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# 2012 GUIDE TO BOLD NEW IDEAS FOR MAKING WORK WORK



**Families and Work** Institute



## ACKNOWLEDGEMENTS

First and foremost, Families and Work Institute (FWI) and The Society for Human Resource Management (SHRM) would like to acknowledge the exemplary organizations profiled in this Guide. They are the leading lights in creating workplaces that address the needs of the 21st century workforce and the challenges of a changing economy. These employers are changing the norms of the workplace by thinking anew about how, when and where work gets done and about how to structure work to better meet the needs of employees, their families and communities, while also achieving and improving organizational success. We hope that other employers will be inspired by the ideas—and the business impacts—they read about here.

Thanks to Christine Koh and Jennifer Koh for their masterful prose. They have honed the art of capturing in a few sentences the most innovative ideas and impressive results of these award-winning employers. Thanks too to Morra Aarons-Mele and Kaitlyn Dowling whose assistance has been invaluable in the creation of this Guide.

Thanks to all the staff of FWI—in particular to John Boose for his impressive layout and design; Kelly Sakai for helping create the Sloan Award questionnaires and analyzing the data to select the winners; and Tyler Wigton and Leni Kirschenbaum for managing the *When Work Works* project.


Thanks to Kathleen Christensen and the Alfred P. Sloan Foundation for providing leadership and support for *When Work Works* since its inception in 2003. Kathleen and the Sloan Foundation are truly strategic visionaries. They have used research to uncover the misfit between the way work has traditionally been organized and the workforce and economy of today. And they have not stopped there. They have forged the way in translating research into action to address this misfit and bring about change in the way work gets done.

Thanks to the Twiga Foundation and the U.S. Chamber of Commerce's Institute for a Competitive Workforce, whose partnership since the beginning of *When Work Works* have been critical to the success and growth of the project today. Our work would have not been possible without their insightful leadership.

Thanks to our local partners—chambers of commerce, local and state SHRM chapters, and other organizations in cities and states around the country—that have worked with us to reach out to their communities, sharing research and promising practices, and bringing recognition to their best employers who are making work “work.” We could not have uncovered these bold ideas without their help.

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Families and Work Institute

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Society for Human Resource Management



# 2012 GUIDE TO BOLD NEW IDEAS FOR MAKING WORK WORK

**New Ideas and Promising Practices  
from the 2011 Winners of the  
Alfred P. Sloan Award for Excellence in  
Workplace Effectiveness and Flexibility**

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## WELCOME TO THE GUIDE

This Guide profiles promising and innovative practices from 262 employers that are creating effective and flexible workplaces to make work “work” better for both the bottom line and for employees.

All of these employers are recipients of the Alfred P. Sloan Award for Excellence in Workplace Effectiveness and Flexibility. They have been selected through a rigorous application process that incorporates an employer and employee survey. The winners are a diverse group, representing employers of different sizes and industries. Some operate from a single office with a staff of 10, while others are global enterprises with employees numbering in the tens of thousands. They also come from all over the country, representing 40 states and the District of Columbia.

The Sloan Awards are part of *When Work Works*, a nationwide initiative to bring research on workplace effectiveness and flexibility into community and business practice. *When Work Works* partners with communities and states around the country to:

- Share rigorous research and employer best practices on workplace effectiveness and flexibility;
- Recognize exemplary employers through the Sloan Awards based on surveys of employers and employees; and
- Inspire positive change so that increasing numbers of employers understand how effective and flexible workplaces can benefit both business and employees, and use this information to make work “work.”

The 2012 Guide to Bold New Ideas for Making Work Work is a product of the *When Work Works* project. It is published and distributed jointly by Families and Work Institute and the Society for Human Resource Management.

**For more information, visit [www.whenworkworks.org](http://www.whenworkworks.org).**

## WHAT'S NEW? WHAT'S NEWSWORTHY?

### Ellen Galinsky and Hank Jackson

Workplace Flexibility is replacing the one-size-fits-all, 9-to-5 way of working. Organizations are witnessing the financial benefits and the competitive edge that come with giving employees more choice about when, where, and how they do their best work. Employers are finding new ways to organize work that work for them—and for their employees.

In fact, a review of the 2011 Sloan Award winners—especially compared with those in the past—reveals that “flexible flexibility,” as opposed to “rigid flexible work options,” is slowly becoming the norm, led by a focus on measurable job results.

Company representatives talk of respecting and honoring employees by trusting them to get the work done. As a representative of JA Counter & Associates, a financial and insurance firm in New Richmond, Wisconsin, writes, “employees are not accountable for where or when they work, only for the results they produce.”

This increasing focus on results over face time among the winners is being enabled by technology. Almost all of them write about the technology they use to connect employees to their work—from smartphones, to laptops, to cloud computing.

Importantly, this move toward more flexible flexibility has also been fueled—at least in part—by the recession. The recession may or may not be waning, but it nonetheless casts a long shadow on workplaces across America, with flexibility as one of the clear responses to uncertain times. Among the winners, we see the following:

- Flexibility is a strategy to save jobs. Employers and employees work together to cut back on space costs, or sometimes hours, so that they don't have to downsize.
- Flexibility is used as a safety valve, as a way of diminishing work pressure when employers aren't necessarily hiring and overwork is commonplace.
- Flexibility is also a means to improve employees' morale and engagement during volatile times.

Despite the recession, these winning employers are thriving; it even appears that they are thriving more so than most employers. G. Brint Ryan, the CEO of Ryan LLC, a tax services company based in Dallas, Texas, talks about the results following a focus on flexibility in his firm:

*The most remarkable statistic—the one that I think I would share if I had one thing to share with any CEO thinking about workplace flexibility—is this: in 2009, in arguably the worst economic conditions in my generation, we posted record profits and record revenue. And then again in 2010, we beat it again.*

Many of these employers credit flexibility with lower turnover, improved customer ratings, decreased health care costs, reduced absenteeism, higher engagement, and a better esprit de corps.

Furthermore, it is apparent that many of the Sloan Award winners understand that flexibility in and of itself is not a magic bullet. These employers pair flexibility with good management practices and open communication.

In fact, if there is a theme among this year's winners of the Sloan Awards, it is employees-helping-employees. Employees support each other by donating their own unused leave to those who need it, by providing funds to employees falling on hard times, by mentoring and by coaching.

They also help others in the community. The deeply held American value of "neighbor helping neighbor" appears to be ingrained in many of these companies.

There is another trend worth noting. There is a new emphasis on happiness—on having fun at work. There are fun committees, fun activities and fun outings. One organization offers "The Funnies," a series of playful awards, where employees vote on silly superlatives to award their coworkers.

Finally, flexibility is becoming paired with efforts to improve employees' wellness. There are wellness committees, wellness challenges and rewards for activities to promote wellness. In some organizations, there is even a move away from "wellness" to well-being, which includes emotional as well as physical health.

While all winners of the Sloan Awards have bold ideas (indicated by our bolding of these ideas in our write-ups), there are some that are especially noteworthy:

### Choices in Managing Time

- The Ounce of Prevention (a 120-employee early education non-profit based in Chicago, Illinois) provides employees with *control over their schedules* by maintaining a FlexTime Workgroup to keep workplace flexibility in the forefront of their organization's strategy.
- Delta Airlines (based in Atlanta, Georgia, with 72,411 U.S. employees and an honorable mention recipient this year) helps employees have *schedules and shifts that meet their needs*. Flight attendants and pilots, for example, can set their schedules based on the number of trips that they want to work, choosing anything from short, two-day trips to ones that can last more than a week. Customer service agents enjoy a shift-swapping policy, enabling employees to complete unlimited shift swaps with no minimum hours-worked requirements.

### Flex Time and Place

- Microsoft (an information and technology company based in Redmond, Washington, with 54,000 employees in the U.S.) provides a *full array of flex-time and flex-place options* through its Flexible Work Arrangement program, including job sharing, flex time, compressed workweeks, mobile/shared workspaces and teleworking.
- Turner Construction Company (based in New York, New York, with 5,000 employees in the U.S.) supports *telecommuting, flex time, compressed workweeks, job sharing and compensation days* as appropriate. Technology plays a tremendous role in ensuring the effectiveness of the various work arrangements. Turner's project management software, "TurnerTalk," allows employees to access project records from anywhere, greatly improving the company's effectiveness.
- WellStar Health System (a nonprofit health organization based in Marietta, Georgia, with more than 11,000 U.S. employees) has a FlexWorks Program that offers a variety of options for all work units, including *teleworking, compressed workweeks and daily flexing*. WellStar recently implemented

The Kronos Self Scheduling Project, a web-based, self-scheduling tool, where employees can select work schedules from home and collaborate with colleagues to ensure coverage is achieved, thus creating better teamwork.

- Booz Allen Hamilton (a strategy and consulting firm based in McLean, Virginia, with 25,000 U.S. employees) has 54% of its employees taking advantage of *telework*. In order to reduce the isolation that can come with telework, the firm has introduced a virtual FlexWork Forum that enables employees to network, stay in touch with the company's culture and share best practices.

## Reduced Time

- Intel (based in Santa Clara, California, with 45,000 employees in the U.S.) enables full-time employees who work at least 30 hours per week to move to part-time work on a permanent or temporary basis. Those who work at least 20 hours a week have full access to Intel's professional development programs, including tuition reimbursement, in-house classroom training, online training and certification classes. These part-time employees also have full access to Intel's individual and family medical policies, including prescription-drug, vision, dental, long-term care, and short- and long-term disability coverage. Intel helps employees cover their out-of-pocket health-care costs through various pre-tax options. In addition, Intel automatically enrolls all employees in the company's defined-benefit plan. Part-time employees can participate in Intel's 401(k) plan, as well as its stock-option and profit-sharing plans. They can also take advantage of the company's wellness benefits, including flu shots, health screenings, health-risk appraisals, a smoking-cessation program, fitness-facility discounts, physical-activity programs, a weight-loss program and stress-management training.
- McGladrey (an auditing and advising company based in Minneapolis, Minnesota, with nearly 7,000 employees in the U.S.) committed to supporting the career potential of employees in 2008, when all the company's partners and managing directors signed the McGladrey *Declaration of Flexibility*. The company guaranteed a long list of flexible work options, including *FlexYear*, which provides a schedule similar to a teacher's, and *FlexCareer*. The latter option enables employees to take up to five years off for personal reasons and provides resources, such as subsidized training, to keep participants connected with the organization and industry so they can easily return to the company. In addition, retired or former employees can return in part-time or temporary capacities.

## Time Off

- Ernst & Young (an audit, consulting, financial advising and tax services firm with U.S. headquarters in New York, New York, and with more than 24,000 in the U.S.) offers three-month, fully-paid *maternity leaves* for mothers, with an additional 10 weeks of family medical leave (FMLA), which is unpaid, and new mothers can negotiate for more. When they return to work, lactation programs are available. Fathers receive two weeks of paid *paternity leave*—six weeks if they're the primary caregiver—and 10 weeks of unpaid leave under FMLA. There is also an *adoptive parent leave* of 16 weeks, six of which are paid, for parents who are primary caregivers. Back-up child care and elder care are available in all locations and a Working Parents Network enables staff members to share challenges and solutions. To help staff members of all ages and family or personal circumstances navigate their workplace options, the company has a website dedicated to flexibility, and each of its offices has a knowledgeable coach trained to answer employee questions.



- Rhode Island Housing (a government agency in Providence, Rhode Island with 180 employees) provides staff with *paid vacations and holidays*, including three floating holidays they can use at their discretion, without tapping their vacation or sick time. New parents also receive partial pay while they are on leave—mothers giving birth or adopting get three months off at 60 percent of their regular pay, and when they return they can work part time for three months without losing any benefits. Fathers receive up to 13 weeks off, four of which are paid at 60 percent of the parent's regular compensation. For all new parents, benefits remain in place while they are on leave.
- Givens Pursley LLP (a law firm in Boise, Idaho, with 43 employees) allows partners to periodically take up to three months of paid leave to pursue their personal goals, and staff members are eligible for a *sabbatical* after 10 years and every eight years thereafter.
- USN Explosive Ordnance Disposal Training and Evaluation Unit Two (a Naval command in Alexandria, Virginia, with 148 employees) has made giving back to the community a priority; all employees are able to *volunteer* their services for activities such as cleaning parks or serving food to the needy during work hours while receiving full pay.
- Solix (a funding program administrator firm based in Parsippany, New Jersey, with 420 employees in the U.S.) has responded to the economic downturn by initiating the Acts of Kindness campaign. Challenging employees to perform acts of kindness in their community has brought about a surge in community service. Teams of employees have been using their available *volunteer days* to work for community service organizations, including Habitat for Humanity and the Mt. Pleasant Animal Shelter.
- Red Sky Public Relations (a Boise, Idaho company with 13 employees) has created a Flex Day policy to allow for creative out-of-the-office days.

## Flex Careers

- Deloitte (an audit, consulting, financial advisory and tax services firm with global headquarters in New York, New York, and with 45,000 employees in the U.S.) has created an initiative called Mass Career Customization (MCC), which provides a transparent process for employees to chart their individual career paths in ways that align with their personal and professional priorities. With MCC, employees make choices around four major dimensions of career progression—role, pace, location/schedule and workload—calibrating each based on their current aspirations and life circumstances.
- MacAulay-Brown, Inc. (a defense contracting firm in Dayton, Ohio, with 1,800 employees) provides approximately 100 retired workers with part-time, irregular work based on the expertise of these former employees.

## Culture of Flexibility

- MeetingMatrix International (an event planning products and services firm in Portsmouth, New Hampshire, with 56 employees) has created an approach called *Task Inspired Management Environment*. It gives employees the freedom to work where and when they want, in whatever style works best for them, as long as they meet the objectives and performance criteria of their job and there is no negative impact on others' productivity. There are no defined work schedules, only schedules defined to meet the needs of internal and external customers. There is also no concept of vacation or personal time; people have an unlimited amount of paid time off—as long as the work gets done.

- The Habitat Company (a real estate firm based in Chicago, Illinois, with 900 employees in the U.S.) has replaced “face time” with flexibility. In addition to many flexible options, it has created an e-mail policy to promote its culture of flexibility. The CEO instituted an unwritten policy setting the expectation that responses to e-mails should only be made during normal business hours. If an employee receives or sends an e-mail outside this timeframe, the employee should not expect a response until during business hours.

These examples of best practices by Sloan Award winners reflect a shared belief that status quo thinking leads to static performance. As John Parry, president and CEO of Solix, said, “Complacency destroys good companies. We can never stop trying to be better!” He said Solix employees are encouraged and supported to do the best they can in every aspect of their lives, whether in the office or their communities, and that company leaders work to create an effective and flexible workplace to help its employees thrive.

## Conclusion

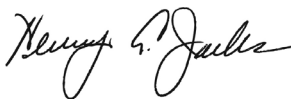
This is the seventh year the Families and Work Institute (FWI), now in partnership with the Society for Human Resource Management (SHRM), the world’s largest professional association dedicated to the HR profession, has given the Sloan Award for Excellence in Workplace Effectiveness and Flexibility. Each year, the Sloan Awards have identified and recognized organizations that are executing exceptional policies and practices to create flexible and effective workplaces. Importantly, the innovative ideas and creative thinking highlighted in this year’s Guide not only help employees meet their work and life needs, but also help organizations achieve extraordinary business results—an imperative in today’s uncertain economic environment!

As we conclude the first year of our partnership and look ahead to 2012, we are extremely excited about the increased awareness of, interest in and adoption of effective and flexible workplaces. However, given the tremendous impact workplace flexibility can have on bottom lines through increased productivity and employee engagement, more work needs to be done to educate organizations about the value these programs can bring to both the employee *and* the employer.

FWI and SHRM look forward to meeting this challenge through our partnership in producing educational programming, cutting edge research and thought-provoking resources and materials.



Ellen Galinsky  
President and Co-founder  
Families and Work Institute



Henry G. (Hank) Jackson, CPA  
President & CEO  
Society for Human Resource Management

## FEATURED STORY

### EMPLOYER SUPPORT FOR THE MILITARY COMMUNITY

This year, for the first time, the application for the Sloan Award for Excellence in Workplace Effectiveness and Flexibility asked employers what they are doing to respond to the needs of veterans' and service members' families. Specifically, we asked: *Does your organization make any special efforts to respond to the needs of employees who have recently returned from service in the military (returning veterans)? Does your organization make any special efforts to respond to the needs of employees whose family members are in the military and have been deployed?* This featured story is an excerpt from a larger report written from these findings.

#### The Context

Military service offers many talented Americans the opportunity to develop a wide range of technical, organizational and management skills. When military members return to civilian life, either as full-time civilians or as ongoing members of the National Guard and Reserve components, they bring this wealth of knowledge and experience to bear on the missions they receive from their employers. Even though the battlefield is a very different classroom than a university or business training program, many veterans are confident that their military skills can help their employers succeed. In fact, a recent study of veterans shows that 60.6% of veterans who served in the military after September 2001 believe that their military experience applied "a lot" or "some" to their most recent civilian job.<sup>1</sup>

Despite their skill sets and confidence in their ability to put their military experience to good use in their civilian jobs, many veterans are unemployed. In 2001, only 3.6% of veterans reported that they were unemployed and looking for work. According to Reuters,<sup>2</sup> unemployment among recent veterans grew to 13.3% by June 2011, more than four percentage points higher than the national average. How can it be that so many of the people who risked their lives protecting our country could be unemployed? Moreover, how is it that employers have not yet recruited so many capable employees?

This employment gap is likely due to a variety of challenges faced by employers and veterans alike. For example, many veterans have been operating outside the civilian job market for years, while others never held a civilian job prior to joining the military. These individuals are likely to be disconnected from regular civilian recruiting channels and employers must be creative

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<sup>1</sup> Westat. (2010). *National survey of veterans, active duty service members, demobilized national guard and reserve members, family members and surviving spouses*, (Task Order 101-G87089). Washington, D.C. Department of Veterans Affairs, pp. 157.

<sup>2</sup> Alper, A. (2011, August 4). *U.S. Soldiers Return Home To Labor Market With Few Opportunities*. Reuters article published on Huffington Post. Retrieved from [http://www.huffingtonpost.com/2011/08/04/thousands-of-soldiers-returning-home-with-no-jobs\\_n\\_918528.html](http://www.huffingtonpost.com/2011/08/04/thousands-of-soldiers-returning-home-with-no-jobs_n_918528.html)

when attracting and recruiting veterans. In addition, many employers are currently unprepared to help veterans and their families navigate some of the unique work-life challenges raised by military service, and thus find it difficult to adequately support and retain veteran employees and their families.

