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2008 GUIDE TO BOLD NEW IDEAS FOR MAKING WORK WORK



ACKNOWLEDGEMENTS

Families and Work Institute (FWI) would like to thank all of the organizations profiled in this Guide for your innovative approaches to creating new models for the 21st Century workplace. Your bold ideas about how to make work “work” for you and for your employees put you at the forefront of thinking about how, when and where work gets done. You have put those bold ideas into practice, and shown how they can support the needs of your employees while also making your organization more effective and successful. We know that your ingenuity will inspire employers across the U.S. and beyond its borders.

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Ellen Galinsky and Lois Backon
Co-Directors of *When Work Works*
Families and Work Institute



2008 GUIDE TO BOLD NEW IDEAS FOR MAKING WORK WORK

**New Ideas from the 2007 Winners of
the Alfred P. Sloan Awards for Business
Excellence in Workplace Flexibility**

Ellen Galinsky

Project Creator, Lead Editor and Co-Writer

Sheila Eby

Lead Writer and Co-Editor

Shanny L. Peer, PhD

Project Manager, Co-Writer and Co-Editor

Published and Distributed by

Families and Work Institute

267 Fifth Avenue, 2nd floor

New York, NY 10016

T: 212.465.2044

E: info@familiesandwork.org

www.familiesandwork.org

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WHAT'S NEW? WHAT'S NOTEWORTHY

Ellen Galinsky, President, Families and Work Institute

Change is in the air. This isn't just a political mantra, it's reality. Some changes reflect the volatile economy:

- the U.S. stock market plunges, then rises, then drops with worldwide reverberations;
- home foreclosures come at a rate that might have seemed unimaginable a few years ago;
- politicians and economists argue about whether we are really in a recession, when it began and how long it will last; and
- media spokespersons talk about the decline of the middle class and the growing gap between the haves and the have-nots.

Other changes reflect economic and demographic shifts:

- technology and the global economy are thrusting us into a 24/7 always-connected world;
- the workforce is graying and becoming more diverse;
- women in the workforce are more likely than men to have B.A. degrees or higher;
- more than three fourths (78%) of married employees are in dual-earner families; and
- four generations now work side by side.

I was asked on a radio interview recently if tough times call for tough solutions – employers can afford to provide good workplaces during good times, but what about during times of volatility and change? Will the emphasis on creating effective and flexible workplaces diminish?

The answer to these questions is a clear no if the employers whose stories fill the pages of this Guide are any indication. In fact, I see just the opposite: **necessity drives invention.**

Change is in the air, but not necessarily change for the worse. I see initiatives that address these changing times emerging in communities that face severe economic decline as well as those facing growth. I see them in the cities that ring the metropolitan areas and in the complex inner cities themselves; in places to the north, south, east and west; and in small to mid-sized to big organizations. Collectively, the 24 communities represented by employers in this Guide have 87.6 million residents – around 30% of the nation's population.¹

A number of employers are reinventing work and, in doing so, they are presenting us with an encouraging picture of how change is being harnessed to create a different kind of future. That might sound naively optimistic

1 The 2009 Guide will include employers in 30 communities and the 2010 Guide will include employers in 36 communities, encompassing close to 50% of the U.S. population.

if it weren't for the way we selected the employers for the Guide. Yes, these employers nominate themselves as potential winners of the Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility. But those employers then have to meet stringent criteria to even be considered for the awards – they have to score in the top 20% of employers nationally, **and the real proof is that these employers are *only* here as award winners because their employees give them a vote a confidence.** Through comprehensive anonymous surveys administered to employees in these applicant organizations, employees report about how work is actually working for them and their responses are scored. That's how final selections for the awards and this Guide are made.

So what glimpse of the future do these employers foretell?

They tell us that when times are tough employers can and do respond.

A shortage of nurses led the VCU Health System in Richmond, Virginia with 7,650 employees to create new ways to attract and retain medical personnel by having flexible self scheduling, reduced workweeks, and a Weekend Scholars program. The result: 90% of employees would recommend VCUHS as a place to work.

In the call center industry with a 40% turnover rate, Continental Airlines' Reservations Department in Houston, Texas with 2,000 employees keeps its annual turnover at 5%. They accomplish this, in part, by having 600 reservation agents working from home, which has the added benefit of supporting Mayor Bill White's Flex in the City initiative to reduce traffic congestion and air pollution and increase business productivity. Continental's Expanded Day Off shift program also gives 25% of its staff three or more days off each week on a rotating basis. And Houston's Flex in the City initiative reports positive results as well: during the two-week time when results were measured in 2007, commuters spent approximately 15 minutes less in commuting time per trip, resulting in saved time and money.

Intel, the technology manufacturer in Chandler, Arizona with 10,000 employees, sees that success in its highly-competitive field is directly tied to bold new ideas, so it gives all its people, including those involved directly in production, a paid two-month sabbatical every seven years to rekindle their creativity. This doesn't just happen in large companies. A small insurance company in Seattle, Washington, NRG::Seattle with 12 employees, gives its employees a four-week paid sabbatical every five years.

How are employers being transformed? Actual change is always accompanied by attitudinal change. As we move from an industrial to a knowledge-service economy, attitudes from the industrial era about how work should be done continue to linger. But employer after employer described in these pages is contesting common wisdom and creating a new "business common sense."

- These employers don't see looking over employees' shoulders as the way to ensure good work. They trust employees, but hold them accountable and focus on results.
- They don't see the individual employee in potentially heroic terms. It is the team that must deliver performance.
- They don't think that automatically putting "customers first" above employee concerns is the best way to succeed. They have learned that a workplace that addresses staff issues has a staff that is more responsive to customers.
- They don't think that killer hours are the only route to profit. They try to ensure that their employees have the time and space for renewal to do their best work.
- They don't say that "only work-centric employees need apply." They find that dual-centric employees – who contribute to their communities and are involved with their families – are among their most committed and productive employees.

So Dilbert and his cubicle life are on their way – slowly – out the door! But what is replacing him? Here are some of the themes from the employers in this Guide.

Employees are having input into decision making and managers are listening.


The Boise, Idaho office of KPMG, the audit, tax and advisory firm, conducts an annual employee survey of its 43 employees, and the firm uses this feedback to renew its annual action plan for improving the working lives of employees.

Listening to input from employees is not always easy, but training managers to do it more effectively can help. Enterprise Rent-A-Car's Administrative Office in Salt Lake City, Utah with 36 employees, has trained managers to pay attention not only to work issues, but also to personal issues. They report that this training has contributed to a 13% increase in employee retention even while average hours worked per week by each employee decreased by 3.25.

Access Sciences Corporation, a management technology and consulting firm with 105 employees in Houston, Texas, encourages an open, collaborative atmosphere and creates easy and informal communication among supervisors and employees, including a "Breakfast with the CEO" program.

Employees are having many opportunities to be challenged, to learn and to upgrade their skills.

CIBER Global Solution Center, an information technology company in Tampa, Florida, offers its 50 employees tuition assistance, and they can expand their skills through a virtual learning environment offered to all employees called CIBER University.



J-U-B ENGINEERS in Boise, Idaho provides its 60 employees with performance coaches who explore employees' future goals and the action steps needed to reach them.

The Beck Group, an architectural firm with 268 employees in its Dallas, Texas office covers up to \$6,000 per year in college tuition costs for employees after just three months with the company.

Many of the entry-level employees hired by Mediascope, a company that provides mailing, bindery and fulfillment services in Winona, Minnesota, join the company in low-skilled jobs, but the company encourages all the people on its staff of 28 to upgrade their skills, financing training seminars and encouraging employees to apply to move up into office, customer service and leadership roles.

The career ladder is being replaced with flex careers.

Accenture – a global management consulting, technology services and outsourcing firm – knows that people need to take time out of the workforce. The company has created Future Leave, a self-funded sabbatical that employees can request and plan for ahead of time, banking part of their income in the months preceding the leave and drawing on those saved earnings while on leave.

Greenacre Properties, a management company with 70 employees that designs and manages homeowner and condominium associations, based in Tampa, Florida, provides employees opportunities to return to work gradually after the birth or adoption of a child and to transition into retirement in phases, too.

Deloitte's Mass Career Customization program uses the principles of mass customization in consumer products to create a new paradigm of career development – a career lattice, not ladder – in its offices across the country. Employees in this assurance, tax, consulting and financial advisory firm make choices around four major dimensions of career progression – role, pace, location and schedule, and workload – allowing them to calibrate each of these four dimensions of their work experience to fit their current aspirations and life circumstances.

Bon Secours Richmond Health System in Richmond, Virginia, with 6,214 employees, recognizes that career paths are not always linear, and that there are times when an employee may want to work full time – perhaps in a management position – then later transition to non-management or part-time work and back again. In addition, 90 retired nurses and other employees continue to work part time into retirement and collect partial salary and benefits if they work at least 15 hours per week.

Technology is being used creatively – not to cause overwork, but to provide flexibility.

1-800 CONTACTS, a direct-to-consumer contact lens business in Salt Lake City, Utah, with 720 employees, has invested in a phone switch system that lets call center staff take calls and handle complex orders from home, and has also created a proprietary software program to manage 175 flexible work schedules for its agents. As a result, half of its employees no longer commute to the center, and turnover rates are below one third of the national average for call centers.

Nortel, a communications technology company in Dallas, Texas with 3,000 employees, uses its own Telepresence solutions to bring people in remote locations together with a life-size, full-motion cinematic view of the participants. As such, air travel and long hours have been vastly reduced.

In an initiative called The Future of Work, Capital One's Washington, DC traditional "bank" offices have given way to open workspaces and home offices, while wireless laptops, BlackBerry devices and intranet capabilities are enabling the company's 862 employees in this financial service firm to take advantage of flextime, compressed workweeks, and part-time schedules. Employees have choices. They can elect to work in the same office every day. Or, they can work at home or at a customer's office one or two days per week. On the other days, they find an empty cubicle at Capital One for their laptops. Finally, some employees can work almost entirely at home, getting all the technology they need plus a \$1,000 furniture allowance to ensure a good, ergonomically-sound home office. More than 80% of employees surveyed say they're satisfied with the new workplace, up from 57%.

Flexibility is enabling employees to have time with the important people in their lives.

Perspectives, an international company that provides assistance on health and personal issues, does not have standard flexible work arrangements, but makes a point of asking the 54 employees in its Chicago, Illinois office what they need. Results have included opportunities for job sharing, flexible workhours, the ability to work from home and broad career flexibility – options to move between full and part-time roles without undue difficulty and to move to a part-time schedule without leaving the leadership track.

The goal of Worktank, an advertising agency in Seattle, Washington, is to create a work environment that allows its 75 employees the flexibility to provide for their families while they integrate their work and personal lives.

Many of the employers featured in this Guide offer some amount of paid leave for new moms, and some provide paid leave for new dads, too. Rhode Island Housing, a Providence, Rhode Island agency with 160 employees, offers mothers three paid months off after a new baby is born, and then gives them the option of returning to work part time for up to three months. The agency also provides four paid weeks off for new dads. The Detroit Regional Chamber, PACE Staffing Network in Seattle and Ernst & Young are just a few examples of companies that welcome employees back after they take a year or two off to care for a new baby.

Employees have opportunities to contribute to their communities.

Amerisure Mutual Insurance Company in Detroit, Michigan, enables its 407 employees to volunteer during their regular workday, and those who contribute to their community are aided with matching funds.

Barnes Dennig, an accounting firm in Cincinnati, Ohio, with 90 employees, has a “lunch buddies” program for staff to work with inner-city school children. The firm also promotes charitable walks that have earned tens of thousands of dollars for worthwhile organizations.

Employees are encouraged to take good care of themselves.

Many of the employers we profile in this Guide provide stress-management classes, massages and even wellness scorecards with managers keeping track of who is not taking vacations so they can be urged to do so.

Life can be stressful in the media business, but Discovery Communications in Silver Spring, Maryland, provides massage therapy, yoga, meditation, stress-management workshops, onsite reflexology and aerobics classes. Onsite life coaching and nutrition counseling are also available by appointment. Importantly, these are not stand-alone fix its. They are part of a total wellness program for the company's 1,600 employees.

Employees at Cascadia Consulting Group in Seattle, Washington, experts in technical fields like geology, environmental science and natural resource economics, are invited to pursue their own interests through extended vacations, mini-sabbaticals, part-time schedules and flextime. Almost half of Cascadia's employees work fewer than 40 hours per week.

Employees are accountable for results.

All departments and managers at El Paso Corporation, a natural gas company with 1,664 employees in Houston, Texas, evaluate whether the ways they are working are effective, and they create metrics to ensure that productivity and customer service measure up to high expectations.

And the results that accrue from these bold new ideas are impressive – as seen in the experiences of employers throughout this Guide.

Change is in the air, and it is a change that reflects a paradigm shift. In the not too recent past (and present too), the needs of employers and employees have typically been seen as diametrically opposed. The employers in this Guide demonstrate that new ground can be found where the needs of both can be addressed. That is our definition of flexibility and effectiveness, as evidenced by the process used to select the winners of the Sloan Awards – where the benefits to both employer and employee add up to make a winning organization.

To be an effective and flexible employer, work has to work for both the employer and the employee!

HOW EMPLOYERS WERE SELECTED FOR THE 2008 GUIDE TO BOLD NEW IDEAS FOR MAKING WORK WORK

All of the Employers Profiled in this Guide Are Winners of Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility

All of the employers featured in this Guide are winners of the Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility in 2007. This national in scope, locally-based award program recognizes exemplary employers of all types and sizes in participating communities across the U.S. for their innovative workplace effectiveness and flexibility initiatives. This is a site-based award, and for multi-site employers it is the local worksite that is considered for the award. Using a rigorous scoring methodology that emphasizes employees' real life experiences on the job, the Alfred P. Sloan Awards honor organizations and worksites that are using workplace flexibility as a strategy to increase workplace effectiveness and yield positive business results, and to help employees succeed at work and at home.

The application process for the Alfred P. Sloan Awards takes place in two rounds. **In Round I, employers self-nominate, completing a questionnaire about their organization's flexibility and effectiveness practices at their worksite.** These responses are measured against a nationally representative sample of employers, based on Families and Work Institute's 2005 *National Study of Employers*. **Employers that rank among the top 20 percent of employers in the U.S., when compared to this national data, move on to Round II.** In Round II, qualifying employers are invited to have their employees complete a questionnaire that asks about their individual use of and experiences with flexibility and other aspects of an effective workplace, the supportiveness of the workplace culture and the presence or absence of job jeopardy for using flexibility. In organizations with fewer than 250 employees, all employees are surveyed. In larger organizations, a random sample of 250 employees is selected. Of those surveyed, a 40% response rate is required.

The winning scores heavily reflect the experience of employees. While one third of the final score used to determine the Sloan Award Winners depends on the employers' responses, two thirds are from the employees' responses – with equal weighting given to employees' reports of 1) access/use of flexibility and effective practices, and 2) supportiveness and lack of job jeopardy for using flexibility. There is no minimum or maximum number of award recipients or honorable mentions within a community.

2007 Participating Communities

In 2007, the Alfred P. Sloan Awards were offered in 24 communities nationwide:

Aurora, CO; Boise, ID; Brockton, MA; Chandler, AZ; Chattanooga, TN; Chicago, IL; Cincinnati, OH; Dallas, TX; Detroit/Southeast MI; Durham, NC; Houston, TX; Long Beach, CA; Long Island, NY; Melbourne-Palm Bay, FL; Morris County, NJ; Providence, RI; Richmond, VA; Salt Lake City, UT; Savannah, GA; Seattle, WA; Spokane, WA; Tampa, FL; Washington, DC; and Winona, MN.

The *When Work Works* Initiative

The Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility are one component of *When Work Works*, a nationwide initiative on workplace effectiveness and flexibility that is designed to share research on what makes work “work” in the 21st Century. It is a project of Families and Work Institute sponsored by the Alfred P. Sloan Foundation, in partnership with the Institute for a Competitive Workforce (an affiliate of the U.S. Chamber of Commerce) and the Twiga Foundation. The purpose of *When Work Works* is to highlight the importance of workplace effectiveness and workplace flexibility as strategies to enhance businesses’ competitive advantage in the global economy and to help both employers and employees succeed.

Why Workplace Flexibility?

Families and Work Institute conducts nationally representative studies of employees and employers. These studies find that *flexibility is a critical component of workplace effectiveness* – just as important as better-known components of workplace effectiveness, including providing challenging and meaningful work, learning opportunities, job autonomy, input into management decision making and supervisor and co-worker support for job success. Research finds that employees in effective and flexible workplaces are more likely to be engaged in helping their organizations succeed, more likely to be satisfied with their jobs, more likely to stay with their employer and more likely to be in better mental health. Workplace flexibility is a way to define how, when and where work gets done, and how careers are organized. Flexibility is a strategic business tool to respond to the changing economy and changing workforce.

The *When Work Works* definition of flexibility underlines that *flexibility must work for both the employer and the employee*. Flexibility calls for the same kind of shared responsibility and accountability as the other components of an effective workplace. All of the winners of the Alfred P. Sloan Awards exemplify this definition.

For more information on this initiative, or to apply for the Alfred P. Sloan Awards in 2008, visit www.whenworkworks.org.

KEY TO READING EMPLOYER PROFILES AND SCORES

Key to Reading Employer Profiles

A brief profile is provided about each of the employers featured in this guide, highlighting in bold print some of the **bold new ideas** they are using to make work “work” in the 21st century economy. The profile focuses on flexible programs and other initiatives that help make these organizations more effective and more successful, both for the employee and for the employer. Taken as a whole, these profiles underline the many positive business impacts these employers attribute to their flexible and effective work practices and culture, and point to positive impacts on the surrounding community as well, from reducing traffic congestion and going green to supporting volunteerism.

Key to Reading Employer Scores

In order to win a Sloan Award for Business Excellence in Workplace Flexibility and be featured in this 2008 Guide, each of these organizations completed an employer questionnaire about their worksite’s flexibility and effectiveness practices, followed by an anonymous survey of their employees at this worksite. All of the featured organizations are Sloan Award winners and rank in the top 20% of employers across the U.S.

Overall Score: This number combines the scores derived from responses to both the employer questionnaire and the employee questionnaire, on a scale of 1 to 100, with higher scores reflecting more positive responses to questions on both surveys. One third of the overall score comes from the employer survey, and two thirds come from the employee survey.

Employee Score: This number reflects how employees responded to questions about their access to workplace flexibility programs, whether they view their organization as having a culture of flexibility (with supervisors who support and communicate various types of flexibility – from flextime to flex-careers), and whether there is a lack of jeopardy for using flexibility. On a scale of 1 to 100, higher scores indicate greater access to flexibility, a strong culture of flexibility and lack of jeopardy.

The **Employer Category Scores** are rounded scores derived from answers to the questions on the employer questionnaire only. They range from 1 to 10, with 10 being most positive. The scores indicate the relative strengths of each winning employer in the different categories that contribute to creating an effective and flexible workplace. Employer category scores include the following:

- **Culture of Flexibility** reflects whether supervisors are knowledgeable about flexible practices and promote and communicate them effectively.
- **Flex Careers** refers to flexibility over the course of an employee’s career or working life, including provisions that enable employees to enter, exit and re-enter the workforce and to increase and decrease their workload or pace.

- **Choices in Managing Time** reflects the degree to which employees can exercise some choice about *when* they work – from scheduling hours and overtime to deciding when to take breaks – and about *how* their time at work is spent. This category also looks at differences that may exist between hourly and salaried employees.
- **Caregiving Leave** looks at whether the organization offer leaves for birth, adoption or caregiving to ill family members and whether any of this leave is paid.
- **Time Off** includes policies and practices that apply when employees take time away from work including scheduled absences (such as vacations and time for training) as well as formal policies for taking sick days and planned sabbaticals. It also includes informal access to time off for unanticipated or unplanned events.
- **Reduced Time** includes options such as access to part-time or part-year schedules.
- **Flex Time and Place** includes various forms of flexibility that affect when and/or where employees do their job, such as flextime, telecommuting and compressed workweeks.

