 10,044 worldwide	NFP	NFP	87	1:115	•	•	•	•	•	•	•	•	•	•	•	•	•	•
22	22	Wachovia Corp. <i>Charlotte, NC</i>	94,894 U.S.; 96,030 worldwide	\$109m	2.5%	534	1:180	•	•	•	•	•	•	•	•	•	•	•	•	•	•
23	38	Microsoft Corp. <i>Redmond, WA</i>	38,336 U.S.; 59,947 worldwide	NFP	3.4%	769	1:78	•	•	•	•	•	•	•	•	•	•	•	•	•	•
24	29	The Reynolds and Reynolds Co. <i>Milwaukee, WI</i>	4,000 U.S.; 4,380 worldwide	\$9m	3.3%	24	1:183	•	•	•	•	•	•	•	•	•	•	•	•	•	•
25	30	Wells Fargo & Co. <i>San Francisco, CA</i>	151,000 U.S.	\$186m	2%	1,100	1:137	•	•	•	•	•	•	•	•	•	•	•	•	•	•
26	27	A.G. Edwards & Sons Inc. <i>St. Louis, MO</i>	15,390 U.S.	\$46m	3.3%	67	1:229	•	•	•	•	•	•	•	•	•	•	•	•	•	•
27	50	The Vanguard Group <i>Malvern, PA</i>	11,400 U.S.; 11,600 worldwide	NFP	NFP	35	1:331	•	•	•	•	•	•	•	•	•	•	•	•	•	•
28	*	Scottsdale Insurance Company <i>Scottsdale, AZ</i>	1,268 U.S.	\$4m	5.7%	20	1:63	•	•	•	•	•	•	•	•	•	•	•	•	•	•
29	*	MGM Grand Hotel and Casino <i>Las Vegas, NV</i>	9,300 U.S.; 70,000 worldwide	NFP	14%	30	1:2,333	•	•	•	•	•	•	•	•	•	•	•	•	•	•
30	48	The Allstate Corp. <i>Northbrook, IL</i>	36,929 U.S.; 39,307 worldwide	\$100m	4.5%	589	1:67	•	•	•	•	•	•	•	•	•	•	•	•	•	•

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RANKING

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	CAREER COUNSELING	EXECUTIVE COACHING	FIRST-LINE SUPERVISOR	JOB ROTATION	LEADERSHIP DEV.	MENTORING	SALES TRAINING	SUCCESSION PLANNING	Virtual			Fixed		
72	•	•	•	•	•	•	•	•	•	No	\$5,500	Yes	Yes	The payroll specialist position at this payroll services company is considered a critical role. Those in this role have a structured, mentor-assisted development plan throughout their first 12 to 18 months of employment. Mentors are hand-selected senior-level employees. OTI
28	•	•	•	•	•	•	•	•	•	Yes	\$5,000	Yes	Yes	This bank developed a new safety and health curriculum for locations that had high instances of worker's compensation claims. Annual losses on these claims have dropped by almost \$2 million.
13	•	•	•	•	•	•	•	•	•	Yes	\$5,250	No	No	Software engineers at this software company have a community of practice that they can use to exchange ideas, get answers to questions, and work together to solve common problems. At an annual forum for the community, engineers learn best practices at more than 100 sessions.
25	•	•	•	•	•	•	•	•	•	Yes	\$5,250	Yes	Yes	Sales reps at this consulting firm who have received the redesigned sales training program closed 85 percent of all deals in the three months after training. During the same period, sales reps who hadn't received the training only closed 55 percent of deals.
33	•	•	•	•	•	•	•	•	•	Yes	\$5,000	Yes	Yes	This bank has a program called Planet Wholesale. The program provides training sessions to help sales partners learn about products in other departments and cross-sell them. Attendees of these sessions generated 462 cross-sells and \$5.5 million in revenue.
50	•	•	•	•	•	•	•	•	•	Yes	\$5,000	Yes	Yes	This financial services company requires all of its new financial consultants to complete a 19-week training program that teaches licensing exam preparation, product knowledge and sales strategies. The company invests at least \$50,000 in training each new financial consultant it hires. OTI
28	•	•	•	•	•	•	•	•	•	Yes	\$9,000	Yes	Yes	Employees at this financial services company have to pass NASD licensing exams to remain employed. The company added focused instruction, tutor support and pre-tests to its existing training for licensing, and failure rates on the exam have dropped by 5 percent. BP
45	•	•	•	•	•	•	•	•	•	Yes	\$5,250	No	No	This insurance company developed a new training program for employees in its statistical processing department. Graduates of the new program are coding 30 percent more accurately than employees trained prior to the program, and training time has been reduced by 81 percent.
46	•	•	•	•	•	•	•	•	•	Yes	\$1,400	Yes	Yes	At one restaurant in this hotel chain, servers take 10-minute training sessions in wine sales, food sales and service each day. The training is credited with a 25 percent increase in the average guest check over the previous year.
45	•	•	•	•	•	•	•	•	•	No	\$5,250	Yes	Yes	To develop high-potential employees for its succession-planning program, this insurance company partnered with a local university to start an on-site MBA program. Eighty-three percent of participants in this program have been promoted since the beginning of the program.

