

2014 LearningElite Overview

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Now in its fourth year, the *Chief Learning Officer* LearningElite Benchmarking program, established to recognize the best in the learning industry, is once again complete.

This year 60 organizations are being recognized for delivering exceptional value through learning and development using five key performance indicators: learning strategy, leadership commitment, learning execution, learning impact and business performance results.

The 2014 LearningElite organizations have improved efficiencies, established demonstrable business impact from learning, and most importantly, served their organizations and employees in ways that enrich the learning industry. The diversity of this group is evidence that exceptional learning and development can be achieved regardless of size, geography or investment level.

This group was selected by a panel of judges with an average of more than 17 years of experience in the learning industry, and representing a wide range of global organizations large and small, public

and private, in a variety of industries.

Accenture, this year's top-ranked company, will enter the Winners' Circle alongside past LearningElite winners AT&T and General Mills. Winners' Circle members are removed from ranking competition for three years but continue to complete a LearningElite application and provide data that is included in overall benchmarking. [CLO](#)

EDITOR'S CHOICE AWARDS

In addition to the LearningElite awards, the editors of *Chief Learning Officer* magazine recognized the following companies for special achievement:

Learning Strategy: IBM

Leadership Commitment: McDonald's USA

Learning Execution: UPS

Learning Impact: Procter & Gamble Distributing

Business Performance Results: Accenture

Best Small Company: Vi

Winners' Circle

AT&T 2013 Winner

Learning leaders at AT&T are building young people's skills in science, technology, engineering and math to fill anticipated skill gaps by working with organizations like the Girls Scouts and Girls Who Code.

Company Size: 240,000 Location: U.S.

Winners' Circle

General Mills 2012 Winner

Using the One-Over-One program, General Mills provides extra accountability for employee development by having discussions about learning occur between the employees' direct supervisor and the supervisor of the employees' supervisor.

Company Size: 41,000 Location: U.S.

1

Accenture

To provide better information to decision-makers and stakeholders, Accenture uses predictive analytic dashboards to pinpoint where learning will increase the success of client outcomes, intervening before problems arise.

Company Size: 275,000 Location: Western Europe

2

McDonald's USA

McDonald's established a suite of programs to help team members increase workplace communication in the first 90 days. This process has received a 100 percent satisfaction rating during the past year.

Company Size: 1.8 million Location: U.S.

3

IBM

IBM views learning as an "adaptive challenge" where skills and objectives may not currently exist. The company designed adaptive learning ecosystems to prepare employees to adjust quickly to emerging technologies.

Company Size: 434,000 Location: U.S.

4

Procter & Gamble Distributing

P&G established the Learning Intent-Learning Action-Learning Application framework to ensure that managers and learners are clear on training objectives and goals, creating a significant shift in manager engagement with training.

Company Size: 110,000 Location: U.S.

5

The Vanguard Group Inc.

Vanguard approaches learning through use of a "scrum team." This multistage, functional collaborative team supports each member in the design, development and delivery of learning programs.

Company Size: 14,141 Location: U.S.

6

Defense Acquisition University

DAU has some 150,000 professionals in more than 10 career fields, each with unique certifications and requirements. Senior leaders provide direct oversight to ensure training is relevant and meets highly specialized skill needs.

Company Size: 151,000 Location: U.S.

7

Qualcomm Inc.

To stay relevant with changing technology and services, Qualcomm's Learning Center provides an evolving top-down and bottom-up alignment of learning using research to drive creation of initiatives and strategies that address day-to-day realities.

Company Size: 27,000 Location: U.S.

8

Automatic Data Processing Inc.

ADP created the Career Driver platform, a tool that allows participants control of their career development with direct managerial support. The company tracks performance to tie learning back to business impact.

Company Size: 60,000 Location: U.S.

9

UPS

UPS offers strategic point-of-need programs including its Integrad system, an instructor-led training program that has reduced costs from driver injury, package delivery and efficiency, and improved return on investment by 9.2 percent.

Company Size: 399,000 Location: U.S.