BEST OF EMPLOYERS

Best in Overall Score

- 1 NRG::Seattle
- 2 Kaye/Bassman International
- 3 Cooper Roberts Simonsen Associates
- 4 Embolden Design
Menlo Innovations
PeacePartners, Inc.
- 5 Blue Gecko, Inc.
Management Recruiters of Chattanooga-Brainerd
McKinnon-Mulherin Inc.
- 6 MarketFitz, Inc.

Best in Employee Score

- 1 Kaye/Bassman International
- 2 NRG::Seattle
- 3 Self Reliance, Inc. Center for Independent Living
- 4 Lee Hecht Harrison – *Chicago, IL*
- 5 McKinnon-Mulherin Inc.
- 6 Embolden Design
- 7 Blue Gecko, Inc.
- 8 Cooper Roberts Simonsen Associates
- 9 MarketFitz, Inc.
- 10 American Geotechnics

Best in Employer Category Scores*

Best in Culture of Flexibility

- 1 Greenacre Properties, Inc.
- 2 Amerisure Mutual Insurance Company
- 3 Arapahoe/Douglas Works!
Friends of the Children
Fulbright & Jaworski LLP
KPMG LLP – *Long Beach, CA*
The Medical Center of Aurora and Centennial Medical Plaza
Redmond Incorporated
RIESTER
Spark Industries, LLC
VCU Health System

* These Employer Category Scores are defined on page 9. The category scores provided for employers in this guide are rounded up to the nearest number on a scale of 1 to 10. These “Best In” lists are based on the actual category scores that are derived from responses to the employer survey in Round I. We list approximately the top ten in each category. Where scores are tied, employers are grouped together in alphabetical order, and sometimes more than ten are listed.

Best in Flex Careers

All tied for first place

Access Sciences Corporation
Arizona Spine and Joint Hospital
Blue Gecko, Inc.
Cascadia Consulting Group, Inc.
Clifton Gunderson LLP
Continental Airlines
Cooper Roberts Simonsen Associates
Greenacre Properties, Inc.
Henry & Horne, LLP
Kaye/Bassman International
KPMG LLP – *Chicago, IL*
KPMG LLP – *Providence, RI*
McKinnon-Mulherin, Inc.
MorganFranklin
NRG::Seattle
PeacePartners, Inc.
PGAL
Prince, Perelson & Associates
WithinReach

Best in Choices in Managing Time

All tied for first place

American Geotechnics
Cooper Roberts Simonsen Associates
Embolden Design
Henry & Horne, LLP
Humantech, Inc.
Lighthouse Computer Services, Inc.
Menlo Innovations
NRG::Seattle
PeacePartners, Inc.
Rhode Island Legal Services
Spark Industries, LLC

Best in Caregiving Leave

- 1 Chandler Chamber of Commerce
- 2 Rhode Island Legal Services
- 3 KPMG LLP – *Chicago, IL*
- 4 KPMG LLP – *Long Beach, CA*
- 5 Continental Airlines
- 6 Lee Hecht Harrison – *Dallas, TX*
Spark Industries, LLC
- 7 NRG::Seattle

- 8 Lee Hecht Harrison – *Aurora, CO*
- 9 Intel

Best In Time Off

All tied for first place

- Continental Airlines
- Ernst & Young LLP
- Friends of the Children
- Kaye/Bassman International
- KPMG LLP – *Boise, ID*
- KPMG LLP – *Chicago, IL*
- KPMG LLP – *Houston, TX*
- Management Recruiters of Chattanooga-Brainerd
- NRG::Seattle
- Reading Education for Adult Development (READ) of Chattanooga, Inc.
- Rhode Island Legal Services

Best in Reduced Time

- 1 Arizona Spine and Joint Hospital
 - Management Recruiters of Chattanooga-Brainerd
 - KPMG LLP – *Chicago, IL*
 - KPMG LLP – *Long Beach, CA*
 - KPMG LLP – *Long Island, NY*
 - MarketFitz, Inc.
- 2 Brogan & Partners
 - Lee Hecht Harrison – *Aurora, CO*
- 3 Prince, Perelson & Associates

Best in Flex Time and Place

- 1 NRG::Seattle
- 2 MarketFitz, Inc.
- 3 Continental Airlines
 - KPMG LLP – *Chicago IL*
 - McKinnon-Mulherin, Inc.
- 4 Cascadia Consulting Group, Inc.
 - Embolden Design
 - KPMG LLP – *Long Island*
 - Menlo Innovations
 - PeacePartners, Inc.

PROJECT PARTNERS FOR *WHEN WORK WORKS*

Alfred P. Sloan Foundation

The Alfred P. Sloan Foundation, a philanthropic nonprofit institution, was established in 1934 by Alfred Pritchard Sloan, Jr., then President and Chief Executive Officer of the General Motors Corporation. For the last 12 years, the Alfred P. Sloan Foundation has funded six Centers on Working Families, one workplace center, and many other research projects to examine issues faced by working families. Many of the findings reveal that while the demographics of the American workforce have changed dramatically over the last 30 years, the American workplace has not changed as rapidly. With today's very diverse workforce, it is not surprising that now nearly four out of five working Americans, across age, income and stage in life, want more flexibility at work. The Sloan National Workplace Flexibility Initiative funds a variety of projects that implement the findings of this research. The Foundation also funds projects at the national, state and local levels that coordinate with business, labor and government. For more information, visit www.sloan.org.

Families and Work Institute

Families and Work Institute (FWI) is a nonprofit, nonpartisan research organization that studies the changing workforce and workplace, the changing family and the changing community. As a preeminent think-tank, FWI is known for being ahead of the curve, identifying emerging issues, and then conducting rigorous research that often challenges common wisdom, provides insight and knowledge, and leads to action. Since the Institute was founded in 1989, its work has focused on three major areas: the workforce/workplace, youth and early childhood. For more information, visit www.familiesandwork.org.

Institute for a Competitive Workforce

The Institute for a Competitive Workforce (ICW) promotes high educational standards and effective workforce training systems so that they are aligned with each other and with today's rigorous business demands. ICW is a nonprofit, non-partisan, 501(c)3 affiliate of the U.S. Chamber of Commerce, promoting the rigorous educational standards and effective job training systems needed to preserve the strength of America's greatest economic resource: its workforce. Through its events, publications and policy initiatives – and drawing upon the Chamber's extensive network of corporate members – ICW connects the best minds in American business with the most innovative thinkers in American education, helping them work together to ensure the nation's continued prosperity. For more information, visit www.uschamber.com/icw.

Twiga Foundation

The Twiga Foundation is dedicated to inspiring, promoting and maintaining a family consciousness at home, in the workplace and in the community. The Twiga Foundation acts as a liaison to key stakeholders in the *When Work Works* communities to address the issue of flexibility and effectiveness in the workplace. The Foundation helps build a broader leadership constituency for change within each community. For more information, visit www.twigafoundation.org.

For more information on the *When Work Works* initiative, visit www.whenworkworks.org

LOCAL PROJECT PARTNERS

2006 - 2007 Local Partners

When Work Works partnered with chambers of commerce and other local organizations in 24 select communities nationwide to bring the findings of our research into action.

Our 2006 - 2007 partners were:

Aurora Chamber of Commerce
Boise Metro Chamber of Commerce
Chandler Chamber of Commerce
Chattanooga Area Chamber of Commerce
Chicagoland Chamber of Commerce
Cincinnati USA Regional Chamber
City of Houston
Detroit Regional Chamber
DC Chamber of Commerce
Greater Dallas Chamber
Greater Durham Chamber of Commerce
Greater Providence Chamber of Commerce
Greater Richmond Chamber and the
Richmond Human Resource Management Association
Greater Seattle Chamber of Commerce
Greater Spokane Incorporated
The Greater Tampa Chamber of Commerce
Long Beach Area Chamber of Commerce
Long Island Association, Inc. and Long Island Works Coalition
Melbourne-Palm Bay Area Chamber of Commerce
Metro South Chamber of Commerce
Morris County Chamber of Commerce
Salt Lake Chamber
Savannah Area Chamber
Winona Area Chamber of Commerce

EMPLOYER PROFILES

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
1-800 CONTACTS, Inc.	71	73							
Direct-to-Consumer Retail Contact Lens Business			9	9	8	4	9	6	8
Employer Category Scores									

Winning Site: Salt Lake City, Utah

720 Employees

Web site: www.1800contacts.com

Contact lenses don't last long. Wearers need to replace them regularly, and 1-800 CONTACTS has made itself the world's largest contact lens retailer by providing the kind of service that keeps customers calling back for replacements. Today, over 75% of the company's business comes from repeat customers, and their business has driven sales from \$3 million to \$250 million and increased staff size from 35 to 640 in 11 years. The retailer attributes its strength in large part to flexibility. **Consider the firm's recent investment in a phone switch that lets call center staff take calls and handle even the most complex orders at home. A proprietary software program creates over 175 flexible work schedules for its agents. As a result, half of all employees now work from home.** Other workplace features include an onsite restaurant with subsidized meals prepared by a professional chef, a Wellness Center free for employees and tuition reimbursement benefits. All this gives 1-800 CONTACTS an especially committed staff. In 2007, J.D. Power & Associates awarded 1-800 CONTACTS their highest service rating ever for a call center, and turnover rates are below one-third of the national average for the call center industry.

A&S Realty Specialists

75 | 81

Real Estate Agents

Winning Site: Chandler, Arizona

16 Employees

Web site: www.aandsrealtyonline.com

This small real estate company is extremely flexible as to when its agents work; the firm's only expectation, it says, is for employees "to do what's right and give their best." Arrangements are informal, with several people on staff working from home or altering their hours when needed as long as they can get their job done. One employee, now 75, was hired in her golden years to do filing 25 hours per week, and she works on the days that suit her best, letting the owner know ahead of time what her schedule will be. "We've got to care about each other," says owner Mary Benjamin, adding "Why *wouldn't* we want to be flexible? Because we *are* flexible, employees stay, and when they stay everything runs more smoothly, and that's what allows me to be out prospecting for the company instead of micromanaging."

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Abalos & Associates, PLLC	82	83	7	10	7	9	10	10	7
			Employer Category Scores						

CPA Firm

Winning Site: Phoenix, Arizona

16 Employees

Web site: www.abaloscpa.com

Public accounting firms like this one have to rely on employees to work long hours during the heavy tax season from February through April. **Abalos & Associates gives back to employees by allowing them to work four days during the summer period, meeting staffing needs in a way that works for them and for their employees.** Hours can also be logged in at home to meet the required number of annual working hours, letting employees attend a school play or doctor's appointment and make up the time later. If an employee needs to switch to a reduced schedule, an arrangement is found, giving this small company high scores in career flexibility and reduced time. The firm partners know that what goes around comes around. Their qualified and dedicated staff means exceptional service for clients.

Accenture	72	68	9	8	6	6	10	9	8
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Global Management Consulting, Technology Services and Outsourcing Company

Winning Site: Dallas, Texas

1,400 Employees

Web site:

www.accenture.com/Countries/USA/About_Accenture/TexasDallas.htm

This company understands that every generation of its professionals – whether Baby Boomers or members of Generation X or Y – values flexibility, not only on a weekly or yearly basis, but over different phases of their careers. A work-life survey conducted by Accenture in 2006 found that 83% of its employees said their ability to manage work-life commitments was crucial to their decision to remain with the company. Accenture takes this employee feedback seriously, offering a wide range of work-life resources. An on-line site, for example, recounts success stories about individual employees. The site also provides tools including a Personal Engagement List, designed to start a dialogue between employees and their managers about priorities for the coming year. Flexibility generally emerges as the most valued work-life factor among Accenture employees – often rating higher than compensation or career development. **Innovative work-life programs include Future Leave, a self-funded sabbatical that employees can request and plan for ahead of time, banking part of their income in the months preceding the leave and drawing on those saved earnings while on leave.** Generous initiatives for working mothers include a phase-back-to-work option, a Nursing Moms' program, 40 hours of paid back-up and dependent care and different forms of support for employees who travel for business. Accenture management explains that its emphasis on flexibility helps

maintain the company's high performance and contributes to the bottom line. According to Randy Muck, Managing Director in Dallas, "Flexibility is the single most impactful program that improves employee engagement with little or no monetary investment."

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Access Sciences Corporation	74	78	8	10	7	4	8	8	6
			Employer Category Scores						

Information Management Technologies and Consulting Services

Winning Site: Houston, Texas

105 Employees

Web site: www.accesssciences.com

This woman-owned business understands that careers do not always follow the traditional 9 to 5 work schedule and promotes the ability of employees to work from home. To make this easier, the company upgraded its IT infrastructure, giving employees remote access to company networks and providing 65% of staff with laptop computers. **A Web-based employee self-service center allows employees to see corporate announcements, find information about benefits and policies and even submit time sheets and expenses from anywhere.** The personal time-off policy is structured so that employees accrue time that may be used as they choose without labeling or restricting it. The company also performs exceptionally well in providing career flexibility. Here's one indication: Access Sciences allows mothers to take an extended maternity leave if they wish, and some return to work after taking six months or even a year to care for a new baby. An open, collaborative atmosphere encourages easy and informal communication and mentoring between supervisors and employees; consider the popular "Breakfast with the CEO" program.

Albert Kahn Family of Companies	69	73	8	8	8	4	5	5	6
Architecture, Engineering, Planning, Design and Management									

Architecture, Engineering, Planning, Design and Management

Winning Site: Detroit, Michigan

270 Employees

Web site: www.albertkahn.com

When Kahn employees said they needed more time for their personal and family lives, the managers of this firm responded. One third of the company's employees have adopted a flexible work arrangement, perhaps working four 10-hour days each week or telecommuting on a regular basis. This might be fine for Kahn, critics could say, but what about the firm's clients? Aren't they inconvenienced? To the contrary, **clients have been so**

pleased with the service provided through non-traditional schedules that some are exploring similar steps within their own workplaces. Competitors are interested too, because they've seen Kahn's business grow as it has embraced flexibility.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
American Geotechnics	79	86	9	9	10	2	9	6	8
Employer Category Scores									

Engineers

Winning Site: Boise, Idaho

12 Employees

Web site: www.americangeotechnics.com

American Geotechnics has a performance-based culture, awarding bonuses three times a year. The firm says this results-orientation also drives its commitment to workplace flexibility, with an emphasis on autonomy and accountability. The Boise firm gives staff freedom in determining their schedules, including the amount of overtime they work. Employees can move between part- and full-time roles, leave the office if they have a personal matter to attend to and do some volunteer work during the workday. American Geotechnics is so committed to giving its people time for their families, it even sends them home early on special occasions. Reported results include increased employee creativity and minimal turnover and absenteeism.

**Amerisure Mutual
Insurance Company**

75 72

**Commercial Property/Casualty
Insurance Company**

Winning Site: Detroit, Michigan

407 Employees

Web site: www.amerisure.com

Amerisure believes its superior workplace is intrinsic to its competitive strength. The company offers flexible schedules, options to work at home and compressed workweeks. (Employees have to demonstrate how they'll get their work done under the arrangement they propose.) Staff can have up to five extra paid days off for important family commitments and, if they need more time, Amerisure is flexible about longer leaves. **Employees who contribute to their community are aided with matching funds and the ability to do some of their volunteer work during their regular workday.** Comprehensive medical, disability and long-term care are also available, and Amerisure discounts any costs these programs might incur, saying they are negligible compared to the expense of losing good people and hiring and training new ones.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Arapahoe/Douglas Works!	69	66	9	8	8	8	7	10	7
Employer Category Scores									

Colorado Workforce Center
Winning Site: Aurora, Colorado
80 Employees
Web site: www.adworks.org

Serving groups ranging from family members of the military to executives whose jobs have been moved overseas, this Colorado agency has for the past two years scored 100% on all the goals the Department of Labor has set for them. As a county government agency, it has strict guidelines for salary increases and bonuses – so management uses other ways to attract talented people. The workforce development center offers flexibility options that benefit both employees and their clients. Staff can trade hours between 6:00 a.m. and 6:00 p.m. Monday through Friday, and work some hours on evenings or weekends. That increases their own convenience, and makes the center more accessible to the community. Employees can also share jobs and take advantage of opportunities for learning. **At any given moment, 25% to 35% of the organization's people are upgrading their own professional development by using education grants – \$500 per year – that the organization provides to all its employees.**

Arizona Spine and Joint Hospital	79	82	7	10	8	3	10	10	8
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Medical Facility
Winning Site: Chandler, Arizona
60 Employees
Web site: www.azspineandjoint.com

People who come to this Arizona facility are in pain and need continuous care. While some medical facilities set shifts and then stick to them, the Arizona Spine and Joint Hospital says that allowing its staff almost limitless flexibility allows them to give their patients the best care, 24 hours a day. **Each unit – inpatient and outpatient, for example – posts a big calendar in the employee lounge, and people fill in the days and hours they want.** If some hours are uncovered, someone invariably steps in to fill them. Employees likewise can choose the number of hours they want to work (though they need to work a minimum of 24 hours a week to get health care coverage). The hospital says it has found that when staff needs are met, the organization is better able to satisfy the needs of patients. In a highly competitive labor market, this medical institution has kept turnover below 3%, while significantly increasing its revenues.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Barnes Dennig & Co.	75	74	7	8	7	6	9	8	7
			Employer Category Scores						

Accounting Firm

Winning Site: Cincinnati, Ohio

90 Employees

Web site: www.barnesdennig.com

This Cincinnati accounting firm lets employees suggest schedules that best fit their needs and generally accepts their proposals. Professionals with flexible schedules enjoy that privilege and work hard to meet client needs since their flexibility is only possible when the firm's clients are served. The firm's overall staffing levels are determined annually and each person's individual work plan is woven together with client needs so the resulting schedule gives equal weight to the needs of clients and the professionals who serve them. **This firm also encourages a "lunch buddies" program with inner-city school children and promotes charitable walks that have earned tens of thousands of dollars for worthwhile organizations.** Internally, the company has a mentoring program that includes all employees, and the results of these efforts are impressive: retention averages 93% at the firm, against an industry average of 80%. In fact, the company says three people who recently left for other firms called within a few months to return. Barnes Dennig welcomed them back with open arms.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
BDO Seidman, LLP	71	71	6	8	8	5	10	8	5

Accounting and Consulting Firm

Winning Site: Dallas, Texas

125 Employees

Web site: www.bdo.com

BDO Seidman sees flexibility as a strategic business imperative, according to a recent report on *National Public Radio*. A workplace with more options does involve upfront costs, BDO avers, but they are far outweighed by the long-term benefits. Not the least of these is retaining valued staff, since replacing mid-level BDO managers can cost more than 150% of a manager's annual salary. Additional benefits from flexibility include increased employee satisfaction and commitment, as well as open communication and innovative problem-solving throughout the organization. BDO's options for flexibility run the gamut and look different depending on the individual and the job. Using a mix of formal and informal day-to-day flexibility, the firm tries to help everyone achieve the optimal "work+life fit" that meets both their personal needs as well as those of the business. But it's important, the firm says, to re-evaluate flexible work arrangements to ensure they still makes sense for all parties, and to re-adjust when necessary. BDO Seidman offers strong time-off policies; those who have been with the firm for five years receive between 22 and 28 paid time-off days. In addition, employees can participate in scheduled volunteer activities during the workday without seeing their pay docked.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
The Beck Group	70	71	8	10	6	5	9	7	6
Employer Category Scores									

Architecture, Construction and Development

Dallas, Texas

268 Employees

Web site: www.beckgroup.com

The Beck Group has been operating in the building industry for nearly 100 years. It claims to have relied on the same strategy throughout that time: giving people what they need to make long-term contributions. Beck says it takes exception to the idea of a one-size-fits-all approach to working with employees. **The company says it works with each of its people, providing work arrangements that complement each employee's individual circumstances.** It also provides generous benefits to all staff members, including a bi-monthly Internet stipend, reimbursement of college tuition – up to \$6,000 per year after just three months with the company – and partial coverage of gym memberships. Beck also provides life, medical, dental, long-term care and disability insurance, and, in the process, the company reports significantly less turnover than the industry average of 15.4 percent.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Big Brothers Big Sisters of Southwest Idaho	81	84	6	8	9	5	10	8	7

Not-for-Profit Children's Services

Winning Site: Boise, Idaho

16 Employees

Web site: www.bbbsidaho.org

BBBS matches at-risk youth with strong adult volunteers in professionally supported, one-to-one mentoring relationships. Not everyone can excel at this work, and the organization does everything it can to retain employees who make the grade. Staff can set their own schedule, adjust their hours to see a son or daughter's play or even bring their dog into the office. Staff can also work part time for a portion of the year; full time for the rest; and they can take time away from work to deal with a personal matter without losing pay. Volunteer work in the community is encouraged during the workday as are training activities. "Giving our people the freedom to choose when they do their work allows them to do better work," CEO Lisa DeDapper says.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Binkley & Barfield, Inc.	76	81	8	9	8	5	8	5	6

Consulting Engineers

Winning Site: Houston, Texas

43 Employees

Web site: www.binkleybarfield.com

This Houston company calls itself client-focused and excellence-driven, and says these strengths are at least partly the result of its flexible workplace.