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31	*	American Express Operations Training <i>Phoenix, AZ</i>	200 U.S.; 1,485 worldwide	\$17m	5%	646	1:2	•				•	•	•	•	•	•	•	•	•	•
32	56	Olive Garden <i>Orlando, FL</i>	70,686 U.S.; 71,360 worldwide	NFP	NFP	8,466	1:8	•		•	•	•	•	•	•	•	•	•	•	•	•
33	*	TAP Pharmaceuticals <i>Lake Forest, IL</i>	3,103 U.S.	\$27.5m	11.8%	62	1:50	•		•		•						•	•		
34	54	John Wieland Homes and Neighborhoods <i>Atlanta, GA</i>	1,191 U.S.	\$755,000	1.5%	4	1:298	•	•	•	•	•	•	•	•	•	•	•	•	•	•
35	*	Protis Executive Innovations <i>Indianapolis, IN</i>	30 U.S.	\$40,000	2.5%	0	N/A	•	•	•	•	•	•	•	•	•	•	•	•	•	•
36	42	Aetna Inc. <i>Hartford, CT</i>	27,090 worldwide	\$46m	3.5%	359	1:75	•			•	•	•	•	•	•	•	•	•	•	•
37	69	EMC Corporation <i>Hopkinton, MA</i>	24,000 worldwide	\$104m	5%	410	1:59	•	•	•	•	•	•	•	•	•	•	•	•	•	•
38	47	Applied Materials Inc. <i>Santa Clara, CA</i>	7,384 U.S.; 12,535 worldwide	NFP	NFP	NFP	NFP	•		•	•	•	•	•	•	•	•	•	•	•	•
39	46	LexisNexis <i>Miamisburg, OH</i>	9,353 U.S.; 13,000 worldwide	NFP	.3%	46	1:283	•	•	•	•	•	•	•	•	•	•	•	•	•	•
40	58	Children's Healthcare of Atlanta <i>Atlanta, GA</i>	NFP	NFP	NFP	NFP	NFP	•	•	•	•	•	•	•	•	•	•	•	•	•	•

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RANKING

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232	•	•	•	•	•			•	Yes	\$5,000	No	No	This financial services company has a simulated call center environment where employees can practice calls with a coach and learn good skills before taking live calls unassisted. The program has reduced the training time for new call center hires by 10 days.
108		•	•	•	•	•	•	•	Yes	\$3,500 graduate \$2,000 undergraduate	Yes	Yes	All directors and select employees travel to Italy to train at this restaurant chain's Riserva di Fizzano restaurant in Tuscany and the adjoining Culinary Institute of Tuscany, where they experience and learn the culinary heritage, spirit and atmosphere of a genuine Italian dining experience. OTI
NFP	•	•	•		•	•	•		No	\$7,000 graduate \$5,250 undergraduate	Yes	Yes	Sales reps at this pharmaceutical company complete a five-week initial sales training that requires them to pass two exams and 25 role-play exercises. At six and 12 months after their hire, they must complete additional three-day training programs.
15	•	•	•		•	•	•	•	Yes	No maximum	No	Yes	In order to control costs, this homebuilder began teaching financial management as part of its Signature Builder certification program. Builders learn to avoid wasteful spending and control margins. Within one year, the company's average margin per built home rose by 9 percent. BP
51	•	•	•		•	•	•	•	Yes	No maximum	No	Yes	This executive search firm requires its new executive search consultants to attend a 12-week program called Flight School. New hires who have been through this new program generate an average of \$58,000 more in revenue per year than those who have not attended.
40	•	•	•		•		•	•	Yes	\$3,000	Yes	No	This financial services company tracks the performance of all new employees in its customer service and claims processing department. Any employee whose quality measures drop below 95 percent for two months in a row is assessed and required to complete remedial training.
43	•	•	•	•	•	•	•	•	Yes	\$10,000 graduate \$5,250 undergraduate	Yes	Yes	This software company has trained 87 black belts and 469 green belts in Six Sigma. One of the teams that studied call center metrics discovered a way to re-route less urgent calls and reduced that call center's workload by 68 percent. OTI
NFP	•	•	•	•	•	•	•	•	No	\$8,500	No	Yes	To reduce manufacturing costs, this supplier to the semiconductor industry began offering its suppliers a training program that teaches them to address deficiencies in manufacturing. After training, some suppliers were able to reduce their packaging defects by 84 percent, saving the company \$80,000 per quarter.
7	•	•	•	•	•	•	•	•	Yes	\$5,250	Yes	Yes	This publisher's global quality council evaluation training program teaches business units how to function more efficiently and train employees in new processes. One business unit was able to cut labor costs by 50 percent after this training, and the process is expected to cut product delivery time by 25 percent.
NFP	•	•	•	•	•	•		•	Yes	\$5,000	Yes	Yes	This hospital identified and trained in best practices when caring for an inserted intravenous line in patients, so that fewer IV insertions would cause bloodstream infections. After the effort to train all employees in identified best practices, bloodstream infections dropped by 50 percent.