10

KPMG

KPMG's Chairman's 25 program actively engages the chairman and deputy chairman in content development. Employees have earned more than 1 million continuing professional education credits, with 750,000 CPE credits from new programs developed in the last year.

Company Size: 28,945 Location: U.S.

11

Sidley Austin

Sidley Austin uses analytics to track savings from client training, technology-supported learning and in-house production of learning deliverables. The company has saved more than \$1.5 million tied directly to learning and development.

Company Size: 3,647 Location: U.S.

12

Deloitte

Deloitte's federal talent development team created a simulation for the federal proposal process to address performance issues and capability gaps. The program has improved the new business proposals win rate by 16 percent.

Company Size: 60,604 Location: U.S.

13

InterContinental Hotels Group

InterContinental Hotels Group's Brand Service Initiative provides ongoing post-training to help integrate learning into day-to-day operations. The practice has helped increase revenue by \$82 million during the last year.

Company Size: 116,000 Location: Western Europe

14

EMC Corp.

EMC's Leadership Academy provides intensive project-based learning to those identified as future business leaders, building an in-house leadership bench prepared to meet the needs of a global organization.

Company Size: 62,632 Location: U.S.

15

CarMax Auto Superstores Inc.

Using sales force data, CarMax built a framework to train sales consultants on customer service best practices. The initiative improved message delivery and resulted in more than \$8 million a year in additional profit.

Company Size: 18,625 Location: U.S.

16

Cerner Corp.

Cerner established uCern, a suite of formal and informal learning programs aimed at improving collaboration and sharing, to support communication between its 73,000 members across more than 3,000 organizations.

Company Size: 14,078 Location: U.S.

17

AlliedBarton Security Services

Using metrics to track effectiveness related to its training safety program, Allied Barton targets objectives to reduce costs related to avoidable incidents. With participation by more than 50,000 employees, the program has reduced preventable incidents.

Company Size: 62,000 Location: U.S.

18

NewYork-Presbyterian Hospital

To improve workflow and efficiency in NewYork Presbyterian Hospital's leadership population, its learning function targeted training on tools and resources to streamline leadership practices. One department reduced costs by more than \$250,000 annually.

Company Size: 19,670 Location: U.S.

19 Vi
Vi understands the cost of attrition at the leadership level. Leveraging its learning function to improve leadership development for nurse leaders led to a 65 percent reduction in attrition during the past three years.

Company Size: 2,700 Location: U.S.

20 State Farm Mutual Automobile Insurance Co.
To address long-term readiness needs and specific pain points, State Farm created the Enterprise Learning Council to address skill gaps. The company built training on three key areas, reaching more than 5,000 leaders in each area.

Company Size: 70,377 Location: U.S.

21 Bridgepoint Education
Bridgepoint established goals to identify, train and promote high-potential individuals through increased engagement and career progression opportunities. By reducing attrition, the program saved the company more than \$4 million annually.

Company Size: 3,634 Location: U.S.

22 ConAgra Foods Inc.
Using a return on investment study to track progress for supervisors who completed its Foundation of Leadership program, ConAgra produced a savings of more than \$2 million in the first year.

Company Size: 34,840 Location: U.S.

23 Nationwide Mutual Insurance Co.
Nationwide changed its approach to onboarding, focusing on improving understanding of roles and responsibilities and building project awareness. The program increased employee engagement and reduced new employee turnover by 37 percent.

Company Size: 33,036 Location: U.S.

24 BJC HealthCare
BJC HealthCare offers classes led by executive faculty. More than 80 percent of senior executives facilitated 740 hours of learning content. This is a visible case of leaders leading by example.

Company Size: 27,970 Location: U.S.

25 FDIC Corporate University
FDIC applied analytic gaming techniques in a collaborative, two-day group workshop that resulted in 120 pages of data, allowing the organization to more clearly communicate objectives and improve data collection to measure impact.

Company Size: 7,579 Location: U.S.