Simultaneously, a number of veterans are unprepared to chart their own course through the civilian job market. Though many of their skills are transferable to a civilian context, some veterans may be unfamiliar with the conventions used to represent these skills in civilian job application materials. Furthermore, newly-hired veteran employees may not be familiar enough with civilian hierarchies to identify and access the most effective channels for requesting the specific supports they need to give their best performance to their employers and their families.

Faced with this vast employment gap, some employers have rallied around our nation's veterans and have begun meeting these challenges head on, proactively enhancing their efforts to attract, recruit, support and retain veterans. They have also boosted the supports they offer to military families so that they can all better meet their responsibilities at home and at work.

### **Findings from Winners of the Sloan Award for Excellence in Workplace Effectiveness and Flexibility**

*When Work Works*, a joint project of the Families and Work Institute and the Society for Human Resource Management is addressing this issue as one that we see as critical to our economic success. Among our efforts, the employer application of the 2011 Sloan Award for Excellence in Workplace Effectiveness and Flexibility included questions about the special efforts employers are making to support veterans and military families. Their responses were simply awe-inspiring.

In the report from which this featured story is drawn, we review several Federal laws that establish a national baseline of support that most employers are required to offer. We then present a variety of supports that employers voluntarily provide to veterans that benefit all veterans—including veterans with ongoing military responsibilities and veterans with little civilian work experience. We also examine the supports provided to military family members that help them manage the challenges posed by their relatives' military service. Throughout the report, we identify specific employers that provide particularly innovative or generous initiatives.

Here we highlight some of the findings from this larger report:

- Some employers provide benefits to enhance employees' *financial well-being*. These supports include pay advances, no interest loans and financial advice/planning. These supports help both veterans and their families adapt to changing circumstances. For example, Capital One (a financial products and services company) maintains a Disaster Recovery Grant that can help employees deal with sudden misfortune. After employees file an application describing their needs, Capital One usually

responds and provides any awarded funds within 72 hours. The granted funds are not a loan so recipients do not need to worry about paying the money back to their employer.

- Employers with organized volunteer networks can choose to make supporting veterans and their families a *volunteer activity*. For example, the state government agency, Michigan Occupational Safety and Health Administration (MIOSHA), hired a recent veteran and active member of the National Guard. Shortly after beginning his new position with MIOSHA, his wife was unable to work and one of their other young children was diagnosed with cancer. MIOSHA's Fun Committee now holds fundraisers for the family and donates part of the money from other collections to help cover some of the family's expenses.
- Some employers are willing to go to extraordinary efforts to support their military employees, taking on challenges for which no standardized program would be appropriate. MorganFranklin Corporation (a business and technology solutions company) reports paying to fly military employees back home to deal with critical personal issues.
- Employers can engage in *mentoring activities* that help veterans:
  - Identify marketable job skills they have developed in the military
  - Conduct a search for civilian jobs that require their most advanced skills
  - Write resumes that feature their marketable skills in terms that match to civilian job descriptions
  - Develop dynamic interview skills that can be used in a variety of workplace cultures

As an example, recruiters at KPMG (an audit, tax, and advisory services company) go beyond identifying veterans to hire for KPMG positions and assist veterans in their general job search efforts by providing resume-writing and interview guidance.

- *Military programs*: The military maintains programs that help place Reservists in civilian jobs where they can continue to practice their mission critical skills. Frankfort Regional Medical Center (which provides health care and medical services) in Kentucky, works with the military program Army PaYS to recruit employees with critical skills. In exchange they provide these employees with the flexibility needed to maintain both their military and civilian responsibilities.
- Employers are making use of *workplace flexibility* to give military family members more options about how they get their work done around increased caregiving demands, support for injured veterans, managing multiple benefits systems, and the emotional and physical stress of meeting these demands. For example, an employee at SunGard Public

Sector (a technology, manufacturing and services company) temporarily relocated from Florida to Georgia to care for her grandchildren while her son was deployed. She retained her position and managed her team remotely. She notes that, “It was SunGard Public Sector’s willingness, understanding and flexibility, along with their technology, that allowed me to care for my grandchildren in a time of distress for my family and effectively continue in my role as a Team Leader.”

- Military families also benefit from being given *time off during the work-day* to communicate with their loved ones. Many military members are deployed in different time zones or have very restricted opportunities to communicate with home. Allowing employees to take calls during work hours can help them stay in touch with deployed family members. McGladrey (an accounting, auditing and advising company) writes that one of its employees was only able to communicate with her husband while he was deployed during work hours and extended her work day to complete her work on schedule. A company representative notes, “This flexibility gave her the peace of mind in knowing her husband was safe so she could continue to be focused and productive while at work.”
- Some employers have made extensive commitments to supporting military family members, including funding in-depth training efforts to enhance their economic prospects. Ernst & Young (an audit, consulting, financial advisory and tax services firm) provides funding, curriculum support and instructors to the Entrepreneurship Bootcamp for Families, an entrepreneurial skills program for the family members of veterans from the wars in Iraq and Afghanistan instructing them on the fundamentals of starting and running a small business.

Military members make deep sacrifices in order to protect their fellow citizens: rigorous training, frequent relocation, and long periods of time far from home and family. Many will witness and/or experience significant physical injury, emotionally traumatic events, and/or death as part of their service. Yet they rise to meet these extreme challenges because they believe that their efforts will make America, its citizens and allies safer.

When military members return to the civilian workforce, they typically bring the same dedication to their work and are eager to contribute their skills and experience to their employers. Yet many veterans are unable to reach their full potential as civilian employees without support. When employers take a proactive approach to attracting, recruiting, supporting and retaining veterans and their families, they make it easier for these individuals to succeed at work, in the service, and at home. The more employers continue to actively support the employment of our veteran population and their families, the more these highly skilled individuals will be able to contribute to America’s well-being, both on the battlefield and in the marketplace.

This featured story is drawn from a longer report by Kenneth Matos and Ellen Galinsky. It can be downloaded at [www.whenworkworks.org](http://www.whenworkworks.org).

## HOW EMPLOYERS WERE SELECTED

**All of the employers included in this Guide are winners of the 2011 Alfred P. Sloan Award for Excellence in Workplace Effectiveness and Flexibility.**

The Sloan Award program is national in scope, and recognizes model employers of all types and sizes across the U.S. for their innovative and effective workplace practices. It is a site-based award, and for employers with more than one location, it is each local worksite that applies for and wins the award.

Using a rigorous scoring methodology that emphasizes the real life experiences of employees on the job, the Sloan Awards honor organizations that are using workplace flexibility as a strategy to make work *work* better—for both the employer and the employee. The application process takes place in two rounds. **In Round I, employers apply by completing an online questionnaire about the flexibility programs and practices at their worksite.** Responses provided by the employer are then measured against a nationally representative sample of employers, based on Families and Work Institute's ongoing *National Study of Employers*. **Employers that rank among the top 20% of employers in the U.S., when compared with this national data, are selected as finalists and move on to Round II.**

In Round II, 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 their workplace culture and whether they perceive any negative consequences for using flexibility at their workplace. For organizations with fewer than 250 employees at the worksite, all employees are surveyed. For larger worksites, a random sample of 250 employees is surveyed. Of those surveyed, a minimum 40% response rate is required. **The scoring used to select Sloan Award winners heavily weights the experience of employees.** While one third of the final score depends on the employer's responses, two thirds of the score is determined by the employees' responses. There is no minimum or maximum number of award recipients.

## KEY TO READING EMPLOYER PROFILES AND SCORES

A brief profile of each winning employer highlights their **bold new ideas** for making work “work,” focusing on flexible programs and other initiatives that help make these organizations more effective and successful, both for the employee and the employer. Taken as a whole, these profiles underline the many positive business impacts that employers attribute to their flexible and effective workplace practices and culture, and they point to positive impacts on the surrounding community as well, from reducing traffic congestion and going green to supporting volunteerism.

After the name of the organization, \*\* indicates a two-time Sloan Award winner, \*\*\* a three-time winner, \*\*\*\* a four-time winner, \*\*\*\*\* a five-time winner, \*\*\*\*\* a six-time winner, and \*\*\*\*\* a seven-time winner.

The Sloan Awards are site-based. If an employer wins for multiple locations, there will only be one written profile, however, each winning worksite will be listed separately beneath this with its corresponding scores.

### Scores and Symbols

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**Employer Score:** This is an overall average score based on responses to the employer application that asks employers about the flexibility programs, policies and practices they have in place and employee access to these provisions of flexibility. This score is on a scale of 1 to 100, with a higher score indicating a more positive overall rating.



**Employee Score:** This reflects how employees responded to questions about their access to and experiences with flexibility and other aspects of an effective workplace, the supportiveness of their workplace culture and whether they perceive any negative consequences for using flexibility at their workplace. This score is on a scale of 1 to 100, with a higher score indicating a more positive overall average.



**Overall Score:** This is a combined score derived from responses to both the employer application 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 of the score from the employee surveys with heavier weighting on some categories over others.

**Employer Category Scores:** The Sloan Award employer questionnaire asks about more than 30 different aspects of workplace effectiveness and flexibility. We group these questions into the following categories that align with the way that business leaders think about these options:

- **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* they 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 offers its employees leaves for birth, adoption and caregiving of 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 flex time, telecommuting and compressed workweeks.
- **Health Care and Economic Security for Full- and Part-Time Employees** examines benefits such as health insurance, retirement and other financial supports for full- and part-time employees.
- **The Impact of the Recession** looks at ways employers may have used flexibility to reduce costs and increase productivity, as well as, other ways employers have supported their employees through the recent economic downturn.
- **Support for Educational and Economic Opportunities** includes educational opportunities offered to employees, supports for using those educational opportunities, and assistance for eligible employees in gaining access to various public benefits.

While the Employer Category Scores are not reported, they are used to determine the top employers for each of these categories.

# BEST OF EMPLOYERS

(Listed in alphabetical order within category)

## **Best in Overall Score**

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Arizona Foundation for Legal Services & Education  
Bryson Financial Group – Long Beach, CA  
Greater Dayton Area Hospital Association  
Humanix  
McGladrey – Washington, DC  
Menlo Innovations LLC  
Microsoft Corporation – Downer’s Grove, IL  
Rose City Mortgage  
Ryan LLC – Washington, DC  
Shodor Education Foundation

## **Best in Employee Score**

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Arizona Foundation for Legal Services & Education  
Humanix  
McGladrey – Washington, DC  
PatchPlus Consulting, Inc.  
Piemonte & Liebhauser, LLC  
Prevent Child Abuse Minnesota  
Rose City Mortgage  
Ryan LLC – Washington, DC  
Social Dynamics, LLC

## **Best in Employer Category Scores**

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### **Best in Culture of Flexibility**

Arizona Foundation for Legal Services & Education  
Decision Toolbox  
E-IT Professionals Corp.  
gDiapers  
Greater Dayton Area Hospital Association  
Humanix  
McGladrey – Washington, DC  
Menlo Innovations LLC  
Microsoft Corporation – Downer’s Grove, IL  
Mom Corps  
Oregon Environmental Council  
PatchPlus Consulting, Inc.  
Piemonte & Liebhauser, LLC  
Prevent Child Abuse Minnesota  
Rose City Mortgage  
Ryan LLC – Boston, MA  
Ryan LLC – Denver, CO  
Ryan LLC – Washington, DC  
Service Express, Inc. (SEI) – Ohio

### **Best in Flex Careers**

ACS  
Aguirre Roden Inc. – Dallas, TX  
Alliance Title & Escrow Corp.  
Altair Engineering  
American Institute for Certified Public Accountants (AICPA)

Arapahoe/Douglas Works!  
Arizona Foundation for Legal Services & Education  
Arizona Health Care Cost Containment System (AHCCCS)  
Autodemo LLC  
AzulaySeiden Law Group  
BDO USA, LLP – Arizona  
BDO USA, LLP – Austin, TX  
BDO USA, LLP – Bethesda, MD  
BDO USA, LLP – Boston, MA  
BDO USA, LLP – Charlotte, NC  
BDO USA, LLP – Chicago, IL (East Randolph)  
BDO USA, LLP – Chicago, IL (Michigan Ave.)  
BDO USA, LLP – Dallas, TX  
BDO USA, LLP – Grand Rapids, MI  
BDO USA, LLP – Houston, TX  
BDO USA, LLP – Kalamazoo, MI  
BDO USA, LLP – Kenmoor Location  
BDO USA, LLP – Las Vegas, NV  
BDO USA, LLP – Los Angeles, CA  
BDO USA, LLP – Melville, NY  
BDO USA, LLP – Memphis, TN  
BDO USA, LLP – Miami, FL  
BDO USA, LLP – Milwaukee, WI  
BDO USA, LLP – Nashville, TN  
BDO USA, LLP – New York, NY  
BDO USA, LLP – Orange County, CA  
BDO USA, LLP – Philadelphia, PA  
BDO USA, LLP – Raleigh, NC  
BDO USA, LLP – Richmond, VA  
BDO USA, LLP – San Diego, CA  
BDO USA, LLP – San Francisco, CA  
BDO USA, LLP – San Jose, CA  
BDO USA, LLP – Seattle, WA  
BDO USA, LLP – Spokane, WA  
BDO USA, LLP – Troy, MI  
BDO USA, LLP – Valhalla, NY  
BDO USA, LLP – West Palm Beach, FL  
BDO USA, LLP – Woodbridge, NJ  
Binkley & Barfield, Inc.  
Bon Secours – Hampton Roads, VA  
Bon Secours – Richmond, VA  
Booz Allen Hamilton – Charleston, SC  
Booz Allen Hamilton – Atlanta, GA  
Brookhaven Science Associates, LLC  
Brower Insurance Agency LLC  
Bryson Financial Group  
Capital One – Dallas, TX  
Capital One – McLean, VA  
Capital One – Richmond, VA  
Cardinal of Minnesota, Ltd.  
Cascadia Consulting Group  
Catholic Charities of the Diocese of Winona

Cerini & Associates, LLP  
Children's Dental Village  
Clifton Gunderson LLP – Indianapolis, IN  
Clifton Gunderson LLP – Phoenix, AZ  
Cornell University  
Courtyard by Marriott Melbourne  
Custom Alarm/Custom Communications, Inc.  
Deloitte – Arizona  
Deloitte – Chicago, IL  
Deloitte – Dallas, TX  
Deloitte – Dayton, OH  
Deloitte – Denver, CO  
Deloitte – Georgia  
Deloitte – Houston, TX  
Deloitte – Long Island, NY  
Deloitte – Grand Rapids, MI  
Deloitte – Milwaukee, WI  
Deloitte – Morris County, NJ  
Deloitte – Raleigh-Durham, NC  
Deloitte – Twin Cities, MN  
Dorsey & Whitney LLP – Twin Cities, MN  
The Dow Chemical Company  
Durham Convention & Visitor's Bureau  
E-IT Professionals Corp.  
EAGLE Registrations Inc.  
Eastway Behavioral Healthcare  
Educational Data Systems, Inc.  
Ernst & Young – Chicago, IL  
Ernst & Young – Michigan  
Ernst & Young – Milwaukee, WI  
Ernst & Young – Minneapolis, MN  
Evanhoe & Associates Inc.  
Fesnak and Associates  
Frankfort Regional Medical Center  
Full Access  
George Mason University  
Greater Dayton Area Hospital Association  
Hancock Askew & Co., LLP  
Home and Community Options  
Hoyman Dobson – Melbourne, FL  
Humanix  
Intel – Oregon  
Kapnick Insurance Group  
KiZAN Technologies LLC  
Klotz Associates Inc.  
KPMG – Billings, MT  
KPMG – Boise, ID  
KPMG – Boston, MA  
KPMG – Charlotte, NC  
KPMG – Chicago, IL  
KPMG – Dallas, TX  
KPMG – Des Moines, IA

KPMG – Detroit, MI  
KPMG – Georgia  
KPMG – Hartford, CT  
KPMG – Honolulu, HI  
KPMG – Houston, TX  
KPMG – Kansas City, MO  
KPMG – Los Angeles, CA  
KPMG – Melville, NY  
KPMG – Milwaukee, WI  
KPMG – Minneapolis, MN  
KPMG – New York, NY  
KPMG – Philadelphia, PA  
KPMG – Portland, OR  
KPMG – Salt Lake City, UT  
KPMG – San Francisco, CA  
KPMG – Short Hills, NJ  
KPMG – St. Louis, MO  
KPMG – Stamford, CT  
KPMG – Washington, DC  
La Strada  
Laughlin Constable – Chicago, IL  
Laughlin Constable – Milwaukee, WI  
MacAulay-Brown, Inc. – Dayton, OH  
ManpowerGroup – Milwaukee, WI  
McCauley Nicolas, CPAs & Advisors  
McGladrey – Annapolis, MD  
McGladrey – Atlanta, GA  
McGladrey – Baltimore, MD  
McGladrey – Bloomington, MN  
McGladrey – Blue Bell, PA  
McGladrey – Boston, MA (City Square)  
McGladrey – Cedar Rapids, IA  
McGladrey – Champaign, IL  
McGladrey – Charlotte, NC  
McGladrey – Chicago, IL  
McGladrey – Chicago, IL (S. Wacker)  
McGladrey – Cleveland, OH  
McGladrey – Columbus, OH  
McGladrey – Dallas, TX  
McGladrey – Davenport, IA  
McGladrey – Davenport, IA (FWR)  
McGladrey – Denver, CO  
McGladrey – Des Moines, IA  
McGladrey – Dubuque, IA  
McGladrey – Duluth, MN  
McGladrey – Elkhart, IN  
McGladrey – Farmington, CT  
McGladrey – Fort Lauderdale, FL  
McGladrey – Frederick, MD  
McGladrey – Gaithersburg, MD  
McGladrey – Galesburg, IL  
McGladrey – Greensboro, NC