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41	24	Johnson Controls Inc. <i>Providence, RI</i>	16,030 U.S.; 30,635 worldwide	NFP	NFP	22	1:1,392	•	•	•	•	•	•	•	•	•	•	•	•	•
42	43	Steelcase Inc. <i>Grand Rapids, MI</i>	11,800 U.S.; 14,200 worldwide	\$5.9m	2%	38	1:374	•	•	•	•	•	•	•	•	•	•	•	•	•
43	19	Edward Jones <i>St. Louis, MO</i>	29,187 U.S.; 31,197 worldwide	\$32.8m	2.5%	245	1:127	•	•	•	•	•	•	•	•	•	•	•	•	•
44	35	HSBC-North America <i>Prospect Heights, IL</i>	48,843 U.S.; 55,783 worldwide	\$51m	1.5%	251	1:222	•	•	•	•	•	•	•	•	•	•	•	•	•
45	41	Gilbane <i>Providence, RI</i>	1,509 U.S.	NFP	1.6%	6	1:252	•	•	•	•	•	•	•	•	•	•	•	•	•
46	66	Regions Financial Corporation <i>Birmingham, AL</i>	25,000 U.S.	\$21.5m	2.2%	140	1:179	•	•	•	•	•	•	•	•	•	•	•	•	•
47	71	Scotiabank <i>Toronto, Ontario, Canada</i>	48,251 worldwide	\$68.7m Canadian About \$59m U.S.	2.4%	145	1:332	•	•	•	•	•	•	•	•	•	•	•	•	•
48	81	Cerner Corp. <i>Kansas City, MO</i>	6,040 U.S.; 6,551 worldwide	\$31.8m	9%	85	1:77	•	•	•	•	•	•	•	•	•	•	•	•	•
49	32	Blue Cross and Blue Shield of North Carolina <i>Chapel Hill, NC</i>	3,600 U.S.	NFP	3%	66	1:55	•	•	•	•	•	•	•	•	•	•	•	•	•
50	60	Vision Service Plan <i>Rancho Cordova, CA</i>	1,921 U.S.	\$1.1m	1.6%	28	1:69	•	•	•	•	•	•	•	•	•	•	•	•	•

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RANKING

Annual Training Hours Per Employee	Programs								Remuneration Tied to Development	Tuition Reimbursement	Corporate University		<p>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</p>
	CAREER COUNSELING	EXECUTIVE COACHING	FIRST-LINE SUPERVISOR	JOB ROTATION	LEADERSHIP DEV.	MENTORING	SALES TRAINING	SUCCESSION PLANNING			Virtual	Fixed	
43		•	•		•	•	•	•	No	\$12,000 graduate; \$5,250 undergraduate	Yes	Yes	This building control systems company realized that its front-line supervisors didn't have certain management skills, and that turnover among them was too high. After these supervisors received training in both personnel and financial management, turnover among them dropped 7 percentage points.
55	•	•	•	•	•	•	•	•	No	\$5,000	Yes	Yes	The learning department at this furniture manufacturer helped to bridge the gap between IT and leadership of a plant during implementation of a new technology platform, and created learning modules to support it. The company saved \$500,000 on the implementation as a result.
95	•	•	•	•	•	•	•	•	No	\$5,000	No	No	This brokerage firm added field trainers, new requirements for graduation and more on-demand learning to its new investment representative (IR) training. Since the additions, 98 percent of new IRs are meeting or exceeding sales expectations, compared to 93 percent prior to the new training.
6	•	•	•	•	•	•	•	•	Yes	\$9,000	Yes	Yes	Account executives at this financial services company took two workshops in sales techniques that taught them how to discover client needs and capitalize on marketing leads. Four months after training, the executives were still exceeding sales goals. OTI
31	•	•	•	•	•	•	•	•	Yes	\$4,000	Yes	Yes	In response to interest from clients, this construction company has been providing training to its employees in how to build "green" or environmentally friendly and energy-saving buildings. This training includes an environmental operations course that introduces the concepts of green and sustainability. BP
23	•	•	•	•	•	•	•	•	Yes	\$5,000	Yes	Yes	Trainers spend an average of 20 percent of their time coaching and mentoring new tellers at this bank. When the bank studied tellers' performance, it found that over/short amounts for tellers who trained with a mentor were less than one-third of those who trained without one. BP
NFP	•	•	•	•	•	•	•	•	Yes	No maximum	Yes	No	Seventy percent of advisors at this Canadian bank have taken a course in building client commitment. Since the training, referrals and the number of financial plans completed have gone up, and client satisfaction has increased by 19 percent.
85	•		•	•	•	•	•	•	Yes	\$3,000	Yes	Yes	This software company developed an online process tool that trains and supports employees in the design, testing and maintenance of its software. The company's latest product release contained 14 million lines of code, but just 105 defects, less than half of previous releases.
36	•	•	•	•	•	•		•	Yes	\$4,000	Yes	Yes	This health insurance company spent \$1.2 million on tuition reimbursement. The company has partnered with several local universities to provide on-site degree programs, deferred master billing, and tuition discounts. Approximately 13 percent of the workforce is enrolled in higher education.
16	•	•	•	•	•	•	•	•	No	\$2,500	No	No	This eye health care company rolled out ergonomics training to its employees so that they could evaluate their workstations and prevent injuries or catch them earlier. Since the program launched, cost per worker's compensation claim has dropped from an average of \$12,000 per claim to \$5,000 per claim.



