

Which Is the Best Learning Organization in 2013?

SARAH KIMMEL

Now in its third year, Chief Learning Officer magazine's LearningElite benchmarking program recognizes the best of the best in the learning industry. The 2013 LearningElite organizations demonstrated that they have been innovative, balanced priorities, increased efficiency and, most importantly, served their organizations and employees in a way that enriches the learning industry.



ON THE WEB

To watch video interviews with learning leaders from AT&T and many other 2013 LearningElite winners, visit CLOmedia.com/articles/view/5869.

Chief Learning Officer applauds these organizations for undertaking the demanding work and reflection required to participate in an evidence-based benchmarking program like the LearningElite.


This year 52 organizations are being recognized for delivering exceptional value through learning and development. Developed under the guidance of a group of chief learning officers and senior learning and development practitioners, LearningElite is the only peer-based benchmarking initiative that recognizes excellence using five key performance indicators:

- Learning strategy.
- Leadership commitment.
- Learning execution.
- Learning impact.
- Business performance results.

LearningElite judges have an average of more than 17 years of experience in the learning industry. They represent organizations large and small, public and private, across a wide range of industries.

Overall, the 2013 LearningElite organizations are a disparate group of small to large organizations, headquartered across the globe, representing all types of entities. The diversity of this group is evidence that exceptional learning and development can be achieved regardless of size, geography or investment level.

The top five finalists were required to participate in a capstone evaluation to determine the final rankings. The capstone consisted of a two-hour presentation to an evaluation panel on the topics of learning innovation, leadership commitment and measurement strategy. The capstone process afforded the evaluation panel a detailed look into these learning functions.

Go to page 32 to see what sets the best of the best apart. 

EDITOR'S CHOICE AWARDS

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

Strategy: General Mills

Leadership Commitment: Qualcomm Inc.

Learning Execution: Accenture PLC

Learning Impact: Defense Acquisition University

Business Performance Results: Coldwell Banker Real Estate

Best Small Company: Vi

©2013, WILL BYINGTON



Learning practitioners mingle before the start of the 2013 Chief Learning Officer LearningElite Gala on March 17 in Austin, Texas.



Members of the AT&T learning team pose with their LearningElite award.



Learning leaders from several LearningElite organizations pose together at the gala.



Maj. Gen. Erwin Lessel of Deloitte with his wife Cathy at the LearningElite Gala.



Mike Prokopeak, vice president and editorial director of Chief Learning Officer magazine, reveals a LearningElite winner during the gala.



Members of the Procter & Gamble learning team display their award along with Chief Learning Officer Editor in Chief Norm Kamikow.