The firm believes that with balanced schedules, the staff is better equipped to serve its clients. BBI recently implemented a special flextime program that has already surpassed its goals, enabling the engineering company to reach out to a larger number of job candidates, streamline its billing and improve its cash flow.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Blue Gecko, Inc.	84	87							
Remote DBA Services			7	10	9	7	8	6	8
Winning Site: Seattle, Washington			Employer Category Scores						
16 Employees									
Web site: www.bluegecko.net									

When you need help with your technology, you need it NOW, and Blue Gecko knows its customers are no different. The Seattle database services company promises hair-trigger responses when client computer systems go awry. An outsider might assume that Blue Gecko's pledge to have someone respond to a customer emergency within 30 minutes, regardless of the time of day, would preclude flexibility, but the company claims the opposite is true. **"Most of our work requires only an Internet connection and focus," the company says, asserting that technology allows great flexibility with staff time and location.** To date, Blue Gecko claims to have been able to respond to every reasonable schedule request any staff member has proposed.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Bon Secours Richmond Health System	70	66							
Nonprofit Catholic Health System			9	9	10	9	9	10	5

Winning Site: Richmond, Virginia
6,214 Employees
Web site: www.bonsecours.com

Bon Secours – meaning “good help” in French – was founded in France after the French Revolution by Catholic nuns who defied tradition by caring for sick and dying compatriots in their own homes. The Sisters of Bon Secours came to the U.S. in 1881 and today – with four hospitals, two family practice residency programs, schools of nursing and medical imaging and community outreach health services – the largely female staff of health professionals is still providing good help to citizens in Virginia and beyond. A current challenge is a serious nursing shortage; according to spokeswoman Dawn Malone, however, flexibility increases retention and decreases turnover costs. This is significant since the price of replacing health care workers is between one and one-half to two times their annual salaries.

Bon Secours recognizes that career paths are not always linear, and that there are times when an employee may want to work full time, perhaps in management, then later transition to non management or part time and back again. Staff members can also choose to phase down to on-call or reduced hours to care for their children or elderly dependents or transition into retirement. Currently, 90 retired employees continue to collect partial salary and benefits along with their retirement pay by putting in a minimum 15 hours per week. Bon Secours' people can make these career decisions over their lifespan and still enjoy robust leadership opportunities.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Brogan & Partners	77	80	8	9	8	6	9	10	6
Advertising, Marketing and Public Relations									
Winning Site: Detroit, Michigan									
31 Employees									
Web site: www.brogan.com									
			Employer Category Scores						

Some companies hesitate to let their employees work at home because they worry their employees might take advantage. Who's to say how hard they're working if they're not within a manager's line of sight? **But Brogan & Partners finds that the freedom to work from home actually brings out people's best work habits.** They firmly believe that, "Employees who feel that their employer goes the extra mile for them are more likely to go the extra mile for their clients." The company has invested in technology that allows employees to connect to the office from home, and an IP phone system that allows business calls to be routed anywhere. Currently, five employees work from home on a regular basis, and nearly all staffers can work from home when they need to in order to meet the needs of ever-evolving family situations. The return on these investments is perhaps best demonstrated in all the industry recognition the company has won, including Mobius Awards, New York Festival Awards, Clios, Emmys and Webbys.

	66	69	8	4	8	6	8	7	4
Cachet Homes									
Homebuilding Company									
Winning Site: Chandler, Arizona									
11 Employees									
Web site: www.cachethomes.net									

This Arizona firm has ranked among the state's top five small-volume homebuilders for the past seven years, and the company wants to keep staff who has built its success through a team-based approach. **Cachet Homes has instituted a "summer hours" program, re-jiggering the number of hours employees work each week so staff members can take**

long summer weekends. Between Memorial Day and Labor Day, Monday through Thursday, all employees come to work 15 minutes earlier than normal and stays 15 minutes later, taking back the extra time on Fridays, when they go home at 1:00. Staff members can also carry unused sick or vacation days over to the next year, which has been a real benefit when employees need significant medical care. Working at home is also a possibility on days employees can't come in to the office; Cachet Home's IT experts have equipped employees' laptops with CITRIX connections that link to the company's office network.

Capital One

Financial Services

Web site: www.capitalone.com

Some banks are known for conservative business practices. **But Capital One has taken a bold approach to its brick and mortar. One of the country's largest financial institutions, it is literally tearing down walls to promote teamwork and collaboration while reducing costs and response time.** In an initiative called The Future of Work, the institution's premises in Washington, DC and Richmond are giving way to open workspaces and home offices, while wireless laptops, BlackBerry devices and Intranet capabilities are enabling the company's employees to take advantage of flextime arrangements, compressed workweeks and part-time schedules. Employees have choices. They can elect to work in the same office every day. Or, they can work at home or at a customer's office one or two days a week. On the other days, they find an empty cubicle at Capital One and plug in their laptops. Finally, some employees can work almost entirely at home, getting all the technology they need to be productive at their home office. On those occasions when they do come to the corporate facility, they find an open workspace, log in and get to work. In addition to cutting occupancy costs, Capital One says it has reduced by almost one third the amount of time it takes to get information from peers, and cut by almost one quarter the time it takes to get information from managers. More than 80% of employees surveyed say they're satisfied with the new workplace, up from 57%, and 87% said they would not go back to the previous workplace. In addition, 74% say the new arrangement has increased their own productivity, and 63% say the atmosphere is more creative, up from 39%. Fully 66% say their view of Capital One has improved as a result of the changes in their workplace.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Capital One	77	76							
Winning Site: Richmond, Virginia 6,000 Employees			6	9	8	8	9	8	7
Employer Category Scores									

Capital One	75	72							
Winning Site: Washington, District of Columbia 862 Employees			4	7	8	7	9	10	7

Cascadia Consulting Group, Inc.	76	70							
Environmental Management Consulting Winning Site: Seattle, Washington 30 Employees Web site: www.cascadiaconsulting.com			7	10	7	7	9	9	9

A recognized leader in environmental management, Cascadia helps businesses and government agencies get cleaner and greener. That requires creativity, and Cascadia says it makes the most of its people's talents by chucking the idea that work and play are at odds. The founding partners decided, "We wanted flexibility for ourselves, so we thought everyone else should have it too." **Employees – experts in technical fields like geology, environmental science and natural resource economics – are able to pursue their own interests through extended vacations, mini-sabbaticals, part-time schedules and flextime.** Indeed, almost half of the firm works fewer than 40 hours per week. Are these practices effective? "At Cascadia," the company says, "you'll find runners who are happy to sort through garbage, and singers who write insightful reports." Despite the challenges to supporting workplace flexibility, rewards are visible across the board, from staff vitality to client satisfaction.

Center for Community Career Education	70	69							
Educational Institution Winning Site: Chattanooga, Tennessee 20 Employees Web site: www.utc.edu/Outreach/CommunityCareerEducation			9	8	8	6	8	8	5

A staff of 20 at this organization helps community members embark on educational opportunities ranging from university scholarships to high school equivalency degrees. More than 2,000 individuals a year are touched by this group's employees, often through evening and weekend presentations, and that makes the employees' schedules extremely demanding. The Center believes its people are thoroughgoing professionals, and empowers them to set their own schedules. "Our staff works very odd hours in order to meet customer demands. By allowing employees to control their schedules,

they are better able to ‘take care of themselves’ and maintain a high level of quality service,” says Director Sandy Cole, adding, “We manage by results. And those results are very high bars set by our funders.” Staff members may not come in until 10:00 a.m., she says, but they may stay until 8:00 p.m. **This organization also empowers staff members at all levels to bring forward their ideas to strengthen the group and the way it’s managed.** “It’s important to turn people loose to brainstorm and find better ideas,” explains Cole.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Chandler Chamber of Commerce	73	76	7	4	7	10	9	8	4
Business Development Organization									
Winning Site: Chandler, Arizona									
11 Employees									
Web site: www.chandlerchamber.com									
			Employer Category Scores						

This thriving organization says flexibility keeps its staff dynamic. The CEO works with each employee to help find ways to meet his or her specific workplace needs and make sure the employees are happy. Staff can take time off for educational pursuits or personal matters; they also can reduce their hours for a portion of the year. **A Fun Day one Friday each month gives everyone a chance to enjoy each other’s company and chat informally, whether they’re going to a movie, making pottery or playing poker together.**

Child Care Resources	74	80							
Not-for-Profit Organization	7	8	8	5	6	9	6		
Winning Site: Seattle, Washington									
40 Employees									
Web site: www.childcare.org									

The Seattle Human Services Coalition named Child Care Resources’ Homeless Child Care Program the Outstanding Program of 2006. **CCR says an important element of its success is enabling most of its employees to work remotely when they need to.** The organization, which also offers part-time schedules and generous maternity and bereavement leave policies, points to numbers that validate its family-friendly approach. In the last few years, Child Care Resources reports it has helped many thousands of families find high-quality child care, provided scholarships to hundreds of low-income children and trained many hundreds of caregivers, helping a large number of them earn college credits and begin or enhance a successful career in child care.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Children's Home Society of Idaho	72	73	7	7	10	5	9	6	7
			Employer Category Scores						

Not-for-Profit Children's Services

Winning Site: Boise, Idaho

23 Employees

Web site: www.childrenshomesociety.com

Since the 1970s, this organization's people have worked to address the need for quality mental health care for children in the Boise community; theirs is the area's only agency that does not cap the number of low-income clients it serves. This work can be tough, but the Children's Home Society of Idaho, founded 100 years ago, has achieved extremely low turnover since it began emphasizing flexibility in 2001. **The group also funds stress-management for clinical employees – activities like yoga and massage – and says it “walks the talk” by offering schedules so flexible that staff members can provide superb care for their own families as they help other people cope.** Staff members have great control over the number of hours they work and when they schedule that time, in keeping with the group's longstanding focus not just on the families it serves, but on its employees' families, too.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
CIBER Global Solution Center	65	68	7	5	6	5	5	7	8

Information Technology Company

Winning Site: Tampa, Florida

50 Employees

Web site: www.ciber.com

Companies everywhere need to watch their bottom line, but they also need to stay ahead of the technology curve. CIBER responds to these twin needs by masterminding its customers' technology requirements at an attractive cost. That doesn't mean, however, stinting on the quality of its own workplace. This award-winning company is able to hire a talented and diverse staff – including comedians, athletes, theologians and bookworms – and help them thrive professionally and personally. Employees are eligible for tuition assistance and can expand their skills through a virtual learning environment called CIBER University which is offered to all employees. The firm's entrepreneurial culture offers telecommuting, flexible scheduling and part-time work, which helps minimize turnover and absenteeism – and gives CIBER strong relationships with local universities and other entities that steer hard-working, high-caliber personnel to the technology company. **CIBER also works with its clients, helping to find a fit between the customers' needs and its own employees' special scheduling requirements. The result: 90% of CIBER's clients return time and again for the company's leading-edge technology services.**

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Clifton Gunderson LLP	75	77	8	10	8	5	6	9	7
Employer Category Scores									

Public Accounting and Consulting Firm

Winning Site: Chandler, Arizona

77 Employees

Web site: www.cliftoncpa.com

Growth at Clifton Gunderson has made it the one of the nation’s largest certified public accounting and consulting firms in the U.S.; its Arizona offices alone have more than 150 employees. Helping its staff members find the right fit among all the elements of their lives – work, family, community service and recreation – is not just a priority at this business, it is also a deeply held value. Flexible work arrangements provide employees with options like flextime, telecommuting and the ability to move back and forth between full and part-time schedules. It is not a one-size-fits-all approach: Clifton Gunderson employees design the flexible arrangement they need, and then have it approved by their supervisor. Those who’ve adopted a flexible arrangement say they’re less stressed, are able to better deal with personal emergencies, have experienced easier transitions in and out of the workforce and have more opportunities for skill building and career growth.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
The Community Council of Greater Dallas	73	80	9	6	9	5	9	3	6

Not-for-Profit Community Service

Organization

Winning Site: Dallas, Texas

65 Employees

Web site: www.ccgd.org

This busy organization connects almost half a million callers each year to the health care information and social services they seek, providing services like benefits counseling and case management. At the same time, they bring together organizations addressing critical issues like childhood obesity as well as aging and disability services. Contesting the common belief that you can’t trust workers unless you’re looking over their shoulders, CCGD believes its people do their best work when they know their employer cares about them and gives them the flexibility to focus on what’s important in their lives as well as in their jobs. Staff can change hours on a daily basis, telecommute, borrow against future leave time and do some volunteer work during the workday. **They can also move on and off the management track, and cross-training increases their professional mobility.** After the death of a spouse, employees can arrange a phased return to work. CCGD has no question about the value of its flexible policies. “We can tell the work is getting done,” reports Executive Director Martha T. Blaine, “by the results we achieve for the people our organization serves. We measure success by the outcomes of the people we serve, not the quantity of work our employees complete.”

Consejo Counseling and Referral Service	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
	65	64	6	6	9	5	7	8	5
Not-for-Profit Social Service Organization			Employer Category Scores						
Winning Site: Seattle, Washington									
45 Employees									
Web site: www.consejo-wa.org									

Consejo Counseling offers Latinos bilingual mental health and substance abuse treatment services. Many of its employees come from many other parts of the world, and the fact that their families are so far away might pose a challenge when emergencies arise. **The agency works on the premise that families come first, and gives staff members paid leaves based on the distance they need to travel back to their home states or countries.** Employees can also work remotely, compress their workweeks or take advantage of flextime. The latter is not only permitted, but it is also encouraged, especially when it helps employees manage particularly intense projects like grant writing, community outreach and HIV/AIDS prevention.

Continental Airlines	70	62	9	10	10	10	10	7	9
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Airline Company
Winning Site: Houston, Texas
2,000 Employees
Web site: www.continental.com

In the call center industry, with a 40% turnover rate, Continental Airlines' Reservations Department in Houston manages to keep its turnover down to 5%. One third of their reservations' employees have perfect attendance each year – it doesn't hurt to offer them a Ford Explorer as a reward! – and lost time runs only 2% to 3% per month. When they posted 150 job openings recently, 2,000 people applied. How does this Houston company get these results? For starters, they allow nearly 600 reservation agents to work from home – which has the added benefit of helping to reduce traffic congestion in Houston, where Mayor Bill White has adopted improving traffic mobility as a signature initiative linked to workplace flexibility. **Continental's Expanded Day Off shift program also gives 25% of its staff three or more days off each week on a rotating basis.** What if the car breaks down or the child care provider quits at the last minute? Call in and request to "Trade a day with the Director" and make up the missed day later. Employees can self-manage the 25 flexible programs available to them, adjust their shifts and schedule vacation days through an automated on-line program.

Cooper Roberts Simonsen Associates

OVERALL SCORE	EMPLOYEE SCORE							
86	86	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
		7	10	10	8	10	8	8
Employer Category Scores								

Architecture Firm
Winning Site: Salt Lake City, Utah
45 Employees
Web site: www.crsa-us.com

It's not easy to retain excellent architects in a growing community like Salt Lake City. This company attracts and keeps scarce talent through programs that emphasize, for example, training. Everyone can request it, with each case considered individually. The company says that if it expects to realize a benefit from the classes, it picks up the tab, as it did for a receptionist who wanted to learn drafting. **In addition, depending on how long employees have been with the firm, they all receive a number of "benefit hours" each year to use any way they wish. Together with vacation time, those hours can add up to a total of four weeks off.**

CSC Consulting Group

70	66							
		7	5	8	7	8	8	8

Business Technology Services
Winning Site: Cincinnati, Ohio
109 Employees
Web site: www.csc.com

Many a consulting company will tell you that their clients are Job One. To thrive and grow, the old dictum says, companies need to focus on their customers' challenges over and above those of their staffs. **But CSC Consulting has reversed that idea, believing that a workplace that addresses staff issues can become more responsive to its client needs.** CSC offers a work-life management program that gives employees information and referrals on child care, adoption and elder care, for example. Staff can get names of qualified doctors and other health professionals easily as well as experts on legal and financial matters. The result: they can settle their own affairs quickly, without leafing through the Yellow Pages, and get back to their clients' business. CSC also offers coaching, mentoring and tuition reimbursement as well as a training and development library with more than 2,400 courses – all available online 24/7.

Deemer Dana & Froehle LLP

73	74							
		6	9	9	5	8	8	7

Certified Public Accountants
Winning Site: Savannah, Georgia
60 Employees
Web site: www.ddfcpas.com

How can an accounting firm emphasize flexibility in the weeks before the April 15th tax deadline? **Deemer Dana & Froehle (previously Lazard Dana LLP before its January 1, 2008 merger) actually mandates adherence**

to a 40-hour workweek, year-round, for all team members. It gives its people Friday afternoons off throughout the entire year, too. Compressed workweeks, flexible hours and options to work from home are also available; it is these practices, one partner said, that have helped make the company one of Savannah's largest local firms.

Deloitte LLP

Assurance, Tax, Consulting and Financial Advisory Services

Web site: www.deloitte.com

Deloitte is changing its work culture to be more in tune with the changing needs and expectations in the workplace, and it has launched one of the business world's most talked about and far-reaching initiatives to accomplish this aim. Deloitte's Mass Career Customization program uses the principles of mass customization in consumer products to create a new paradigm of career development. **Employees make choices around four major dimensions of career progression – role, pace, location and schedule, and workload – allowing employees to calibrate each of the four dimensions that define their work experience based on their current aspirations and life circumstances.** In addition to Mass Career Customization, Deloitte offers child care resource and referral programs, emergency dependent child care and elder care counseling. How does this work in a business that is demanding and fast paced? Deloitte says it is a necessity. "Providing a flexible work environment is not an accommodation," its human resources experts report, "but a sound business practice that reflects the realities of today's changing business world and the changing values of employees, especially younger employees."