2006 Rank	2005 Rank	Company Name/Location	No. of Employees	Annual Training Budget	Training Budget as a Percentage of Payroll	No. of Full-Time Trainers	Ratio of Full-Time Trainers to Worldwide Employees	Business Metrics Tracked & Tied to Training												
								RETENTION	NEW EMP. REFERRAL	INT. PROMOTIONS	QUALITY	PROD./OUTPUT	CUST. SERVICE	CUST. LOYALTY	INNOV./PROD. DEV.	REVENUE	MARKET SHARE	SAFETY/HEALTH		
51	53	SCC Soft Computer <i>Palm Harbor, FL</i>	526 U.S.; 1,017 worldwide	\$2m	8%	11	1:92	•		•	•	•	•	•	•	•	•	•		
52	62	Equity Residential <i>Chicago, IL</i>	6,100 U.S.	\$6m	3.3%	30	1:203	•	•	•	•	•	•	•	•	•	•	•	•	•
53	*	Washington State Employees Credit Union <i>Olympia, WA</i>	500 U.S.	NFP	NFP	3	1:166	•	•	•	•	•	•	•	•	•	•	•	•	•
54	51	Aflac Incorporated <i>Columbus, GA</i>	4,020 U.S.; 7,656 worldwide	\$7m	6%	47	1:163	•		•		•	•	•	•	•	•	•		•
55	*	Miami Children's Hospital <i>Miami, FL</i>	2,646 U.S.	NFP	4.1%	28	1:95	•	•	•	•		•							•
56	25	QUALCOMM Inc. <i>San Diego, CA</i>	6,710 U.S.; 7,723 worldwide	NFP	NFP	34	1:227				•									
57	23	Pacific Northwest National Laboratory <i>Richland, WA</i>	4,291 U.S.	\$11.1m	3.1%	20	1:215	•		•	•		•	•	•	•	•			
58	86	First Pioneer Farm Credit <i>Enfield, CT</i>	205 U.S.	\$475,000	3.4%	0	N/A	•	•	•	•	•	•	•	•	•	•	•	•	•
59	*	The Home Depot <i>Atlanta, GA</i>	325,000 worldwide	ND	ND	602	1:540	•	•	•	•	•	•	•	•	•	•	•	•	•
60	95	DaVita Inc. <i>El Segundo, CA</i>	14,000 U.S.	\$16.3m	3.9%	110	1:127	•		•	•		•	•		•				•

* New entry; not ranked in the 2005 Top 100

51-60



RANKING

Annual Training Hours Per Employee	Programs								Remuneration Tied to Development	Tuition Reimbursement	Corporate University		<p>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</p>
	CAREER COUNSELING	EXECUTIVE COACHING	FIRST-LINE SUPERVISOR	JOB ROTATION	LEADERSHIP DEV.	MENTORING	SALES TRAINING	SUCCESSION PLANNING			Virtual	Fixed	
89	•	•	•	•	•	•	•	•	No	\$1,350	Yes	Yes	Turnover in one of the departments at this software company was at 14 percent when the company began offering a customer service certification program. Turnover dropped significantly after most of the employees took the certification program.
38	•	•	•	•	•	•	•	•	Yes	\$3,500	Yes	Yes	This property management company trains its on-site staff to support lease renewals from the day new tenants move in. The course in Action Renewing is taught by property managers, leasing consultants and maintenance technicians. Renewal rates are expected to climb by as much as 5 percent as a result.
72	•	•	•	•	•	•	•	•	No	No maximum	No	No	The training department at this bank has created a lending library of business books, videotapes, CDs, DVDs, and workbooks for all employees. In quarterly Readers' Club meetings, a dozen employees gather with a manager to discuss a book they've all read. Branch employees join by teleconferencing.
90	•	•	•	•	•	•	•	•	No	No maximum	Yes	No	This insurance company had implemented an analysis and resolution system to let front-line employees identify and resolve deficiencies. After training to help employees understand how to use the system better, more effective use yielded two ideas that generated more than \$500,000 in annual savings.
73	•	•	•	•	•	•	•	•	No	\$4,000 \$19,000 for master's program	No	No	This hospital uses a child-sized mannequin and a computerized medical simulation to teach students and employees about assessing and treating children. The simulation allows treatment decisions and mistakes that don't affect a real child.
12	•	•	•	•	•	•	•	•	Yes	\$10,550	No	No	This wireless technology company created a certification program for employees involved in the review and verification of chip quality, including process improvement, tool use, hands on labs, and on-the-job testing and mentoring. After training, chip manufacturing time decreased and the company saved more than \$2 million.
16	•	•	•	•	•	•	•	•	No	No maximum	No	No	Graduates of this laboratory's three-year management skills development program are tracked to determine the program's effectiveness. Retention for graduates is 3.5 times higher than for the lab overall, and 43 percent of graduates from the 2003 program have been promoted.
115	•	•	•	•	•	•	•	•	No	No maximum	Yes	Yes	Participants in this credit union's leadership development program must complete team projects as part of the program. When participants completed projects that would have otherwise been outsourced, the credit union saved \$144,000.
107	•	•	•	•	•	•	•	•	Yes	\$5,000	No	Yes	The home improvement company's Business Leadership Program, a two-year training program for top MBA/master's level associates, trains future leaders through six-month job rotations in a variety of areas, including one rotation in a Home Depot store. OTI
40	•	•	•	•	•	•	•	•	Yes	\$3,000	No	Yes	This health care company has a two-day leadership development program called the Academy that includes classroom training, 360-degree feedback and coaching. Academy graduates have a 50 percent lower turnover rate than non-participants.