THE 2013 LEARNINGELITE ORGANIZATIONS

<p>1</p> <p>AT&T</p> <p>Elite Practice: AT&T offers blended learning services that leverage technology — including virtual classrooms, gaming, simulations, video, social collaboration tools, portals and tablets. At the root of every learning effort is a direct connection to the business. 2012 Rank: 2</p>	<p>LOCATION Dallas</p>	<p>EMPLOYEES WORLDWIDE 256,420</p>
<p>2</p> <p>McDonald's</p> <p>Elite Practice: Every McDonald's employee is required to attend a minimum of 40 hours of training and development annually. Not only is this required for restaurant employees; it is included in the development plan for every employee from entry-level through senior management. 2012 Rank: 5</p>	<p>LOCATION Oakbrook, Ill.</p>	<p>EMPLOYEES WORLDWIDE 1.7 million</p>
<p>3</p> <p>UPS</p> <p>Elite Practice: UPS developed the Employee Profile Database (EPD) to prevent international shipment processing errors. The EPD tracks the frequency, types and trends in employee errors, and the information collected is used by learning partners in the field to identify specific issues that training may be able to address. 2012 Rank: 6</p>	<p>LOCATION Atlanta</p>	<p>EMPLOYEES WORLDWIDE 398,242</p>
<p>4</p> <p>Jiffy Lube International</p> <p>Elite Practice: Jiffy Lube International developed a Web-based training university that provides learners with point-by-point instruction for every in-store position and service level. The portal, paired with on-the-job application, also includes a number of certification checkpoints as well as a capstone business simulation for aspiring managers. In 2012, employees completed more than 940,000 courses and earned more than 150,000 certifications. 2012 Rank: 16</p>	<p>LOCATION Houston</p>	<p>EMPLOYEES WORLDWIDE 20,000</p>
<p>5</p> <p>Procter & Gamble Distributing LLC</p> <p>Elite Practice: Procter & Gamble NA CBD Capability, the learning function for the company's North American sales organization, drives learning and development through a three-part framework that aims to drive individual ownership and manager engagement. Such engagement resulted in an estimated sales increase of 3.8 percent in 2012. 2012 Rank: 10</p>	<p>LOCATION Cincinnati</p>	<p>EMPLOYEES WORLDWIDE 119,000</p>
<p>6</p> <p>IBM</p> <p>Elite Practice: IBM's "Succeeding@IBM" initiative is designed to provide learning opportunities to new hires between the time they accept a job offer and their first day at the company. Employees who participated in the pre-hire community were 80 percent less likely to leave the company in their first year. 2012 Rank: 23</p>	<p>LOCATION Armonk, N.Y.</p>	<p>EMPLOYEES WORLDWIDE 430,000</p>
<p>7</p> <p>Defense Acquisition University</p> <p>Elite Practice: At DAU, leaders monitor a real-time performance dashboard that maps 93 organizational priorities and goals against individual performance and drives the organization's resource and planning decisions. 2012 Rank: 2</p>	<p>LOCATION Fort Belvoir, Va.</p>	<p>EMPLOYEES WORLDWIDE 151,000</p>
<p>8</p> <p>Accenture PLC</p> <p>Elite Practice: Accenture's learning organization remains closely aligned with the business via a group of employees called capability development leads, whose main function is to ensure development efforts match business needs. 2012 Rank: 4</p>	<p>LOCATION Dublin</p>	<p>EMPLOYEES WORLDWIDE 257,000</p>

LEARNINGELITE®
2013 ORGANIZATION

Rethink Possible® 

At AT&T, it's our culture of continuous learning that is the catalyst for innovation. We're honored that Chief Learning Officer recognizes that commitment and has again named us the number one company for learning and development.

AT&T RANKED # 1
2011 & 2013 Best Company



***we live
to learn***

THE 2013 LEARNINGELITE ORGANIZATIONS

<p>9</p> <p>General Mills</p>	<p>LOCATION Minneapolis</p>	<p>EMPLOYEES WORLDWIDE 34,500</p> <p>Elite Practice: General Mills uses a social collaboration website to facilitate learning and relationship building throughout the organization. The site has more than 500 communities. 2012 Rank: 1</p>
<p>10</p> <p>Coldwell Banker Real Estate</p>	<p>LOCATION Parsippany, N.J.</p>	<p>EMPLOYEES WORLDWIDE 83,000</p> <p>Elite Practice: Coldwell Banker aligned its learning initiatives with its business strategy by enhancing learning content in and out of the classroom. Coldwell Banker University's curriculum includes learning content that is user-generated, mobile friendly and proven to increase sales performance. 2012 Rank: 19</p>
<p>11</p> <p>EMC Corp.</p>	<p>LOCATION Hopkinton, Mass.</p>	<p>EMPLOYEES WORLDWIDE 53,600</p> <p>Elite Practice: EMC uses Educare — a program where learning options are organized into a service pack and purchased by the line businesses — to facilitate organizational development and increase buy-in for learning assets. 2012 Rank: 23</p>
<p>12</p> <p>Qualcomm Inc.</p>	<p>LOCATION San Diego</p>	<p>EMPLOYEES WORLDWIDE 24,000</p> <p>Elite Practice: Qualcomm's Learning Center members function as internal consultants, linking learning with individual corporate functions and enabling understanding of each business unit's specific development needs. 2012 Rank: 8</p>
<p>13</p> <p>Cerner Corp.</p>	<p>LOCATION Kansas City, Mo.</p>	<p>EMPLOYEES WORLDWIDE 11,530</p> <p>Elite Practice: Cerner combined its internal and client-facing learning functions with marketing and the company's social business platform to create an organization with the expertise and resources to influence opinions and change behaviors in support of the company's business strategy. 2012 Rank: 29</p>
<p>14</p> <p>Vi</p>	<p>LOCATION Chicago</p>	<p>EMPLOYEES WORLDWIDE 2,700</p> <p>Elite Practice: Vi's Learning Council is composed of leaders and subject-matter experts from different functions within the company. Each member is expected to contribute content and course development and works closely with the company's shared services organization. 2012 Rank: 13</p>
<p>15</p> <p>CarMax</p>	<p>LOCATION Richmond, Va.</p>	<p>EMPLOYEES WORLDWIDE 16,784</p> <p>Elite Practice: CarMax's small classroom environment, created to foster individualized development, helps promote the company's culture of face-to-face interaction, personal relationships and putting its associates before the bottom line. 2012 Rank: 26</p>
<p>16</p> <p>KPMG LLP</p>	<p>LOCATION New York</p>	<p>EMPLOYEES WORLDWIDE 24,484</p> <p>Elite Practice: KPMG LLP's learning organization, KPMG Business School, explores trends, deploys new ideas and pilots new technology, tools and social learning initiatives without exposing the firm to risk. 2012 Rank: n/a</p>