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Deloitte LLP	72	66	8	9	7	8	9	9	6
Winning Site: Cincinnati, Ohio									
554 Employees									
			Employer Category Scores						

In Deloitte's Cincinnati office, a Women's Initiative provides networking opportunities and public recognition for top women partners, directors and employees. One of the most interesting initiatives is "100 Wise Women," a quarterly networking group that gives women from different Cincinnati businesses a chance to discuss career topics – including flexibility – and to connect with the most powerful women leaders in the community.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Deloitte LLP	72	67							
Winning Site: Dallas, Texas			8	9	7	8	9	9	6
1,400 Employees			Employer Category Scores						

The Deloitte office in Dallas took part in the first-ever Deloitte Film Festival, which drew more than 370 short films from Deloitte offices across the U.S. Each video offers a candid and unfiltered view of Deloitte’s culture of inclusion, leading edge talent and innovative workplace; the best films will be integrated into campus recruiting programs.

Deloitte LLP	71	66							
Winning Site: Houston, Texas			8	7	7	8	9	9	7
500 Employees									

Deloitte’s Houston office launched the Houston People Committee (HPC) to strengthen the connection between Deloitte’s businesses and its people. One of the first action steps was to take the issue of Jeans Friday to management, which agreed the move made good business sense.

Detroit Regional Chamber	71	71							
Not-for-Profit Business			9	7	10	6	8	7	6
Membership Organization									
Winning Site: Detroit, Michigan									
86 Employees									
Web site: www.detroitchamber.com									

The Detroit Regional Chamber has succeeded in creating a working climate that values diversity, promotes the professional development of its staff and provides employees with flexible hours, telecommuting options and a generous paid time-off package. The latter provides 21 vacation days in the first year of employment, with one extra day added each year up to 31 days. Flexibility is facilitated by the ability of employees to tap into the company computer network from a remote location; one third of staff members have laptops to work from home. In addition, **the Chamber’s Wellness Committee offers onsite health initiatives, such as Weight Watchers at Work, Pilates classes, flu shots and health screenings. The Spirit Team brings fun activities to the office and the Diversity Council provides onsite initiatives that foster inclusion. Employees who choose to take a leave of absence are welcome back when they’re ready to return.** In fact, over the past eight years, 40 men and women have taken leaves to start families and all were welcomed back with open arms. The many awards the chamber has won – including the Outstanding Chamber of Commerce Award from the Michigan Chamber of Commerce Executives in 2005, the Diamond Award by Women in Communications for promoting women in the workplace, and recognition as a “Cool Place to Work” in 2005 and 2007 by *Crain’s Detroit Business*, *The Grand Rapids Journal*, the American

Society of Employers and the Michigan Department of Labor and Economic Growth – show the organization means what it says about promoting wellness, inclusion and flexibility.

Direct Energy

Retail Energy Provider

Web site: www.directenergy.com

Direct Energy is a leading North American provider of energy and related services and the third largest retail electricity provider in Texas. The Houston-based company conducted an employee satisfaction survey in 2004 that identified a clear need for workplace flexibility. Two other factors convinced management to take on flexibility as a priority – the need to accommodate a growing staff in limited office space and an increasing concern in Houston, Dallas, and other Texas cities about traffic congestion and air quality. **For a company that presents itself as a model of good corporate citizenship, it made perfect sense to embrace the initiative spearheaded by the Houston mayor’s office to reduce traffic congestion through more flexible work arrangements, and the company applied the same principle in Dallas as well.** Direct Energy instituted a workplace flexibility initiative in 2005 that was soon adopted as a North America-wide policy. Many of the options related to this initiative – including telework and altering work hours to avoid peak-time commutes – are at the manager’s discretion, and employees work with their supervisors to define arrangements that work well for them and for the company. The results have been positive on all fronts: Employee satisfaction scores have risen dramatically, the company has improved its ability to attract and retain talented employees, and the new approach has had no negative impacts on the business or its strategic sales growth. Direct Energy has even saved money by avoiding new office build-outs while operations have expanded. This is an excellent example of a win/win...win – for the employer, the staff and for the larger Houston and Dallas communities.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Direct Energy	74	73							
Winning Site: Dallas, Texas			7	8	8	6	9	4	7
85 Employees			Employer Category Scores						
Direct Energy	72	70							
Winning Site: Houston, Texas			7	8	8	6	9	4	7
324 Employees									

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Discovery Communications	68	67	6	5	7	8	9	7	7
Employer Category Scores									

Global Media Company

Winning Site: Silver Spring, Maryland

1,600 Local Employees

Web site: www.discoverycommunications.com

Discovery Communications is committed to recruiting and retaining top industry talent. This is why the company prides itself on offering employees a broad range of flexible options to help them meet their work and life obligations. Employees have access to robust telework options, compressed workweeks, part-time roles and job sharing. Additional offerings include paid personal days, summer work hours, unpaid leaves of absence, reimbursement for back-up dependent care and paid time off to care for dependents. Time-saving services available onsite for staff include dry-cleaning, car wash and repairs, a sandwich shop and mini-convenience store, a Wellness clinic, take-home meals and personal shopping. In the summer of 2008, the company will open an onsite child care facility for employees' children, ages six weeks to five years. **Stress busters like massage therapy, yoga, meditation, stress management workshops, onsite reflexology, aerobics and onsite life coaching and nutrition counseling are also available by appointment.**

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
DJM Sales & Marketing, Inc.	68	73	7	9	9	4	10	7	2

Sales and Marketing

Winning Site: Boise, Idaho

22 Employees

Web site: www.djm-marketing.com

This company was founded by a woman who wanted to create the kind of flexible environment for her employees that she had sought for herself. With unemployment at 2.4% in Boise, DJM Sales & Marketing uses flexibility to attract and maintain a strong, loyal work force. Job-share opportunities, part-time work and flexible hours are all available at DJM, which has made flexibility one of its core values. Additionally, DJM offers every employee the opportunity to continue to learn and improve their skills, offering ongoing training in different areas. With a wide variety of projects sourced from a global clientele, DJM provides a stimulating work environment along with opportunities for professional growth.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Durham's Partnership for Children	79	78	8	8	9	6	9	9	7
<i>a Smart Start Initiative</i>			Employer Category Scores						
Not-for-Profit Focusing on Early Childhood Development									
Winning Site: Durham, North Carolina									
14 Employees									
Web site: www.dpfc.net									

This organization's purpose is to ensure that children across Durham County come to school healthy and ready to learn; its workplace practices reflect its concern for children and their families. Employees can take advantage of job-sharing and flexible hours, and they have a great deal of control over their own schedules and the amount of overtime they work. Staff also can take some paid time off for participation in children's events as parents or volunteers and tap into a cafeteria plan of benefits that includes some coverage of child care costs along with health and dental insurance.

eInstruction	73	77	6	8	10	5	7	8	7
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Educational Software Developer
Winning Site: Cincinnati, Ohio
40 Employees
Web site: www.einstruction.com

This Cincinnati company, founded in 1991 as FS Creations Inc. and recently acquired by eInstruction, has tapped its understanding of the needs of educators, students and publishers to deliver more than 125 software products including industry-leading assessment tools. The company's longstanding culture of flexibility has been a great help in attracting and retaining strong staff. Currently, about 15% of employees work part time, and people can adjust their schedules to adapt to busy and slow seasons – working fewer hours in summer, for example – as long as their supervisor agrees. All employees who work at least 30 hours are eligible for full company benefits, including the company bonus plan.

El Paso Corporation	66	67	5	7	8	7	8	5	5
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Natural Gas Company
Winning Site: Houston, Texas
1,664 Employees
Web site: www.elpaso.com

Why does the Houston mayor's office say, "It is companies like El Paso that are willing to take steps that help lead an industry to follow?" One reason is that this *Fortune* 500 company has instituted a variety of programs that reduce traffic during peak commute times – thereby saving time for individual employees while reducing overall travel congestion and creating a greener environment. El Paso encourages employees to telecommute, provides

subsidies for those who use a bus, vanpool or carpool, and has even secured bicycle parking. A Flex Forty program lets employees leave early on Friday afternoon or choose another afternoon off once they've completed 40 hours of work and all business requirements have been met. Employees can also choose flexible work hours or a part-time arrangement. **All departments and managers evaluate whether the flex schedules are working for their team, and they create metrics to ensure that productivity and customer service measure up to high expectations.** Thanks to its efforts to provide alternative transportation solutions, El Paso ranked among the top 20 on the U.S. EPA's list of Best Workplaces for Commuters among *Fortune* 500 Companies.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Embolden Design	85	88	9	6	10	8	8	5	9
			Employer Category Scores						

Web Development Company

Winning Site: Providence, Rhode Island

10 Employees

Web site: www.embolden.com

This Web development company, which counts Brown and Yale Universities among its clients, has reported stellar business results, adding more than 25 new clients last year. It gives its people competitive wages and benefits, to be sure, but also offers employees wide choices in scheduling, including part-time work, non-traditional shifts, the ability to telecommute and generous personal time off. The firm attributes its extremely low turnover rate – averaging less than 5% per year over the company's history – to its strong workplace, which emphasizes consensus-building and close ties among employees. Indeed, a number of sibling pairs, other relatives and long-term friends have worked for the company, which even features employees' children and pets on its Web site. **Embolden Design explains that it considers families – including friends and pets – the number one asset its employees can claim, and encourages staff to invest strongly in those ties.** Staff members can also exercise discretion in managing their daily lives, taking time as needed for doctor's appointments and other personal needs. In the case of emergency child care, the company encourages employees to bring their children into the office when necessary. Ultimately, Embolden trusts its employees to make the right decisions for themselves and for the company, and measures staff by their productivity, not by a time clock. This approach is validated by the fierce loyalty of its people to the 10-year-old firm, which translates into a strong desire to ensure company success.

Enterprise Rent-A-Car Administrative Office	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
	65	68	8	7	8	4	8	5	4
Car Rental Company			Employer Category Scores						

Winning Site: Salt Lake City, Utah
36 Employees
Web site: <http://aboutus.enterprise.com>

Everyone knows it's important to put customers first, but this car rental company believes if you put employees and customers first, business success will surely follow. The firm does an in-depth employee opinion survey every two years to identify the issues that matter, and they have learned that focusing on work-life policies is one key to attracting and retaining workers in a tight market. The commitment they made three years ago to train management on the importance of helping employees manage work and family or personal life helped result in a 13% increase in employee retention even while average hours worked per week by each employee decreased by 3.25. Other options include a Life Management program, an expanded maternity leave policy with an option of phasing back into work, adoption benefits and a sick leave program.

Ernst & Young LLP	75	72	9	10	6	8	10	9	8
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Accounting Firm
Winning Site: Chicago, Illinois
1,586 Employees
Web site: www.ey.com

Ernst & Young is a global leader in professional services. Its employees log many hours delivering high quality assurance, tax, transaction and advisory services to the firm's clients. In this demanding work environment, how do these professionals manage a dynamic work career and a life outside work? It's no small task, especially when family commitments increase. To help working parents integrate work and life, Ernst & Young has implemented several family friendly policies. The firm encourages employees and partners who are new parents to take paid time off from work. After giving birth, mothers who have been with the firm for a year can take three months of fully paid leave, plus any vacation time they have accrued. They can also take an additional ten weeks of Family Medical Leave (FML) and can negotiate for additional unpaid leave if they are still not ready to return to work. Dads receive two weeks paid leave, and six weeks if they are the primary caregivers. Dads who are primary caregivers can also receive ten additional weeks under FML. New adoptive parents also get 16 weeks away from the office; six of which are paid if the parent is the primary caregiver. **If an Ernst & Young professional chooses to stop working after having a child, the firm stays in touch – through a mentor selected by the employee to remain in contact after her departure – and this makes it easy for the employee to return after a year or two.** The response to these policies has

been outstanding. Nearly all employees who are eligible take the full leave offered to them. In addition to this exceptional career flexibility, other options include the ability to take time off for personal reasons with no loss of pay or to schedule classes during the workday. What prompted these policies? “We have to provide a flexible work environment that allows all of our people to succeed both personally and professionally,” says Deanna Bassett, Ernst & Young Inclusiveness and Flexibility Leader for the Midwest. “Ten years ago, women were leaving the firm at a faster rate than men. Today, our retention rates for men and women are the same, thanks to our family friendly policies and flexible culture. Without question, Ernst & Young’s people policies and culture are generating terrific success from both an economic and strategic perspective.”

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Family Service of Rhode Island	71	72	8	5	9	8	9	7	7
Not-for-Profit Human Services Organization			Employer Category Scores						
Winning Site: Providence, Rhode Island									
384 Employees									
Web site: www.familyserviceri.org									

This 115-year old organization – helping Rhode Island’s neediest children and families – reports that 97% of the people it serves are satisfied with the help it provides, and 98% would return if they needed more help. Its employees are satisfied, too, perhaps because Family Service of Rhode Island continuously seeks their feedback on ways to strengthen its workplace. Its new child care center, for instance, serves both employees’ and clients’ children, but employees get first shot at openings – and parents who use other child care arrangements can bring their kids into the office if their child care is disrupted. (When they get older, they can come back for summer work!) The organization also offers tuition reimbursement and in-house training for continuing education credits, and encourages staff members to shift positions within the organization as part of their personal growth. One final workplace strength: yearly vacation days were recently increased from 10 to 15.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Friends of the Children	81	86	9	7	8	6	10	4	8
Mentoring Agency									
Winning Site: Seattle, Washington									
12 Employees									
Web site: www.friendskc.org									

Friends of the Children provides boys and girls at great risk with one-on-one mentoring, from the time they enter kindergarten until they graduate

from high school 13 years later. The agency says that an integral part of its work is understanding how to deal with the curveballs life throws out, and its policies mirror its own values. **Mentors control their own schedules, working with children whenever and wherever it's convenient for them and the children.** Perhaps understanding that success does not take place on a schedule, the agency provides staff members with cell phones and the ability to access e-mails away from the office, enabling them to respond to opportunities and emergencies when they arise.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Fulbright & Jaworski LLP	69	69	9	8	8	8	8	7	7
Employer Category Scores									

Law Firm

Winning Site: Houston, Texas

868 Employees

Web site: www.fulbright.com

Some legal hands would say that flexibility is no option for high-powered attorneys. Fulbright & Jaworski – one of the country's largest and most highly regarded law firms – claims otherwise. It sees its flexible workplace as a driving force behind the awards and citations it's won from respected professional associations and from publications like *Corporate Board Member magazine*. **Fulbright & Jaworski maintains an active committee to address work-life issues.** It offers modified work schedules that ease the transition for new parents returning to work and allows partners to transition gradually to full retirement. The firm also offers back-up care for employees' children and older relatives and programs for family members experiencing mild illnesses.

Girl Scouts of Nassau County	71	76	8	5	9	5	10	5	6
Not-for-Profit Youth Services Organization									

Not-for-Profit Youth Services Organization

Winning Site: Garden City, New York

60 Employees

Web site: www.gsnc.org

Girl Scouts of Nassau County (GSNC) offers a competitive benefits package consistent with the organization's mission (the Promise and Law) to "use resources wisely and make the world a better place." Included are opportunities for flexibility like working from home, compressing workweeks and arranging flexible schedules. GSNC says it also encourages supervisors to allow staff to respond to personal needs and to pay its people for time spent in training. Consistent with its mission, one paid day per year can be spent volunteering. **Financial literacy is addressed with all staff, whether full- or part-time, and they're all able to receive a 2% salary match on 403(b)**

contributions, use a discount insurance program, access the membership advantages of two credit unions and seek the expertise of a financial counselor. Staff members are paid for the time they spend with advisors. In addition, there is a wellness program that promotes weight control and fitness and also includes free flu shots. Finally, employees have onsite pickup and delivery of dry cleaning, washing and detailing, discount entertainment offerings and “welcome wagon” visits for new staff.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Greenacre Properties, Inc.	72	74	10	10	8	5	9	8	8
			Employer Category Scores						

Community Association Managers

Winning Site: Tampa, Florida

70 Employees

Web site: www.greenacreproperties.com

There are no formal flexibility initiatives at Greenacre, a one-stop management company that works with developers and boards of directors from the ground up to design and manage homeowner and condominium associations. “What we do,” the firm says, “is individualize flexibility into each of our valued employees’ work.” **All employees, including managers and supervisors, can move back and forth between full- and part-time schedules. They can return to work gradually after the birth or adoption of a child and transition to retirement in phases, too.** Greenacre says flexibility is at the crux of its business philosophy, which emphasizes customized services to meet the individual needs of its clients. By responding to the special requirements of its own people, too, the company can bring out the best in its workforce. Staff retention at Greenacre is over 98%, well above the industry standard in the Tampa Bay area. Even when people need to leave for awhile – to care for a family member, perhaps – the Tampa company intentionally leaves the door open for a possible return.

Greenfire Development	72	76	6	4	7	6	10	4	5
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Community Development Company

Winning Site: Durham, North Carolina

10 Employees

Web site: www.greenfiredevelopment.com

Since opening its doors in 2003, proposing to preserve historic buildings and renew community spaces, Greenfire Development “has captured some of the most significant landmarks in downtown Durham,” according to the local *Herald Sun*. Greenfire says its success is fueled by an innovative culture that embraces flexibility. It’s understood at Greenfire that staff will need time away from the office, and no one complains if others have to

attend to pressing personal matters during work. It's okay to schedule classes or community service during the workday, too, and someone who wanted to take a personal leave for an extended period could expect to return to the same or similar position. Flexibility is made that much easier through technology, which enables people to work remotely from anywhere they wish. The payback, Greenfire reports, is a talented, experienced staff driving for excellence.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Group One Real Estate	69	75	6	8	7	4	8	6	6
			Employer Category Scores						

Real Estate Agents

Winning Site: Boise, Idaho

13 Employees

Web site: www.group-one.com

With a commanding share of the local real estate market, this Boise firm says it gains a competitive advantage by attracting its county's top agents and becoming a positive part of their lives. To be sure, many companies issue proclamations stating their commitment to family and community. Group One backs up its pledge through technology that gives staff members offsite access to information they need for their jobs. In addition, the company – which sponsors family and community get-togethers – lets staff members return to work at their own pace after a birth or adoption and permits phased approaches to retirement. Part-time roles can be arranged that do not take people out of the running for supervisory roles. If employees leave the firm for some reason, Group One stays in touch, making sure they know they're welcome to explore a return to the company.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Henry & Horne, LLP	80	78	9	10	10	6	9	9	7

Certified Public Accountants

Winning Site: Chandler, Arizona

124 Employees

Web site: www.hhcpa.com

People, not numbers: That may sound like typical company PR, but **Henry & Horne makes good on its motto, allowing its employees to set their own schedules.** Staff can shift between full- and part-time positions, come back to work gradually after a birth or adoption and retire gradually, too. Should someone want an extended leave, the company works with them to explore ways to stay involved – through office parties perhaps – so they know the door will be open if they ever want to return. *Bowman's Accounting Report* recognized the Chandler, Arizona firm as a leader in the industry with its prestigious Best of the Best Silver Award, recognizing them in particular for

excellent fiscal and management performance. Henry and Horne, LLP has also been recognized as one of the “Best Places to Work in the Valley” by the *Phoenix Business Journal* for five consecutive years.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Horvath Associates, PA	76	81	6	9	8	7	10	2	8
			Employer Category Scores						

Engineering and Landscape Architecture
Winning Site: Durham, North Carolina
18 Employees
Web site: www.horvathassociates.com

Early dismissal on Friday afternoons? **This engineering and landscape company permits long weekends, saying the practice helps them attract and retain a particularly talented, dedicated group of employees.** Horvath also allows employees to work at home part of the time after having a child and to volunteer at their children’s schools.