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2006 Rank	2005 Rank	Company Name/Location	No. of Employees	Annual Training Budget	Training Budget as a Percentage of Payroll	No. of Full-Time Trainers	Ratio of Full-Time Trainers to Worldwide Employees	Business Metrics Tracked & Tied to Training													
								RETENTION	NEW EMP. REFERRAL	INT. PROMOTIONS	QUALITY	PROD./OUTPUT	CUST. SERVICE	CUST. LOYALTY	INNOV./PROD. DEV.	REVENUE	MARKET SHARE	SAFETY/HEALTH			
61	52	Baptist Health Care <i>Pensacola, FL</i>	NFP	NFP	NFP	NFP	NFP	•	•	•				•	•	•	•	•	•	•	•
62	*	AstraZeneca <i>Wilmington, DE</i>	12,000 U.S.; 64,000 worldwide	NFP	3.7%	NFP	NFP	•			•	•	•	•	•	•	•	•	•	•	•
63	63	Ventiv Commerical Services <i>Somerset, NJ</i>	3,200 U.S.	NFP	NFP	19	1:168	•	•	•	•	•	•	•	•	•	•	•	•	•	•
64	92	Ho-Chunk Casino <i>Baraboo, WI</i>	1,525 U.S.	NFP	2%	8	1:191	•	•	•	•	•	•	•	•	•	•	•	•	•	•
65	84	Cendant Mobility <i>Danbury, CT</i>	2,500 U.S.; 2,700 worldwide	\$2.1m	ND	31	1:87	•	•	•	•	•	•	•	•	•	•	•	•	•	•
66	64	IKON Office Solutions Inc. <i>Malvern, PA</i>	22,000 U.S.; 27,000 worldwide	NFP	NFP	NFP	NFP	•	•	•	•	•	•	•	•	•	•	•	•	•	•
67	75	Lancaster General Hospital <i>Lancaster, PA</i>	5,003 U.S.	\$2.6m	2.7%	29	1:173	•	•	•	•	•	•	•	•	•	•	•	•	•	•
68	44	IKEA U.S. <i>Plymouth Meeting, PA</i>	9,500 U.S.; 90,000 worldwide	ND	2.5%	27	NFP	•		•	•	•									
69	67	The PNC Financial Services Group Inc. <i>Pittsburgh, PA</i>	23,100 worldwide	NFP	NFP	125	1:154	•	•	•	•	•	•	•	•	•	•	•	•	•	•
70	*	Cendant Real Estate <i>Parsippany, NJ</i>	303,000 U.S.; ND worldwide	\$18.8m	ND	150	N/A	•			•						•	•			

* New entry; not ranked in the 2005 Top 100

61-70



RANKING

Annual Training Hours Per Employee	Programs								Remuneration Tied to Development	Tuition Reimbursement	Corporate University		Description
	CAREER COUNSELING	EXECUTIVE COACHING	FIRST-LINE SUPERVISOR	JOB ROTATION	LEADERSHIP DEV.	MENTORING	SALES TRAINING	SUCCESSION PLANNING			Virtual	Fixed	
75	•	•	•	•	•	•	•	•	No	six hours per term	Yes	Yes	This hospital trains its new hires and managers to be chief retention officers to help curb turnover. The company's turnover has dropped from 17 to 12 percent since the inception of the program, saving \$450,000.
NFP	•	•	•	•	•	•	•	•	Yes	NFP	Yes	No	Since its sales reps spend a lot of time on the road, this pharmaceutical company provided Behind The Wheel training in automotive safety. Since the program began, OSHA recordable injuries have dropped by 29 percent compared to the previous year.
63	•	•	•	•	•	•	•	•	Yes	\$3,000 graduate; \$2,000 undergraduate	Yes	No	This pharmaceutical company trained 40 retail sales specialists and five managers for a client to serve its retail pharmacies. Sales have gone up for the client since the training.
42	•	•	•	•	•	•	•	•	No	No Maximum	No	Yes	This casino provided time management training for its employees and then surveyed them on its effectiveness. Participants reported saving an average of almost three hours a week after taking the training.
88	•	•	•	•	•	•	•	•	Yes	\$6,000 graduate; \$4,000 undergraduate	Yes	No	The new hire training for customer service reps at this relocation services company was redesigned to make it more logical and to add more real-world applications. The six-week training became a 13-week course of instruction and on-the-job practice, and reps became productive 50 percent faster.
NFP	•	•	•	•	•	•	•	•	No	NFP	Yes	Yes	This document services company provided training in customer service to its field service technicians and then measured the result. Customer satisfaction increased by more than 3 percent after the training was complete.
56	•	•	•	•	•	•	•	•	Yes	\$11,250	No	Yes	This hospital created educational strategies to improve awareness and also implemented an annual Falls Prevention Competency for clinical staff, which resulted in an overall reduction in falls from 4.2 falls per 1,000 patient days to 3.8.
50	•	•	•	•	•	•	•	•	No	\$5,000 graduate; \$2,500 undergraduate	No	No	This retail chain provides a training program for managers to learn more about the company's supply chain. Using actual product and pricing information, the participants play a board game against each other, and the winning team has the best sales figures at the end of the game.
NFP	•	•	•	•	•	•	•	•	No	NFP	Yes	Yes	This financial services company created a certification program that mirrors the industry's certified financial planner designation. The program has reduced time out of the office by 80 percent, and participants acquire an average of three new sales opportunities that generate an average of \$4,000 in revenue.
ND	•	•	•	•	•	•	•	•	No	\$6,000 graduate; \$5,000 undergraduate	Yes	No	Because so much home shopping begins on the Internet, this real estate company provides training in digital photography, virtual tour photography, and image manipulation technology to its real estate agents.