McGladrey – Iowa City, IA  
McGladrey – Irvine, CA  
McGladrey – Jacksonville, FL  
McGladrey – Janesville, WI  
McGladrey – Kansas City, MO  
McGladrey – La Crosse, WI  
McGladrey – Las Vegas, NV  
McGladrey – Los Angeles, CA  
McGladrey – Madison, WI  
McGladrey – Mason City, IA  
McGladrey – Melbourne, FL  
McGladrey – Miami, FL  
McGladrey – Milwaukee, WI  
McGladrey – Minneapolis, MN  
McGladrey – Moorestown, NJ  
McGladrey – Morehead City, NC  
McGladrey – Naples, FL  
McGladrey – New Bern, NC  
McGladrey – New Haven, CT  
McGladrey – New York, NY  
McGladrey – Olympia, WA  
McGladrey – Omaha, NE  
McGladrey – Orlando, FL  
McGladrey – Pasadena, CA  
McGladrey – Peoria, IL  
McGladrey – Peoria, IL (McGladrey Network)  
McGladrey – Philadelphia, PA  
McGladrey – Phoenix, AZ  
McGladrey – Raleigh, NC  
McGladrey – Richmond, VA  
McGladrey – Rochester, MN  
McGladrey – Rockford, IL  
McGladrey – Rocky Mount, NC  
McGladrey – San Diego, CA  
McGladrey – San Francisco, CA  
McGladrey – San Jose, CA  
McGladrey – Schaumburg, IL  
McGladrey – Seattle, WA  
McGladrey – Sioux Falls, SD  
McGladrey – South Bend, IN  
McGladrey – Springfield, IL  
McGladrey – St. Louis, MO  
McGladrey – Tacoma, WA  
McGladrey – Washington, DC  
McGladrey – Waterloo, IA  
McGladrey – West Palm Beach, FL  
McGladrey – Wilmington, NC  
McGladrey – Stamford, NC  
McGladrey – Vienna, VA  
Memorial Hermann Healthcare System  
Mercy Corps  
Metropolitan Family Services

Microchip Technology Inc.  
Miklos Systems, Inc.  
Null-Lairson, P.C.  
Ocean Tomo, LLC  
Peckham, Inc.  
Personnel Detachment Afloat West  
Perspectives, Ltd.  
Portland State University  
PREM Group, Inc.  
Prestige Healthcare  
Pride, Inc.  
Resident Inn by Marriott – Melbourne, FL  
Rho, Inc.  
Rochester Community and Technical College  
Sanchez Daniels & Hoffman LLP  
Scottsdale Healthcare  
Shodor Education Foundation  
Shumsky Enterprises, Inc.  
Solix, Inc.  
Southeast Service Cooperative  
Southwest Institute of Healing Arts (SWIHA)  
SunGard Public Sector  
The Tellennium Group  
University of New Hampshire  
VCU Health System  
Verizon Wireless – Chicago, IL  
Vinson and Elkins  
WellStart Health System  
Western National Mutual Insurance Company  
WithinReach  
Work Skills Corporation

**Best in Choices in Managing Time**

A. Miller Consulting Services, Inc.  
Abel Design Group, Ltd.  
Abernethy Media Professionals  
American Geotechnics  
American Journal Experts, LLC  
Arizona Foundation for Legal Services and Education  
Bottom Line Systems, Inc.  
Bryson Financial Group  
Capital One – Dallas, TX  
Capital One – McLean, VA  
Capital One – Richmond, VA  
ContentActive, LLC  
Cornerstone Research Group  
cSubs  
Dallas Convention & Visitor's Bureau  
Emergint Technologies  
Evanhoe & Associates Inc.  
gDiapers  
Greater Dayton Area Hospital Association

Henry & Horne, LLP – Arizona  
ICF International  
JA Counter & Associates, Inc.  
Laughlin Constable – Chicago, IL  
Laughlin Constable – Milwaukee, WI  
Louis T. Roth & Co.  
Mahoney Ulbrich Christiansen Russ PA  
McKinney  
Menlo Innovations LLC  
Microsoft Corporation – Downer's Grove, IL  
Miklos Systems, Inc.  
National Multiple Sclerosis Society – Michigan Chapter  
NCH Marketing Services - A Valassis Company – Deerfield, IL  
Northeast Editing, Inc.  
NPC Research  
NPower Northwest – Seattle, WA  
Oregon Environmental Council  
People for Puget Sound  
Point B  
PREM Group, Inc.  
Radiance Technologies Inc.  
River Network  
Shodor Education Foundation, Inc.  
Skylla Engineering Ltd.  
Sturgill, Turner, Barker & Moloney, PLLC  
Synergis  
U.S. Navy EODTEU TWO  
Verde Valley Sanctuary

**Best in Caregiving Leave**

Cardinal of Minnesota, Ltd.  
Custom Accounting & Tax  
Dorsey & Whitney LLP  
Frankfort Regional Medical Center  
Fronterra Integrated Geosciences  
Futura Industries  
Intermountain Financial Group, LLC  
KPMG – Billings, MT  
KPMG – Boise, ID  
KPMG – Boston, MA  
KPMG – Charlotte, NC  
KPMG – Chicago, IL  
KPMG – Dallas, TX  
KPMG – Des Moines, IA  
KPMG – Detroit, MI  
KPMG – Georgia  
KPMG – Hartford, CT  
KPMG – Honolulu, HI  
KPMG – Houston, TX  
KPMG – Kansas City, MO  
KPMG – Los Angeles, CA  
KPMG – Melville, NY



KPMG – Milwaukee, WI  
KPMG – Minneapolis, MN  
KPMG – New York, NY  
KPMG – Philadelphia, PA  
KPMG – Portland, OR  
KPMG – Salt Lake City, UT  
KPMG – San Francisco, CA  
KPMG – Short Hills, NJ  
KPMG – St. Louis, MO  
KPMG – Stamford, CT  
KPMG – Washington, DC  
Menlo Innovations LLC  
MMP School, Inc.  
National Multiple Sclerosis Society – Michigan Chapter  
Shodor Education Foundation, Inc.  
Verde Valley Sanctuary

### **Best in Time Off**

Abel Design Group, Ltd.  
Bryson Financial Group  
ContentActive, LLC  
Decision Toolbox  
E-IT Professionals Corp.  
Humanix  
Keats, Connelly and Associates LLC  
ManpowerGroup – Milwaukee, WI  
McKinney  
Rose City Mortgage  
Shumsky Enterprises, Inc.  
U.S. Navy EODTEU TWO

### **Best in Reduced Time**

Abernethy Media Professionals  
AzulaySeiden Law Group  
Bryson Financial Group  
Greater Dayton Area Hospital Association  
McGladrey – Annapolis, MD  
McGladrey – Atlanta, GA  
McGladrey – Baltimore, MD  
McGladrey – Bloomington, MN  
McGladrey – Blue Bell, PA  
McGladrey – Boston, MA (City Square)  
McGladrey – Cedar Rapids, IA  
McGladrey – Champaign, IL  
McGladrey – Charlotte, NC  
McGladrey – Chicago, IL  
McGladrey – Chicago, IL (S. Wacker)  
McGladrey – Cleveland, OH  
McGladrey – Columbus, OH  
McGladrey – Dallas, TX  
McGladrey – Davenport, IA  
McGladrey – Davenport, IA (FWR)  
McGladrey – Denver, CO

McGladrey – Des Moines, IA  
McGladrey – Dubuque, IA  
McGladrey – Duluth, MN  
McGladrey – Elkhart, IN  
McGladrey – Fort Lauderdale, FL  
McGladrey – Frederick, MD  
McGladrey – Gaithersburg, MD  
McGladrey – Galesburg, IL  
McGladrey – Greensboro, NC  
McGladrey – Iowa City, IA  
McGladrey – Irvine, CA  
McGladrey – Jacksonville, FL  
McGladrey – Janesville, WI  
McGladrey – Kansas City, MO  
McGladrey – La Crosse, WI  
McGladrey – Las Vegas, NV  
McGladrey – Los Angeles, CA  
McGladrey – Madison, WI  
McGladrey – Mason City, IA  
McGladrey – Melbourne, FL  
McGladrey – Miami, FL  
McGladrey – Milwaukee, WI  
McGladrey – Minneapolis, MN  
McGladrey – Moorestown, NJ  
McGladrey – Morehead City, NC  
McGladrey – Naples, FL  
McGladrey – New Bern, NC  
McGladrey – New Haven, CT  
McGladrey – New York, NY  
McGladrey – Olympia, WA  
McGladrey – Omaha, NE  
McGladrey – Orlando, FL  
McGladrey – Pasadena, CA  
McGladrey – Peoria, IL  
McGladrey – Peoria, IL (McGladrey Network)  
McGladrey – Philadelphia, PA  
McGladrey – Phoenix, AZ  
McGladrey – Raleigh, NC  
McGladrey – Richmond, VA  
McGladrey – Rochester, MN  
McGladrey – Rockford, IL  
McGladrey – Rocky Mount, NC  
McGladrey – San Diego, CA  
McGladrey – San Francisco, CA  
McGladrey – San Jose, CA  
McGladrey – Schaumburg, IL  
McGladrey – Seattle, WA  
McGladrey – Sioux Falls, SD  
McGladrey – South Bend, IN  
McGladrey – Springfield, IL  
McGladrey – St. Louis, MO  
McGladrey – Stamford, CT

McGladrey – Tacoma, WA  
McGladrey – Vienna, VA  
McGladrey – Washington, DC  
McGladrey – Waterloo, IA  
McGladrey – West Palm Beach, FL  
McGladrey – Wilmington, NC  
Menlo Innovations LLC  
Point B

**Best in Flex Time and Place**

American Journal Experts, LLC  
Arizona Foundation for Legal Services & Education  
Bryson Financial Group  
Cornerstone Research Group  
cSubs  
gDiapers  
Greater Dayton Area Hospital Association  
JA Counter & Associates, Inc.  
McKinney  
Michigan Occupational Safety and Health Administration (MIOSHA)  
Microsoft Corporation – Chicago, IL  
Microsoft Corporation – Downer's Grove, IL  
The Novo Group – Chicago, IL  
The Novo Group – Milwaukee, WI  
People for Puget Sound  
Point B  
Shodor Education Foundation, Inc.

**Best in Health Care and Economic Security for Full- and Part-Time Employees**

Arizona Foundation for Legal Services & Education  
Averett Warmus Durkee Osburn Henning  
Bryson Financial Group  
Cerini & Associates, LLP  
E-IT Professionals Corp.  
Greater Dayton Area Hospital Association  
Lexmark International  
Mercy Corps  
Microsoft Corporation – Chicago, IL  
Microsoft Corporation – Downer's Grove, IL  
Personnel Detachment Afloat West  
Point B  
Technomics, Inc.  
Training Squadron Ten

**The Impact of the Recession**

Abel Design Group, Ltd.  
Bon Secours – Hampton Roads, VA  
Brown & Brown of Detroit  
Bryson Financial Group  
Cerini & Associates, LLP  
Clifton Gunderson LLP – Phoenix, AZ  
Cornell University  
Farbman Group

Frankfort Regional Medical Center  
McDonalds USA LLC – Houston Region  
Memorial Hermann Healthcare System  
Peckham, Inc.  
Personnel Detachment Afloat West  
Residence Inn by Marriott – Melbourne, FL  
Technology Transfer Services  
U.S. Navy EODTEU TWO  
WellStar Health System  
Western National Mutual Insurance Company  
Work Skills Corporation

**Support for Educational and Economic Opportunities**

Alliance Title & Escrow Corp.  
Bader Martin P.S.  
Binkley & Barfield, Inc.  
Bryson Financial Group  
Deloitte – Arizona  
Deloitte – Dallas, TX  
Deloitte – Denver, CO  
Deloitte – Georgia  
Deloitte – Houston, TX  
Deloitte – Long Island, NY  
Deloitte – Grand Rapids, MI  
Deloitte – Milwaukee, WI  
Deloitte – Morris County, NJ  
Deloitte – Raleigh-Durham, NC  
Deloitte – Twin Cities, MN  
Delta Dallas – Dallas-Plano, TX  
The Dow Chemical Company  
Farbman Group  
Greater Dayton Area Hospital Association  
Intel Corporation – Arizona  
Mediaura  
Mercy Corps  
MorganFranklin Corporation  
Personnel Detachment Afloat West  
Point B  
Robert W. Baird & Co.  
Solix, Inc.

**Direct-to-Consumer Retail Contact Business****Winning Site: Salt Lake City, UT, 800 Employees****[www.1800contacts.com](http://www.1800contacts.com)**

Founded in 1995, 1-800 CONTACTS has grown into the world's largest contact lens retailer by providing the kind of service that keeps customers coming back. It attributes its strength in large part to flexibility, offering its call center as a particularly dramatic example. When turnover in the center peaked at over 140% in 2000, the company asked associates what would make a difference. Flexibility was listed high among their responses. As a result, a number of initiatives were introduced to give employees more control over where and when they work. **For example, the company's technology investment allows call center staff to handle even the most complex orders at home. As a result, almost half of all call center employees do just that. And when it comes to time off, an innovative attendance system allows call center employees to earn over 100 unpaid days or over 30 paid days off per year. Unlike standard PTO or vacation policies, it works by awarding points for positive attendance behavior such as coming to work on time. Then to take time off, employees simply spend the points they have—the more advance notice they give, the fewer points it 'costs' to take time off.** In addition, associates are able to trade, give away and pick up shifts all from the comfort of their home, or even smartphone. "It is a real win-win situation," states a representative. The strategy worked: turnover in the call center has dropped consistently from its highs to about 35% in 2009—below one third of the national average for the call center industry. In addition, in 2007, J.D. Power & Associates awarded 1-800 CONTACTS its highest service rating ever for a call center. Other workplace innovations include an onsite restaurant with meals prepared by professional chefs that are 90% subsidized by the company. As part of a commitment to healthy living, a 5,000 square foot wellness center with four certified personal trainers is available at no cost to employees. Additional benefits include medical, dental, life, long-and short-term disability, auto and home insurance coverage, as well as reimbursement for adoption and tuition expenses. In the past year, 1-800 CONTACTS has also introduced a number of events—from employee talent shows to Wii competitions—that focus on morale and team-building. For those in need, the company's Employee Outreach Fund offers emergency financial assistance to employees in a financial crisis. More than \$10,000 in emergency relief was distributed in 2009, enabling a number of employees to take care of personal matters, such as keeping their house or apartment, fixing a broken car or paying for unexpected medical bills. 1-800 CONTACTS' most recent initiative was to establish a Facebook page just for associates. This allows communication to flow about upcoming events and business needs and keeps the younger generation in touch with the company.

**Technical Documentation****Winning Site: Irving, TX, 25 Employees****[www.millerconsulting.org](http://www.millerconsulting.org)**

As a company that specializes in documentation, A. Miller Consulting Services operates on the principle that its flexibility practices are based in technology. Employees who travel frequently are provided cellphones for better communication and all employees have laptops so they can work from home. This flexibility both increases employee satisfaction and decreases the need for sick time. **Because employees may not always be in the office, the company has introduced new web versions of its tools and web meetings, which allow employees to work collaboratively.** Both investments have increased productivity.

**Nonprofit Credit Counseling****Winning Site: Salt Lake City, UT, 19 Employees****[www.aaafaircredit.org](http://www.aaafaircredit.org)**

Low turnover, high productivity and numerous employee referrals are among the benefits counted by AAA Fair Credit Foundation as a result of its workplace practices. At this nonprofit organization, all staff members can take their birthdays as a paid holiday. **Another bold program celebrates healthy living lifestyles and recognizes the need for employees to dedicate time to many facets of personal development. Employees who work at least 30 hours get one paid hour a week to either work out, take a class, see a counselor, contribute to the community, explore spiritual questions or acquire new skills.** The program operates on an honor system and employees must use it or lose it; the time cannot be accumulated week to week. AAA also gives employees a mechanism to recognize coworkers' special efforts or accomplishments at work by recommending them for a "Dollar Day." When employees collect eight Dollar Day vouchers, they can cash them in for a day off. (Part-time employees only have to collect four of the vouchers for a half day off.) Because only a limited number of these special rewards are available, employees reserve them for the most deserving. Recently, AAA has developed committees to focus on workplace learning and healthy lifestyles. This includes expert speakers who can talk about local travel opportunities, recycling and energy efficient workshops, new games that can be played both at work and at home with families and competitions that help employees eat better and get more exercise.

## Abel Design Group, Ltd.

79 | 65 | 73

### Architecture and Interior Design

**Winning Site:** Houston, TX, 13 Employees

**www.abeldesigngroup.com**

This full-service architecture firm began to recognize over the past few years that there was an increased emphasis on the importance of personal time and the need to develop a better work-life fit for its employees. In response, ADG invested in technology upgrades and recently implemented an official “Work from Home” policy allowing all employees access to work files and their desktops remotely. **ADG works from several different models for flexible scheduling (compressed workweeks, telecommuting, flexible start/stop times) and allows employees to switch back and forth between models with management approval to find the solution that works best for them.** The company also provides a discount program, continuing education opportunities, certification and accreditation support, no interest loans on a case-by-case basis and matches all 401k contributions up to 4% of annual salaries. ADG continues to explore different methods, strategies and approaches to see which policies would work best for its people. Its efforts have been rewarded with low turnover and high productivity.

## Abernethy Media Professionals\*\*\*

73 | 77 | 76

### Video and Related Media Production Services

**Winning Site:** Dallas, TX, 11 Employees

**www.amediaapro.com**

Abernethy asked a marketing consultant to create a survey to gauge its position in the marketplace. In interviews with customers, as well as current and former employees, the adjective most often used to describe the company was “flexible,” and rightly so. Employees enjoy flexible scheduling and the ability to work from home. **In addition, Abernethy Media Professionals recently added an onsite babysitting program due to an increased number of births in the office.** It works for Abernethy to be flexible with employees, who in turn can be flexible with customers as needed. The company has found that by working with all parties, a solution can usually be found that works for everyone—employees, customers and the company alike.

## ACS, Inc. (Affiliated Construction Services)\*\*

99 | 64 | 71

### Design and Construction Management Company

**Winning Site:** Madison, WI, 95 Employees

**www.acscm.com**

This construction company, serving a client base of international *Fortune* 100 and 500 firms, has boasted an average voluntary turnover rate of 6.5% over the past five years, about a third of the overall industry rate. ACS operates on the principle that loyalty stems from the respect and flexibility its staff members enjoy. Certain core hours are required every week, but arrival and departure times can be adjusted so parents can put their children on a school bus or accompany loved ones to doctor’s appointments. In addition to

flexible hours, employees can take paid time as needed for important activities such as school events—and during the summer they can work nine-hour days four days a week, taking Fridays off. **Shop employees are now able to choose whether to work overtime, how much and when. If they are unable to handle heavy peaks in workload, outside help is brought aboard—no one is made to feel bad if they cannot work additional hours.** ACS also does its best, when asked, to change an assignment that requires someone to work at a job site away from home for weeks at a time. Technology is key to the options here, where many employees are on the road and are working hours that do not conform to a conventional office schedule. Remote network access allows them to access their email from the kitchen table or the airport gate. Emphasizing an entrepreneurial approach, the senior leadership encourages fabricators, machinists, electricians and other staff to offer their ideas on better ways to get things done, often implementing their suggestions. During the economic downturn, the organization avoided layoffs and encouraged its employees—many of them do-it-yourselfers—to use ACS's supplier discounts on materials for home remodeling, energy monitoring and landscaping.

