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## Leading RE's #1 Listing

Leading Real Estate Companies of the World moves into the top spot on the 2018 Training Top 125

**INSIDE:** New York Community Bancorp, Inc.; Sonic Automotive; BNSF Railway Co.; Dollar General Corporation, LLC | Best Practices & Outstanding Training Initiatives

# BEST PRACTICES & OUTSTANDING TRAINING INITIATIVES

Training editors and Top 10 Hall of Famers recognize innovative and successful learning and development programs and practices submitted in the 2018 Training Top 125 application.



## BEST PRACTICES

### ANTHEM INC.: FLIPPED CLASSROOM STRATEGY

Anthem L&D implemented its Flipped Classroom Strategy in January 2016. The objective of this strategy was to transition in-person learning to an online self-paced environment that strategically leverages facilitator engagement. The result was a guided and engaging learning experience that allows learners to consume at their own pace and learn from a coach and their community.

An example of this strategy is the Anthem Health Guide (AHG) Flipped Classroom training. AHG is a specialized consumer product that simplifies customers' understanding and utilization of their benefits through high-touch, high-tech, concierge-style servicing.

AHG Flipped Classroom sessions are kicked off via a video chat orientation, where a facilitator provides the learners with an overview

employees have the chance to see and drive employee-owned classic vehicles of various makes and models. The club meets weekly and often helps restore employee vehicles, as well.

Hagerty also hosts an event for employees and local residents called “Cars and Caffeine” every Friday morning during the summer months on its Traverse City campus. Employees and the public are encouraged to bring their vehicles; enjoy a cup of coffee; and share the history, significance, and restoration information about their vehicles. As many as 50 vehicles have attended this Friday morning event.

Hagerty’s CEO held a recognition ceremony last summer for all employees who have passed the exam and personally awarded them a certification pin. He acknowledged the importance of their car knowledge differentiating Hagerty in the marketplace and supporting the company’s car culture. He also applauded their initiative to learn and grow.

**Results:**

- **Participation:** Q2 goal of 50 employees passing Nuts and Bolts exam was exceeded, with 65 employees from 12 different departments passing
- **Exam passing rate on first attempt:** 90 percent
- **Employee retention:** 93 percent in 2016; 94.8 percent in 2017
- **New business count:** Q3 goal of 125,400 exceeded with 128,400
- **Policy retention:** Q3 goal achieved at 89.7 percent

## IRON MOUNTAIN: DRIVER GROWTH AND REVENUE PROGRAM

Iron Mountain employs more than 3,000 drivers in North America to transport its customers’ important information and assets. These employees have the highest in-person touchpoints with Iron Mountain’s customers, often developing a strong knowledge of their information management needs through their route interactions. The company sought to figure out a way to leverage these relationships and knowledge to generate business growth and revenue, increase driver earning power, and solve customer needs on the spot.

In partnership with business owners, field leadership, senior executives, and high-performing drivers, the Learning team developed a basic training framework to introduce and launch the Driver Growth and Revenue Program (DGRP). Utilizing bite-sized learning during morning huddles, supervisors began training their teams in September 2016 to sell supplies and secure shredding services to new and existing customers in the small to medium-sized business landscape, as well as generate sales leads for opportunities outside the program’s scope.

With initial success through 2016, the business owners tripled the participation and revenue targets for 2017 and commissioned the Learning team to develop a full-scale training. The team designed an eight-hour interactive classroom experience for supervisors and managers to develop their sales coaching and management skills, so they can direct their teams throughout a sales process, from initial identification to contractual close. With only a two-month training window and 400 people to train, the team leveraged trained field leaders to deliver 50 sessions across North America.

One key training component was an action plan to ensure each team finished strong by the end of 2017. Participants developed stretch goals and used new skills and resources from the training to increase their team’s participation rate and revenue generation toward program targets.