Humantech, Inc.	72	65	9	9	10	8	9	9	8
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Ergonomics Consulting Firm
Winning Site: Detroit, Michigan
40 Employees
Web site: www.humantech.com

Humantech’s workplace experts design industrial and office environments intended to eliminate wide-ranging workplace discomforts. They provide healthy situations for their own employees, too. **The company gives its staff generous private workspaces, a relaxed environment and access to laptops, pocket PCs, smart cell phones, wireless broad band and an extensive music library.** Stating that flexibility is intrinsic to a healthy work environment, the Detroit firm also gives its people a great degree of control over their own workday, including the hours they work. In fact, after two years, some are eligible to determine the city in which they wish to work. Project scheduling teams seek to ensure that consultants aren’t over-worked; extended travel stretches are managed and attention is paid to supporting a healthy work-life fit.

Intel	69	65	8	8	8	9	8	8	8
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Technology Manufacturer
Winning Site: Chandler, Arizona
10,000 Employees
Web site: www.intel.com

Many believe the factory floor is no place for flexibility. **But Intel sees its success tied to bold new ideas, and gives all its people, including those**

involved directly in production, a paid two-month sabbatical every seven years to ignite their imagination. Employees also get time for education and community service, as well as options to telecommute, share and exchange jobs and adopt a flexible schedule. Intel says its workplace practices continually recharge its staff members, giving them not just room to grow, but to “soar.”

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Intermountain Health Care	65	66	8	7	8	4	9	8	7
Employer Category Scores									

Not-for-Profit Health Organization
Winning Site: Salt Lake City, Utah
730 Employees

Web site: www.intermountainhealthcare.org

One of Utah’s largest employers, Intermountain strives to provide extraordinary care. According to *U.S. News and World Report*, it is succeeding. The magazine ranked Intermountain’s Primary Children’s Medical Center among the top 30 children’s hospitals in the U.S. One might assume that health care would preclude options like working at home. **But many Intermountain employees who used to directly provide medical care are now managers, largely equipped with laptops, cell phones and other business tools that enable them to work from home.** Those who work directly with patients also have increased flexibility; recently-expanded hours for customer service mean more convenience for patients and more scheduling options for employees. There are opportunities for job-sharing and part-time schedules, as well, and Intermountain allows employees to carry unused paid time off from one year to the next – up to 1,000 hours to apply to an extended vacation or leave of absence.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Jewish News of Greater Phoenix	68	68	9	8	8	5	9	6	7

Weekly Community Newspaper
Winning Site: Phoenix, Arizona
20 Employees

Web site: www.jewishaz.com

The staff of this community newspaper who have desk jobs have the opportunity to work remotely from home on non-deadline days, giving them uninterrupted time to think and write as well as relief from a long commute. Employees can also use flextime to attend an event at their children’s school, for example, thus meeting family responsibilities without affecting their work. The company supports employees with children in a variety of informal ways. **Two staff members brought their newborns with them to work for several months, enabling them to work following maternity leave**

and keep their infants with them. Staff members are welcome to bring children to the office occasionally if they are out of school or if child care arrangements don't work out.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Johnson Bank	74	74							
Financial Services Company			9	6	8	8	9	9	6
Winning Site: Chandler, Arizona			Employer Category Scores						
120 Employees									
Web site: www.johnsonbank.com									

“I challenge anyone to find a nicer, more delightful place to work,” said this company’s founder, Sam Johnson, 35 years ago, and the family-owned business remains committed to his vision. The company says it wants its people “to create harmony between their personal priorities and career commitments.” The financial services company, with offices in Arizona and Wisconsin, offers programs for job sharing and flexible scheduling and opportunities to work outside the office. Salaried personnel have considerable control over the amount of overtime they work and how they schedule their hours. They know in advance of any unusual demands on their time, so they can schedule accordingly.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Jones Waldo	73	74							
Law Firm			8	9	9	5	10	5	6

Winning Site: Salt Lake City, Utah
164 Employees
Web site: www.joneswaldo.com

Jones Waldo was founded 134 years ago and remains one of Utah’s most influential law firms today, counting among its clients many of the area’s most established businesses. Jones Waldo works to strengthen relationships with its employees and, in turn, their relationships within their families, by permitting attorneys to go to part-time status without derailing their partnership prospects, and giving up to 12 weeks of paid leave to employees who need to care for a new baby or an ill family member. To help build relationships within the community, Jones Waldo also provides its employees with paid time off for community service. In addition, the company provides laptops and BlackBerry devices to attorneys who want to work from home or other remote locations.

J-U-B ENGINEERS, Inc.	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
		75	77	8	9	9	6	8	5
Employer Category Scores									

Civil Engineering Consulting Firm

Winning Site: Boise, Idaho

60 Employees

Web site: www.jub.com

This multi-disciplinary firm is 100% employee-owned, with the corporate headquarters located in Boise and 14 offices throughout the Northwest. J-U-B's entrepreneurial-minded staff has rejected the old belief that talent management should focus on employees' current roles. **J-U-B aligns employees with performance coaches who explore, for example, employees' future goals and the action steps needed to reach them.** New thinking is also evident in non-traditional work schedules, compressed workweeks, half days off on Friday, options to work at home and time-off with pay for training, community and personal matters. A new semi-retirement program allows senior professionals to ease into retirement by reducing their hours while maintaining their health benefits. J-U-B posits that its brain-trust of senior professionals with their varied areas of expertise has much to contribute to the firm's future success. The awards the company has received from industry groups and engineering publications indicate their bold thinking has paid off.

Kaye/Bassman International	90	93	7	10	8	8	10	8	9
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Executive Recruiting Firm

Winning Site: Plano, Texas

140 Employees

Web site: www.kbic.com

Kaye/Bassman zeroes in on the special requests of each of its staff members and makes every effort to satisfy their needs, knowing that employees will give back in return by working hard to help the organization thrive. For one associate, that might mean being home when his children leave for school in the morning and when they return in the afternoon. For another, it might mean having a laptop computer so she can work while she's traveling. In virtually every case, the appeal is granted, with CEO Jeff Kaye explaining, "You don't have to give everyone the same special treatment; you just have to treat everyone specially." Kaye/Bassman also prides itself on going the extra mile in matters like extended parental leave and bereavement leave; the firm has allowed up to six weeks of paid time off. Anyone who believes these practices would be perilous to profits can be assured that this company, founded in 1981, is now the largest single-site search firm in the nation.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Kerkering, Barberio & Co., P.A.	75	77	9	9	8	6	8	10	3
Employer Category Scores									

Certified Public Accountants
Winning Site: Tampa, Florida
94 Employees
Web site: www.kbgrp.com

Some say flexibility is a fad. Kerkering, Barberio & Co. (KB) calls it a bed-rock of its 35-year history – a pillar that’s enabled the firm to build and sustain an expanding number of client relationships. The accounting firm says its policies allow their employees to contribute their best, whether they’re raising children, furthering their education or easing into retirement. Staff members can compress the 37.5 hours they work each week into less than five full workdays; they can work full time during the busy tax season and switch to a part-time schedule during the balance of the year. With technology, they can work from home. **Some people take summers off altogether to be with their children, since the busiest times of the year in the accounting industry occur in spring and fall.** The firm does have to plan appropriately for the effect on work flow, but it is relatively minimal, and employees are only a phone call or e-mail away if they are needed. KB’s other work-life initiatives include paying for child care when employees’ kids are under the weather, and sick- and extended-sick-leave compensation benefits for use by the employee or an immediate family member. Almost all benefits (including health insurance) are extended on a full or prorated basis to part-time staff.

	72	79	8	6	9	5	8	3	3
Klotz Associates Inc.									

Civil Engineering Consulting Firm
Winning Site: Houston, Texas
120 Employees
Web site: www.klotz.com

The civil engineers at Klotz Associates’ Houston headquarters help municipalities across the State of Texas design and build roads, bridges, tunnels and water supply and distribution systems – and all the other public works every city needs. They also provide engineering services to the private sector. **Like many Houston companies inspired by Mayor Bill White’s workplace flexibility initiative, this company says it is “traffic conscious” and links the benefits of workplace effectiveness and flexibility to a reduction in traffic congestion that benefits the larger Houston community.** Klotz Associates’ approach includes a flexible “core hours” week that gives employees the option to choose their own hours to fit their specific needs. “Our plan allows staff members to create their own schedules, resulting in happier, more productive employees,” according to company president D. Wayne Klotz, P.E. “By offering the benefit of flexible schedules, we keep ourselves ahead of the competition by attracting and retaining top talent to continue our commitment to exceptional client service.”

KPMG LLP

Audit, Tax and Advisory Services

Winning Sites: Boise, Idaho; Chicago, Illinois; Houston, Texas; Long Beach, California; Long Island, New York; Providence, Rhode Island

Web site: www.us.kpmg.com

KPMG, the U.S. audit, tax and advisory firm, provides its clients with invaluable business services. But even in a high-pressure work environment, KPMG's people have access to a number of flexible options. Staff can negotiate work arrangements that include compressed workweeks, flextime, telecommuting, job sharing and reduced workloads. These options are available and used by people at all levels of the firm, including some partners on reduced schedules. KPMG's employees, moreover, are encouraged to leave work at 3:00 p.m. on Fridays during the summer. What about the workaholics? Wellness Scorecards determine when someone is working too much overtime and skipping vacation; if so, a supervisor contacts them to help find ways to reduce their workload and avoid burnout. As for new parents, KPMG offers all pregnant women eight weeks at full pay and additional time if necessary at two-thirds pay. New fathers receive two weeks at 100%. Adoptive parents whose spouse or partner is not staying home with the child on a temporary or long-term basis net eight fully-paid weeks in addition to \$5,000 for documented adoption expenses. All mothers returning to work have access to lactation rooms. Backup child care and elder care are also available, with KPMG paying for up to 20 days in a center or at home, based on a 10-hour day. **In an emergency, such as a serious illness, it's possible for employees to get up to 12 weeks of additional paid personal time through a shared leave program, in which employees donate unused days off to a co-worker. Fully 100% of needs for donated time are met by KPMG employees, usually within minutes of an employee making the anonymous request.**

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
KPMG LLP	67	61	9	10	8	7	10	10	7
Employer Category Scores									

Winning Site: Boise, Idaho

43 Employees

In Boise the firm offers a Gold Star recognition award each month and holds open forums for staff to speak to leadership. An employee survey is conducted each year, and the feedback is used by the Boise office to renew its annual action plan for improving the working lives of employees.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
KPMG LLP	72	62							

Winning Site: Chicago, Illinois
1,439 Employees

8	10	8	10	10	10	9
Employer Category Scores						

The Chicago KPMG site adjusted the firm-wide Summer Weekend Jump-start time frame to ensure that the team could take advantage of early Friday departures while still ensuring coverage during their busy season.

KPMG LLP	68	62							
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Winning Site: Houston, Texas
734 Employees

9	10	8	7	10	10	7
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The Houston office offers a lactation room and pays for top-of-the-line portable breast pumps for nursing mothers returning to work. This allows them to work at client sites, at home or in the office without giving up breastfeeding, and to feel supported by their employer in their dual role.

KPMG LLP	69	59							
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Winning Site: Long Beach
838 Employees

9	9	7	10	9	10	9
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In addition to the firm's National Dependent Care program, the Los Angeles area offices provide Overtime Dependent Care to help working parents logging overtime hours pay the additional dependent-care costs incurred.

KPMG LLP	74	71							
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Winning Site: Long Island, New York
134 Employees

7	8	6	8	9	10	9
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The Long Island office has a long history of supporting family friendly programs. As Office Managing Partner, Theresa Ahlstrom has been a champion and role model in this area, and her co-workers have come to recognize the clear business imperative and value of fostering a work environment sensitive to people's family responsibilities.

KPMG LLP	72	67							
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Winning Site: Providence, Rhode Island
54 Employees

8	10	7	9	9	9	7
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Employees in the East Providence KPMG office use a variety of flexible work arrangements, including compressed workweeks, flextime, telecommuting and reduced schedules. The office has formed a Local Action Council to address workplace initiatives. Because they have no client interaction, employees in the East Providence office can choose to dress down for work year-round.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Leadership Institute of Seattle	77	83	7	5	9	9	9	7	4
			Employer Category Scores						

Educational Institution
Winning Site: Seattle, Washington
26 Employees
Web site: www.lios.org

The Leadership Institute of Seattle (LIOS) promotes flexibility with modular learning that enables students to retain job and family responsibilities while pursuing master's degrees. At the same time, an experiential teaching model encourages students to test theory in action, rather than simply assimilating rote knowledge. The Institute believes that its emphasis on flexibility is the reason its graduates are in great professional demand, known for their ability to adapt to changing contexts and think on their feet. Staff at LIOS also benefits from the Institute's flexibility, with options including non-traditional work schedules, offsite work and time to address personal needs. The result, LIOS reports, is a remarkably productive workplace characterized by creative problem-solving and a commitment to the organization's success.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
The Leavitt Group	79	81	9	10	9	6	10	6	6

Finance and Insurance
Winning Site: Boise, Idaho
11 Employees
Web site: www.lgbinsurance.com

Saying it wants to help employees make the most of their personal and professional lives, the Leavitt Group allows its staff members to construct the job they believe they can do best. Among the results are high employee retention, quality customer service and continued growth year after year. **In 2006, Leavitt offered shared-cost gym memberships to all employees, encouraging them to take time out to exercise regardless of the time of day. Leavitt found, moreover, that the emphasis on wellness did not compromise workplace commitment.**

Lee Hecht Harrison

Career Management Services Company
Web site: www.lhh.com

Lee Hecht Harrison (LHH) strives to provide a diverse, supportive and flexible workplace, and these three company offices illustrate its success. The company provides full benefits to any colleague who works at least 24 hours per week; it also offers job-sharing, flexible hours and telecommuting options. **Lee Hecht Harrison makes particular efforts to recruit staff over 50 years of age and lets people retire gradually.** The company has found that using a generous paid time-off program for its employees in lieu of vacation and sick day plans works better for everyone. By thinking

creatively about how and when employees do their work, the company is meeting its goals of reducing stress, increasing job satisfaction and increasing employee engagement. A tool called eePulse helps measure and track the improvements in employees' energy level and engagement. And what about the impact on the bottom line? These three company offices have found that more flexibility drives greater productivity and higher revenues.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Lee Hecht Harrison	77	75							
Winning Site: Aurora, Colorado			6	9	9	9	9	10	6
22 Employees			Employer Category Scores						

The LHH office in Aurora, Colorado believes it is particularly successful at retaining its people because managers do not say, "Let me check our human resources policy," when someone has a unique personal or professional request. The response is rather, "Let's see how we can accomplish this to our mutual benefit."

Lee Hecht Harrison	82	90							
Winning Site: Chicago, Illinois			6	6	8	6	10	8	8
12 Employees									

Flexible work policies greatly assist the Chicago office in maintaining professionalism.

Lee Hecht Harrison	77	79							
Winning Site: Dallas, Texas			6	7	8	9	8	10	6
15 Employees									

Meeting employee requests is intrinsic to this office's retention strategy. In Dallas, LHH hires professionals with a spirit of excellence and then trusts them to get the job done whether they're working from home or under an alternate working arrangement.

Lefkowitz, Garfinkel, Champi & DeRienzo P.C.	67	69							
Accounting Firm			5	6	6	7	7	8	5

Winning Site: Providence, Rhode Island
60 Employees

Web site: www.lgcd.com

Two founding members of **Lefkowitz, Garfinkel, Champi & DeRienzo's** (LGC&D) *Women Count* initiative pioneered the firm's first flextime roles

in 1985; today, flexible schedules continue to be part of the firm's culture, attracting and retaining valued employees. The firm also continually invests in its women's training and leadership development skills. Launched in 2006 to strengthen business relationships among LGC&D's women in the Providence area and provide them with mentors, *Women Count* actively participates in local professional, charitable and civic events – an involvement that LGC&D sees as highlighting its commitment to the community and to the overall success of women.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Lighthouse Computer Services, Inc.	80	85	7	0	10	8	7	9	6
Employer Category Scores									

Technology Services and Consulting
Winning Site: Providence, Rhode Island
29 Employees
Web site: www.lighthousecs.com

This Rhode Island company believes in keeping staff as close to customers as possible and has 70% of its employees working remotely every day, either in their own home or at a client's office. No one can quarrel with the results: *Providence Business News* ranked the firm among Rhode Island's best-performing private companies, based on its rapid business growth. In addition to giving its people laptops, Lighthouse provides part-time and sick-time policies, generous paid vacations and personal time-off packages. Lighthouse Computer also allocates approximately \$1,300 a year for training for each employee. The firm says its workplace practices give the company "the highest levels of customer satisfaction and responsiveness," and reports that high levels of retention and frequent candidate referrals are additional results.

Management Recruiters of Chattanooga-Brainerd	84	84	6	10	10	8	10	10	9
Executive and Management Search Firm									

Executive and Management Search Firm
Winning Site: Chattanooga, Tennessee
14 Employees
Web site: www.mrichatt.com

This small executive search firm proves that flexibility and high performance can go hand in hand. **A Family Flexibility Program lets employees adjust their schedule to meet family needs, whether this means taking their children to school in the morning and being there when school gets out or providing elder care.** Informal arrangements give employees the time they need to be not only dedicated employees, but also good citizens and parents – by volunteering in the community, taking their child to the

dentist or attending a parent-teacher meeting. Employees seem to cherish this flexibility, and they pay it back with hard work and strong productivity. The owner reports “essentially zero sick days,” and the firm is consistently ranked in the top 5% of its industry based on team performance. The firm had no turnover at all in 2007 compared to an industry average higher than 75%.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
MarketFitz, Inc.	83	86	6	9	9	5	7	10	10
			Employer Category Scores						

Marketing Services Firm
Winning Site: Seattle, Washington
32 Employees
Web site: www.marketfitz.com

This Seattle marketing firm says it is collaborative, flexible, entrepreneurial – and virtual. Employees work from home or from client offices, connected to one another by secure, Web-based technologies. MarketFitz associates choose their career paths and can influence the number of hours they work, the types of projects and client relationships they want and where they work. Management says this freedom attracts many of the most talented professionals in the industry. Fully 80% of their employees cite “flexibility” in employee surveys as the number one reason they joined the firm and stay there over time. In designing the company’s compensation, benefits and work flow structures, MarketFitz actually targeted individuals looking for flexibility, particularly those interested in part-time, telecommuting or variable-time schedules – including professionals with other interests, such as fine arts or volunteerism or in partial retirement. Although it is a relatively small company, MarketFitz works hard to provide competitive benefits to both full- and part-time employees. **Compensation and evaluations for all team members are based on performance and client satisfaction, rather than “face time” in an office.**

	84	89	7	10	8	5	9	7	9
McKinnon-Mulherin Inc.									

Communications and Design
Winning Site: Salt Lake City, Utah
14 Employees
Web site: www.mckinnon-mulherin.com

Founded in 1997, this Salt Lake City-based communications firm serves clients worldwide from startups to *Fortune* 500 companies. Rejecting the management mandate that people should be paid only for activities that directly benefit the bottom line, **McKinnon-Mulherin offers one paid hour each week to salaried employees for volunteer work in the community.** The

firm also offers personal time at workers' discretion, makes telecommuting an option and lets staff members arrange any sort of flextime they want as long as business hours are covered. Employees can even retain benefits as they take a family, medical, parental, bereavement or unpaid leave. They can also return to their former position or an equivalent one with the same rights, benefits and pay they had before their departure.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
MDI	76	82	6	6	10	4	9	4	6
			Employer Category Scores						

Consulting and Staffing Firm
Winning Site: Chandler, Arizona
13 Employees
Web site: www.mdigroup.com

MDI is a professional consulting and staffing firm with three divisions: IT Services, Finance and Accounting, and Medical Staffing. All employees have control over the amount of overtime they work, and when they do log longer hours, they can take extra time off as compensation. MDI staff members also have a great deal of control over the number of hours they work and the scheduling of those hours, and when long hours are required, staff members are forewarned so they can plan accordingly. Time off for personal reasons is permitted with no cut in pay, and staff can do volunteer work during regular work hours. Everyone on staff gets 15 days of vacation, 20 days after they've been with the firm for five years; and, if someone wants to take an extended leave, he or she can look forward to returning to the same or a comparable job.