#### Aguirre Roden Inc.\*\*\*

74 | 75 | 76

**Architecture, Engineering and Construction**  
**Winning Site: Dallas, TX, 58 Employees**  
[www.aguirrerodem.com](http://www.aguirrerodem.com)

How can employers navigate challenging economic times? Architecture, engineering and construction firm Aguirre Roden recognizes that even during tough times, employees are its number one asset and the company has taken bold strides to avoid layoffs. Instead, employees took a pay reduction of 5% and officers took 10% reductions as well as reductions in other benefits. **Flexibility has helped to ease the economic downturn, with some employees working five days one week and four the next, or four days each week, with variations depending on individual and business needs.**

#### Alliance Title & Escrow Corporation

77 | 69 | 73

**Title and Escrow Firm**  
**Winning Site: Boise, ID, 28 Employees**  
[www.alliancetitle.com](http://www.alliancetitle.com)

For Alliance Title & Escrow Corporation, technology plays an integral role in providing 24/7 online access to wellness initiatives, parenting tools, child development courses, self help tools and tips and trainings for employees. Prerequisite training required for a number of onsite programs is taken care of online so that the employee can participate according to their schedule and fully utilize the onsite staff that provides nutritional, stress management and financial wellness assistance. **Recent initiatives include a Biggest Loser program, sabbatical program, volunteer program, charitable contributions program, access to going green, pet care information and company recycling program.** Alliance was named one of the Best Places to Work in Idaho and was a recent award winner of the Better Business Bureau's Integrity Award.



## Altair Engineering\*\*

81	73	77
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### Technology Consultant

**Winning Site:** Troy, MI, 350 Employees

**www.altair.com**

Altair is a technology firm that hires experienced workers as well as those fresh out of school. **All employees except the front desk receptionist can work from home, though the receptionist can also arrange time away when needed.** Employees are able manage their own time, whether it is to attend to the needs of their children, workout or just have fun with their coworkers. Tuition reimbursement is available and the company addressed market declines by bringing in its Fidelity representative to talk to staff about employees' investments. Altair has built a workplace that keeps voluntary turnover down to 5%—an impressive figure in this industry.

## American Geotechnics\*\*\*\*\*

66	78	74
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### Geotechnical Engineering

**Winning Site:** Boise, ID, 12 Employees

**www.americangeotechnics.com**

All employees at American Geotechnics manage their own time, workload and client relationships. Staff members determine their own 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 volunteer work during the work day. American Geotechnics is so committed to giving its employees time with their families, it even sends them home early on special occasions. How do you square that freedom with the need for most employees to coordinate their schedules with each other? American Geotechnics has established a common electronic calendar that is shared with all members of the team, and offers most employees cell phones so they can be in touch wherever they are, whether they are working in the office or from home. **Recently, 45% of employees were provided a monthly vehicle allowance to use in any manner they chose.** These measures have increased employee creativity, driven very high productivity and resulted in minimal turnover and absenteeism.

## American Heart Association

73	67	71
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### Nonprofit Social Services Organization

**Winning Site:** Plainview, NY, 22 Employees

**www.heart.org**

The American Heart Association has long been a champion of educating the public on heart healthy living and working to combat heart disease. The Association brings that mission home to their employees by helping them maintain their health through wellness initiatives and workplace flexibility practices. **AHA starts with “My Start! At Work,” a nationwide program that utilizes webinars, online nutrition and exercise tracking programs and a health assessment to help employees “practice what they preach” and**

**improve and keep track of ways to keep their hearts and minds healthy.** It also has moved much of its information and documentation to a web-based document and information sharing program called SharePoint. This system allows employees to upload, view and share data across affiliates in an efficient way and has proven to be effective in disseminating information to employees about new initiatives. AHA runs many development events (Go Red for Women Luncheons, the Heart Ball Galas, Heart Walks) and while there are specific event models, employees are given the opportunity to get creative and tailor an event so they feel more invested in their work. AHA also asks team members to complete the tasks that best suit their strengths. It also works with employees to create changes that would suit them best: longer hours during the workweek to have Friday off or revisiting job descriptions when an employee feels overwhelmed.

## American Institute for Certified Public Accountants (AICPA)\*\* 73 | 70 | 73

### Professional Association

**Winning Site: Durham, NC, 500 Employees**

**[www.aicpa.org](http://www.aicpa.org)**

Back in 2008, AICPA started to gather employee feedback about what would help them do their jobs better and now, in 2011, employee engagement has increased to an all-time high of 70%. What changed? AICPA developed two new initiatives: the Flexible Work Arrangements (FWA) policy and a new health and wellness program. The FWA policy helps employees achieve a better work-life fit through scheduling by using flex time, compressed work-weeks, part-time employment with or without benefits and telecommuting.

**Employees are also cross trained so that employees that cannot easily participate in the program are able to attend to family responsibilities and participate in teamwork building initiatives such as AICPA's kickball teams and bowling leagues.** The new health and wellness program also contributes to better health and community building within the company. The program includes Weight Watchers at Work, free fitness memberships to surrounding gyms, and monthly wellness seminars. In addition to these programs, AICPA also provides greater flexibility for new parents through paid parental leave and adoption expense reimbursement, the latter of which offers assistance for qualified adoption-related expenses for foreign, domestic and foster care adoptions. Not only does this help fulfill employees' dreams of having children, it has earned AICPA an "Adoption Friendly Workplace" nod by the Dave Thomas Foundation in 2010.

## American Journal Experts, LLC

77 | 76 | 78

### Editing Services

**Winning Site: Durham, NC, 63 Employees**

**[www.journalexperts.com](http://www.journalexperts.com)**

American Journal Experts provides manuscript services such as editing and translation for scholars who are preparing their work for publication. The company is able to provide a high level of flexibility due to the fact that all of

its company operations are web-based. Not only does this allow employees the flexibility to work from home, they also are able to work at the times when they are most productive. The company automates basic tasks so AJE employees have more time to be creative. They are encouraged to create new ways to provide more convenient, consistent, higher-quality service to the customer through the company website and developers constantly work to implement their ideas. AJE provides greater flexibility by allowing employees to bring their children to work when needed, to telecommute and to ensure proper accommodations for new parents. Employees have different ways to contribute toward better practices in the company and **the company makes an effort to design team meetings and outings that allow employees to feel connected, despite arrangements to work from home.**

## Anneken Huey & Moser PLLC\*\*\*

72 | 77 | 76

### Certified Public Accountants

**Winning Site: Fort Wright, KY, 12 Employees**

**[www.cpawin.com](http://www.cpawin.com)**

Part-time and seasonal work options are available at this CPA firm. Employees can also flex their daily schedules, allowing them, for example, to start the workday later so they can put a child on the bus in the morning, leave early to make a fitness class at the gym or even step out during the day to attend a school event. In addition to vacation time, paid time off is available for personal or family member illness, doctor appointments and family issues, and unused hours can be rolled into the next year. Most team members have laptops and a Citrix program provides secure access to the firm's general server from anywhere—technology that can be especially helpful when a team member is home with a sick child or on a snowy day. Parties and fun days during the busy tax season relieve stress and help to keep morale high, and to celebrate the end of busy season, April 16<sup>th</sup> is a firm-wide holiday. **After tax season, “Half-day Fridays” allow employees to leave at noon, providing some extra time to enjoy the summer months.**

## Arapahoe/Douglas Works!\*\*\*\*

85 | 68 | 75

### Workforce Development Center

**Winning Site: Greenwood Village, CO, 96 Employees**

**[www.adworks.org](http://www.adworks.org)**

Employee engagement and spirit levels are high at Arapahoe/DouglasWorks! This Colorado agency has an active, vibrant Spirit Committee that has done a great deal to engage staff by organizing fun events during the workday, socials and Jean Days. Arapahoe/DouglasWorks! also has a comprehensive staff recognition system, diversity committee, wellness and safety program. The recession has prompted Arapahoe/DouglasWorks! to expand its hours of operation, flexible work offerings and benefits packages—for example, generous medical, dental, vision and vacation packages. Extending benefits and flex options to temporary workers has benefitted the organization by attracting a better caliber of staff to these positions. Employees are also offered laptop rentals with free WiFi capability to do work from home, tuition

reimbursement for participation in higher education programs and access to paid training programs. In addition, a formal staff development model—developed with the help of national research—has been implemented throughout the agency to help employees succeed and achieve their professional goals. **Recently, Arapahoe/DouglasWorks! began working toward Professional Counselor Licensure in Colorado to create a mentoring program in which employees mentor graduate-level interns.** Retirees are frequently asked to come back part time or on a consulting basis, keeping their experience within the company.

<b>Arizona Foundation for Legal Services &amp; Education***</b>	<b>84</b>	<b>86</b>	<b>87</b>
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**Nonprofit Legal Services Organization**  
**Winning Site: Phoenix, AZ, 16 Employees**  
[www.azflse.org](http://www.azflse.org)

Shrinking budgets can be a challenge, but this Arizona nonprofit continues to find innovative ways to maintain quality employees and inspire them to do their best. Professional development efforts are leveraged by in-house expertise where staff members lead workshops for their colleagues on a range of topics from public speaking to networking. **The group’s “help each other” program similarly emphasizes the closeness of the group and allows them to reduce their personal expenses in a challenging economy. One person might agree to fix a coworker’s home computer, for example, in exchange for having that person paint a room in her house.** Monthly potlucks and quarterly freecycles (garage sales for free) also promote community and fun with the company. As for scheduling, staff have plenty of choice as long as they let people know what their hours will be and four-day compressed work-weeks have been made available to compensate for salary freezes. Remote access allows 70% of employees to work from home and instant messaging further enhances their ability to telecommute. AFLSE’s most unique policy is the allowance of kids and pets at work. New babies are usually in the office for the first six to nine months of their lives and afterwards, the in-house policy helps with child care issues. Dogs have been brought in when they aren’t feeling well or are recovering from surgery so employees can watch over them as they recover.

<b>Arizona Health Care Cost Containment System (AHCCCS)**</b>	<b>81</b>	<b>69</b>	<b>74</b>
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**Health Care Program Provider**  
**Winning Site: Phoenix, AZ, 500 Employees**  
[www.azahcccs.gov](http://www.azahcccs.gov)

Workplace flexibility has enabled AHCCCS to navigate the challenges of an economic downturn. Leveraging technology, the organization created a virtual office environment where employees at all levels can participate in flexible work arrangements, while allowing the firm to close facilities and save on real estate costs. AHCCCS is the first and only State Agency to have such a large percentage of participating employees. Approximately 30% of the AHCCCS workforce work from home on a permanent basis. **Performance**

**metrics have replaced “line of sight” supervision** and the organization notes that the increase in flexibility has resulted in increased performance, reduced turnover and an increase in employee satisfaction.

## Aurora Mental Health Center\*\*\*

82 | 73 | 78

### Private, Nonprofit Community Mental Health Center

**Winning Site: Aurora, CO, 85 Employees**

**[www.aumhc.org](http://www.aumhc.org)**

The Aurora Mental Health Center allows most employees to set their own schedule as long as they meet reasonable productivity requirements. Clerical workers also have options for flexibility because the organization wants people who have direct contact with patients to be happy and generate good feelings about the facility. For example, clerical employees are able to compress their work into four nine-hour days, getting either a half day off every week or a full day off every other week. **Maintenance workers, who tend to have less flexibility, are rotated to different positions to allow alternate schedules.** The Aurora Mental Health Center also offers “book clubs” to allow extensive study on specific topics including management, psychological issues and treatment techniques. Small grants are offered for innovative treatment programs and other rewards are provided for good work. A leadership program also gives professional staff the support, guidance and latitude to design and execute a project for the facility.

## Autodemo LLC

73 | 77 | 76

### Demonstration Development Services

**Winning Site: Louisville, KY, 16 Employees**

**[www.autodemo.com](http://www.autodemo.com)**

As a leading developer of software and website demos, Autodemo LLC, realizes that workplace flexibility is key to helping its employees take care of business at home as well as at work. Autodemo LLC offers flexible work schedules on an individual basis and provides the technology for employees to work remotely. They maximize work-life fit options with onsite fitness classes, paid company social events for employees and families and job training. **Partial sabbaticals are also available so that individual employees can pursue nonwork-related endeavors.** The results of Autodemo’s initiatives show in its turnover, which is nearly nonexistent in 13 years of business.

## Autohaus Arizona, Inc.\*\*

69 | 73 | 73

### Auto Parts Supplier

**Winning Site: Phoenix, AZ, 27 Employees**

**[www.autohausaz.com](http://www.autohausaz.com)**

This woman-owned e-commerce company—which provides clients with auto parts—has grown in double and triple digits in recent years. It says flexibility has virtually eliminated absenteeism, tardiness and turnover. At a time when others have cut benefits, Autohaus has continued to provide

above-average compensation, fully paid health, dental and life insurance, annual raises, paid vacations and frequent company-paid lunches and outings. Employees have a profit-sharing 401k, on-the-job computer skills training and **an incentive program that promotes attendance and punctuality by giving every employee with perfect attendance a \$25 gas card each month. There is also an incentive program for shipping employees: each month, the person with the fewest errors is rewarded with a paid Friday off.** Autohaus sponsors employee softball and basketball teams and provides on-the-spot awards for stress reduction, such as tickets to auto racing events and massage/facial outings. No dress code is required at Autohaus, a policy the firm sees as increasing comfort and productivity. Claiming to be at the cutting edge of automation, Autohaus relies heavily on technology to allow its employees flexibility, mobility and reduction of repetitive tasks through automation. Laptops, iPads and BlackBerry devices further promote flexibility. The firm, selected by *Inc Magazine* as one of the Top 100 Retail Companies in the U.S., strives to make it simple for employees to help their customers; six of its people with extremely flexible schedules are at the ready during nights and weekends to solve unforeseen problems.

Averett Warmus Durkee Osburn Henning\*\*

72 | 69 | 73

### **Certified Public Accounting Firm**

**Winning Site: Orlando, FL, 66 Employees**

**[www.awdoh-cpa.com](http://www.awdoh-cpa.com)**

When gas prices skyrocketed in 2008 and Florida's fortunes spiraled downward, this Orlando firm gave each of its employees a \$1,000 salary increase—and then aided their work collecting food and clothing for community members in dire need. When health insurance premiums increased, AWD OH adjusted employee compensation to address the adverse affect the increase could have on its employees. The accounting firm is equally forthcoming with workplace options; as long as communications are clear and the employee is accountable, AWD OH gives its staff the flexibility they request. Some employees leave the office in the middle of the day to pick up their children from school and take them to piano class. They make up the time at their convenience, perhaps at home, logging into the office computer systems. Administrative staff members, who in many organizations are prevented from working at home, also have options; they are cross trained so that when they need to leave early for personal reasons, someone else is prepared to step in and handle their work. These staff members also have access to “loaner” computers they can take home when they can't come in to the office. The firm says it is happy to respond to employees' requests for part-time positions and has reduced the hours of at least one seasoned employee who wanted to transition gradually to retirement. It has also organized an event committee to plan quarterly employee events in recognition of employees' efforts and to provide family-friendly activities. **The firm is equally responsive to younger staff members, linking them with mentors who advise them on their careers—and on handling the demands their professional life puts on their life at home.**

## Azimuth Corporation\*\*

60 | 72 | 70

### Technical Support Services

**Winning Site: Dayton, OH, 33 Employees**

**[www.azimuth-corp.com](http://www.azimuth-corp.com)**

This small business provides support services to a local air force base. Founded by a working parent who wanted to create a flexible work environment, Azimuth has continued its commitment to fostering flexibility, even as the business has grown. Employees accrue paid time off in lieu of vacation or sick time—in addition to receiving ten regular paid holidays per year. The paid time off plan is popular with employees who enjoy having increased flexibility over how to use their time. **Another favorite practice is the option to “make-up” time: it allows employees to take time away from work to deal with short-term items and then make it up by working additional hours on other days within the same project period.** This win-win practice lets employees meet their short-term needs without using their paid time off, ensures that customer support is maintained and keeps the company operating at its maximum performance level. In addition, Azimuth Corporation also utilizes Microsoft SharePoint, an online collaboration software that allows access to both the company Intranet and Internet, linking everyone together to ensure greater communication.

## AzulaySeiden Law Group\*\*\*

78 | 68 | 73

### Law Firm

**Winning Site: Chicago, IL, 65 Employees**

**[www.azulayseiden.com](http://www.azulayseiden.com)**

This law firm operates on the principle that it is on the “cutting edge in offering the flexibility of working from home at any time that an attorney’s schedule will allow.” The firm works with all employees to address parent care issues, child care issues and professional initiatives, and employees have a team mentality, with employees pitching in to assist when coworkers need time off for personal matters. For employees whose job responsibilities are not conducive to all flexibility options, AzulaySeiden offers flexibility in arrival and departure times, and allows them to shorten their lunch hour and therefore shorten their time in the office. **Members of these departments plan their schedules together to ensure that all tasks are covered.** For this law firm, flexibility has become an important alternative to monetary rewards at a time when the firm is less able to increase monetary compensation. AzulaySeiden’s commitment to flexibility has enabled it to retain talent and attract applicants. It also has been able to retain and attract top talent by encouraging additional schooling and tailoring work schedules for those who wish to pursue evening educational programs. The firm also offers in-house training for paralegals. AzulaySeiden has found that offering flexibility options has made employees more committed to the firm in a way that the firm has been able to reap the benefits of loyalty and team initiatives.

## Bader Martin P.S.\*\*\*\*

70 | 71 | 73

**Certified Public Accountants and Business Advisors**  
**Winning Site: Seattle, WA, 65 Employees**  
**[www.badermartin.com](http://www.badermartin.com)**

This public accounting firm—one of the Puget Sound region's largest—offers a compressed workweek during the summer months to give employees more time to enjoy pursuits outside work. **Healthy snacks and meals are provided to staff during the busy tax season when accountants typically neglect their diets.** Several employees who work full time during the busy season take extended time off during the summer and winter months. The firm doesn't specify allotments for sick days and vacation time. Instead, employees have a "Paid Time Off" bank to use however they choose. The firm attributes its emphasis on flexibility and work-life fit with helping to keep employees happy and healthy, as well as with attracting young talent. Bader Martin is also proud of the civic benefits its compressed workweeks and flexible options deliver; these include reduced traffic, pollution and gas consumption.