**Results:** By the end of 2016, the DGRP saw positive results:

- \$1 million in business revenue
  - 36 sales leads
  - 12.34 percent driver participation rate
- Through September 16, 2017, the company saw a:
- 68 percent increase in driver participation
  - 49 percent increase in revenue generation
  - 50 percent increase in paid commissions
  - 1,367 percent increase in leads generated and 1,389 percent increase in leads converted

## PACIFIC GAS & ELECTRIC: BECKER VALVE OPERATOR 3-D SIMULATOR

Pacific Gas & Electric (PG&E) manages more than 48,000 miles of natural gas pipelines in northern California. These pipelines move gas across the state and provide a safe, clean source of energy to approximately 4.3 million customers. Valves are critical components to ensure the safe flow of gas across the system. Many valves are controlled by “valve operators”—a piece of equipment that can automatically open, close, or monitor valve position to maintain a certain pipeline pressure or gas flow rate. These are critical pipeline components, and performing scheduled maintenance helps ensure the valves operate correctly and prevent over-pressure or under-pressure events, which could cause ruptures in the pipelines.

In 2016, PG&E identified a need to increase the efficiency and effectiveness of the training for a specific type of valve operator: Becker operators. The existing training was primarily instructor-led utilizing props in the classroom. The amount of time for this initial training was somewhat limited and did not allow for enough hands-on practice. It also was discovered that once students returned to the field, they did not have daily exposure to the Becker operators, and, therefore, their knowledge and skills diminished after training.

In response, PG&E developed a 3-D simulation that simulates live operation on the valve, including assembly, disassembly, and cleaning. It allows the technician to see what actually occurs within the valve when external adjustments are made to the Becker operator. Additionally, the simulation allows employees to dismantle and service the valve from start to finish.

Learners can perform the work in “Tutorial Mode,” where they are guided through the process, and then in “Test Mode,” where they need to show they can perform the tasks correctly. The simulation has been incorporated into the initial instructor-led training and deployed on students’ iPads for easy retrieval in the field at the time of need. This has transformed the course from a four-hour lecture into a one-hour interactive learning experience that allows the employee to complete two services from start to finish.

**Results:** There are 300 Becker valve operators throughout the system, and technicians will maintain each Becker operator

at least once per quarter. With a previous average job time of two hours, the simulation has proven to reduce the job time and decrease costs by 62 percent when completing maintenance on a Becker valve operator. In addition, employees are able to complete the job safely the first time, translating to the amount of rework decreasing by 37 percent.

### WEQUASSETT RESORT AND GOLF CLUB: STAR COACH

Last season, Wequassett Resort and Golf Club introduced “Star Coach” to a small group of employees. Star Coach is a learning app that analyzes employee voices to help them make a better connection with guests. The app shows a video of a hotel guest with a complaint, compliment, or casual question. The employee is required to respond to the guest in the video. The app records the statement and analyzes the employee’s tone, speed, and emotions within his or her words.

This highly specialized analysis then provides a calculation of how genuine the employee’s response was. It provides a score showing confidence level, effort to connect, and emotional involvement. It also delivers instant feedback and tips to improve skills. This app was designed to be used in private, allowing employees to practice on their own without co-workers or managers watching them. Each employee was given a checklist of scenarios that needed to be completed by a certain date.

As the app gave feedback with each practice round, employee

scores started to improve. As the scores started to improve, employee confidence levels rose. Although a bit frustrating in the beginning, the app became fun and rewarding as employees began achieving different levels within it. This started an internal competition that was organically built between the employees sharing their scores and achievements.

**Results:** In Wequassett’s Employee Survey, the front-office employees selected to utilize the app increased the score for “The job-specific training provided to me was thorough, allowing me to perform my job effectively” from 88 percent satisfaction to 94 percent excellence.

The hard work put in by front-office employees started to be reflected in the scores they received on Forbes inspections. For the standard “Employee shows a genuine sense of interest and concern for the guest,” the front-office team scored 96 percent, attaining the point for 29 out of 30 opportunities. This was an increase from the previous year’s score of 88 percent (31 points achieved for 35 opportunities).

Arrival and departure audits for the front office also improved. Arrival scored 93.33 percent in both April and May and 96.55 percent in June—all five-star scores. Departure scored 91.67 percent in April and improved to five-star scores with 100 percent in May and 95.83 percent in June. These high scores contributed to Wequassett Resort and Golf Club receiving a Forbes five-star ranking for the second year in a row. **f**

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