51-70

2006 Rank	2005 Rank	Company Name/Location	No. of Employees	Annual Training Budget	Training Budget as a Percentage of Payroll	No. of Full-Time Trainers	Ratio of Full-Time Trainers to Worldwide Employees	Business Metrics Tracked & Tied to Training											
								RETENTION	NEW EMP. REFERRAL	INT. PROMOTIONS	QUALITY	PROD./OUTPUT	CUST. SERVICE	CUST. LOYALTY	INNOV./PROD. DEV.	REVENUE	MARKET SHARE	SAFETY/HEALTH	
71	80	Bowe Bell + Howell <i>Durham, NC</i>	1,982 U.S.	NFP	NFP	17	1:117	•	•	•	•	•	•	•	•	•	•	•	•
72	77	Alltel <i>Little Rock, AR</i>	21,000 U.S.	NFP	2.8%	76	1:276	•		•	•	•	•	•	•	•	•		•
73	*	Buckman Laboratories International <i>Memphis, TN</i>	539 U.S.; 1,447 worldwide	NFP	NFP	20	1:72	•			•	•	•	•	•	•			•
74	57	Orkin Inc. <i>Atlanta, GA</i>	7,800 U.S.	\$10.5m	3.2%	12	1:650	•			•	•	•	•		•			•
75	70	Thompson West <i>Eagan, MN</i>	6,000 U.S.; 8,500 worldwide	NFP	NFP	42	1:202	•	•	•			•	•					•
76	*	David Weekley Homes <i>Houston, TX</i>	1,429 U.S.	\$5.5m	8.4%	28	1:51	•	•	•	•	•	•	•	•				
77	*	1-800-FLOWERS.COM <i>Westbury, NY</i>	NFP	\$2.9m	8%	9	N/A	•	•	•	•	•	•	•	•	•			
78	26	First Data Corporation <i>Englewood, CO</i>	14,000 U.S.	\$16.3m	3.9%	110	1:127	•	•	•	•	•	•	•					
79	91	J.B. Hunt Transport Services Inc. <i>Lowell, AR</i>	15,850 U.S.	\$5.2m	1.5%	64	1:248	•	•	•	•	•	•	•	•	•	•	•	•
80	76	Delta Air Lines <i>Atlanta, GA</i>	54,000 U.S.; 55,407 worldwide	NFP	1.9%	763	1:73	•		•	•	•	•	•	•	•	•	•	•

* New entry; not ranked in the 2005 Top 100

71-80



RANKING

Annual Training Hours Per Employee	PROGRAMS								Remuneration Tied to Development	Tuition Reimbursement	Corporate University		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
	CAREER COUNSELING	EXECUTIVE COACHING	FIRST-LINE SUPERVISOR	JOB ROTATION	LEADERSHIP DEV.	MENTORING	SALES TRAINING	SUCCESSION PLANNING			Virtual	Fixed	
43	•	•	•		•	•	•		No	\$5,250	Yes	Yes	At the request of customers, this document processing company agreed to service competitive equipment. The company bought the equipment and then created its own service, parts and operator manuals, and training for technicians. These efforts netted new contract revenue of \$125 million.
36	•	•	•	•	•	•	•	•	Yes	\$5,000	Yes	Yes	This telecommunications company revamped the training program for its new wireline technicians to safety, customer service and sales. Average monthly sales for these technicians have improved by 71 percent, and the time a technician takes to finish a service order has dropped by almost 10 percent.
ND			•	•	•	•	•	•	No	No Maximum	Yes	Yes	This laboratory has translated its safety training into multiple languages and presented it online in all locations, including international locations. As a result, the company has seen a decrease in accidents and absenteeism.
63			•	•		•	•	•	No	\$500 per course per quarter	Yes	Yes	This pest control company created a training program for account managers that taught consultative sales skills. In the first half of 2005, sales increased by more than \$2 million, compared to the first half of 2004.
109	•	•	•		•	•	•	•	No	\$10,000	Yes	Yes	Customer service reps for this legal publisher receive monthly refresher training in customer service and regular training in service excellence. First contact resolution has increased from 77 percent to 95 percent, and surveys show that more than 40 percent of customers say that service exceeded their expectations.
96	•	•	•	•	•	•	•	•	No	\$2,000	No	Yes	This homebuilder discovered that 50 percent of builders, sales reps and warranty employees were leaving within 12 months of employment. New and shorter training sequences for each position were created, and within a year, retention of these positions had improved.
25	•	•	•	•	•	•	•	•	Yes	N/A	Yes	Yes	This florist company offered a three-hour quality training to its employees in an effort to reduce errors and complaints. After training, the number of complaints per 1,000 orders fell from 116 to 48, and store credits fell from 5 percent to 2 percent.
3	•	•	•		•	•		•	Yes	\$3,000	No	Yes	This third-party transaction processing company offers a coaching skills workshop and a workshop in customer relations that emphasizes the need to build a loyal customer base.
53	•	•	•	•	•	•	•		No	No Maximum	Yes	Yes	This transportation company emphasizes safety training in its fleet management training, its operations classes and its ongoing safety awareness initiatives. Preventable accidents as defined by the Department of Transportation fell from .41 per million miles to .36 per million miles in 2004.
NFP	•	•	•	•	•	•	•		No	\$2,000	No	No	Three business units-flight operations, technical operations and in-flight services-for this airline carrier sell their training to other airlines, the military and other aviation operators. In 2004, revenue from this training totaled \$12 million.