	74	80	8	9	8	7	8	7	4
Mediascope Inc.									

Mailing, Bindery and Fulfillment Services
Winning Site: Winona, Minnesota
28 Employees
Web site: www.mediascopeinc.com

Many of Mediascope's people handle what business experts call high-volume, low-value work – putting together big, complicated mailing packages, for example. This is the kind of work that doesn't call for a college degree, and most participants in the industry just hire low-skilled workers and pay them accordingly. **But this Winona company encourages its people to build their skills.** Mediascope finances training seminars for co-workers, brings in speakers and trainers and offers webinars. Employees may apply for openings in all departments and are encouraged to move into office, customer service and leadership roles. Mediascope calls its employees its key competitive advantage, and the customer testimonials they've won indicate the validity of their claim.

**The Medical Center of Aurora
and Centennial Medical Plaza**

OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
69	71	9	8	7	5	8	9	6
Employer Category Scores								

Hospital

Winning Site: Aurora, Colorado

1,200 Employees

Web site: www.auroramed.com

This medical center is ranked one of the top cardiovascular hospitals in the national HCA (Health Care Administrators) Network and ranked first for cardiovascular services in Colorado. The Medical Center of Aurora believes its success with patients derives from the care and nurturing it affords its personnel. Benefits range from onsite massages to concierge services – through which employees pay for the errands they order, but the hospital pays for the concierge service itself. The hospital permits staff to schedule some volunteer work or training during working hours; if employees have a personal matter to attend to, that’s fine, too. Staff can even take extended leaves with the assurance of returning to the same or a similar job. The hospital says it is closely attuned to staff opinions and needs, and that its annual employee engagement satisfaction survey scores have improved during each of the last four years. Retention of staff has also improved, and the organization has single-digit turnover as a result of its emphasis on work life and on employee pride.

**Melbourne-Palm Bay Area
Chamber of Commerce**

OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
74	80	6	8	8	7	10	6	3

Business Membership Organization

Winning Site: Melbourne-Palm Bay, Florida

13 Employees

Web site: www.melpb-chamber.org

This organization, which promotes the growth of the local business community and individual companies, gives its own staff exceptional flexibility. Employees at the Florida group have great control over their workday – they can essentially manage their own schedules. Full and part-time positions are available, and technology is provided so employees can work remotely. People can move back and forth between leadership and non-leadership roles. **When someone wants to or needs to depart for an extended period of time, the Chamber works with them to develop a plan for their eventual return and stays in touch to keep the door open.** The Florida group attributes its “incredible” retention rates to its flexible workplace, pointing out that, as a not-for-profit, it cannot always pay top salaries to its people.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Menlo Innovations	85	86	6	8	10	8	9	7	9
Employer Category Scores									

Information Technology Company

Winning Site: Detroit, Michigan

16 Employees

Web site: www.menloinnovations.com

This innovative software design and development firm has perfected the open and collaborative work environment first pioneered by Thomas Edison in his Menlo Park *Invention Factory*, the company’s namesake. **Employees there are paired together on shared computers in a team setting that favors creativity while also giving them flexibility they can use – whether that means spending extra time with their children in the summer or taking time off to hike through South America on a work sabbatical.** Their flexibility programs, extended to contractors as well, include job sharing, part-time work and the option to take off blocks of time from work. Staff can also “overdraw” vacation time or cash out accrued vacation. Founder Richard Sheridan says this flexibility is the reason Menlo attracts top talent in its highly competitive field; it takes in a continuous stream of resumes through word-of-mouth and enjoys exceptionally low turnover. As for business results, Menlo has more than doubled its revenue and staff in recent years while receiving praise from *Forbes Magazine*, *The Wall Street Journal* and *Crain’s Detroit Business*. Last year, the Detroit company was named to the Inc. 500 list of fastest-growing private companies in America.

Microchip Technology Inc.	66	68	7	7	7	6	8	7	5
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High Technology

Winning Site: Chandler, Arizona

926 Employees

Web site: www.microchip.com

A leading provider of microcontroller and analog semiconductors, Microchip Technology promises its customers lower risks, reduced costs and faster time to market. **Microchip believes its employees are the company; to ensure they’re all playing at the top of their game, the firm says it responds to each staff member’s flexibility needs case-by-case.** Staff can leave the office to deal with pressing personal matters without worrying about losing pay. They can take advantage of training opportunities during the workday and participate in some community service as well. CEO Steve Sanghi doesn’t hesitate to use emotion in discussing results. “At most companies,” he says, “employees wear their badges on their hearts. At Microchip, they wear them *in* their hearts.”

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
MorganFranklin	69	68	7	10	9	7	9	4	5
Employer Category Scores									

Technology and Business Consultants

Winning Site: Washington, District of Columbia

30 Employees

Web site: www.morganfranklin.com

MorganFranklin delivers professional services and IT solutions to commercial and public sector clients in the U.S. and abroad. **In the past two years the company has doubled its growth, attributing its strength in large part to an emphasis on flexibility, feedback and fun for MorganFranklin team members.** Computers, VPN access, Intranet, teleconferences and BlackBerry devices allow team members to choose where and when they work. MorganFranklin team members can also take advantage of personal days and floating holidays and even take time off for personal matters without suffering financial impact. The company also continually strengthens itself through feedback. Team members have the opportunity to anonymously evaluate their managers and to participate in climate surveys that focus on the overall work environment. Fun is a factor as well, with a formal committee that organizes employee events such as go-kart racing and sports outings and corporate-sponsored family events that allow MorganFranklin team members and their families to loosen up and laugh together.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Nortel	68	64	9	8	8	6	8	8	6

Communications Technology Company

Winning Site: Dallas, Texas

3,000 Employees

Web site: www.nortel.com

Nortel says its technologies eliminate barriers between people and companies worldwide. It has not hesitated to dismantle walls within its own firm, putting laptops, cell phones and BlackBerry devices into the hands of its employees. This global company gives its staff state-of-the-art video and teleconferencing solutions to meet with colleagues – anywhere and anytime. **Air travel and long hours are vastly reduced thanks to facilities based on Nortel’s own Telepresence solutions, bringing people in remote locations together with a life-size, full motion cinematic view of the participants.** Nortel employees have a great deal of latitude around where and how they work – allowing them to meet their professional and personal responsibilities. Staff members can schedule their own work time and determine how much overtime they need to put in; some can leverage time off as compensation for work over and above the normal schedule. For this firm – whose people frequently work in teams spanning multiple countries and time zones – flexibility is a necessity, not an option, and employees tell Nortel the latitude they enjoy is a “huge win/win” for all involved.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
NRG::Seattle	92	92	9	10	10	9	10	9	10
Insurance Company									
Winning Site: Seattle, Washington									
12 Employees									
Web site: www.nrgseattle.com									
Employer Category Scores									

Owner Michelle Rupp turns the lights off at noon every day in this Seattle company, so her staff can be “restored by slowing down for an hour, taking a deep breath and getting out of the building.” She discourages overtime and reminds her people they are measured by how happy their clients are, not by how much time they spend at their desks. NRG::Seattle also overturns the traditional management perspective that too many paid vacation days reduce productivity. Nominated twice by Independent Insurance Agents and Brokers of America as a “Best Practices” agency, **the company gives its employees a four-week paid sabbatical every five years.** NRG also strives to be flexible with work hours and respond to employees’ child care needs. The company pays for employees’ insurance and business-related education, and offers tuition reimbursement for other classes. Michelle Rupp says these practices bring out the best in her employees and make them passionate about the company’s success.

Ocotillo Tribune	69	72	8	8	8	5	7	5	7
Community Newspaper									
Winning Site: Chandler, Arizona									
20 Employees									
Web site: www.eastvalleytribune.com									

Managers at the *Ocotillo Tribune* (formerly the *Chandler Connection*), a community newspaper serving the Chandler area, stress the importance of productivity to the company’s success, and gauge employees’ contributions by results, rather than the hours they spend at work. Occasionally an employee must stay home to care for a sick child – but he or she can still connect if required and make sure the job gets done. Being flexible about how and where the work is accomplished makes sense as long as deadlines are met – and this small news organization finds that when employees are happier about their work arrangements, they are also more productive, more loyal and more invested in the company’s overall success.

Old Colony Elderly Services, Inc.	76	78	7	7	9	6	10	7	4
A Not-for-Profit Serving Older People									
Winning Site: Brockton, Massachusetts									
100 Employees									
Web site: www.oc-elderly.org									

Not everyone has what it takes to help older men and women live safely on their own. Recognizing this fact, Old Colony Elderly Services (OCES) says

it has a critical need to retain good staff members and protect the relationships they've built with their clients. OCES doesn't agree with the assumption that supervisors cannot work flexibly. **The not-for-profit organization has developed rotation schedules that give supervisors a day off every four weeks.** Others work part time while completing master's degrees. In addition, several employees compress their 35-hour workweek into four days, and short-term scheduling changes regularly address employees' educational or child care requirements.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Omega Legal Systems, Inc.	75	77	7	9	7	6	10	6	6
Financial and Practice Management Systems for Law Firms			Employer Category Scores						

Winning Site: Phoenix, Arizona

34 Employees

Web site: www.OmegaLegal.com

This 30-year-old Phoenix company provides fully-integrated management systems to help law firms accomplish complicated billing and reporting tasks. It would be a mistake to assume, however, that their sophisticated software was all accomplished by smart men and women just putting their heads down and writing code. **Omega has a Fun Club managed entirely by employees.** The group takes on activities like sponsoring ice-cream socials or auctioning second-hand furniture and computers and giving the proceeds to charities. Employees also take part in monthly management meetings, providing their perspectives on current business challenges and ways to meet them. The firm is also amenable to giving its people leaves of six months or more, with assurances that a same or similar role will be there for them upon their return. Omega says its emphasis on workplace flexibility is a key component behind its recruitment and retention success. This shows in the results – the average employee at Omega has been working there for more than nine years, and staff longevity has helped the company maintain a consistent 96% client retention rate. For two years straight, *Law Technology News* has named it among the top three time- and billing-vendors serving law firms with 50 or more attorneys.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
PACE Staffing Network	68	68	8	8	8	4	8	8	9
			Employer Category Scores						

Recruiting Firm

Winning Site: Seattle, Washington

30 Employees

Web site: www.pacestaffing.com

Over the last 25 years, PACE has welcomed many of Seattle’s most prominent businesses as clients. The recruiting company believes high-quality staff members are responsible for this success, and PACE attracts and retains them by giving them options – allowing managers to reduce their workweek, for example. Unlike many employers who make special arrangements for the occasional employee as a perk, **PACE has published guidelines explaining in detail how to structure a successful flexible work schedule.** People can move back and forth between part- and full-time positions, and those who reduce their hours aren’t written off from leadership roles. Should a valued employee decide to leave – to have a child, for example – PACE stays in touch, making sure the staff member understands the door is open should she want to return. The Seattle company also provides what it calls “very above average” paid time off, and says its emphasis on family values has resulted in levels of turnover that are extremely low, especially within the recruiting industry.

PeacePartners, Inc.	85	85	8	10	10	8	9	9	9
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Non-Profit Violence Prevention Program

Winning Site: Long Beach, California

11 Employees

Web site: www.peacebuilders.com

This small not-for-profit develops community-based violence prevention programs for children and offers training in anti-violence education to clients across North America. PeacePartners shows how a company with only 11 employees can help staff members do their best work by providing a choice in work hours, workspace and future work plans. In return, employees are expected to use provided technology to find ways to communicate effectively with each other, whether or not they’re working inside or outside the office.

Perspectives, Ltd.	73	79	9	10	6	4	7	8	6
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Employee Support and Development Services

Winning Site: Chicago, Illinois

54 Employees

Web site: www.perspectivesltd.com

This Chicago-based international company helps its clients’ employees manage wide-ranging health and personal issues, so it makes sense that

Perspectives would take its own employees' well-being and work-life needs seriously, too. Rather than rolling out a standard set of workplace practices, Perspectives makes a point of asking its people what they need. Results have included opportunities for job sharing, flexible work hours, the ability to work from home and broad career flexibility – options to move between full- and part-time roles without undue difficulty and to move to a part-time schedule without leaving the leadership track. Perspectives also works with employees who want to change the scope of their responsibilities or perhaps leave work entirely for a portion of time, developing plans for their long-range participation in the company.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
PGAL	72	73	7	10	9	5	8	8	5
			Employer Category Scores						

Architecture and Engineering Firm

Winning Site: Houston, Texas

76 Employees

Web site: www.pgal.com

This architectural firm designs and constructs projects ranging from airports to factories to correctional facilities. Its owners understand that “life happens;” to help staff meet unexpected challenges, the company offers flexible work hours, options to work from home and part-time employment. PGAL also allows its people to step off the leadership track for periods of time and then get back on; they can return to work gradually after the birth or adoption of a child or ease their way into retirement. Moving back and forth between part- and full-time positions is also relatively easy to achieve at PGAL, which will work with staff to understand their needs and structure their work involvement accordingly. **PGAL has made flexibility a true win/win proposition: employees’ job satisfaction strengthens the company’s success, and, through PGAL’s profit-sharing plan, they see that success in their paychecks.**

Physical Therapy Options	74	77							
Health Professionals	7	9	9	3	7	9	6		

Winning Site: Cincinnati, Ohio

24 Employees

Web site: www.tritherapy.com

Some managers resist flexibility because they worry it could get out of hand. But this Cincinnati physical therapy clinic says that the more flexibility it gives staff, the better its employees perform – and the less likely they are to depart for rival employers. **Physical Therapy Options works individually with its people, rather than taking a cookie cutter approach to their**

scheduling needs. One of the physical therapists, the company reports, has gone from full time prior to becoming a parent, to part time after the birth of her first child, to 16 hours a week after having her second, and now eight to ten hours per week after the birth of her third child. The company says that “the more flexibility you allow your employees, the more likely they are to remain committed to their jobs and the organization. If they need to miss a day for some reason, they rearrange their schedules in order to complete their assignments.” The outcome is a long-tenured staff in a field plagued by a shortage of qualified professionals.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
PKF Texas	73	72	9	8	8	5	9	9	7
			Employer Category Scores						

CPAs and Professional Advisors

Winning Site: Houston, Texas

150 Employees

Web site: www.pkftexas.com

PKF Texas chose to adopt a “people first” flexible workplace strategy as a way to grow its business without overburdening employees or compromising client service. The company demonstrates a commitment to its people through investments in technology hardware, document management systems and remote access capabilities that make work portable. PKF Texas also implemented a generous paid time off system, flexible schedules and added forums for internal communication. **The Texas firm has even gone the extra step of matching its accountants to clients with complementary scheduling needs.** The company shapes future leaders through career development programs such as PKF University and community outreach, and the firm welcomes employee input in decision making through internal task forces such as a Staff Advisory Committee. Flexibility surfaced as a key concern for the Committee, which pursued participation in the Houston mayor’s flexible workplace initiative that encourages employers city-wide to implement flexible work options. Early results of the people first strategy include holding the turnover rate down to 13% among their client service team members – about half the industry’s average – and increasing revenue by nearly 30% in two years.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Prime Equity Mortgage Group	79	83	9	8	9	3	7	7	8
Employer Category Scores									

Mortgage Lenders

Winning Site: Boise, Idaho

11 Employees

Web site: www.PrimeEquity.com

Some managers judge productivity by the amount of time employees spend at their desks. **But this Boise firm gauges staff members' contributions through more concrete indicators – as long as documents are processed and loans close on time, staff members can come and go as they please.** They can work from home, too, if they need to care for a child or an older relative, leveraging a Voice-over IP phone system and a secure computer network. Conversely, if they have infants, but need to get into the office, they can bring their babies with them. Prime Equity has found that these young children are a welcome rather than a disruptive presence in the office. Pets are also welcome visitors at Prime Equity; on any given day someone will have a cat or dog by their side. Prime Equity has scored 97 out of 100 on customer satisfaction surveys since its inception, and it credits its contented staff for making its customers so happy.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Prince, Perelson & Associates	81	84	8	10	8	4	8	10	8

Recruiters

Winning Site: Salt Lake City, Utah

19 Employees

Web site: www.perelson.com

“To us, flexibility is more than a policy or a program; it is about empowering employees to create their own success stories,” says Jill Perelson, Owner and CEO of Prince, Perelson & Associates. This Salt Lake City search firm was voted Utah’s premier employment agency in 2006, and the company attributes its success to its ability to make good hires and retain exceptional employees. Most of its people can change their schedule on a daily basis, compress their workweeks, share jobs and work from home, too. All can pursue training during their regular workweek. If someone wants to leave for an extended period, moreover, they can arrange to return to a similar role. The firm believes that as long as there are clear expectations and accountability for results, staff members will manage their time in a way that works for both them and the company.

Reading Education for Adult Development (READ) of Chattanooga, Inc.	OVERALL SCORE	81	EMPLOYEE SCORE	83	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
	Not-for-Profit Education Service				9	9	9	8	10	8	7
Winning Site: Chattanooga, Tennessee				Employer Category Scores							
15 Employees											
Web site: www.readchattanooga.org											

As a not-for-profit, READ's director explains, the organization has limited resources, but workplace flexibility makes the organization an attractive employer. The director knows that employees don't have to be sitting behind a desk in the office to get their work done, and she offers them the opportunity to work from home. Staff members are not penalized if they have to take a day off to care for a sick child or elderly family member – or even occasionally bring a child into work – because the organization believes employees should be able to meet their family responsibilities without worrying that this will be counted against them. This approach has made Tennessee's oldest adult education agency even more successful at retaining a dedicated, professional staff and helping them be more productive, too.