THE 2013 LEARNINGELITE ORGANIZATIONS

United Services Automobile Association

LOCATION San Antonio, Texas

EMPLOYEES WORLDWIDE 24,142

17

Elite Practice: USAA leverages electronic simulations throughout its training. Progress is tracked through the company's Learner Progression Report, which allows managers to maintain a snapshot of employees' progress in a variety of technology-based services.

2012 Rank: n/a

InterContinental Hotels Group

LOCATION Denham, Buckinghamshire, U.K. **EMPLOYEES WORLDWIDE** 116,000

18

Elite Practice: IHG develops content that can be accessed in multiple ways and formats, leaving it up to a regional learning and development team or the individual learner to decide what is most useful.

2012 Rank: 9

AlliedBarton Security Services

LOCATION Conshohocken, Pa.

EMPLOYEES WORLDWIDE 58,000

19

Elite Practice: AlliedBarton Security Services' attention to metrics helped the company refocus its safety training programs. The effort has decreased the frequency of officer injuries by roughly 6.5 percent during the last two years; injury claims have fallen by 27 percent.

2012 Rank: 41



CONGRATULATIONS, AWARD WINNERS

We salute this year's CLO Magazine LearningElite Award recipients—and applaud their innovations as they transform IT on the journey to the cloud.

Learn more at emc.com.

EMC²

THE 2013 LEARNINGELITE ORGANIZATIONS

BJC HealthCare

LOCATION St. Louis

EMPLOYEES WORLDWIDE 27,970

20

Elite Practice: BJC HealthCare's central learning group, The Center for LifeLong Learning, offers 21 academic programs with eight partners; its offerings range from online high school diplomas, to a master's in business and health administration, to a doctorate in nursing.

2012 Rank: n/a

Nationwide Mutual Insurance Co.

LOCATION Columbus, Ohio

EMPLOYEES WORLDWIDE 31,458

21

Elite Practice: The Nationwide coaching program provided more than 7,000 hours of coaching, equating to an average of 22 annual hours per employee. By tapping leaders as in-house coaches, the company estimates it saved roughly \$2.5 million in 2011.

2012 Rank: 11

Deloitte LLP

LOCATION New York

EMPLOYEES WORLDWIDE 56,827

22

Elite Practice: Deloitte's 3E approach — education, experience and exposure — ensures learning is holistic, and managers and direct reports have a tangible plan to adapt to business needs as well as each employee's individual career path.

2012 Rank: 14

Emory University

LOCATION Atlanta

EMPLOYEES WORLDWIDE 27,747

23

Elite Practice: Incorporating group action-learning projects into Emory's programs involves key stakeholders who select the projects and establish criteria for selection and size of the team. It also provides the ability to apply the learning and produces a tangible benefit to the organization.

2012 Rank: 28

FDIC Corporate University

LOCATION Arlington, Va.