7-80

2006 Rank	2005 Rank	Company Name/Location	No. of Employees	Annual Training Budget	Training Budget as a Percentage of Payroll	No. of Full-Time Trainers	Ratio of Full-Time Trainers to Worldwide Employees	Business Metrics Tracked & Tied to Training													
								RETENTION	NEW EMP. REFERRAL	INT. PROMOTIONS	QUALITY	PROD./OUTPUT	CUST. SERVICE	CUST. LOYALTY	INNOV./PROD. DEV.	REVENUE	MARKET SHARE	SAFETY/HEALTH			
81	74	Scientific-Atlanta <i>Lawrenceville, GA</i>	1,718 U.S.; 7,664 worldwide	\$2.9m	1.3%	1	1:7,664	•	•	•	•	•	•	•	•	•	•	•	•	•	•
82	55	Advance Auto Parts <i>Roanoke, VA</i>	NFP	NFP	NFP	NFP	N/A	•		•		•	•		•					•	
83	*	FedEx Express <i>Memphis, TN</i>	117,000 U.S.; 140,000 worldwide	\$350m	4.5%	756	1:185	•			•	•	•			•					•
84	73	Verizon Communications Inc. <i>New York, NY</i>	168,000 U.S.; 211,000 worldwide	\$56.7m	.6%	295	1:715			•	•	•	•	•		•					
85	*	Hewlett-Packard Company <i>Palo Alto, CA</i>	58,500 U.S.; 151,000 worldwide	\$275m	2.3%	827	1:183	•		•	•	•	•	•	•	•					•
86	*	Choice Hotels International <i>Silver Spring, MD</i>	1798 U.S.; 1,871 worldwide	\$4.4m	NFP	41	1:46	•		•			•		•						
87	*	Cox Communications <i>Atlanta, GA</i>	23,000 U.S.	\$16m	2.4%	160	1:144	•		•	•	•	•	•	•						
88	68	PETCO Animal Supplies Inc. <i>San Diego, CA</i>	17,000 U.S.	NFP	NFP	NFP	N/A	•	•	•		•	•	•	•	•					•
89	97	American Fidelity Assurances Co. <i>Oklahoma City, OK</i>	1,537 U.S.	NFP	3.1%	16	1:96	•	•	•		•	•	•	•	•					•
90	*	American Power Conversion <i>West Kingston, RI</i>	136 U.S.; 350 worldwide	\$1.2m	2.7%	6	1:58	•			•	•	•	•	•	•	•	•	•	•	•

* New entry; not ranked in the 2005 Top 100

81-90



RANKING

Annual Training Hours Per Employee	Programs									Remuneration Tied to Development	Tuition Reimbursement	Corporate University		<p>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</p>
	CAREER COUNSELING	EXECUTIVE COACHING	FIRST-LINE SUPERVISOR	JOB ROTATION	LEADERSHIP DEV.	MENTORING	SALES TRAINING	SUCCESSION PLANNING	Virtual			Fixed		
26	•	•	•	•	•	•	•	•	•	Yes	\$5,250	Yes	Yes	After training in the new software and processes for this telecommunications company's sales approval process, the cycle time to have a sales offer approved was reduced by almost one full day.
28	•	•	•		•	•	•			No	No Maximum	Yes	Yes	Division managers for this auto parts retailer can take management workshops, go through online modules in core competencies and get assistance from a mentor in the division manager certification process. The program has reduced managers' time to performance by 50 percent and time to promotion by 40 percent.
53	•	•	•	•	•	•	•		•	Yes	\$3,000	Yes	Yes	A 3.5-day course immerses managing directors for this package delivery company in an international region to help them with sales there. Attendees of this program had revenue growth of 26 percent, compared to 12 percent for "typical" non-attendees.
22	•	•	•	•	•	•	•	•	•	No	No Maximum	No	No	This telecommunications provider provided an emerging technologies program to teach participants about broadband and other significant technology issues. Ninety days after the course, 84 percent of graduates said that the course had been helpful to them in their daily work.
34	•	•	•	•	•	•	•	•	•	No	No Maximum	Yes	Yes	The sales excellence department for this technology company matches account reps with successful sales veterans for coaching. Newly hired account reps improved by 18 percent in their quota attainment after the coaching sessions.
90	•	•	•	•	•	•	•	•	•	Yes	\$5,000	No	No	At this hotel chain, 20 percent of a manager's bonus is determined by whether he or she helps his or her direct reports to develop and whether an engagement plan is created for each report. OTI
27	•	•	•	•	•	•	•	•	•	Yes	\$5,000	Yes	Yes	This telecommunications company compared the performance of a pilot group to average call center performance. Pilot participants exceeded standards for work order accuracy within 90 days of hire. On certain types of calls, the pilot group's performance exceeded the performance of the call center overall.
23		•	•	•	•	•	•	•	•	No	NFP	Yes	No	To improve the health of the animals at this retail chain, the training department partnered with the animal care and education department to create and train employees in conducting an hourly check on animals. The information has been converted into an e-learning program that piloted in 36 stores.
33	•	•		•	•	•	•			No	\$20,000; \$2,500 annually	Yes	Yes	Recognizing that more and more of its customers are likely to speak Spanish, this insurance company began offering on-site Spanish classes. Sixty-five employees have completed a class, and 50 are on the waiting list.
28	•		•	•	•	•				Yes	\$7,000	No	Yes	Certification training for this data protection company's products was revised during the past year to include safety management functions, configuration and other issues. Each certification ends with a practical test, the passing score for which is 100 percent.