## Barco, Inc.\*\*

67 | 72 | 72

**Visualization Solutions**  
**Winning Site: Xenia, OH, 56 Employees**  
**[www.barco.com](http://www.barco.com)**

As a global technology company, Barco, Inc. is all about creating solutions. For its employees, this translates to greater flexibility as work can be done from home or during customer visits through laptops, WebEx and teleconferencing. Barco, Inc. enhances this flexibility through flexible work schedule policies. **One of its most popular programs is the 9/80 schedule, in which employees can work 80 hours in nine days then take every other Friday off. This not only allows additional personal time, but helps financially with the price of gas as there is less driving to be done (this program presently serves as a template for other companies).** Employees can also make up time and have flexibility around how they use paid time off, carry over time to the following year or sell back time to the company. Barco, Inc. also provides generous tuition reimbursement and thousands of classes onsite and online through Barco University.

## Barling Bay, LLC\*\*

73 | 71 | 72

**Systems Engineering Company**  
**Winning Site: Charleston, SC, 80 Employees**  
**[www.barlingbay.com](http://www.barlingbay.com)**

This Charleston, South Carolina business—actually a native Alaskan enterprise headquartered in the fiftieth state—has demonstrated impressive growth, nearly doubling its revenues from 2007 to 2008 after more than doubling revenues from 2006 to 2007. Serving clients such as the Department of Commerce and the Drug Enforcement Agency, the company says it stresses "fierce cooperation" among its staff members and believes its people-oriented personnel practices drive its growth. **The line between**



**“labor” and “management” is blurred here; employees at all levels typically participate in management meetings.** Employees can work from home, use email to keep in touch with supervisors and clients across geographical locations and take advantage of the part-time schedules available to those who want them. Recently, Barling Bay implemented new wellness initiatives that include an onsite gym available any time during the day and the “Bay Fitness Program,” which offers walking and running programs and a shower room, inside the workplace. While competing companies were laying people off in 2009, Barling Bay added staff, reaching out to experienced older workers with needed skills and using the web to attract younger applicants. Barling Bay takes special pride in its success because its profits directly benefit the residents of Old Harbor—this company is owned by the Village of Old Harbor, Kodiak Island, Alaska.

## BDO USA, LLP

**Professional Services, Accounting, Consulting**  
**2,200 Employees in the U.S.**  
[www.bdo.com](http://www.bdo.com)

At BDO, flexibility is a management strategy critical to the firm’s success in a global marketplace and a tool to work smarter in a competitive business environment. The firm’s official strategy, BDO Flex, aims to help employees achieve optimal work-life fit using a combination of formal arrangements, informal day-to-day flexibility and a paid time off program. **The firm also offers a strong family leave policy that includes nine weeks of fully paid leave for new biological and adoptive parents, a return-to-work program to give new parents the resources and support they need and a network to connect new parents to BDO mentors who can guide them through the process of raising a child while maintaining a career.** Recently, BDO created the Back-Up Care Advantage through a partnership with Bright Horizons. Not only does the program offer back-up child care to employees, but back-up elder care as well. Providing access to the latest technology allows employees to work remotely, communicate effectively, manage talent and resources and innovatively service clients. In addition, employees are able to enhance their careers through educational networking events or exchange programs in other BDO facilities for senior associates to share best practices and develop professional and personal skills in a different environment. BDO L.I.F.E. (Lifestyle Improvements for Everyone) offers health education resources and a series of valuable programs and initiatives to help employees improve their overall health and well-being.

<b>Winning Site: Arizona, 38 Employees***</b>	<b>85   71   79</b>
<b>Winning Site: Atlanta, GA, 75 Employees****</b>	<b>83   66   74</b>
<b>Winning Site: Austin, TX, 18 Employees**</b>	<b>83   74   79</b>
<b>Winning Site: Bethesda, MD, 112 Employees</b>	<b>86   67   75</b>
<b>Winning Site: Boston, MA, 96 Employees**</b>	<b>86   66   75</b>



Winning Site: Charlotte, NC, 60 Employees**	85	70	77
Winning Site: Chicago, IL (East Randolph), 32 Employees***	85	72	78
Winning Site: Chicago, IL (Michigan Ave.), 139 Employees	85	69	77
Winning Site: Dallas, TX, 154 Employees*****	85	70	77
Winning Site: Grand Rapids, MI, 112 Employees****	86	71	78
Winning Site: Houston, TX, 76 Employees***	85	67	75
Winning Site: Kalamazoo, MI, 27 Employees	86	69	78
Winning Site: Kenmoor, MI, 133 Employees	83	72	77
Winning Site: Las Vegas, NV, 21 Employees**	85	62	73
Winning Site: Los Angeles, CA, 146 Employees***	85	66	75
Winning Site: Melville, NY, 51 Employees***	86	63	73
Winning Site: Memphis, TN, 14 Employees***	86	64	74
Winning Site: Miami, FL, 40 Employees**	85	61	71
Winning Site: Milwaukee, WI, 42 Employees***	85	67	76
Winning Site: Nashville, TN, 20 Employees***	85	62	73
Winning Site: New York, NY, 384 Employees***	85	63	73
Winning Site: Orange County, CA, 105 Employees	85	58	69
Winning Site: Philadelphia, PA, 57 Employees***	86	67	76
Winning Site: Raleigh, NC, 17 Employees	86	72	79
Winning Site: Richmond, VA, 26 Employees***	86	66	75
Winning Site: San Diego, CA, 38 Employees**	85	69	76
Winning Site: San Francisco, CA, 123 Employees***	85	65	74
Winning Site: San Jose, CA, 61 Employees**	85	70	78
Winning Site: Seattle, WA, 22 Employees	85	59	71
Winning Site: Spokane, WA, 34 Employees**	85	64	74
Winning Site: Troy, MI, 52 Employees	85	68	77
Winning Site: Valhalla, NY, 17 Employees***	86	65	74
Winning Site: West Palm Beach, FL, 19 Employees***	85	72	79
Winning Site: Woodbridge, NJ, 46 Employees***	86	64	74

## Big Brothers Big Sisters of Utah

69 | 78 | 75

### Nonprofit Social Services Organization

**Winning Site: Salt Lake City, UT, 32 Employees**

**[www.bbbsu.org](http://www.bbbsu.org)**

As a nonprofit organization that helps children realize their full potential, Big Brother Big Sisters of Utah operates on the principle that workplace flexibility not only allows employees to realize their full potential, it also provides a way for the organization to reward employees in non-monetary ways. VPN access is available for staff working from home or client locations and web-based software tracks program services and assists with more administrative details. For employees who need to spend most of their time in the office or with clients, BBBSU provides options to do follow-up paperwork from home. **While BBBSU works closely with university programs and job boards to attract young talent, it finds that flexibility practices make it easier to not only attract but to retain talent.**

## Binkley & Barfield, Inc.\*\*\*

86 | 76 | 81

### Consulting Engineers

**Winning Site: Houston, TX, 85 Employees**

**[www.binkleybarfield.com](http://www.binkleybarfield.com)**

In 2010, Binkley & Barfield saw a double-digit growth in applicants. The company says its flexible schedule options contribute to the first-rate quality of the pool it attracts and help retain current employees—turnover is extremely low. Flex time allows employees to carpool or set schedules that allow for more family time off the job. Even the receptionists can participate; a job share arrangement ensures the office has the coverage it needs. During busy times, employees can choose to log in from home rather than work long hours at the office; and for those who stay, the company will provide dinner. These workplace practices “encourage employees to better themselves for professional development and personal development,” observes a representative. Recently, Binkley & Barfield enabled more employees to work from home by distributing more laptops and software for remote access. They also added an Employee Stock Ownership Plan and created an employee newsletter for better communication. **They provided experts for Insight training, which helps employees better know themselves, why they act as they do and how to better work within a team.**

## Bon Secours

### Medical Services

**12,000 Employees in the U.S.**

**[www.bonsecours.com](http://www.bonsecours.com)**

Bon Secours operates on the principle that in the high-stress career of health care, helping employees find a healthy work-life fit is paramount. So in 2011, **Bon Secours started a new flexible work program allowing full-time employees to voluntarily reduce their 40 hour workweeks to 36**

**or 32 from April until September.** The timing coincides with children and grandchildren being out of school for summer. Employees also have access to flexible schedules, job sharing, telecommuting, compressed workweeks, a choice of days, nights, evenings and weekends as well as additional days off after childbirth or adoption for both mothers and fathers. Employees can move from full- to part-time to on-call status and back in most job categories without penalty. Compressed workweek options include four 10-hour shifts or three 12-hour shifts per week. All benefits—including tuition reimbursement and employer-assisted housing—are available to employees who work at least 16 hours per week, effective upon their start date. Alternatively, employees can opt out of benefits for higher pay. Older employees may also phase into retirement. Bon Secours has also invested in a number of new initiatives. **ConnectCare, an electronic medical records system, allows physicians to access records from home and nurses to chart while standing at the side of a patient.** “Healthy Me, Healthy You” allows employees to take health assessments, participate in wellness activities and learn more about how to achieve and maintain a healthy life. Education and development are being streamlined between both facilities so employees now have access to the same performance review process, succession planning, New Employee Orientation and School at Work. Bon Secours tries to help its employees during the recent economic downturn, which includes raising its minimum wage, raising tuition reimbursements and offering the opportunity to trade in paid time off for cash. An Employee Assistance Program also provides a myriad of resources through counseling, education and support.

**Winning Site: Hampton Roads, VA, 4,300 Employees\*\*\*** 66 | 72 | 72

**Winning Site: Richmond, VA, 7,200 Employees\*\*\*\*\*** 84 | 71 | 78

## Booz Allen Hamilton

### Strategy and Technology Consulting

25,000 Employees in the U.S.

[www.bah.com](http://www.bah.com)

Booz Allen Hamilton has been at the forefront of management consulting for government clients for more than 90 years, with annual sales of \$4 billion and double-digit growth. The organization says its success is “fueled largely by a satisfied workforce.” Booz Allen professes a strong commitment to work life, providing options including job sharing, part-time employment and special schedules that enable staff to deal with personal, community or educational responsibilities. Management is always listening to employees to ensure that the work atmosphere allows and encourages success, security, fairness and feasibility. Telework options, compressed schedules, paid time off, benefits and technology tools are freely offered to give their employees the flexibility to increase their effectiveness and the success of the company. Indeed, flexibility is built into this company: fully 80% of its employees occasionally change their hours, and 54% take advantage of telecommuting opportunities. **The firm has introduced a virtual FlexWork Forum for employees to network, stay in touch with the company's culture and share**

**best practices.** Open to all Booz Allen staff, this forum is a great source of information for anyone considering a flexible work arrangement and for managers supervising people working flexibly. But, there are many other ways for employees to connect everyday that can improve their efficiency and increase flexibility. New technology allows for text messages, video conferences, shared documents, remote access via a web browser and sharing contact information, dates, blogs, wikis and forums. The StayConnected program has become a dynamic way to collaborate and communicate no matter where an employee is working from. New parents also are a focus; those with one year of service can take up to 24 weeks off with their jobs guaranteed (eight weeks are fully paid for moms, two weeks for dads). As for reentry, a ComeBack Kids program encourages staffers who have left the firm to return. Everyone at the company enjoys abundant opportunities to give something back to the community, whether through projects they've chosen themselves, volunteer activities arranged by the company or pro bono assignments at nonprofit organizations.

**Winning Site: Atlanta, GA, 335 Employees\*\*\*** **79 | 74 | 78**

**Winning Site: North Charleston, SC, 200 Employees\*\*\*\*** **87 | 66 | 75**

**Bottom Line Systems, Inc.\*\*** **72 | 71 | 72**

#### **Payment Services Company**

**Winning Site: Crescent Springs, KY, 127 Employees**  
**www.onlinebls.com**

Even while the economy declined, profits at this Kentucky employer continued to grow in double digits. Perhaps the organization's workplace is a factor—with a 93% retention rate, BLS offers an array of scheduling options, many strong benefits and compensation linked strongly to performance. The company says its employees are its strongest advantage; when an associate opts to leave and later has regrets, he or she can apply to return and if associates come back within six months of their last day they do not lose seniority. For new hires, development begins immediately; the company provides training and reviews new staff members' progress after 60 and then 120 days of work. Training doesn't end there, though; associates receive additional development through both internal trainers and outside vendors who make sure that recruits are cognizant of cogent industry news and are properly trained in the newest technologies. There are scheduling choices aplenty here, including flexible start/stop times, flexible hours, part-time schedules, job sharing, telecommuting options and compressed workweeks. When gas prices rose, employees were able to work four ten-hour days each week to reduce commuting. **The company even offers something special to associates who work onsite with clients and, therefore, don't have the same flexible options as other BLS employees. Twice a year, these employees receive four hours of paid time to participate in team outings such as bowling, visits to a horse track and picnics.** Whatever an employee's schedule is, the same health and life insurance benefits extend to full- and part-time associates working a minimum of 20 hours a week. That goes for the firm's

401k plan co-match, too. All new staff working at least 20 hours a week can start participating in the benefits program effective their date of hire. Vacation days? Employees have a straight paid time off program, with part timers accruing PTO benefits at the same rate as full-time associates, based on the number of hours worked. During the first year of service, full-time employees have 21 days of PTO they can use for any purpose. Associates can carry time over from year-to-year, and once they reach 190-hours of available PTO, they can cash a year out. As for compensation, staff members who have been with BLS for a minimum of six months become part of a quarterly incentive program tied directly to their performance; they can increase their income by more than 10% through bonuses that reflect their success in meeting their individual goals.

## Brookhaven Science Associates, LLC\*\*

80 | 70 | 75

### Research Center

**Winning Site: Upton, NY, 3,048 Employees**

**[www.bsa-hq.org](http://www.bsa-hq.org)**

This organization operates at the frontier of science; discoveries have merited six Nobel Prizes since the lab's founding in 1947. To help optimize brain power in the lab, the organization equips staff with BlackBerry devices and phones "so their offices are wherever they happen to be," says a representative. At Brookhaven, that could be anyplace in the world and flexible schedules help with that arrangement. Researchers can even oversee large research machine operations from their home computers. It is no surprise that Brookhaven emphasizes learning with tuition reimbursement, staff development programs and language courses. There are also numerous recreational clubs, an onsite Olympic-sized pool, an onsite cafeteria and after hours club, tennis courts and a first-rate exercise facility. Medical programs, including physical therapy and regular physical examinations, are available at the lab. Employees' children can take advantage of onsite child care and summer camp, while employees trying to adopt have access to an Adoption Assistance Program. **The organization, which attracts young people through mentorships, school programs and social networking sites, participates in a partnership that helps employees buy homes, including a financial contribution from the lab.** Brookhaven also enables employees to transition gradually into retirement with reduced schedules and can provide guest appointments after employees have left the organization. Some administrative staff join a substitute admin. pool to fill in as they're needed and available.

## Brower Insurance Agency LLC\*\*

79 | 66 | 72

### Insurance Company

**Winning Site: Dayton, OH, 85 Employees**

**[www.browerinsurance.com](http://www.browerinsurance.com)**

Founded in 1935, **Brower Insurance Agency encourages its employees to continue their education and funds most of the expense involved.** Named one of Dayton's best employers by the *Dayton Business Journal* two years in a row, the company also provides a flexible work environment and allows its

employees to choose schedules that complement their responsibilities at home. Staff receive paid time off for personal needs, sicknesses and bereavement and can take advantage of Virgin Health Miles, Brower's worksite wellness program that offers incentives for healthy lifestyles and onsite wellness education.

## Brown & Brown of Detroit\*\*\*

70 | 71 | 72

### Insurance Company

**Winning Site: Sterling Heights, MI, 73 Employees**

**www.bbdetroit.com**

Brown & Brown says its workers, "bring not just their skills and brains to work, but also their hearts." The company focuses on flexibility and wellness to help its people prosper. Employees have the option to work from home using a company website and smartphones. IT support people have cellphones and iPads for 24/7 access. Brown & Brown brings wellness initiatives onsite such as Weight Watchers, holiday no-weight-gain challenges, blood drives, yoga, Zumba and a walking program. **Managers at this Michigan insurance company make it a point to get to know their staff members as people, organizing employer-sponsored events such as baseball games and charity events—sometimes closing early due to sunshine.** Providing more than \$50,000 to local charities and supporting its employees' volunteer work, Brown & Brown tries to demonstrate that business is about more than the bottom line.

## Bryan Cave, LLP

70 | 67 | 70

### Law Firm

**Winning Site: Chicago, IL, 107 Employees**

**www.bryancave.com**

As a leading business and litigation firm, Bryan Cave, LLP continuously strives to improve its workplace environment. It provides remote access to company files through Citrix so that employees can work from any computer with Internet access. Bryan Cave offers flexible start and end times and a variety of options to work from home. It also offers service awards, recognition awards, a generous paid time off program, paid transportation expenses, profit sharing and an Employee Assistance Program. **Bryan Cave also strives to treat all personnel equally and demands everyone be given the same dignity and respect.** It was named one of the Best Places to Work in Chicago in 2009 and received a Sloan Award honorable mention in 2010.

## Bryson Financial Group\*\*\*

99 | 75 | 85

### Financial Services Company

**Winning Site: Long Beach, CA, 17 Employees**

**www.brysonfinancial.com**

With over 40 years of experience, Bryson Financial Group ranks among the most respected corporate and personal financial planning providers. The company recognizes that this distinction is due to the expertise and

innovation of its employees and takes steps to empower them to succeed at work and in their personal lives. For example, this three-time Sloan Award winner lets employees set their hours within reason. **In addition, its phone and computer systems enable employees to work from home when needed while staying seamlessly connected to the office, which is helpful when caring for a sick family member or taking care of household matters.** The results? Senior leadership says the organization's working environment directly results in high productivity, reduced absenteeism and low turnover.