EMPLOYEES WORLDWIDE 7,846

24

Elite Practice: FDIC Corporate University maintains a long-term strategic focus for learning, and leverages culture and leadership support as the bedrock to drive learning impact and change.

2012 Rank: 30

DaVita Inc.

LOCATION Denver

EMPLOYEES WORLDWIDE 41,000

25

Elite Practice: DaVita University's curriculum has two primary programs: "One for All," an orientation session that introduces new hires to the company's traditions and culture; and "DaVita University Academy," a two-day off-site event that trains new hires in communication and conflict resolution skills. The company's CEO and chairman frequently participates in both.

2012 Rank: n/a

Sidley Austin LLP

LOCATION Chicago

EMPLOYEES WORLDWIDE 3,308

26

Elite Practice: Sidley Austin taps its senior partners to drive learning on a strategic level by having them serve as teachers. The firm's training and development committee helps to ensure that investments in the learning organization remain strong.

2012 Rank: 16

Amdocs

LOCATION Chesterfield, Mo.

EMPLOYEES WORLDWIDE 20,000

27

Elite Practice: Amdocs' Elite Experts program — designed to reward employees for knowledge sharing — resulted in more than 200 classes taught in 2012. Participating employees receive enhanced soft-skills development, credit on a yearly evaluation and points that can be used for tangible benefits such as external courses or conferences.

2012 Rank: 34

THE 2013 LEARNINGELITE ORGANIZATIONS

Automatic Data Processing Inc.

LOCATION Roseland, N.J.

EMPLOYEES WORLDWIDE 7,522

28

Elite Practice: Automatic Data Processing's National Account Services Learning and Performance trained more than 121,000 learners and completed more than 63 learning development projects in 2012. The firm also increased its informal learning offerings from 26 percent to 41 percent in 2012.

2012 Rank: n/a

NewYork-Presbyterian Hospital

LOCATION New York

EMPLOYEES WORLDWIDE 19,680

29

Elite Practice: NewYork-Presbyterian Hospital leverages a two-year Early Career Pathway program to build a stronger entry-level talent bench and prepare all associates to transition into the company. Program content is directly tied to the organization's leadership competency model.

2012 Rank: 15

First Data

LOCATION Atlanta

EMPLOYEES WORLDWIDE 24,000

30

Elite Practice: First Data's CEO challenged the learning staff to create and launch a fully functional global corporate university within six months. After 10 months, the university realized rankings above industry benchmarks for nine of the 10 categories on both post-learning evaluations and follow-up evaluations. The company also improved employee engagement by 20 percent.

2012 Rank: n/a

Success in the senior living business is all about development. Of your employees.



Vi is proud to receive *Chief Learning Officer's* LearningElite designation for the third year in a row and to be named CLO's Best Small Company for the second straight year. We're committed to supporting the growth of our employees through engaging opportunities such as our Management Development Program. Because we know that providing an extraordinary environment for senior living starts with extraordinary employees.

LEARNINGELITE
2013 ORGANIZATION



Redefining
SENIOR
LIVING

Learn more about exciting opportunities at
ViLiving.com/Company/Careers.

Vi, an Oracle Learn Cloud customer. **ORACLE**

THE 2013 LEARNINGELITE ORGANIZATIONS

ConAgra Foods Inc.

LOCATION Omaha, Neb.

EMPLOYEES WORLDWIDE 26,100

31

Elite Practice: ConAgra Foods centralized its learning operations by bringing technical expertise in learning and the business into one customer-facing unit. This reduced redundancy, increased efficiency and established a organizational culture of learning and development.

2012 Rank: n/a

American Heart Association, American Heart University **LOCATION** Dallas

EMPLOYEES WORLDWIDE 2,800

32

Elite Practice: The American Heart University's ROI scorecard for 2012 showed a 6.5 percent increase in quality and a 5 percent increase in revenue. An employee survey revealed 63 percent of learners applied knowledge gained through university programs within one week; 90 percent reported being able to apply learning within six weeks.

2012 Rank: n/a

State Farm Insurance

LOCATION Bloomington, Ill.