Redmond Incorporated	80	84	9	10	10	6	8	6	7
Manufacturing and Agricultural Products									
Winning Site: Salt Lake City, Utah									
40 Employees									
Web site: www.redmondinc.com									

Most companies see business profits as their reason for existence. **Redmond believes human development is the main goal, with profit being merely a means to that end.** The company has been recognized as one of the top ten businesses to work for in Utah for six consecutive years by the Utah Department of Workforce Services. Redmond says it works to create a sustainable workplace culture that provides meaningful support to employees, their families and their communities. Redmond strongly encourages its people to live a balanced life and gives them unusual levels of flexibility and autonomy. The company allows its employees to do their work when and where they deem appropriate, giving them great control over the number of hours they work and significant control over the scheduling of those hours. Redmond approaches other special needs on a case-by-case basis, saying that families always come first.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Rhode Island Housing	70	71	6	8	8	8	8	7	6
Employer Category Scores									

State Housing Finance Agency

Winning Site: Providence, Rhode Island

160 Employees

Web site: www.rhodeislandhousing.org

For more than 30 years, Rhode Island Housing has been dedicated to ensuring that every person who lives or works in the state can afford to buy and keep a safe, healthy home that meets his or her needs. Part of that mission includes making sure its own employees are safe and healthy. Among the benefits Rhode Island Housing provides are extensive, low-cost health care and life insurance packages and a flextime program that allows staff members to get their jobs done at times that work best for them and their family. **The agency believes its maternity leave policy is also top-notch: moms can take up to three paid months off after a new baby is born and can choose to return to work part-time for up to three months with no penalty. Rhode Island Housing also provides four paid weeks off for new dads.** “Workplace flexibility is a win/win for Rhode Island Housing and its employees,” according to the agency’s Human Resources Director Patricia Trinque. “By offering flexible options for staff, we are getting employees who are more satisfied with their jobs and more productive on a day-to-day basis.” More productive indeed: the agency has won 13 national housing awards and earned the “Top Tier” designation from Standard & Poor’s – very rare for a state housing finance agency – in recognition of their management capability and financial strength.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Rhode Island Legal Services	77	75	7	8	10	10	10	8	7

A Not-for-Profit Legal Services Organization

Winning Site: Providence, Rhode Island

48 Employees

Web site: www.rils.org

You might think a nonprofit legal practice would be at a disadvantage in court. Opposing counsel in for-profit firms is almost always better paid. But Rhode Island Legal Services (RILS) says a superior workplace allows it to surmount differences in compensation. The organization offers part-time work, flexible schedules and job sharing to all its employees, options that have allowed RILS to retain strong talent. Its average length of service is 13 years, which compares well with other New England legal services – and enables the organization to provide exceptionally high quality representation, according to a recent report from the Legal Services Corporation, which funds Rhode Island Legal Services.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
RIESTER	78	81	9	8	10	6	8	4	8
Employer Category Scores									

Advertising and Public Relations
Winning Site: Chandler, Arizona
49 Employees
Web site: www.riester.com

Child care is great in the workplace, people will say, but don't even think about offering it onsite unless you have more than 50 employees. **But the experience of this communications company demonstrates the business value of on-premises child care for smaller firms, too.** RIESTER has found that having its own facility costs no more than using a local provider, but it provides greater proximity and a sense of security for parents who can easily visit their children during the workday. Productivity has improved, too, with parents now more likely to return to work after the birth of a child and less likely to miss a day because their child care arrangement fell through. Flexible hours are available, and employees can access RIESTER's computer systems using their home technology. The Arizona firm says that is critical in an industry where crises can require people to work well outside the boundaries of a nine-to-five schedule.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
SelectHealth	66	70	8	7	7	3	8	9	5

Health Insurance Company
Winning Site: Salt Lake City, Utah
792 Employees
Web site: www.selecthealth.org

The *U.S. News & World Report* rated SelectHealth as the top-rated health plan in Utah last year. Disproving the assumption that flexibility is good for employees but bad for business, the Salt Lake City company attributes its competitive strength to a culture of adaptability. **When SelectHealth allowed claims processors to begin work as early as 6:00 a.m. and to end as late as 8:00 p.m., they achieved the best claims turnaround time of any competitor in the region.** SelectHealth has similarly expanded the hours of its member service lines, which has also improved assistance and convenience for its customers.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Self-Reliance, Inc. Center for Independent Living	82	90	8	6	8	6	9	6	7

A Not-for-Profit Serving People with Disabilities
Winning Site: Tampa, Florida
12 Employees
Web site: www.self-reliance.org

This Florida group empowers people with disabilities, using its own workplace to disprove the assumption that people without full sight, hearing or

physical mobility are not as productive as others. **Fully 74% of its staff members have disabilities, fulfilling their roles through a few minor flexible arrangements.** One blind employee, unable to drive, has altered her start and stop times to coincide with the local bus schedule. A woman with Multiple Sclerosis works mainly from home, with technology that enables her to turn in her work regardless of whether her mobility is restricted. Some computer monitors have glare screens; some phones feature amplifiers; and the entire office is arranged so wheelchair-mobile employees can use all the tools and equipment at hand. A secondary benefit of this setup, the organization purports, is increased creativity. Because people are focused on how to help each individual contribute, the organization explains, employees become accustomed to trashing old assumptions and trying new ideas.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Simdesk Technologies	74	73	6	7	10	4	9	7	8
Software Services Provider			Employer Category Scores						
Winning Site: Houston, Texas									
60 Employees									
Web site: www.simdesk.com									

As a pioneer and leading provider of “software as a service” for small business, Simdesk understands the need for flexibility and choice. It embodies those principles not only in its products and services, but also in the way it works. With its own services deployed throughout the company and with vendors, employees work on and access e-mail, calendars, files and even print remotely – all without expensive PDAs or VPNs. In March of 2008, Simdesk is rolling out a new version of its software which enhances mobile access both in the continental U.S. and overseas. Working “anytime, anywhere,” employees take advantage of flextime and telecommuting to stay connected and be more productive, all while enjoying a fit between their work and personal life. **Company president Lou Waters explains that, “because we have such a creative environment, we had already done the hard parts – like managing by objectives as opposed to face time – so adopting flexible practices was relatively straightforward.”** Simdesk adopted these flexible practices in preparation for the company’s move to the “inner loop” region of Houston to offset the anticipated longer commute times. Not only has the employee response been excellent, but there has also been an extra unanticipated benefit: a near-zero attrition rate among employees in a highly competitive job environment.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Solix Inc.	69	71	9	5	8	5	8	4	5
Employer Category Scores									

Funding Program Administrator
Winning Site: Whippany, New Jersey
300 Employees
Web site: www.solixinc.com

A major customer recently asked Solix to take on a job that called for increased productivity within a limited budget. Solix used flexibility to solve the organizational challenge while keeping customer costs low. **More than 100 employees agreed to work 40-hour weeks during the project's duration, rather than the 37.5 hours a week they usually work. What was in it for them? At the year's end, staff members were able to translate those additional hours into extra days off during the holidays, when many employees had children at home.** Solix employees can also telecommute or adjust their hours to avoid rush-hour commutes. The conventional wisdom might argue that this level of flexibility would compromise company performance, but Solix says the opposite is true. Recently the company was the victim of a local power failure, but, aided by a back-up generator and staff equipped to work from home, productivity was barely affected.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Spark Industries, LLC	68	58	9	9	10	9	9	8	8

Advertising Agency
Winning Site: Chandler, Arizona
22 Employees
Web site: www.sparkindustriesonline.com

Spark is a small firm, but its customer list includes *Fortune* 500 companies. The conventional wisdom would probably advise the 22-employee advertising agency to avoid distractions and focus closely on client needs. But Spark says it does just the opposite, and encourages its employees to pursue their personal aspirations. **All employees have an education fund, which they can use either to expand their professional knowledge or pursue personal interests. In addition, the firm launched a nonprofit entity called Spark of Hope that raises money for needy children, and it encourages its people to participate.** Spark also says it aligns mentors with all its employees and has established an "open office" culture that promotes collaboration and trust.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
State Farm Mutual Automobile Insurance Company	67	68	6	5	7	7	8	8	6

Insurance Company
Winning Site: Dallas, Texas
1,481 Employees
Web site: www.statefarm.com

This *Fortune* 500 Company has been named a top place to work by publications ranging from *Computerworld* to *Black Enterprise* to *Latina Style*

50. This recognition is in keeping with the company's long list of workplace strengths, which include time-off benefits, flexible scheduling, wellness programs and health club discounts. State Farm also offers paid adoption leave and adoption assistance as well as financial education and an employee assistance program that helps employees address problems outside the office. Employees can schedule classes and do volunteer work during the normal workday; if they're facing a critical personal or family issue, they can take time off to address it without forgoing their pay. New full-time employees begin their career with 10 days of paid sick leave. State Farm explains that its business is built on trust, and says the company reaps significant benefits from employees who have first-hand knowledge of the organization's character and strength.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Success 4 Kids & Families	72	71							
Not-for-Profit Child Health Organization			9	10	8	7	9	9	4
Winning Site: Tampa, Florida			Employer Category Scores						

Not-for-Profit Child Health Organization
Winning Site: Tampa, Florida
13 Employees
Web site: www.s4kf.org

Job security and pay should not have to worry employees facing grave personal issues, this Tampa organization believes, and it continues to compensate staff members even after they've exhausted their vacation days. The extra time off is counted against future vacation. Or, employees can make time up by working additional hours. Success 4 Kids & Families also lets employees arrange flexible hours, and those in the field have laptop computers so they can access the office server at any time. Career flexibility is evident in the organization's willingness to allow staff to return to work gradually after the birth of a child or to ease into retirement in stages. People who've left Success 4 Kids & Families to take care of children or pursue educational goals are welcome back; managers will even draw up plans with employees contemplating such moves to help them stay in touch and rejoin when the time is right.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Technology Providers	72	71							
Audiovisual Design Company			7	7	8	7	10	5	7
Winning Site: Chandler, Arizona									
20 Employees									
Web site: www.technoprov.com									

Technology Providers says it tries to be a "servant" to its employees: a group of people it values as much as its clients. "We are who we are because of them, and we love them all very much," the company states. The

business results are profound: “0% failure and 0% complaints in the past seven years,” according to company records. Technology Providers, an engineering company that specializes in creating synergy between technology, people and ideas, and whose core business is designing and developing turnkey audiovisual solutions for the home and office, gives staff members time off when they need it; they can leave work to attend to important personal matters without losing pay. Everyone can take time for education or training that upgrades their professional skills, and anyone who might ask for a leave of absence can do so with the assurance that he or she could return to the same or a comparable job. This audiovisual company showed how much it values its people during the year-end holidays when the company brought all its employees and their families to an Arizona dude ranch where they spent the weekend hiking, riding horses and getting to know each other better.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
TitleOne Corporation	74	81	9	9	6	5	9	7	7
			Employer Category Scores						

A Title and Escrow Company
Winning Site: Boise, Idaho
140 Employees
Web site: www.titleonecorp.com

Eight years ago a group of real estate professionals decided to make their own American Dream, providing superior service by hiring the best professionals in the industry. Since then, TitleOne has become a top choice in the region for title and escrow services, consistently maintaining an unplanned annual turnover ratio of less than 10%. TitleOne attributes its success to its people and to the company’s commitment to meet team members’ scheduling needs. **While overall policies can provide important protections, this company’s policy is also to work with each individual to meet his or her needs.** The company allows employees to work at home, take extended leaves, reduce their hours or share jobs. Additionally, students are allowed to work around their course schedules while acquiring on-the-job experience. TitleOne believes that aligning with cutting-edge work-life trends in the industry is essential to retaining the team that has contributed to its success.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Today's Women's Health Specialists	75	81	8	10	8	4	8	8	6
			Employer Category Scores						

Obstetrics and Gynecology

Winning Site: Chandler, Arizona

30 Employees

Web site: www.womenshealtharizona.com

Today's Women's Health Specialists was founded 25 years ago on the principle that women and their families deserve outstanding health care. They emphasize not just treatment of disease, but also its prevention through a comprehensive and integrative approach. Today, the organization stresses the importance of employees' families, too. The Arizona practice says that a staff member who is not worried about issues at home is a better asset to the company, providing better service to customers and better results overall.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
United Business Media LLC	65	62	8	4	8	8	9	6	8

Technology Media and Marketing Company

Winning Site: Manhasset, New York

350 Employees

Long Island has long been known as a great place to raise families, and its savviest employers offer family-friendly workplaces. United Business Media LLC (formerly CMP Technologies) is no exception. The company **offers onsite child care, generous adoption benefits (as much as \$15,000 toward the expenses involved) and annual health fairs.** It offers flexible work arrangements, too, saying its commitment to work life is a necessity in a fiercely competitive labor market, and the firm credits flexibility with high retention figures.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Unum	67	64	8	8	8	7	9	10	7

Employee Benefits Provider

Winning Site: Chattanooga, Tennessee

2,676 Employees

Web site: www.unum.com

One of the world's leading employee benefits providers, Unum says it has built a culture of high performance, and it recognizes that its demanding standards can make it hard for employees to have time for their personal and family lives. **Unum expects its managers to be part of the solution, talking to their staff members about ways to succeed in both roles.** Unum supports a variety of flexible work arrangements including job sharing, flexible work schedules and telecommuting, and offers onsite programs that help employees focus on their health. Employees can pursue training during the workday or spend several days a year volunteering in the community. With managers conveying the availability of these options, employees pay attention. Fully 87% percent of employees responded positively to

a question on the insurer's last annual work environment survey, which asked if their managers were sensitive to the need for balance in their work and personal lives.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
URS	71	70	7	9	8	5	8	10	7
			Employer Category Scores						

Construction and Engineering Firm
Winning Site: Seattle, Washington
290 Employees
Web site: www.urscorp.com

One of the world's largest fully integrated engineering, construction and technical services firms, URS must compete fiercely for the caliber of scientists and engineers it employs. The company has responded by making itself a superior workplace, with flexibility emphasized. This is more than just words on a piece of paper. At URS, flexibility is a cultural norm. Managers understand that staff members at all levels sometimes need to leave the office at 10:00 in the morning for a meeting in a child's classroom, just as they may occasionally need to call a client at 10:00 at night. URS says this approach has provided an edge in attracting and retaining top talent. The firm – which has offices in the Americas, Asia, Europe and the Middle East – has a turnover rate that bests the industry average, and turnover in the Seattle office is 26% lower than even the corporate rate.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
VCU Health System	69	70	9	9	9	3	7	10	6

Health Care Organization
Winning Site: Richmond, Virginia
7,643 Employees
Web site: www.vcuhealth.org

An acute shortage of nurses and other health care professionals is challenging medical centers nationwide, and Richmond's Virginia Commonwealth University Health System (VCUHS) is no exception. VCUHS – which *U.S. News & World Report* ranked among America's best hospitals – has taken a unique approach to dealing with this shortage. It allows staff members to schedule themselves with almost limitless freedom, as long as patient care is completely covered, and makes reduced workweeks available to nearly all employees. **VCUHS gains additional staffing from part-time health professionals who do not have a formal schedule at all; they just phone in their available work hours. Full health insurance benefits are provided to part-time people who work at least 20 hours per week who can make themselves available to work in a number of different roles.** In addition, nurses wanting to expand their skills can take advantage of the Weekend

Scholars program, which allows employees to attend classes while working part time and receiving full-time pay. These and other flexible scheduling options, along with onsite child care, elder care and more than 400 work-life programs have resulted in 90% of VCUHS employees feeling positive about their work schedule. Fully 90% of employees say they would recommend VCUHS as a place to work.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
VirtualOfficeAmerica	74	82	7	9	6	3	8	6	3
			Employer Category Scores						

Outsourced Bookkeeping and Accounting Company
Winning Site: Durham, North Carolina
15 Employees
Web site: www.virtualofficeamerica.com

This Durham-based company says it works hard to create an environment that benefits staff as well as its own bottom line – “a place where all employees feel a part of the whole team.” VirtualOfficeAmerica (VOA) employees can take advantage of flexible hours, train for new capabilities and choose among various benefit options. The employees can take classes on company time or depart for an extended leave knowing they can come back to a same or similar job. If other personal issues arise, they can work out a leave with management without creating a hardship. VOA enables its employees to expand their knowledge base and skill set within the organization and provides cross training so that staff members can cover for each other when someone is away. The results have been “excellent,” the company reports, with clients benefiting directly from the organization’s strong professionalism and teamwork.

Washington Health Foundation	72	75	8	9	8	4	9	6	6
			Employer Category Scores						

Not-for-Profit Health Foundation
Winning Site: Seattle, Washington
22 Employees
Web site: www.HealthiestState.org

Since 1992, the Washington Health Foundation’s mission has been to improve health for the people of its state. Today, the organization’s vision is to make Washington the healthiest state in the nation, and it has launched an innovative civic engagement campaign to do just that. **Among its own employees, the organization has implemented a workplace wellness program that allows staff to take time during the workday to exercise.** It also permits flexible work arrangements that might include non-traditional hours or the opportunity to work from home when needed. To promote

healthy eating in the workplace, the organization provides fresh fruits and vegetables for employee snacking and also orders a healthy lunch for the entire staff each Thursday. To promote physical activity, the organization has a casual dress policy. Additionally, gym membership reimbursement is complimented by fun, friendly competitions to see which employee teams can log the most miles at www.HealthiestState.org, which offers free health trackers for use by the public as well as by other businesses, organizations and schools. Finally, the organization's commuting policy offers each employee a bus pass, since individuals who use public transportation not only help the environment, but also increase their daily physical activity levels.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Wells Fargo Bank	67	66	8	10	10	5	9	9	4
Financial Institution			Employer Category Scores						
Winning Site: Winona, Minnesota									
45 Employees									
Web site: www.wellsfargo.com									

The largest financial institution headquartered in the western U.S., Wells Fargo is among the top 20 most profitable companies nation-wide, and one of the country's 30 largest private employers. Discussing the flexibility in its workplace, the Winona office points to paid time off for staff. If employees need time to attend to important personal matters, their pay is uninterrupted. Classes can be scheduled during the workday and so can volunteer activities. Employees receive a generous amount of paid time off – 25 days for full-time employees and 20 days for part-time employees – and they can use that time as they see fit, whether for a parent-teacher conference, a doctor's appointment or a simple day off.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Wesche Jewelers	76	84	8	10	9	4	8	4	4
Jewelry Store									
Winning Site: Melbourne-Palm Bay, Florida									
27 Employees									
Web site: www.weschejewelers.com									

Three gemologists, two goldsmiths and two jewelry designers are on staff at this upscale jewelry store, which goes to great lengths to respond to scheduling requests from all employees. Some have the option to work flexible hours or to work from home. Employees can switch back and forth between full- and part-time schedules while remaining in the same position. **Staff can return to work gradually after the birth or adoption of a child and phase into retirement, too. If someone wants an extended leave, Wesche works with them to develop a plan for their return.** Owner Holly Wesche

reports that the company tries its best to create a work schedule that allows employees to attend classes, manage family needs and participate in community events, saying that flexibility does not mean lack of accountability; rather, it means approaching the work situation in a creative way. The pay-off for the company is a better atmosphere at work with high morale among talented staff members. The owner says, “We have been able to hire top-notch people who could have gone to work elsewhere for slightly more money, but chose to work for us due to the fact that we have flexible workplace policies that allow them to have a better quality of life.”

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Wist Office Products	75	78							
Retail Business			6	10	8	8	8	5	8
Winning Site: Chandler, Arizona			Employer Category Scores						
60 Employees									
Web site: www.wist.com									

Wist Office Products recently scored the top spot in *Arizona Business Magazine's* Ranking Arizona awards program, and credits its comfortable workplace as a key business strength, enabling it to hold onto valuable employees over the years. Wist offers flexible hours, compressed workweeks and options to work from home. It responds to employees' desires for career flexibility, advancement opportunities and continuous education. Wist also offers many employee benefits such as a 401K matching program, generous commission structures and rewards for outstanding service and performance.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
WithinReach	80	85							
Health and Nutrition Referral			6	10	9	4	9	9	6
Winning Site: Seattle, Washington									
21 Employees									
Web site: www.withinreachwa.org									

For 20 years, this Seattle organization has been connecting Washington families to health and nutrition resources. The organization's workplace reflects that mission, offering a good fit between work and home. Parents of newborns at WithinReach can ease back into their work schedules, bringing their babies into the office with them. Reduced and compressed workweeks are also available. **WithinReach offers grandparents the same options it gives mothers and fathers, and welcomes them to bring newborns and older grandchildren into work.** The organization keeps a cabinet stocked with books, toys, puzzles and art supplies for kids and responds to staff members' needs to work at home when there's an illness in the family or a shortened school day.

	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE
Worktank	72	76	8	9	7	4	8	5	7
Employer Category Scores									

Advertising Agency

Winning Site: Seattle, Washington

75 Employees

Web site: www.worktankseattle.com

In offices overlooking Seattle's historic waterfront, this advertising agency creates exciting campaigns that showcase clients' messages using a brand storytelling approach across a full range of media. Worktank, one of Washington's fastest-growing private companies, was named one of the nation's top 500 women-owned businesses and ranked as one of Washington's Best Companies to Work For. The agency's goal is to provide a work environment that allows employees the flexibility to provide for their families while they integrate their work and personal lives. But **an additional goal is to have fun: employees can bring their dogs into the office, take breaks in company lounges equipped with gaming consoles, kick back together on Social Friday gatherings and play with colleagues on a co-ed softball team.** Worktank also offers flexible start and stop hours and provides full work stations, including computer and Internet access, to employees on its Web cast team who work from home. The agency credits these practices with its strong success and high productivity, and says low levels of turnover and absenteeism are additional benefits.