## Cafe Rio Mexican Grill\*\*\*

62 | 75 | 73

### Restaurant Chain

**Winning Site: Salt Lake City, UT, 22 Employees**

[www.caferio.com](http://www.caferio.com)

Diners post rave reviews online for Café Rio Mexican Grill: great atmosphere, great prices, great Pork Barbacoa. What they don't see is a great workplace that inspires employees in the company's corporate office to play at the top of their game as they manage nearly 40 locations in seven states. "Life comes at you fast and not always on your schedule," says a representative explaining employees' need for flexibility. From the business perspective, the benefit of strong flexibility shows: productivity is off the charts. Technology not only allows employees the ability to work from home, it also allows workers to take care of personal and family issues as they arise. **Café Rio also has a scholarship program that any of its employees or their children can apply for and a home-buying program through a local community developer that offers special rates and reduced points as well as financial counseling in preparation for getting a mortgage.** The restaurant is generous with its food—employees get a free meal every day and 50% off any Café Rio meal they buy for their family. In addition, Café Rio's zero-interest loan program responds when employees face emergencies.

## Capital One

### Financial Products and Services

**27,000 Employees in the U.S.**

[www.capitalone.com](http://www.capitalone.com)

One of the largest banks in the U.S., Capital One has been bold in introducing new workplace initiatives and has even reorganized the workspaces of key premises to promote teamwork and dramatically reduce costs and response time. Options for flexible work arrangements are formalized into a program called Flexible Work Solutions to provide a consistent process that ensures eligible employees have access to tools, resources and support to ensure their success. Program guidelines assist managers and employees in determining whether transitioning to a flexible work arrangement—such as flex time, a compressed workweek or a part-time schedule—is appropriate for them and for the business. Several programs help managers supervise a mobile workforce. In addition, Capital One offers the flexibility to take care of personal needs onsite, work shuttles, educational and professional development



opportunities through Capital One University, a blend of classroom and online learning, individualized support of employees with regard to age, race or ability, employee recognition programs, family-friendly programs/policies and a broad array of health and wellness initiatives. **Recently, they have instituted Expanded Children’s Health Coverage to include behavioral therapy for children who have special needs such as autism. Limits for speech, physical and occupational therapy have been lifted.**

**Winning Site: Dallas, TX, 4,000 Employees\*\*\*** 87 | 71 | 78

**Winning Site: McLean, VA, 1,300 Employees** 88 | 71 | 79

**Winning Site: Richmond, VA, 7,000 Employees\*\*\*\*\*** 87 | 70 | 78

**Cardinal of Minnesota, Ltd.\*\*\*\*** 88 | 70 | 78

### Social and Community Services

**Winning Site: Rochester, MN, 65 Employees**

**[www.cardinalofminnesota.com](http://www.cardinalofminnesota.com)**

Employees at Cardinal of Minnesota abide by the “Platinum Rule”: Treat others the way they want to be treated, even when it may cost the organization to do so. During the Recession, this meant that the organization maintained its 401k contributions, despite the cost. **One way that Cardinal was able to maintain that commitment to the 401k program was by using technology as a cost-cutting tool, allowing employees to work from home and be “present” in the office via video satellite.** By digitizing project notes, all employees have access to notes remotely—allowing employees to communicate and collaborate on projects wherever they are. Cardinal relies on its integrated performance system (STAR) to track high performance and alignment with the organization’s mission, vision, values and goals, and works to retain older workers by allowing them to transition into new positions or out of the company. Transitioning in this way has created an opportunity for retaining experienced talent and mentoring new or younger employees. Cardinal has a relationship with Rochester Community and Technical College that is aimed at developing a systematic process for leader development and transfer of knowledge from current to future members of the workforce. Senior leaders are involved in the program, and also take on informal mentorships based on areas of expertise. Cardinal has also made an effort to recruit employees with disabilities by looking within the organization to find positions where employees can flourish. Employees work together when creating work schedules so that coworkers can take classes and work at the same time, making sure all work is covered. Another example of employees working together to help each other out is the “Hardship Program” for non-salaried employees. Employees donate unused sick leave into a pool that can be accessed by employees who need it. Employees have been extremely satisfied with Cardinal’s flexibility policies, rating the company at close to a 95% satisfaction rate for schedule flexibility and satisfaction with company. Cardinal receives high satisfaction scores from outside the organization as well. Stakeholders rate the organization’s services highly—a testament to the fact that Cardinal has productive employees doing good work.

**Nonprofit Employment Services**
**Winning Site: Spokane, WA, 40 Employees**
**[www.careerpathservices.org](http://www.careerpathservices.org)**

This Washington-based employment agency believes in the work hard/play hard philosophy. Compressed workweeks, dedicated staff training, competitive benefits and compensation packages contribute to an empowered community that helps Career Path Services recruit, hire and retain top talent. CPS offers flex start times and a two-hour window in the middle of the day to allow employees the opportunity to take care of doctor's appointments, work out, eat lunch or take care of the needs of their families. An internal website is a large part of communication within the company and management is provided laptops in order to have the flexibility to work from home as needed or on the road. As CPS is a family-friendly atmosphere, **employees have put together a "6 Things About Me" newsletter that allows coworkers the opportunity to get a good laugh as they learn more about each other—including the CEO!**

**Environmental Consulting**
**Winning Site: Seattle, WA, 26 Employees**
**[www.cascadiaconsulting.com](http://www.cascadiaconsulting.com)**

A recognized leader in environmental management, Cascadia helps businesses and government agencies get cleaner and greener. This requires creativity, and Cascadia says it makes the most of its employees' talents by negating 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 fields such as waste and recycling, climate and sustainability and water and natural resources—are able to pursue their own interests through extended vacations, mini-sabbaticals, part-time schedules and flex time.** Indeed, almost half of employees work fewer than 40 hours per week. Another example of flexibility? Employees who stay late to meet a deadline or spend two weeks doing waste sampling in the field can take time off later at their own discretion. A telecommuting program has resulted in decreased absenteeism due to personal obligations and weather-related situations. More importantly, it has allowed Cascadia to retain employees who, in moving away, would have otherwise had to leave the organization. After previously winning the Sloan Award and being featured in *Seattle Magazine* for its commitment to flexible work programs, Cascadia has seen an increase in new employee applicants attracted to the company because of these policies.

## Catholic Charities of the Diocese of Winona\*\*\*\*

77 | 74 | 75

### Nonprofit Social Service Agency

**Winning Site: Winona, MN, 15 Employees**

**[www.ccwinona.org](http://www.ccwinona.org)**

“As a small nonprofit, we cannot reward employees with salaries comparable to larger corporations but we have found that supporting employees in their desire to be efficient on the job and providing a flexible work environment has increased employee retention, loyalty and job satisfaction.” A four-time Sloan Award winner, Catholic Charities of the Diocese of Winona has found that its proven track record of encouraging flexibility has helped it to attract employees, as well as keep its employees happy and productive. **By communicating effectively—both among employees and senior management—employees are able to coordinate their schedules to help cover for colleagues who need to adapt their schedules for personal needs.** Access to technology and additional tools for disabled employees has allowed all employees to work from home or remotely—increasing efficiency and productivity when working in the field.

## The Center for American and International Law\*\*

57 | 73 | 69

### Continuing Education Services

**Winning Site: Plano, TX, 26 Employees**

**[www.cailaw.org](http://www.cailaw.org)**

Everyone at this nonprofit—which provides continuing education for lawyers and law enforcement officials in the U.S. and throughout the world—is allowed to take advantage of compressed work schedules and generous time off policies. One employee says, “It truly is the most flexible working environment that I have ever encountered. We have an open door policy that allows us to come up with great strategies to deal with whatever situation arises. The difference in this organization is that people matter. We aren’t numbers, or units...and you feel that.” Management has worked hard to protect jobs in this challenging economy and to look after the wellness of its people. **When insurance rates increased over the last few years, the president of the company went to the Board and received approval to provide stipends for insurance should employees choose to get their insurance elsewhere. Employees could receive as much as \$1,100 a month on top of their salary to pay for family health insurance.** Recently, implementation of a new database required over 10% of the workforce to work overtime and management allowed an even greater ability to work from home and flexibility around start and stop times to accommodate employees’ needs.

## Center for Seabees & Facilities Engineering\*\*

74 | 69 | 72

### Naval Education and Training Command Center

**Winning Site: Port Hueneme, CA, 137 Employees**

**<https://www.netc.navy.mil/centers.csfe>**

The Naval Education and Training Command’s Center for Seabees and Facilities Engineering (CSFE) is responsible for the oversight of training for

the Navy's construction and facilities engineering personnel, providing them with the skills and knowledge needed to build and maintain bases, airfields, harbor facilities, roads and more. The center offers a range of flexibility programs, including a compressed work schedule, telework program and health and wellness programs. "These have resulted in quantifiable time-and-attendance increases, as well as increases in team morale," says Ramon Flores, director of knowledge management and information technology. For example, one employee participated in the telework program and it allowed him to cut his 3-hour round-trip commute to three times per week, instead of five, enabling him to coach his son's high school football team. CSFE's Health and Welfare program provides an opportunity for staff to design and implement a healthy lifestyle plan; the center says it has also stimulated production by minimizing sick days. "CSFE is an outstanding example of integrating mission accomplishment with workplace flexibility," said NETC Commander Rear Adm. Joseph Kilkenny. "By being flexible with our workforce, NETC commands are successfully executing the mission of maintaining, training, and equipping mission-ready naval forces capable of winning wars, deterring aggression, and maintaining the freedom of the seas." **Recently, CSFE implemented a Voter Assistance program to keep employees abreast of issues/initiatives in upcoming elections, as well as onsite blood drives and online training in a wide range of topics.**

Cerini & Associates, LLP\*\*\*

89 | 73 | 80

## Public Accounting

**Winning Site: Bohemia, NY, 38 Employees**

**[www.ceriniandassociates.com](http://www.ceriniandassociates.com)**

Employee commitment drives business success, the firm says, and its technology investments have helped fuel staff members' motivation. A Citrix server, VOIP phone system and email-based fax system allow people to access their desktops wherever they are. Laptops for all staff and a paperless environment enable them to collaborate easily and respond effectively to client needs regardless of whether they're home or in the office. Casual Fridays, casual summers, quarterly employee newsletters, staff events and team-building exercises help build morale and create a more enjoyable corporate culture (they even held a recent staff meeting at a local skating rink!). Recently, the firm changed its health care coverage so that there are no copays or prescription fees. **The firm, which avoided layoffs during the recession, has launched a program encouraging staff to participate in the community groups they find valuable.** C&A itself is heavily involved in the nonprofit community and provides services to these organizations at a discount.

**Business Membership Association**
**Winning Site: Charleston, SC, 42 Employees**
**[www.charlestonchamber.net](http://www.charlestonchamber.net)**

The Charleston Metro Chamber of Commerce has been the voice of the Charleston business community since it was founded in 1773. Its goals are to benefit both local business and the community at large by using its resources and knowledge as a catalyst for advancing the region's economy, improving the community's quality of life and enhancing its members' success. Technology has been embraced for employee recruitment and retention. Telecommuting is still a common option open to anyone and the Chamber has started to use social networking websites as a means to advertise position openings. Most employees compress their workweeks into four days and use the fifth week day to manage personal time. Some employees use a combination of options—flex time and flex place as well as job sharing—to ensure that all employees can take advantage of flex initiatives. A policy of bottom-up idea sharing has created an environment principally directed by the employees. **The Chamber has developed a set of “ground rules” that establish clear expectations for everyone in the office.**

**Children's Dental Village**
**Medical Services**
**Winning Site: Tempe, AZ, 22 Employees**
**[www.childrendentalvillage.net](http://www.childrendentalvillage.net)**

Children's Dental Village has been providing quality dental care for 35 years and looks to workplace flexibility as a way to help employees take care of their own children's needs as the recent recession puts additional pressures on time resources. They also provide a work environment that encourages learning, numerous opportunities for personal and professional growth and gives employees a chance to vary their work to stimulate more career satisfaction. Education in management, computer training, Human Resources, accounting and clinical training occur through a variety of sources. Children's Dental Village assumes a significant portion of expense for continuing education and other educational opportunities. They also seek to create a work environment that empowers employees and allows for personal and professional growth and development. For example, **in the past three years, the practice has participated in Fish! Training which encourages team members to “be there, play, make their day and choose your attitude”** and, more recently, has participated in the Gallup organization's StrengthsFinders assessment to determine personal core values and strengths. Now no natural talent goes untapped! One example of opportunities that allow employee growth through diversity involves clinical team members. As they are usually “tied to the treatment chair,” team members are now able to visit with local schools, child care centers, libraries, etc. to share information about the importance of good oral health. These opportunities are scheduled at times that work into their own schedules.

**Travel Agency****Winning Site: Salt Lake City, UT, 74 Employees****[www.cbtravel.com](http://www.cbtravel.com)**

Since it was founded in 1990, Christopherson has experienced steady year-over-year growth to become one of the largest business travel agencies. Senior leaders credit management practices for enabling it to recruit and retain the best people in the industry and maintain a much lower turnover rate than the travel industry average. It offers competitive salaries, incentives for productivity, a generous 401k and health insurance plan, as well as professional development and job security in the ever-changing travel industry. Technology facilitates flexible work options. An investment in a ShoreTel VOIP system, for instance, lets employees seamlessly transfer incoming work calls to their cell phones or home offices. Laptops are also provided to many and software enables travel agents to access the company's reservation system remotely—critical for home-based agents and also used by others who just need the occasional flexibility to work at home. **When personal situations arise, the company responds on a case-by-case basis, whether it is, for example, allowing a virtual work arrangement when a spouse is transferred out of state or creating the technology necessary to meet a certain need (for example, to help an employee whose larynx was removed due to throat cancer—the technology turned out to be such a hit with both the employee and his clients that it is now available to all employees!)** A commitment to fostering trust and transparency is important to the company; the owner meets with all employees on a regular basis to share the current condition of the company and strategic future initiatives. Work can be fun too: monthly catered birthday lunches are provided for all employees. The company notes that these personal considerations have developed great morale and loyalty among employees.

**Clifton Gunderson LLP****Certified Public Accountants and Consultants****1,800 Employees in the U.S.****[www.cliftoncpa.com](http://www.cliftoncpa.com)**

Clifton Gunderson operates on the principle that the most important project for all of its employees is Project: Life. It offers customizable career paths, flexible work arrangements, casual “just-in-time” flexibility, professional certification assistance, tuition assistance, adoptive care assistance, time off for new parents, paid time off, mentoring programs and technology conveniences that allow full functionality in and outside the office. This year, they made an additional effort to educate employees about flexible work arrangements so that they can fully utilize this essential tool. For example, **retiring employees now work only when they want to without a pre-determined schedule.** CG's professional development program helps experienced staff in supervisory roles focus on essential management skills and gain the wisdom to effectively manage, lead and develop others. Its bonus rewards program

recognizes employees for exceptional client service, extraordinary engagement contributions or any “above and beyond” efforts that impact the overall success of the firm. Rewards include a variety of gifts, bonuses and additional paid time off. The firm sees the arrangements as a clear win-win. They are a powerful recruitment and retention tool—Clifton Gunderson boasts one of the lowest turnover rates in the profession. Employees who utilize the options also share that they feel less stress, are able to better deal with personal emergencies, have experienced eased transitions in and out of the workforce, and have more opportunities for skill building and career growth.

<b>Winning Site: Indianapolis, IN, 86 Employees**</b>	<b>79</b>	<b>72</b>	<b>76</b>
<b>Winning Site: Milwaukee, WI, 102 Employees****</b>	<b>81</b>	<b>70</b>	<b>75</b>
<b>Winning Site: Phoenix, AZ, 86 Employees*****</b>	<b>80</b>	<b>70</b>	<b>75</b>

<b>Community Management Group****</b>	<b>67</b>	<b>72</b>	<b>70</b>
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### **Homeowner and Condominium Associations Management**

**Winning Site: Charleston, SC, 26 Employees**

**[www.cmgcharleston.com](http://www.cmgcharleston.com)**

Community Management Group, which maintains properties for South Carolina homeowner and condominium associations, recognizes that employees often spend more waking hours with their coworkers than with their own families, and subsequently has built flexibility into the work environment while fostering humor and camaraderie. Flexibility has been especially beneficial when employees’ spouses have lost their jobs or had their hours reduced. CMG recognizes that difficulties at home do not always stay at home. While some fear that letting employees work from home will result in lost productivity, CMG has found that it has the opposite effect; its employees actually work harder. Laptops and smartphones keep employees even more connected than when they are in the office and they are able to get speedier responses back to clients and improve overall efficiency. This is easy to understand considering that **CMG has set up its phone and computer system as a virtual office, accessible from anywhere. CMG efforts have resulted in low turnover and nearly zero absenteeism.**

<b>ContentActive, LLC**</b>	<b>84</b>	<b>68</b>	<b>74</b>
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### **Website Development and Search Engine Optimization**

**Winning Site: Houston, TX, 19 Employees**

**[www.contentactive.com](http://www.contentactive.com)**

ContentActive has grown over 400% in the past few years—and the company believes its reputation as a great place to work has a lot to do with that. The principle of “family first” applies here: ContentActive wants to deliver the best possible products to its clients and that requires a well-rounded workforce, with energy to expose itself to what is new and upcoming. ContentActive supports its employees through a good benefits program, educational opportunities (training in management, advanced technology, team building and leadership), celebrating personal and company milestones and

flexibility to do their best work. **They define flexibility as choices in setting their hours, but also in determining where they work and the ergonomics of their workplace.** As a technology company, all of the systems are browser-based, allowing any employee to connect from home or on the road through VPN. For those in the office, ContentActive always has a well-stocked kitchen available.

## Cornell University

84 | 66 | 74

### Education and Higher Learning

**Winning Site: Ithaca, NY, 10,460 Employees**

**[www.cornell.edu](http://www.cornell.edu)**

A leading university in upstate New York, Cornell University has realized that flexibility is essential for its employees and for the institution. **Flexibility starts with education about the possibilities Cornell provides through an online guide on Flexible Work Arrangements for employees, training for supervisors, leading experts to help with the transition and other online resources.** Cross training and new technology help promote the use of flexible schedules and telecommuting, and online guides help employees set up effective and ergonomically correct workstations at home. Faculty can also take advantage of working remotely through audio podcasts, audio-narrated presentations and/or video recordings. They can also offer online office hours and have remote group collaborations via Cornell Information Technologies. Compressed work schedules and occasional flexible work hours are offered to other employees whose jobs are not amenable to working remotely. Along with a wide array of educational opportunities online and through tuition reimbursement, Cornell focuses on the well-being of its employees through an onsite wellness program, an extensive program built to support and re-engage Cornell retirees, a crisis management program to help employees deal with unexpected losses, accidents and illnesses, programs to provide monetary assistance for those experiencing personal financial hardship and an Emergency CARE Fund offering financial assistance to faculty and staff members who have experienced a non-recurring, sudden or emergency-related financial hardship due to an unforeseen or unavoidable event.