26 Walgreen Co.
Walgreen created a holistic development strategy to develop behaviors critical to creating good business return. The result was an 80 percent change in specific behaviors and a 15 percent improvement in engagement over one year.

Company Size: 238,000 Location: U.S.

27 Genentech Inc.
Genentech developed a program targeting more than 1,000 employees to increase communication. The result is a 12 percent increase in satisfaction with communication between managers and their direct reports.

Company Size: 12,300 Location: U.S.

28 Chesterfield County, Va.
To improve capabilities and grow the organization, Chesterfield County developed training to attract and retain a diverse workforce. This has resulted in a turnover reduction for minority employees and improved workforce satisfaction.

Company Size: 4,128 Location: U.S.

29 DaVita HealthCare Partners Inc.
To improve new hire onboarding, DaVita uses a two-day training academy to provide information about the organization and individual roles and responsibilities. The program reduced turnover by 12 percent and saves more than \$12 million annually.

Company Size: 47,500 Location: U.S.

30 Yum Brands Inc.
Yum Brands trains employees in more than 30,000 restaurants with a suite of online and mobile learning tools. This training delivery strategy has delivered more than 1 million course completions to date.

Company Size: 1.5 million Location: U.S.

31 Cognizant Technology Solutions
One of Cognizant's flagship program targets first-time managers and effective team management. The program has 89 percent utilization and a demonstrated return on investment of more than \$1,000 for each learner.

Company Size: 166,400 Location: U.S.

32 TIC — The Industrial Co.
Despite budget concerns, TIC increased learning investments to build skills in safety, leadership, environmental procedures and federal compliance. This investment is part of a long-term strategic plan to meet internal and external business goals.

Company Size: 4,669 Location: U.S.

33 Emory University
Emory University targeted attrition and turnover costs using its Excellence Through Leadership program to develop administrative leaders. The university reduced attrition, is holding down turnover costs and saving some \$400,000 annually.

Company Size: 27,937 Location: U.S.

34 NIIT Ltd.
To improve the quality of learning deliverables, the NIIT learning team combined learning with coaching and advanced skills in custom technology for a 19 percent increase in revenue.

Company Size: 4,889 Location: India

35 ManTech International Corp.
To deal with growth, a rapidly developing contractual environment and regulatory compliance requirements, ManTech created a highly integrated, mission-driven system focused directly on learning that provides positive business value.

Company Size: 10,000 Location: U.S.

36 Blue Cross and Blue Shield of North Carolina
BCBSNC offers targeted learning to increase new hire proficiency using measurement to align program objectives and metrics. As a result, time to proficiency improved and there is 57 percent return on program investment.

Company Size: 4,600 Location: U.S.

37 Berkshire Health Systems
To address key pipeline shortages in the workforce, Berkshire Health Systems targeted shortfalls through internal course development and organizational partnerships. The strategy has increased retention in critical skill areas to 73 percent.

Company Size: 3,500 Location: U.S.

38 United Services Automobile Association
To improve onboarding efficiency, USAA focused on front-loading technical skills to improve opportunities for application. The new program reduced course length by 29 percent and improved employee proficiency by 21 percent.

Company Size: 24,650 Location: U.S.

39

Siemens Healthcare Diagnostics, Global Product Education

To demonstrate an increase in access and a 300 percent increase in learning activity, learning leaders at Siemens provide key metrics to leaders to help secure additional support for new product development.

Company Size: 13,200 Location: U.S.

40

The Aerospace Corp.

The Aerospace Corp. encourages top-level participation in learning. Ten percent of internal experts act as instructors, and 20 percent of the board of trustees act as subject matter experts in university affiliate programs.

Company Size: 3,442 Location: U.S.

41

Cricket Communications Inc.

Cricket leverages technology to provide managers with direct access to information about employee participation and learning module completion. Improved oversight doubled participation and increased employee satisfaction with learning.

Company Size: 3,100 Location: U.S.

42

American Cancer Society Inc.

To reduce leadership gaps and their impact on performance, the American Cancer Society focused on retaining key talent on the leadership bench. Since implementation the program has a 76 percent high potential retention rate.