EMPLOYEES WORLDWIDE 68,265

33

Elite Practice: State Farm University, the company's centralized virtual campus, is designed so learners can quickly access the training they need when they need it. Employees visit the portal roughly 70,000 times per month.

2012 Rank: n/a

Veterans Affairs Acquisition Academy

LOCATION Frederick, Md.

EMPLOYEES WORLDWIDE 40,000

34

Elite Practice: The VAAA's Acquisition Internship School teaches courses in contracting and leadership in technical and interpersonal competencies, and uses skill-building workshops, learning laboratory simulations and on-the-job training programs to engage students and boost their development to higher levels.

2012 Rank: 37

SAP

LOCATION Walldorf, Germany

EMPLOYEES WORLDWIDE 61,344

35

Elite Practice: SAP's learning organization, Value University, developed a mobile game, "The Road Warrior," to provide users with simulated sales training anywhere. Value University also developed SAP Now, a mobile news application featuring a constant stream of updated sales-specific content.

2012 Rank: n/a

TIC - The Industrial Co.

LOCATION Englewood, Colo.

EMPLOYEES WORLDWIDE 5,465

36

Elite Practice: TIC designed a Labor Efficiency Index (LEI) to track progress for its continuous improvement training program, with the goal to have an LEI rate of 1 or higher. In 2012, its LEI steadily increased each month from 0.82 to 1.03.

2012 Rank: n/a

University Health System

LOCATION San Antonio, Texas

EMPLOYEES WORLDWIDE 5,452

37

Elite Practice: University Health System's Institute for Leaders leadership development program generated 12 promotions and an estimated cost savings of nearly \$1 million in 2012. Factoring in the cost of training and staff time to attend, the return on investment was \$700,000.

2012 Rank: 43

CA Technologies

LOCATION Islandia, N.Y.

EMPLOYEES WORLDWIDE 14,000

38

Elite Practice: In 2012, CA Technologies hosted its learning and development employee conference 100 percent virtually. The company's learning organization, CA Education, built custom platforms to host the live event, which included virtual sessions in a simulated conference hall over a four-day period. The company said the event boosted engagement, team building and overall internal training.

2012 Rank: 38

THE 2013 LEARNINGELITE ORGANIZATIONS

The Department of Veterans Affairs, Learning University LOCATION Washington, D.C. EMPLOYEES WORLDWIDE 320,000

39

Elite Practice: The Department of Veterans Affairs, Learning University had 813,000 enterprise-wide new training completions in the first year of operation, resulting in a decline in regrettable turnover.
2012 Rank: 12

OptumRx

LOCATION Irvine, Calif.

EMPLOYEES WORLDWIDE 5,200

40

Elite Practice: OptumRx requires its learning leaders and instructional designers to take 100 to 140 hours of professional development each year. In 2012, the company also had learning leaders attend 10 workshops in July and August on learning theory and presentation skills.
2012 Rank: 36

UnitingCare Community

LOCATION Brisbane, Queensland, Australia EMPLOYEES WORLDWIDE 17,000

41

Elite Practice: UCC's learning and development organization expands its services externally, assisting a variety of non-governmental organizations and local government departments.
2012 Rank: n/a

Essar Group

LOCATION Mumbai

EMPLOYEES WORLDWIDE 75,000

42

Elite Practice: Essar Group has a community of 750 internal coaches and mentors for its roughly 1,500 entry-level employees. The coaches and mentors are responsible for nurturing talent and for transferring tacit knowledge and skills to the younger generation.
2012 Rank: 45

RBS Citizens Business Services Learning and Development LOCATION Providence, R.I. EMPLOYEES WORLDWIDE 143,000

43

Elite Practice: The Citizens Business Services Learning and Development team's "Your Career Path" application provides a framework for development that helps align technical skills and competencies to learning and development opportunities.
2012 Rank: n/a

HD Supply Power Solutions

LOCATION Orlando, Fla.

EMPLOYEES WORLDWIDE 14,000

44

Elite Practice: HD Power Supply Solutions' learning and development team partners with subject matter experts from both its field and functional teams to create content and design programs. Such collaboration helped the company increase a sales effectiveness program for inside sales representatives to enhance gross margin to its highest completion level in 31 months.
2012 Rank: n/a

Fresh and Easy Neighborhood Market

LOCATION El Segundo, Calif.