## Cornerstone Research Group\*\*\*

74 | 69 | 72

### Research and Development

**Winning Site: Dayton, OH, 61 Employees**

**[www.crgroup.com](http://www.crgroup.com)**

Cornerstone Research Group has increased revenues by nearly 40% every year for the last 12 years, yet this Dayton research and development company tells its employees to make family a priority. Some staff work a lot from home; they receive laptops and are able to access the company server and conduct instant messaging. **They use such programs as Active Collab, an online collaboration tool that allows employees to track projects and communicate project needs with other team members.** Several employees also have company-provided printers at home, and others work flexible



and part-time hours without relinquishing health and retirement benefits. Employees unable to work offsite are given the flexibility of compressed work weeks, changing starting and ending times for shifts and taking time out during the day to meet personal needs. Cornerstone Research Group holds regular meetings for all staff, updating them on current sales, future possibilities and the work the company needs to accomplish to tap potential new business. Employees are encouraged to ask questions over lunch following these meetings—or to take 15 minutes to voice a question or concern to the CEO or vice-president of business management during their periodic “walk-in hours.” Cornerstone Research Group also sponsors family activities in the summer, as well as events benefiting local community groups and competitions to collect groceries for food banks. In addition to generating steady profits, these practices have helped build a high employee retention rate, a family atmosphere among coworkers and long-term friendships within the company.

## Courtyard by Marriott\*\*\*

78 | 70 | 73

### Hotel

**Winning Site:** Melbourne, FL, 30 Employees

**www.marriott.com**

Economic uncertainty has hurt the hospitality industry, but **Melbourne's Courtyard by Marriott has worked to maintain its associates' hours by sharing them with other Courtyard hotels and cross training them so they can perform a wider number of roles.** “Our focus is 100% on our people because they have to care about themselves before they care about the people who visit us,” states a representative. Effectiveness starts from within, the employer believes; it is impossible to maintain an effective workforce “without building the confidence, passion and talent found within each of our associates.” The company’s daily 15-20 minute meetings are designed to bring out the best in associates through team-building exercises, training, recognition, outreach, information and empowerment. Topics are later discussed among associates and one-on-one rap sessions encourage associates to voice their opinions and suggestions. They become empowered to make decisions and take part in the way the hotel operates. “We have no turnover,” says a representative, who adds that “associates reach out to one another outside work—assisting sick family members or securing clothes or food. Our employees are even helping each other’s family members find work.”

## Creative Plan Designs, Ltd.\*\*

69 | 77 | 75

### Retirement Consulting Firm

**Winning Site:** East Meadow, NY, 22 Employees

**www.cpdlltd.com**

This independent retirement consulting firm credits flexibility and other workplace programs with keeping absenteeism and turnover to a minimum, and helping staff handle the inherent stresses of the business. Technology has helped. Using GoToMyPC.com, employees can access the company server

remotely when they are unable to be in the office. Employees also receive PTO days, **in addition to which the office closes anywhere from 15 to 20 days per year, generally around the time of holiday breaks so staff members don't have to use their accumulated time to manage school vacations or prepare for a big family holiday.** Comprehensive cross training eliminates business disruptions when employees take time off. Civic engagement is important, too, and employees are encouraged to volunteer at least one day per month. The company is also responsive to employee concerns; for example, when gas prices skyrocketed during the summer of 2008, it eased the strain on employees' wallets by extending work hours for Monday through Thursday and closing the office on Fridays. "We like to think we go beyond flexibility," states a representative. For example, the company recently employed the services of an attorney to draft wills for all employees and their spouses/partners. "We wanted our employees, their spouses and partners to enjoy the peace of mind that family security can provide." Promoting professional development is also a priority: the company invests each year in continuing education for its employees.

## cSubs\*\*

80 | 72 | 76

**Corporate Subscription Agency**  
**Winning Site: Montvale, NJ, 12 Employees**  
**[www.csubs.com](http://www.csubs.com)**

When it comes to flexibility, cSubs has this advice for employers: ask employees what they need and how they would make it work and you may be surprised by the creative ideas you receive. This woman-owned business—which manages client subscriptions, memberships and other products needing periodic renewal—proudly offers flex time and telecommuting. An in-house "Lunch and Learn" program, often featuring guest speakers, offers employees training on specific topics. Supervisors work with employees to agree jointly on skills that need work and skills that have been mastered. **An innovative incentive program rewards and promotes excellence. Employees are awarded cSubs dollars for actions above and beyond what is expected: for example, receiving unsolicited, positive customer feedback, presenting creative solutions to unique problems, showing special thoughtfulness toward another employee or contributing to the community.** Accumulated award dollars may be exchanged for fully paid family vacations in most major resort locations throughout the world.

## Custom Accounting & Tax\*\*\*

55 | 76 | 69

**Accounting Firm**  
**Winning Site: Cave Creek, AZ, 10 Employees**  
**[www.custom-accounting.com](http://www.custom-accounting.com)**

Founded in 1988 and still growing rapidly, this accounting company takes a two-pronged approach to workplace management. First, it gives staff leeway to create schedules that let them get their jobs done while still providing time to go to a classroom or extend a vacation. Second, the firm leverages

technology, enabling employees to log into their computers from any Internet connection and tap into a paperless system that provides easy electronic access to information. Control over the workday motivates employees to go the extra mile for clients, the firm believes, and fuels the company's success. And when it comes to recruiting and developing younger employees, this firm is very active. **Not only has the company worked with local high schools to develop an internship program, its president and CEO sits on the Arizona board for Career and Technical education, working to ensure that these programs adequately prepare the workforce of the future.** Employees also are encouraged to attend conferences and seminars to further their software skills and meet weekly for "sharing favorite shortcuts and software tips."

**Custom Alarm/Custom Communications, Inc.\*\*\*\***

**78 | 71 | 75**

**Technology Manufacturing, Services and Consulting**

**Winning Site: Rochester, MN, 70 Employees**

**[www.custom-alarm.com](http://www.custom-alarm.com)**

The CEO of this technology manufacturing, services and consulting company instituted "Win Share," an incentive program created "to share profits earned as a company throughout the year." Regardless of level or position in the company, employees reap the benefits of the organization's success. Employees also share rewards for a job well done as part of another program, in which employees can choose to give a reward to another employee at the company based on their perception that the recipient is doing good work. Custom Alarm/Custom Communications recently opened a fully equipped, onsite Training Center equipped with tables, a large screen projector and three training stations with laptops conducive to small or large group training. The new Learning Management System implemented by the organization has increased employee access to training virtually and in the office, making it possible for all employees to improve their skills regularly. Health and wellness opportunities include "lunch 'n learn" sessions, participation in wellness conferences with hours and registration fees paid by the company, free glucose testing, a tobacco-free grounds policy and the availability of smoking cessation aids free of charge. This year's "Biggest Loser" challenge led to 21 employees losing a combined 262 lbs! **Older employees are encouraged to remain connected to the organization by recommending friends for available positions, having access to phased retirement and engaging in an ongoing dialogue between management and employees during which the functions and responsibilities of each position are reevaluated to see if positions can be reconfigured to best suit the employee's skills and interests.** Younger workers are encouraged to participate in community networking and/or service groups and to attend learning panels and golf networking events. Newly vacant positions in the organization are posted internally first so that current employees have the opportunity to apply. Employees seem to appreciate the opportunity to take on new challenges and grow within the company; 47% of employees have worked at the company for more than ten years and 26% have worked at the company for between

five and ten years. Custom Alarm/Custom Communications is the winner of the U.S. Chamber of Commerce 2010 Blue Ribbon Small Business Award, has been recognized as a “Leader for Giving” by local United Way and has received other local awards.

## Dallas Convention & Visitors' Bureau\*\*\*

73 | 78 | 77

### Travel and Tourism

**Winning Site: Dallas, TX, 57 Employees**

**[www.visitdallas.com](http://www.visitdallas.com)**

While promoting Dallas as a destination for business and pleasure, this non-profit has also established a reputation for itself as an employer of choice. In addition to being a three-time Sloan Award winner, DCVB was selected in 2009 as one of the 100 top places to work in Dallas-Fort Worth by the *Dallas Business Journal*. One of the practices this nonprofit is most proud of is a pay-for-performance incentive plan. Through this plan, employees and their managers together set goals and indicators and develop an individual road map for achieving success on the job. **To ease the strain of climbing gas prices on employees' wallets, DCVB responded with telework arrangements for management staff—letting them work from home one day a week—and increased administrative salaries by \$100 a month.**

## Decision Toolbox\*\*

79 | 83 | 83

### Recruitment Service Provider

**Winning Site: Irvine, CA, 72 Employees**

**[www.dtoolbox.com](http://www.dtoolbox.com)**

This California technology company is 100% virtual and has grown 50% year-over-year ever since it discarded its brick and mortar presence in 2001. Every employee works from a home office and sets his or her own hours. Decision Toolbox's management is strictly concerned with performance, not hours at a desk, and has sophisticated tools to track performance and share the results real time with all team members. It continues to develop virtual/web-based tools (WebEx, Google docs, online video training) to promote improved efficiencies and abilities to work as a virtual team. **A proprietary system allows every member of the team to track their projects, log their work and communicate with the rest of the team via an Intranet, in the process achieving productivity gains as high as 16%. How does teamwork function in a place where people don't work side-by-side? Communication is the biggest challenge, the company says; to handle it, “pods” of four employees each meet once a week to share their success stories and discuss problems they're encountering and members then work together to find solutions. Younger employees are coupled with groups of more seasoned employees in these pods and they can also take advantage of webinars that focus on specific skills.** Decision Toolbox is able to maintain a group culture by virtual water cooler discussions, chat rooms, weekly team meetings and all-staff gatherings both virtually by webinar and in person. Recently, Decision Toolbox implemented a monthly awards system, a wish list to gather innovative ideas to improve systems and processes and a weekly, internal

e-newsletter that includes mistakes for overall learning, innovative ideas, job tips from coworkers and personal life events. Strong management underpins all the programs in place; rather than a traditional hierarchy, the structure here puts the team in the middle, supported by management. The result, says the firm, which has claimed a place on the Inc. 5000 list of fastest-growing companies, is a remarkable level of esprit de corps among team members who contribute from locations across the United States and even as far as New Zealand.

## Deloitte

**Audit, Consulting, Financial Advisory and Tax Services**  
**45,000 Employees in the U.S.**  
**[www.deloitte.com](http://www.deloitte.com)**

How does a major international accounting and consulting firm that is steeped in tradition re-invent flexibility? At Deloitte, employees have access to both informal day-to-day flexibility as well as opportunities for more formal, longer-term flexible work arrangements such as schedule adjustments, telecommuting and reduced workload. **What the firm is particularly proud of, however, is its Mass Career Customization (MCC) program, which provides a transparent process for employees to chart their individual career paths in ways that align with their personal and professional priorities. With MCC, employees make choices around four major dimensions of career progression—role, pace, location/schedule and workload—calibrating each based on their current aspirations and life circumstances.** Deloitte also offers child care resource and referral programs, emergency dependent child care and elder care counseling, among dozens of other work-life programs. In the past year, despite the challenging economy, Deloitte enhanced its parental leave policy by adding an additional eight weeks of paid leave to primary caregivers. The firm also introduced two voluntary sabbatical programs in 2009: a partially paid sabbatical of three to six months for those pursuing external career development opportunities or volunteer experiences (paid at 40% of base salary with continued benefits), and an unpaid sabbatical for those pursuing activities not covered by another formal leave program that allows individuals to maintain their benefits for four weeks. For employees requiring more time, **Deloitte's Personal Pursuits program grants up to five years of leave, with the intent to return, for the pursuit of outside personal goals.** The organization's leadership understands that work-life fit is particularly important in tough economic periods and they encourage everyone to get the personal time they need whether that means dialing down their schedule to spend more time with an elderly parent or taking a block of time off to disengage from work so that they can come back focused and refreshed. Deloitte says its emphasis on work-life fit has raised employee engagement levels and helped it win business.

**Winning Site: Arizona, 199 Employees**

**87|64|75**

**Winning Site: Chicago, IL, 3,270 Employees\*\*\*\***

**87|65|76**



Winning Site: Dallas, TX, 1,359 Employees*****	87	70	79
Winning Site: Dayton, OH, 182 Employees**	87	66	76
Winning Site: Denver, CO, 478 Employees	87	66	77
Winning Site: Georgia, 2,042 Employees***	87	66	76
Winning Site: Grand Rapids, MI, 888 Employees	87	66	76
Winning Site: Houston, TX, 1,391 Employees*****	87	64	75
Winning Site: Long Island, NY, 148 Employees	87	67	77
Winning Site: Milwaukee, WI, 330 Employees**	87	60	72
Winning Site: Morris County, NJ, 975 Employees	87	69	78
Winning Site: Raleigh-Durham, NC, 127 Employees	88	69	78
Winning Site: Twin Cities, MN, 719 Employees	87	67	77

Delta Dallas	61	76	73
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#### Recruiting Services

Winning Site: Dallas, TX, 23 Employees

[www.deltadallas.com](http://www.deltadallas.com)

As an employment staffing company, Delta Dallas knows the value of taking care of good people. To express its appreciation for the hard work of its recruiters and salespeople, **Delta Dallas recently introduced a Partner Program that gives employees time off according to their production levels and an increased bonus structure.** To attract more experienced workers, Delta Dallas recruits and retains through relationships and benefits. It consistently provides training to address industry skills and its web-based system allows employees to work from home when necessary. Delta Dallas also gives out weekly and quarterly awards as well as bonus programs. Higher productivity, retention and engagement are the results of Delta Dallas' strong practices.

DigiCert	64	75	73
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#### Technology Services

Winning Site: Lindon, UT, 51 Employees

[www.digicert.com](http://www.digicert.com)

As an SSL certificate authority that gives customers proprietary protection on the Internet, DigiCert knows that the key to its business is to invest in the well-being of its employees. Not only did it invest in technology to allow remote access to company files and phones, it also created an internal wiki (employees post and access relevant information to collaborate on technical questions and issues), training videos, HR Connection (to help manage time off and other human resource issues) and Salesforce to help manage customer relationships. DigiCert also offers generous paid time off, a floating holiday, a paid day off for each employee's birthday, an annual holiday trip to Disneyland to celebrate company accomplishments and a one-week dream vacation (for full-time employees only) paid for by the company and

not counted against an employee's annual allotment of paid time off. Performance evaluations, team meetings, weekly trainings, service opportunities and wellness activities also help the professional and personal development of each employee and, **recently, the company has put greater focus on each employee's financial success by offering a 401k plan and covering half the cost for employees to enroll in a financial planning and money management course.**

## Dorsey & Whitney LLP\*\*\*

85 | 65 | 73

### Law Firm

**Winning Site: Twin Cities, MN, 501 Employees**

**[www.dorsey.com](http://www.dorsey.com)**

Dorsey & Whitney uses technology to enable all of its attorneys to serve clients from their office, home, or anywhere else around the globe—in fact, some Dorsey attorneys telecommute exclusively. Employees use laptops, BlackBerry devices, an Internet-based document management system and a voicemail system integrated with email. Partners and associate attorneys have additional options for flexible schedules and reduced hours. The Minneapolis firm provides training for its employees through Dorsey U, an in-house professional development department. These opportunities for learning, combined with strong mentoring programs, attract and retain younger attorneys, while lawyers ready to transition to retirement can take advantage of flexible scheduling and reduced hours. **Dorsey & Whitney has also been a corporate sponsor of The Cristo Rey Network, a network of 24 high schools around the country designed to provide quality education to urban youth with limited educational options. Every year, four Cristo Rey students are chosen to work within the firm gaining broad exposure to the inner workings of a large law firm and direct mentorship by Dorsey attorneys.**

## The Dow Chemical Company

85 | 73 | 79

### Chemical Company

**Winning Site: Houston, TX, 638 Employees**

**[www.dow.com](http://www.dow.com)**

In early 2008, Dow introduced a new component to its longstanding options for flexibility. Primarily to address an aging workforce and the potential loss of its seasoned workers' expertise, the company introduced scheduling options for those transitioning into retirement. Future retirees can move to a part-time, telecommuting or job sharing schedule with no loss of benefits and no increase in medical premiums. You don't have to be a seasoned employee to adopt a flexible work arrangement here, though. All employees have laptops and some have BlackBerry devices and cellphones, enabling them to work outside the office. Houston staff members have access to an onsite workout facility and gourmet cafeteria as well as a competitive benefit package and employee discount program. **Its new website, "Flexibility@Dow," provides resource links including Strategy for Managing Flexibility, Best Practices & Success Stories, Flexible Options, Getting Started and Flexibility Enablers**

as well as other work-life links. Dow says these workplace features increase employee engagement, help attract top-quality job candidates and generally strengthen business results.

## Durham Convention & Visitors' Bureau\*\*\*

77 | 78 | 78

### Tourism

**Winning Site: Durham, NC, 17 Employees**

[www.durham-nc.com](http://www.durham-nc.com)

Noted as a tourism authority by the North Carolina General Assembly and local governments, the Durham Convention and Visitors Bureau (DCVB) is dedicated to the proactive, strategic and visitor-centered economic and cultural development of Durham. Fostering the philosophy of CANI (continuous and never-ending improvement), DCVB constantly seeks the input of employees to improve the efficiency of their work and effectiveness of the Durham brand. **DCVB is always looking for new talent by recruiting volunteers from retirement communities and from local colleges and universities.** Being given the option to work remotely has already improved productivity by allowing employees to work when events keeping them from the office would otherwise leave them absent. The ability to stay productive and move forward is a reflection of communication between the organization and its employees, who have said that they believe their managers care about them as people, not just workers.

## EAGLE Registrations Inc.

66 | 75 | 74

### International Standards Registrar

**Winning Site: Dayton, OH, 20 Employees**

[www.eagleregistrations.com](http://www.eagleregistrations.com)

Eagle Registrations is a third-party certification body for international, environmental and food standards. Its foundation is to provide flexibility through scheduling, mentoring, training, equipment and assistance of fellow employees to complete tasks regardless of age or ability. **Eagle utilizes a web-based program, "EMIS," allowing employees remote access to company files and is moving toward a paperless environment.** Eagle tracks its progress through a balanced scorecard which, over a three year period, has shown that its flexibility has not only enhanced the productivity of its employees but its growth and profitability as a company as well.