0519

2006 Rank	2005 Rank	Company Name/Location	No. of Employees	Annual Training Budget	Training Budget as a Percentage of Payroll	No. of Full-Time Trainers	Ratio of Full-Time Trainers to Worldwide Employees	Business Metrics Tracked & Tied to Training													
								RETENTION	NEW EMP. REFERRAL	INT. PROMOTIONS	QUALITY	PROD./OUTPUT	CUST. SERVICE	CUST. LOYALTY	INNOV./PROD. DEV.	REVENUE	MARKET SHARE	SAFETY/HEALTH			
91	93	Starbucks Coffee Company <i>Seattle, WA</i>	95,230 U.S.; 113,240 worldwide	NFP	NFP	NFP	N/A	•	•	•	•	•	•	•	•	•	•	•	•	•	•
92	96	Shaw Industries Inc. <i>Dalton, GA</i>	28,792 U.S.	NFP	NFP	195	1:148	•	•	•	•	•	•	•	•	•	•	•	•	•	•
93	*	Bose <i>Blythewood, SC</i>	NFP	\$1.5m	NFP	5	N/A	•	•	•	•	•	•	•	•	•	•	•	•	•	•
94	*	Pitney Bowes G.M.S. <i>Peachtree City, GA</i>	2,500 U.S.; 34,000 worldwide	\$6.5m	6.6	27	1:1,259	•	•	•	•	•	•	•	•	•	•	•	•	•	•
95	82	NCR Corporation <i>Dayton, OH</i>	NFP	NFP	NFP	135	N/A	•	•	•	•	•	•	•	•	•	•	•	•	•	•
96	*	Merck Manufacturing Division <i>Whitehouse Station, NJ</i>	16,065 worldwide	NFP	NFP	79	1:203	•	•	•	•	•	•	•	•	•	•	•	•	•	•
97	85	CENTURY 21 Real Estate <i>Parsippany, NJ</i>	109,633 U.S.; 139,633 worldwide	\$2.6m	15.58%	14	1:9,973	•	•	•	•	•	•	•	•	•	•	•	•	•	•
98	*	Allied Barton Services <i>King of Prussia, PA</i>	38,200 U.S.	\$12.6m	NFP	70	1:546	•	•	•	•	•	•	•	•	•	•	•	•	•	•
99	*	Fidelity Investments <i>Merrimack, NH</i>	9,800 worldwide	ND	2.7%	129	1:76	•	•	•	•	•	•	•	•	•	•	•	•	•	•
100	*	La Quinta <i>Irving, TX</i>	9,500 U.S.	\$2.3m	2%	5	1:1,900	•	•	•	•	•	•	•	•	•	•	•	•	•	•

* New entry; not ranked in the 2005 Top 100



RANKING

Annual Training Hours Per Employee	Programs									Remuneration Tied to Development	Tuition Reimbursement	Corporate University		<p>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</p>
	CAREER COUNSELING	EXECUTIVE COACHING	FIRST-LINE SUPERVISOR	JOB ROTATION	LEADERSHIP DEV.	MENTORING	SALES TRAINING	SUCCESSION PLANNING	Virtual			Fixed		
NFP	•	•	•	•	•	•	•	•	•	Yes	\$1,000	Yes	Yes	Oxygen levels in coffee bags were too high in one of this coffee retailer's roasting plants, affecting freshness. After partners were retrained on procedures and given additional coaching, the number of bags of coffee placed on a "quality hold" since December 2004 has declined by 99 percent.
58	•	•	•	•	•	•	•	•	•	No	\$2,200 for nonmasters courses	Yes	Yes	This flooring company conducted an employee-driven safety program to teach participants how to give each other feedback about safety practices. Since the program began, the incident rate has decreased even though the number of employees and work hours has increased. BP
34	•	•	•	•	•	•	•	•	•	No	\$5,250	No	No	When production lines incurred excessive downtime at this manufacturer of professional sound systems, machine operators were retrained in how to load parts correctly onto manufacturing platforms. The overall result was a significant reduction in downtime and savings of \$456,000.
43	•	•	•	•	•	•	•	•	•	Yes	\$40,000	No	No	To improve the performance of district sales directors, this mail solutions company replaced its traditional instructor-led training for directors with a simulation. In the first six months of 2005, the simulation has driven \$600,000 in additional sales.
19	•	•	•	•	•	•	•	•	•	No	\$7,500	Yes	No	A course in situational sales negotiations at this technology company teaches participants how to improve their close rates and increase their confidence in selling situations. Participants reported an average performance improvement of 38 percent.
49	•	•	•	•	•	•	•	•	•	Yes	No maximum	Yes	Yes	The safety program for this pharmaceutical company includes HAZOP Web-based training program, which offers "what if" scenarios that are performed periodically to eliminate or reduce any potential safety hazards in manufacturing operations. The company has seen a 19 percent reduction in injuries globally.
ND	•	•	•	•	•	•	•	•	•	No	\$6,000	Yes	No	This real estate company measures the effect of its training on agents who take its new-agent training program. Agents who completed the program outperformed non-participants by 36 percent and outearned them by 18 percent in their first full year. OTI
14	•	•	•	•	•	•	•	•	•	Yes	\$1,500	Yes	Yes	This security company has four training modules in its management development program to develop managers' computer skills. Completion of all four training modules correlates with decreases in payroll and billing errors by those managers. Errors are less than 0.5 percent of paid and billed hours per week.
130	•	•	•	•	•	•	•	•	•	Yes	\$10,000	Yes	Yes	This financial services company wanted to reduce errors and call handling time in its call center new hires. It revised training to add practical application of learned information. In the first three months on the job, new hires had 86 percent fewer errors and call handling time decreased by 43 seconds.
98	•	•	•	•	•	•	•	•	•	No	\$2,000	Yes	Yes	To make conversion successful when this hotel chain bought a competing chain, training in essential daily functions was provided to more than 200 new hotel managers from the acquired chain. LaQuinta estimates that it saved \$125 million because the conversion succeeded, some of which is attributable to training.

51-100