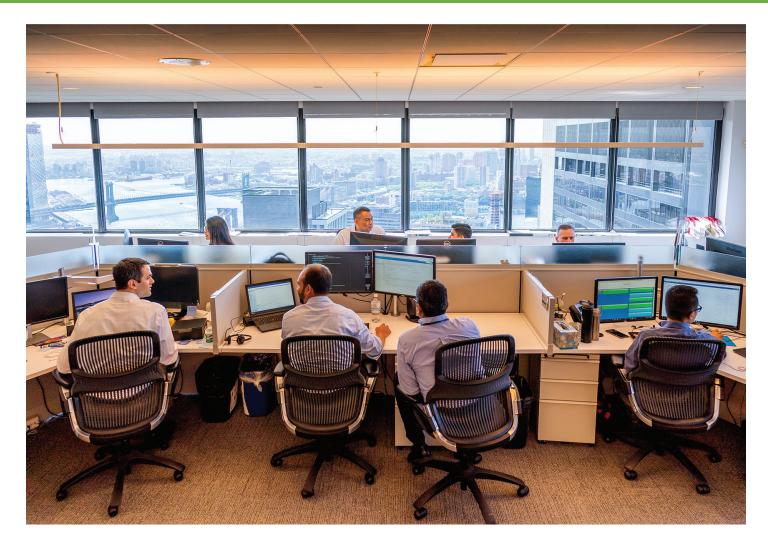
IT PROS THRIVE in workplaces where projects are challenging and the learning never ends.





| 1 | FINRA (Financial Industry Regulatory Authority) Washington, D.C. |
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| 2 | Kronos* Lowell, Mass. |
| 3 | Zebra Technologies Lincolnshire, Ill. |
| 4 | Plante Moran Southfield, Mich. |

| 5 | Axon Scottsdale, Ariz. |
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| 6 | Blue Cross and Blue Shield of North Carolina Durham, N.C. |
| 7 | Avanade Seattle |
| 8 | National Information Solutions Cooperative (NISC) |
| 9 | DriveTime Tempe, Ariz. |
| 10 | Suddath Jacksonville, Fla. |
| 11 | Enova International |
| 12 | BlueCross BlueShield of Western New York Buffalo, N.Y. |
| 13 | VyStar Credit Union Jacksonville, Fla. |
| 14 | Robert W. Baird and Co. |
| 15 | Tokyo Electron U.S. Holdings Austin, Texas |



IT workers at FINRA: (front, left to right) Ian Clar, Daniel Monteiro, Shoby Varghese, Arun Loitongbam; (back, left to right) Akanksha Luthra, Rene Arellano, Apul Mishra and Samir Lipovaca.

Living on the edge

The Financial Industry Regulatory
Authority (FINRA)'s mission to
monitor fraud among brokerage firms
and exchange markets is predicated
on deep knowledge of open source big
data technologies and scalable cloud
platforms, which means IT employees
must consistently remain on the cutting
edge. The private, self-regulatory

organization, lauded on this year's list as the #1 best place to work in IT among midsize companies, made a choice early on to build its own set of technologies, underscoring the need to nurture and develop its workforce of more than 1,200 IT employees and contractors to be continuous learners and self-starters.

"We developed expertise and in-house training for hundreds of

employees to be able to figure this out themselves," says Steve Randich, FINRA's executive vice president and CIO. FINRA tapped engineering expertise at its partners, leading cloud software providers like Hortonworks, Amazon and Cloudera, to come in and train its IT staff. Randich and Rubyna Zito, the firm's vice president, technology operations and services, also launched a number of initiatives to raise FINRA's technology profile so it could more easily attract and retain high-caliber talent.

In addition to an online training platform, FINRA IT employees are encouraged to participate in Createathon, an annual two-and-a-half-day event designed to promote cross-departmental collaboration

and innovation via a set of specific challenges. Still, the biggest boon to promoting on-the-job learning is continued exposure for IT staffers to novel and interesting projects, Randich says.

"Rather than spend millions of dollars educating people with formal training to work on a portfolio of boring, traditional IT work, we give them the tools, quality of work, and culture that promotes learning on the job," he explains. The focus on internal upskilling and self-reliance has also created a pipeline of future leaders. "If you look at our technology management team, it's absolutely grown from within as opposed to acquiring from outside," Randich says. "It is in keeping with our 'do it yourself' culture."