EMPLOYEES WORLDWIDE 5,600

45

Elite Practice: Fresh and Easy Neighborhood Market engages its senior leaders by having them work a week every year in a store to learn the in-the-trenches experiences of the business.
2012 Rank: n/a

Banner Health

LOCATION Phoenix

EMPLOYEES WORLDWIDE 37,000

46

Elite Practice: Banner Health implemented three technologies — virtual classroom, desktop video conferencing and video repository — that boosted participant attendance, interaction and engagement.
2012 Rank: 42

THE 2013 LEARNINGELITE ORGANIZATIONS

Berkshire Health Systems

LOCATION Pittsfield, Mass.

EMPLOYEES WORLDWIDE 3,550

47

Elite Practice: Berkshire Health Systems partners with Elms College of Chicopee, Mass., to further development of the health system's nurses and bring courses on site. There are about 65 students enrolled. In its six years, the partnership has graduated 44 nurses.

2012 Rank: n/a

Rogers Communications Inc.

LOCATION Toronto

EMPLOYEES WORLDWIDE 28,000

48

Elite Practice: Rogers' use of an Intensive Coaching Unit to support the on-boarding of new employees and skills development for existing employees provides on-the-job support to its learners.

2012 Rank: n/a

New York Life Insurance Co.

LOCATION New York

EMPLOYEES WORLDWIDE 9,126

49

Elite Practice: New York Life has a multi-pronged set of learning offerings to ensure ongoing development is a focus on every level. These programs — which range from an Early Career Pathway initiative for entry-level hires, to a Management Fundamentals Pathway initiative for supervisors and leaders — led to more than 110,000 training hours completed with 90 percent of the programs filled in 2012.

2012 Rank: n/a

When you're ready to further
develop your top talent

When you're ready to invest
in your organization's future

You are ready for
American Public University

American Public University is ready to help your team succeed. We're a nationally recognized university with bachelor's and master's degrees for business, retail, IT professionals, and more — completely online. So your employees can take classes on their own time. And people are taking notice. 99% of employers surveyed would hire one of our graduates again.*

When you're ready, visit StudyatAPU.com/CLO



*APU's Alumni Employer Survey, January 2011 - December 2011

We want you to make an informed decision about the university that's right for you. For more about our graduation rates, the median debt of students who completed each program, and other important information, visit www.apu.edu/disclosure.

 American
Public
APU University
Ready when you are.™



THE 2013 LEARNINGELITE ORGANIZATIONS

Love's Travel Stops & Country Stores

LOCATION Oklahoma City

EMPLOYEES WORLDWIDE 9,400

50

Elite Practice: All of Love's 9,400 employees have a unique account with specific training schedules and learning objectives aligned to their specific position and role within the company's LMS. The company said such customization and role-specific targeting led to consistent reduction in turnover during the last five years.

2012 Rank: n/a

Oasis Outsourcing Inc.

LOCATION West Palm Beach, Fla.

EMPLOYEES WORLDWIDE 120,000

51

Elite Practice: Oasis has a top-rated learning management system and a learning strategy involving a variety of learning services such as bite-sized modules, videos and a social media component.

2012 Rank: n/a

Spectra Energy

LOCATION Houston

EMPLOYEES WORLDWIDE 5,380

52

Elite Practice: Spectra's leadership commitment to its learning and development efforts is evident in the company's Rising Leaders program. Senior leaders participate in the leadership development program's capstone and project reviews. They also act as part of a facilitation team within the company's other core leadership development programs.

2012 Rank: n/a

CHIEF LEARNING OFFICER

LEARNINGELITE
The best companies in learning + development

Congratulations

to the top 10 2013 LearningElite winners

- AT&T
- Accenture PLC
- Coldwell Banker Real Estate
- Defense Acquisition University
- General Mills
- IBM
- Jiffy Lube International
- McDonald's USA LLC
- Procter & Gamble Distributing LLC
- UPS

**Please note that the 2013 LearningElite winners are listed in alphabetical order, not in ranking order.*