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By Employer Location

Aurora, CO

Arapahoe/Douglas Works!
Lee Hecht Harrison
The Medical Center of Aurora and
Centennial Medical Plaza

Boise, ID

American Geotechnics
Big Brothers Big Sisters
of Southwest Idaho
Children's Home Society of Idaho
DJM Sales & Marketing, Inc.
Group One Real Estate
J-U-B ENGINEERS, Inc.
KPMG LLP
The Leavitt Group
Prime Equity Mortgage Group
TitleOne Corporation

Brockton, MA

Old Colony Elderly Services, Inc.

Chandler, AZ

A&S Realty Specialists
Abalos & Associates, PLLC
Arizona Spine and Joint Hospital
Cachet Homes
Chandler Chamber of Commerce
Clifton Gunderson LLP
Henry & Horne, LLP
Intel
Jewish News of Greater Phoenix
Johnson Bank
MDI
Microchip Technology Inc.
Ocotillo Tribune
Omega Legal Systems, Inc.
RIESTER
Spark Industries, LLC
Technology Providers Inc
Today's Women's Health Specialists
Wist Office Products

Chattanooga, TN

Center for Community
Career Education
Management Recruiters
of Chattanooga-Brainerd
Reading Education for
Adult Development (READ)
of Chattanooga, Inc.
Unum

Chicago, IL

Ernst & Young LLP
KPMG LLP
Lee Hecht Harrison
Perspectives, Ltd.

Cincinnati, OH

Barnes Dennig & Co.
CSC Consulting Group
Deloitte LLP
elInstruction
Physical Therapy Options

Dallas, TX

Accenture
BDO Seidman, LLP
The Beck Group
The Community Council
of Greater Dallas
Deloitte LLP
Direct Energy
Kaye/Bassman International
Lee Hecht Harrison
Nortel
State Farm Mutual Automobile
Insurance Company

Detroit/Southeast MI

Albert Kahn Family of Companies
Amerisure Mutual Insurance Company
Brogan & Partners
Detroit Regional Chamber
Humantech, Inc.
Menlo Innovations

Durham, NC

Durham's Partnership for Children,
a Smart Start Initiative
Greenfire Development
Horvath Associates, PA
VirtualOfficeAmerica

Houston, TX

Access Sciences Corporation
Binkley & Barfield, Inc.
Continental Airlines
Deloitte LLP
Direct Energy
El Paso Corporation
Fulbright & Jaworski LLP
Klotz Associates Inc.
KPMG LLP
PGAL
PKF Texas
Simdesk Technologies

Long Beach, CA

KPMG LLP
PeacePartners, Inc.

INDEXES

By Employer Location - continued

Long Island, NY

Girl Scouts of Nassau County
KPMG LLP
United Business Media LLC

Melbourne-Palm Bay, FL

Melbourne-Palm Bay Area
Chamber of Commerce
Wesche Jewelers

Morris County, NJ

Solix Inc.

Providence, RI

Embolden Design
Family Service of Rhode Island
KPMG LLP
Lefkowitz, Garfinkel, Champi
& DeRienzo P.C.
Lighthouse Computer Services, Inc.
Rhode Island Housing
Rhode Island Legal Services

Richmond, VA

Bon Secours Richmond Health System
Capital One
VCU Health System

Salt Lake City, UT

1-800-CONTACTS, Inc.
Cooper Roberts Simonsen Associates
Enterprise Rent-A-Car
Administrative Office
Intermountain Health Care
Jones Waldo
McKinnon-Mulherin Inc.
Prince, Perelson & Associates
Redmond Incorporated
SelectHealth

Savannah, GA

Deemer Dana & Froehle LLP

Seattle, WA

Blue Gecko, Inc.
Cascadia Consulting Group, Inc.
Child Care Resources
Consejo Counseling and
Referral Service
Friends of the Children
Leadership Institute of Seattle
MarketFitz, Inc.
NRG::Seattle
PACE Staffing Network
URS
Washington Health Foundation
WithinReach
Worktank

Tampa, FL

CIBER Global Solution Center
Greenacre Properties, Inc.
Kerkering, Barberio & Co., P.A.
Self-Reliance, Inc. Center
for Independent Living
Success 4 Kids & Families

Washington, DC

Capital One
Discovery Communications
MorganFranklin

Winona, MN

Mediascope Inc.
Wells Fargo Bank

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By Size of Employer

10-24 Employees

A&S Realty Specialists
Abalos & Associates, PLLC
American Geotechnics
Big Brothers Big Sisters of
Southwest Idaho
Blue Gecko, Inc.
Cachet Homes
Center for Community Career
Education
Chandler Chamber of Commerce
Children's Home Society of Idaho
DJM Sales & Marketing, Inc.
Durham's Partnership for Children,
a Smart Start Initiative
Embolden Design
Friends of the Children
Greenfire Development
Group One Real Estate
Horvath Associates, PA
Jewish News of Greater Phoenix
The Leavitt Group
Lee Hecht Harrison - Aurora, CO
Lee Hecht Harrison - Chicago, IL
Lee Hecht Harrison - Dallas, TX
Management Recruiters of
Chattanooga-Brainerd
McKinnon-Mulherin, Inc.
MDI
Melbourne/Palm Bay Area
Chamber of Commerce
Menlo Innovations
NRG::Seattle
Ocotillo Tribune
PeacePartners, Inc.
Physical Therapy Options
Prime Equity Mortgage Group
Prince, Perelson & Associates
Reading Education for
Adult Development (READ)
of Chattanooga, Inc.
Self Reliance, Inc. Center for
Independent Living
Spark Industries, LLC
Success 4 Kids & Families
Technology Providers
VirtualOfficeAmerica
Washington Health Foundation
WithinReach

25-49 Employees

Binkley & Barfield, Inc.
Brogan & Partners
Cascadia Consulting Group, Inc.
Child Care Resources
Consejo Counseling and
Referral Service

Cooper Roberts Simonsen Associates
eInstruction
Enterprise Rent-A-Car
Administrative Office
Humantech, Inc.
KPMG LLP - Boise, ID
Leadership Institute of Seattle
Lighthouse Computer Services, Inc.
MarketFitz, Inc.
Mediascope Inc.
MorganFranklin
Omega Legal Systems, Inc
PACE Staffing Network
Redmond Incorporated
Rhode Island Legal Services
RIESTER
Today's Women's Health Specialists
Wells Fargo Bank
Wesche Jewelers

50-99 Employees

Arapahoe/Douglas Works!
Arizona Spine and Joint Hospital
Barnes Dennig & Co.
CIBER Global Solution Center
Clifton Gunderson LLP
The Community Council of
Greater Dallas
Deemer Dana & Froehle LLP
Detroit Regional Chamber
Direct Energy - Dallas, TX
Girl Scouts of Nassau County
Greenacre Properties, Inc.
J-U-B ENGINEERS, Inc.
Kerkering, Barberio & Co., P.A.
KPMG LLP - Providence, RI
Lefkowitz, Garfinkel, Champi &
DeRienzo P.C.
Perspectives, Ltd.
PGAL
Simdesk Technologies
Wist Office Products
Worktank

100-249 Employees

Access Sciences Corporation
BDO Seidman, LLP
CSC Consulting Group
Henry & Horne, LLP
Johnson Bank
Jones Waldo
Kaye/Bassman International
Klotz Associates Inc.
KPMG LLP - Long Island, NY
Old Colony Elderly Services, Inc.
PKF Texas
Rhode Island Housing
TitleOne Corporation

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By Size of Employer - continued

250-999 Employees

1-800 CONTACTS, Inc.
Albert Kahn Family of Companies
Amerisure Mutual Insurance Company
The Beck Group
Capital One - Washington, DC
Deloitte LLP - Cincinnati, OH
Deloitte LLP - Houston, TX
Direct Energy - Houston, TX
Family Service of Rhode Island
Fulbright & Jaworski LLP
Intermountain Health Care
KPMG LLP - Long Beach, CA
KPMG LLP - Houston, TX
Microchip Technology Inc.
SelectHealth
Solix Inc.
United Business Media LLC
URS

1,000 or more Employees

Accenture
Bon Secours Richmond Health System
Capital One - Richmond, VA
Continental Airlines
Deloitte LLP - Dallas, TX
Discovery Communications
El Paso Corporation
Ernst & Young LLP
Intel
KPMG LLP - Chicago, IL
The Medical Center of Aurora and
Centennial Medical Plaza
Nortel
State Farm Mutual Automobile
Insurance Company
Unum
VCU Health System

INDEXES

By Type of Employer

Accounting, Auditing and Advising

Abalos & Associates, PLLC
Barnes Dennig & Co.
BDO Seidman, LLP
Clifton Gunderson LLP
Deemer Dana & Froehle LLP
Deloitte LLP
Ernst & Young LLP
Henry & Horne, LLP
Kerkering, Barberio & Co., P.A.
KPMG LLP
Lefkowitz, Garfinkel, Champi & DeRienzo P.C.
PKF Texas

Advertising, Marketing and Communications

Brogan & Partners
MarketFitz, Inc.
McKinnon-Mulherin, Inc.
RIESTER
Spark Industries, LLC
Worktank

Architecture, Design, Construction and Engineering

Albert Kahn Family of Companies
American Geotechnics
The Beck Group
Binkley & Barfield, Inc.
Cachet Homes
Cascadia Consulting Group, Inc.
Cooper Roberts Simonsen Associates
Horvath Associates, PA
J-U-B ENGINEERS, Inc.
Klotz Associates Inc.
PGAL
URS

Education Services

Center for Community Career Education
eInstruction
Leadership Institute of Seattle
PeacePartners, Inc.
Reading Education for Adult Development (READ) of Chattanooga, Inc.

Employee and Administrative Services

Perspectives, Ltd.
Solix Inc.
Unum

Energy

Direct Energy
El Paso Corporation

Finance, Insurance and Real Estate

A&S Realty Specialists
Amerisure Mutual Insurance Company
Capital One
Greenacre Properties, Inc.
Greenfire Development
Group One Real Estate
Johnson Bank
The Leavitt Group
NRG::Seattle
Prime Equity Mortgage Group
State Farm Mutual Automobile Insurance Company
TitleOne Corporation
VirtualOfficeAmerica
Wells Fargo Bank

Government Services

Arapahoe/Douglas Works!

Legal Services

Fulbright & Jaworski LLP
Jones Waldo
Rhode Island Legal Services

Mailing and Fulfillment Services

Mediascope Inc.

Manufacturing

Redmond Incorporated

Media

Discovery Communications
Jewish News of Greater Phoenix
Ocotillo Tribune
United Business Media LLC

Medical Services

Arizona Spine and Joint Hospital
Bon Secours Richmond Health System
Intermountain Healthcare
The Medical Center of Aurora and Centennial Medical Plaza Hospital
Physical Therapy Options
SelectHealth
Today's Women Health Specialists
VCU Health System

Membership Organizations

Chandler Chamber of Commerce
Detroit Regional Chamber
Melbourne/Palm Bay Area Chamber of Commerce

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By Type of Employer - continued

Recruiting and Career Management

Kaye/Bassman International
Lee Hecht Harrison
Management Recruiters of
Chattanooga-Brainerd
MDI
PACE Staffing Network
Prince, Perelson & Associates

Retail and Sales

1-800-CONTACTS, Inc.
DJM Sales & Marketing, Inc.
Wesche Jewelers
Wist Office Products

Social and Community Services

Big Brothers Big Sisters of
Southwest Idaho
Child Care Resources
Children's Home Society of Idaho
The Community Council of
Greater Dallas
Consejo Counseling and
Referral Service
Durham's Partnership for Children,
a Smart Start Initiative
Family Service of Rhode Island
Friends of the Children
Girl Scouts of Nassau County
Old Colony Elderly Services, Inc.
Rhode Island Housing
Self-Reliance, Inc. Center for
Independent Living
Success 4 Kids & Families
Washington Health Foundation
WithinReach

Software and Web Development and Information Management

Access Sciences Corporation
CIBER Global Solution Center
Embolden Design
Menlo Innovations
Omega Legal Systems, Inc.
Simdesk Technologies
Technology Providers

Technology Manufacturing and Consulting

Accenture
Blue Gecko, Inc.
CSC Consulting Group
Humantech, Inc.
Intel
Lighthouse Computer Services, Inc.
Microchip Technology Inc.
MorganFranklin
Nortel

Transportation

Continental Airlines
Rent-A-Car Administrative Office

INDEXES

Business Results of Flexibility

Increasing Employee Engagement and Retention

Accenture
Barnes Dennig & Co.
BDO Seidman, LLP
Capital One
Chandler Chamber of Commerce
The Community Council of
Greater Dallas
Deloitte LLP
Direct Energy
Discovery Communications
eInstruction
Embolden Design
Ernst & Young LLP
Greenacre Properties, Inc.
KPMG LLP
The Leavitt Group
Lee Hecht Harrison
Lefkowitz, Garfinkel, Champi &
DeRienzo P.C.
MarketFitz, Inc.
Menlo Innovations
Microchip Technology Inc.
NRG::Seattle
Omega Legal Systems, Inc.
Physical Therapy Options
PKF Texas
Prince, Perelson & Associates
Reading Education for
Adult Development (READ)
of Chattanooga, Inc.
Rhode Island Legal Services
Simdesk Technologies
URS
Worktank

Reducing Turnover

1-800 CONTACTS, Inc.
Amerisure Mutual Insurance Company
Arizona Spine & Joint Hospital
The Beck Group
Bon Secours Richmond Health System
Cachet Homes
Continental Airlines
Cooper Roberts Simonsen Associates
Direct Energy
Enterprise Rent-a-Car
Administrative Office
KPMG LLP
The Medical Center of Aurora and
Centennial Medical Plaza Hospital
Melbourne-Palm Bay Area
Chamber of Commerce
PACE Staffing Network
RIESTER
TitleOne Corporation
United Business Media LLC

Reducing Absenteeism and Sick Days

American Geotechnics
CIBER Global Solution Center
Lee Hecht Harrison
Management Recruiters of
Chattanooga-Brainerd
Worktank

Increasing Customer Satisfaction

Albert Kahn Family of Companies
Arapahoe/Douglas Works!
Arizona Spine and Joint Hospital
Barnes Dennig & Co.
Binkley & Barfield, Inc.
Blue Gecko, Inc.
Cascadia Consulting Group, Inc.
Center for Community Career
Education
CIBER Global Solution Center
The Community Council of
Greater Dallas
Enterprise Rent-a-Car
Administrative Office
Group One Real Estate
Lighthouse Computer Services, Inc.
NRG::Seattle
Old Colony Elderly Services, Inc.
Prime Equity Mortgage Group
Rhode Island Legal Services

Reducing Business Costs

Arapahoe/Douglas Works!
Capital One
Direct Energy
Melbourne-Palm Bay Area
Chamber of Commerce
Reading Education for
Adult Advancement (READ)
of Chattanooga, Inc.
Rhode Island Legal Services

Increasing Productivity and Profitability

Big Brothers Big Sisters of
Southwest Idaho
Binkley & Barfield, Inc.
Capital One
CSC Consulting Group
Deemer Dana & Froehle LLP
Kaye/Bassman International
Kerkering, Barberio & Co., P.A.
Klotz Associates Inc.
The Leavitt Group
Lee Hecht Harrison
Management Recruiters of
Chattanooga-Brainerd
Menlo Innovations

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Business Results of Flexibility - continued

MorganFranklin
NRG::Seattle
Ocotillo Tribune
Omega Legal Systems, Inc.
PGAL
Rhode Island Housing
SelectHealth
Solix Inc.
Technology Providers
VirtualOffice America
Wist Office Products
Worktank

Improving Staffing Coverage to Meet Business Demands

Abalos & Associates, PLLC
Arapahoe/Douglas Works!
Arizona Spine and Joint Hospital
Bon Secours Richmond Health System
Intermountain Health Care
SelectHealth
VCU Health System
Worktank

Enhancing Innovation and Creativity

BDO Seidman, LLP
Brogan & Partners
Capital One
Cascadia Consulting Group, Inc.
Center for Community Career
Education
Intel
Menlo Innovations
Self-Reliance, Inc. Center for
Independent Living

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Addressing Business Challenges

Addressing Generational Differences

A&S Realty Specialists
Deloitte LLP
Fulbright & Jaworski LLP
Greenacre Properties, Inc.
Henry & Horne LLP
Wesche Jewelers
WithinReach

Using Technology

1-800 CONTACTS, Inc.
Access Sciences Corporation
Brogan & Partners
Cachet Homes
Capital One
Detroit Regional Chamber
Friends of the Children
Greenfire Development
Intermountain Health Care
Lighthouse Computer Services, Inc.
MarketFitz, Inc.
Melbourne-Palm Bay Area
Chamber of Commerce
Menlo Innovations
MorganFranklin
Nortel
Peace Partners, Inc.
PKF Texas
Prime Equity Mortgage Group
RIESTER
Simdesk Technologies
Solix Inc.
Success 4 Kids & Families
Worktank

Addressing Stress and Wellness

1-800 CONTACTS, Inc.
The Beck Group
Children's Home Society of Idaho
Clifton Gunderson LLP
Consejo Counseling and
Referral Service
CSC Consulting Group
Detroit Regional Chamber
Discovery Communications
Girl Scouts of Nassau County
Humantech, Inc.
KPMG LLP
The Leavitt Group
The Medical Center of Aurora and
Centennial Medical Plaza
State Farm Mutual Automobile
Insurance Company
Today's Women's Health Specialists
Washington Health Foundation
WithinReach

Managing Talent

Arapahoe/Douglas Works!
The Beck Group
CIBER Global Solution Center
The Community Center of
Greater Dallas

Cooper Roberts Simonsen Associates
DJM Sales & Marketing, Inc.
Family Service of Rhode Island
J-U-B ENGINEERS, Inc.
The Leadership Institute of Seattle
Lefkowitz, Garfinkel, Champi &
DeRienzo P.C.
Lighthouse Computer Services, Inc.
Mediascope Inc.
Microchip Technology, Inc.
NRG::Seattle
PKF Texas
Spark Industries, LLC
State Farm Mutual Automobile
Insurance Company
Technology Providers
TitleOne Corporation
Unum
VirtualOffice America
VCU Health System
Wells Fargo Bank
Wesche Jewelers

Supporting Communities

(including volunteerism)
Amerisure Mutual Insurance Company
Arapahoe/Douglas Works!
Barnes Dennig & Co.
Big Brothers Big Sisters of
Southwest Idaho
Center for Community Career
Education
Child Care Resources
Direct Energy
Durham's Partnership for Children,
a Smart Start Initiative
El Paso Corporation
Girl Scouts of Nassau County
Greenfire Development
Horvath Associates, PA
Jones Waldo
Klotz Associates Inc.
Management Recruiters of
Chattanooga-Brainerd
MarketFitz, Inc.
McKinnon-Mulherin Inc.
MDI
The Medical Center of Aurora and
Centennial Medical Plaza
Spark Industries, LLC
State Farm Mutual Automobile
Insurance Company
Unum
Wells Fargo Bank
Wesche Jewelers

Bringing Fun to the Workplace

Chandler Chamber of Commerce
Detroit Regional Chamber
MorganFranklin
Omega Legal Systems, Inc.
Technology Providers

For more information on the *When Work Works* initiative,
visit www.whenworkworks.org