Company Size: 6,500 Location: U.S.

43

Love's Travel Stops & Country Stores Inc.

By targeting internal candidates and creating new programs for management and leadership development, Love's grew its leadership pipeline and reduced turnover and recruiting costs by roughly 50 percent.

Company Size: 10,000 Location: U.S.

44

OptumRx Inc.

Over the course of a year OptumRx used learning interventions such as reminders and video illustrations to increase customer service call quality to 96 percent and decrease poor experiences by 48 percent.

Company Size: 5,850 Location: U.S.

45

Department of Veterans Affairs Acquisition Academy

VAAA implemented a virtual program to train managerial-level candidates across nine states, with 71 percent of participants working in the field. The program achieved ratings over 90 percent for satisfaction and approval.

Company Size: 40,000 Location: U.S.

46

Mountain America Federal Credit Union

Mountain America Federal Credit Union designed learning programs to improve employee access to mobile tools. The training increased use of mobile tools by more than 20 percent in the last year.

Company Size: 1,277 Location: U.S.

47

Mindtree Ltd.

To improve midlevel leadership quality, Mindtree offered training on topics such as attrition and customer satisfaction. Some 90 percent of leaders participated and saved the organization more than \$900,000 in one area alone.

Company Size: 12,941 Location: India

48

Clarkston Consulting

To improve consistency and quality of management feedback, Clarkston Consulting used a behavioral simulation targeting leaders, coaches and employees. After one year the program increased on-time constructive feedback more than 40 percent and climbing.

Company Size: 217 Location: U.S.

49

BKD

At BKD, business performance is the best indicator of success. Training participation has increased efficiency and compliance, reduced costs related to litigation and increased revenue more than \$400 million.

Company Size: 2,001 Location: U.S.

50

Merck Polytechnic Institute

At the core of the development at Merck is the Metrics that Matter program. It allowed the company to reduce reliance on outsourcing and increased evaluation rates, saving more than \$30,000 a year.

Company Size: 9,670 Location: U.S.

51

Otsuka America Pharmaceutical Inc.

Otsuka targeted training engagement using gamification techniques. This led to a 70 percent increase in engagement, with learners contributing hundreds of course ideas.

Company Size: 2,000 Location: U.S.

52

Banner Health

Banner focused on leadership development to improve how leaders manage specific functions and better align with national benchmarks in the industry. Leadership effectiveness has improved, ranking close to the 90th percentile.

Company Size: 36,000 Location: U.S.

53

Deckers Outdoor Corp.

Deckers' line managers needed to improve their ability to deliver relevant and informative sales presentations. Development of storytelling workshops including practice and individual coaching increased presentation impact and effectiveness, and improved brand awareness.

Company Size: 2,435 Location: U.S.

54

G4S Secure Solutions (USA) Inc.

G4S Secure Solutions' internal intranet G4S iQ is a one-stop-shop for company information, training materials and operational support tools. The site allows thousands of employees to collaborate with peers, management and subject matter experts.

Company Size: 46,086 Location: U.S.

55

Carollo Engineers

Carollo Engineers involves leadership in learning program development, conducting peer review, beta tests and pilot programs among senior and mid-manager staff for all internally developed programs pre-launch.

Company Size: 540 Location: U.S.

56

Jackson Hewitt Tax Service Inc.

Jackson Hewitt launched a multitiered recognition program to award employees who take control of their own learning. Program participation increased more than 40 percent since implementation, and participation decreased new hire attrition rates.

Company Size: 32,000 Location: U.S.

57

New York Life Insurance Co.

To improve management, pipeline stability and work flow, New York Life implemented a new curriculum for management and leadership development. The program has improved retention and increased productive manpower by 28 percent since deployment.

Company Size: 8,961 Location: U.S.

58

Arup Group Ltd.

To improve delivery of critical compliance training, Arup Group developed on-site options to improve training scope and scale, improving delivery reach by more than 80 percent in the last year.

Company Size: 11,000 Location: U.S.