## Early Learning Coalition of Brevard County, Inc.

82 | 78 | 79

### School Readiness Coalition

**Winning Site: Rockledge, FL, 63 Employees**

[www.elcbrevard.org](http://www.elcbrevard.org)

Committed to the benefits of early education in children, ELCBC understands that in order for its staff to exceed the expectations of clients, it must exceed the expectations of its employees first. **As sudden illnesses can sometimes sideline employees, ELCBC provides not only the required FMLA leave**



**time, but continues support if employees have not recovered in that time.** Reduced or intermittent hours due to illness are given without threat of position loss. ELCBC also provides 100% employer-paid health and dental and a generous contribution to either a health savings account or a health reimbursement account. Employees who opt out of health benefits are offered a stipend and a contribution toward their health reimbursement account that rolls over each year. For positions that require ongoing face time with scheduled clients, the supervisors provide an hour and a half lunch break to compensate for appointments that run over time and a mandatory paid week off in a 12-month period for “down time.”

## Eastway Behavioral Healthcare

70 | 66 | 69

### Nonprofit Social Services Organization

**Winning Site: Dayton, OH, 215 Employees**

**[www.eastway.org](http://www.eastway.org)**

Eastway Behavioral Healthcare provides life skills to its clients to deal with challenges due to mental health, substance abuse, housing, employment and education, thus leading to more fulfilling lives. Realizing that its employees encounter their own challenges—whether it is through scheduling or through the logistics of their work—Eastway works to help its employees through schedule adjustments, technology and wellness programs. They also have provided reduced hours for employees with disabilities and returning veterans to help accommodate personal needs and ease return to work transitions. Eastway not only invested in laptops and cellphones for better communication, it also created an e-chart program, allowing access by case managers and therapists to client records for review and updating without having to be in the office. Eastway also invested in signature pads to capture client signatures out in the field, thus cutting down on travel time and increasing the speed to authorize services. **With new wellness programs such as chair massages, yoga, Zumba, boxing, meditation and stress management classes, Eastway has seen a decrease in health claims,** which their medical coverage provider rewarded by decreasing premium rates. Additionally, due to the lower medical coverage renewal costs, Eastway responded by increasing their contribution to employee HSA accounts. They also seek to continually address and improve upon their practices by conducting focus groups to discuss employee needs and concerns. Collectively, these practices likely contribute to the decrease in turnover—from 40% in 2004 to 11% in 2010.

## Eastwood Bank

61 | 70 | 68

### Financial Services, Credit Unions, Banks

**Winning Site: Rochester, MN, 108 Employees**

**[www.eastwoodbank.com](http://www.eastwoodbank.com)**

After winning an honorable mention in last year’s Sloan Awards, Eastwood Bank was inspired to find more ways to increase workplace flexibility options. The new additions to Eastwood Bank’s flexibility initiative range from finding “float coverage” for employees who need it to more formal leave policies. As

part of a strategic initiative launched this year to increase training opportunities, the bank has increased the number of educational and informational training sessions offered, including onsite training and bi-monthly department meetings. Employees are encouraged to volunteer in the community, while getting paid by the bank. They are also welcome to be part of the wellness committee, which focuses on bringing healthy eating tips and fun exercise activities to employees. **Another one of Eastwood's more popular programs is the "Eastwood OSCARS," a bank-wide game designed so that each staff member can understand how he or she contributes to the bank's overall strategic success.** The employees of Eastwood Bank have become so comfortable using flexibility policies that "each employee or their supervisor feels comfortable contacting the necessary individual for approval of an out-of-the-box flexibility request." Employees know that the bank will work with them to find an appropriate solution to flexibility-related issues and when asked, employees cite the organization's flexibility options as a reason why they like working at Eastwood Bank. Employees with longer tenure at the company are rewarded with increased access to PTO. The organization offers a flexible part-time teller position that is good for college students who are looking to gain experience while maintaining their studies.

## Educational Data Systems, Inc.

70 | 75 | 75

### Workforce Development Solutions and Management Consulting

**Winning Site: Dearborn, MI, 30 Employees**

[www.eddata.com](http://www.eddata.com)

**EDSI has implemented a company-wide, strengths-based program to ensure that every employee is in the right position and is able to use his or her strengths on a daily basis—a practice that has improved productivity, increased employee satisfaction and helped employees achieve their personal career goals.** When it comes to flexibility, all employees can participate in the company's 9-80 program, which allows employees to compress their required hours for two weeks into nine days, and then take every other Friday off. More recently, employees have been allowed to switch the Friday off for another day within the week in order to provide greater flexibility. Technology has furthered flexibility and also led to cost savings. For example, the company's use of videoconferencing has saved employees' time and expenses previously spent traveling. In addition, EDSI's internal network can be accessed offsite and offices are paperless so files can be accessed electronically from different locations; higher-level employees also have been given iPhones. The positive attitudes of EDSI's employees have led customers to recommend other potential customers—a contributing factor to EDSI's growth despite the current economic climate.

**E-IT Professionals Corp.\*\*\***
**84 | 82 | 84**
**Information Technology Company**
**Winning Site: Canton, MI, 18 Employees**
**[www.eitprofessionals.com](http://www.eitprofessionals.com)**

**This Michigan firm makes work as paperless as possible.** Employees at e-IT Professionals—who rely on emails, scanned documents and online payroll and timecards—are able to work from home or any other convenient location. Laptops, cellphones and flexible hours further increase staff options and the firm believes these workplace features underpin exceptional productivity and effectiveness overall. The company's success in workplace flexibility has allowed it to attract good talent and increase its client base.

**Emergint Technologies**
**71 | 82 | 80**
**Technology Consultant**
**Winning Site: Louisville, KY, 16 Employees**
**[www.emergint.com](http://www.emergint.com)**

**As a company built on technology to help local, national and international agencies, Emergint Technologies realizes that technology can also provide solutions and greater flexibility to its own staff.** Employees are able to connect to Emergint's networks from home and have been provided cellphones to allow for better communication. The result is that employees feel empowered to take care of themselves, their work and their families with no fear of putting their work in jeopardy. Emergint also provides educational opportunities through technical certifications and online training.

**Equitable Life & Casualty Insurance Company**
**57 | 73 | 80**
**Insurance Company**
**Winning Site: Salt Lake City, UT, 140 Employees**
**[www.equilife.com](http://www.equilife.com)**

**At the core of this Utah-based insurance company is an open door policy that allows employees the opportunity to share ideas with the president of the company directly. The company provides a wide array of initiatives that not only promote workplace flexibility, but a sense of investment that works in both directions.** Flexible start/stop times, compressed workweeks and flex time help employees take care of their personal and family needs and vacation and sick time can be used interchangeably so employees are able to utilize paid time off no matter what the reason is. Ninety percent of all employees participate in Equitable's Wellness Pledge Program and earn discounts on their monthly insurance premium, which has only risen slightly in the past two years (Equitable absorbed the increases from 2003-2009). The company's Employee Assistance Program and financial planning program offer education and counseling in all financial matters, while salary advances are available in times of emergency. Equitable's Holiday Fund is a unique way of helping employees by setting aside money from each paycheck to be released to the employee before the holidays so they can do their holiday

shopping. Professional development and employee recognition initiatives highlight strong performance and employees are involved directly in providing innovative ways to develop new initiatives and enhance older ones.

## Ernst & Young

### Audit, Consulting, Financial Advisory and Tax Services

24,600 Employees in the U.S.

[www.ey.com](http://www.ey.com)

Ernst & Young is a global leader in professional services, and its people can sometimes work long hours serving the firm's clients. How do they manage a dynamic career with life outside work? Ernst & Young has made an aggressive effort to help with a program called My JournEY. Designed for parents, the initiative includes three-month, fully-paid maternity leave for mothers, in addition to any vacation time accrued. Mothers can take an additional ten weeks of unpaid family medical leave (FMLA) and negotiate for more. When they return to work, lactation programs are available. Fathers get two weeks of paid leave—six weeks if they're the primary caregiver—and ten weeks of unpaid leave under FMLA. New adoptive parents get 16 weeks away from the office, six of which are paid for parents who are primary caregivers. Back-up child care and elder care are available in all locations and a Working Parents Network enables staff members to share challenges and solutions. **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, making it easier 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, and retention rates are the same for men and women today, whereas ten years ago women were leaving the firm at a much faster rate than men. In addition to 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. **To help staff members navigate their workplace options, the company has a website dedicated to flexibility, and each of its offices has a knowledgeable coach trained to answer employee questions.** EY/Assist, an additional resource, helps staff with issues ranging from finding child care or elder care to locating academic financial aid; the program links employees to licensed counselors and qualified service providers. As one more aid, Ernst & Young has a Working Moms Network, which brings staff members together to share experiences and advice and conducts focus groups to help gauge how flexibility is working within teams. Newer programs this year include EY Connect Day which connects employees with the community and brings a sense of fun back to work. The Making it Real Campaign, a social media platform, allows employees to engage with leaders and one another about their ideas and experiences. Technology such as Facebook, Twitter, Pandora and Text polling allows EY to reach out more effectively to younger recruits while ongoing investments in laptops, 24/7 technical assistance, teleconferencing and video conferencing allow for present employees greater flexibility in their work lives.



<b>Winning Site: Chicago, IL, 1,737 Employees*****</b>	<b>87</b>	<b>69</b>	<b>77</b>
<b>Winning Site: Michigan, 581 Employees**</b>	<b>88</b>	<b>69</b>	<b>78</b>
<b>Winning Site: Milwaukee, WI, 138 Employees****</b>	<b>88</b>	<b>70</b>	<b>78</b>
<b>Winning Site: Minneapolis, MN, 455 Employees***</b>	<b>89</b>	<b>67</b>	<b>77</b>

<b>Evanhoe &amp; Associates Inc.</b>	<b>81</b>	<b>81</b>	<b>83</b>
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#### **IT Solutions**

**Winning Site: Dayton, OH, 22 Employees**

**[www.evanhoe.com](http://www.evanhoe.com)**

Evanhoe & Associates Inc. has used its expertise as an IT solutions provider to allow a flexible work environment within the organization. Laptops, access to company networks and files, a comprehensive Intranet, smartphones and an enhanced voicemail system for immediate company notifications and remote use of desk phones allow for greater employee mobility. Evanhoe's IT support professionals utilize remote access to diagnose problems with employee machines and is implementing remote shut down of the office from cellular phones. The addition of flexible scheduling and arrangements to work from home allow employees to meet their personal goals and family commitments.

**Evanhoe & Associates also has employee incentive programs including its “Dude of the Month” award for work above and beyond daily requirements.**

Evanhoe & Associates provides complimentary refreshments throughout the day and offers families free tickets to support the local minor league baseball team, the Dayton Dragons. The result of this investment shows in low turnover, doubled headcount and quadrupled sales since last year.

<b>Express Employment Professionals</b>	<b>62</b>	<b>71</b>	<b>71</b>
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#### **Staffing and Human Resource Solutions**

**Winning Site: Rochester, MN, 15 Employees**

**[www.expresspros.com](http://www.expresspros.com)**

Says an employee of Express Employment Professionals—a staffing organization that offers job placement, Human Resources services and consulting—“we are in the business of helping people find work and knowing the importance of a healthy combination of work life and home life. EEP has the joy of analyzing this relationship and implementing it both on a professional and personal level.” EEP encourages employees to focus on their mental and physical well-being along with their professional development. Employees participate in volunteer work in the community. It has also mounted an effort to improve the health of all employees, extending the lunch break to encourage employees to workout, forming a partnership with a local gym so that employees can take advantage of facilities and offering a healthy-living speaker series. During this year's office-wide “Biggest Loser” challenge, employees lost over 60 lbs. “Our employees are now sharing and motivating each other to be healthy, be positive and enjoy life,” and have spread the spirit of healthy living to family and community members. Employees have full control over their schedules and have choices for earlier vs. later shifts.

By integrating technology into daily tasks, employees streamlined formerly cumbersome tasks and are able to work from anywhere.

FMYI, Inc.

71 | 84 | 80

### Social Collaboration Software

Winning Site: Portland, OR, 12 Employees

[www.fmyi.com](http://www.fmyi.com)

The success of FMYI, Inc. stems from the fact that its main product supports the core value of the company. FMYI is an online collaboration tool that allows teams to work together online. This tool gives employees flexibility to attend to their children, take care of loved ones and pursue other interests while still fulfilling their responsibilities. Conversely, **annual summits are held to bring employees together and develop organizational activities to better work together as a team.** Other activities to promote teamwork and family values include attending athletic events, celebration lunches to recognize employee anniversaries and birthdays and bike trips to the Oregon Brewers Festivals to name a few. The satisfaction of its employees is reflected in its extremely low turnover rate (only two people have left over the past seven years) and its numerous awards, which include being named among Portland Business Journal's 100 Fastest Growing Private Companies in Oregon two years in a row and as an "Innovation in Sustainability" award winner by Sustainable Business Oregon and becoming a certified B Corporation thanks to its social and environmental commitment.

Families in Transition

69 | 74 | 73

### Nonprofit Social Services Organization

Winning Site: Manchester, NH, 40 Employees

[www.fitnh.org](http://www.fitnh.org)

Creativity and innovation go a long way at Families in Transition, a company that works to provide effective interventions and comprehensive programs to help homeless individuals and families find their way back to healthy, vibrant lives. **Within the organization, employees are encouraged to come to management when they have new ideas to improve efficiency and effectiveness, a process that has bred a culture of flexibility and ingenuity.** In 2010, FIT began a research and training program that offered a variety of training for FIT staff and other professionals to update their skills, obtain education credits and maintain/obtain licenses and other certifications. The program was designed to build and maintain agency staff and other social service providers in the community. New and creative strategies are rewarded at staff meetings with cash incentives and laptops are provided to clinical staff members to allow them access to Internet resources when meeting with clients and the flexibility to work from home.

## Farbman Group\*\*\*\*\*

78 | 70 | 75

**Commercial Real Estate Management and Brokerage**  
**Winning Site: Southfield, MI, 130 Employees**  
**[www.farbman.com](http://www.farbman.com)**

Farbman is one of the Midwest's largest real estate organizations, managing more than 20 million square feet in southeast Michigan alone. The organization calls its employees "our best sales people; they drive the company's growth"—and one of the ways it keeps staff morale high is to give employees a number of days off every year to participate in community service. This practice strengthens employees' ties to the community and cements Farbman's profile among business leaders. Farbman is also able to provide more flexible work schedules by providing laptops with wireless capabilities and mobile handheld devices for access to emails and calendars, as well as utilizing technology so employees can take their office phone extensions wherever they are working remotely. **The recently-launched Farbman University offers employees a variety of courses and lets them learn how to do jobs their co-workers perform, such as property management and brokerage. This program enhances understanding of the company as a whole while increasing employees' knowledge base.** Farbman Group's innovative management strategies have reduced turnover and absenteeism, helped bring employees' friends and staff members into the business and won multiple recognitions for the company by *Crain's Detroit Business* as a "Cool Place to Work."

## Fesnak and Associates

86 | 71 | 78

**Accounting and Financial Services**  
**Winning Site: Blue Bell, PA, 51 Employees**  
**[www.fesnak.com](http://www.fesnak.com)**

This Pennsylvania CPA firm realizes that its greatest asset is its employees and creates a workplace that responds both to personal and professional needs while realizing that the workforce is constantly evolving and needs to find new ways to respond. **Recently, Fesnak and Associates has made an effort to hire more mothers who want to work a flexible schedule while raising children. This gives Fesnak and Associates the opportunity to hire skilled professionals who are not ready to commit to a full-time work schedule. Its retention increased by 20% with this initiative alone.** Job sharing, cross training, telecommuting and a number of flexible scheduling arrangements allow employees to attend to their families and personal needs while remote access technology and web-based applications allow access to internal information/communication from any location. Fesnak and Associates has also invested in social events such as happy hours, new employee parties and family events in order to boost morale and encourage community.

**Law Firm**
**Winning Site: Troy, MI, 22 Employees**
**[www.fhwnlaw.com](http://www.fhwnlaw.com)**

“Our record of success is unmatched,” says this leading health care sector law firm. Frank, Haron & Weiner’s attorneys achieved one of the largest whistleblower jury verdicts in Michigan history and its attorneys are routinely quoted in specialty and trade journals. A superlative workplace enables the company to attract and retain outstanding talent capable of delivering results. Part-time and flex-time schedules can be arranged and PDAs and laptops allow people to work from home as necessary. These options encourage people to continue their careers while they raise their families. One part-time partner has been named among the Top 50 Woman Lawyers in Michigan. **The firm has also assisted employees on a confidential, case-by-case basis with loans and provides pro bono and discounted legal services to the community.** Remote connections to firm files allow employees to work from home and employees are even encouraged to have personal blogs on issues they enjoy, including health law.

**Health and Medical Services**
**Winning Site: Frankfort, KY, 655 Employees**
**[www.frankfortregional.com](http://www.frankfortregional.com)**

As a 24/7 health care facility, staffing is critical, but Frankfort Regional Medical Center works to ensure that each of its employees are able to achieve the work-life fit that works for them. Technology provides one of the largest sources of flexibility as different hardware and software programs have been created to help with tasks, such as an electronic nursing system—accessible through portable devices – that allows one-on-one contact with patients with their most updated records to provide greater care, electronic medication systems that ensure that all patients receive the right medicine at the right dosage, new IV pumps with SMART software to help prevent medication errors and better patient monitors to assist staff in identifying risks more quickly. **Electronic scheduling software assists managers, supervisors and employees with flexible scheduling, enabling employees to self-schedule and request days off remotely.** Through their benefits website, employees can more closely track their benefits or change enrollment. Medical transcriptionists can work from home, and the transition toward electronic health records and a digital radiology system will allow medical record coders, analysts, physicians and nurses more flexibility to work from home as well. Career goals are revisited on an annual basis to ensure that employees continue to grow, and retirees are able to come back part time. Employees in financial need can apply to the aptly named Hope Fund for assistance, which is funded by employee donations and a new contract has been signed with “Sitter City” so that employees can call to arrange assistance with child care, elder care and pet sitting at a reduced rate. Employees have a voice at



FRMC and are directly involved in many of the decisions made for the betterment of the institution. Employee incentive and recognition programs are driven by employee feedback and peer review panels are used when an employee disagrees with a demotion or termination. **FRMC has also instituted a No-Mandatory Overtime Policy so that employees can choose whether they want to work extra hours, and more part-time employees have been brought aboard for greater scheduling flexibility and less burnout for full-time employees.**

## Fronterra Integrated Geosciences

71 | 73 | 74

### Oil and Gas Consulting

**Winning Site: Houston, TX, 18 Employees**

**[www.fronterrageo.com](http://www.fronterrageo.com)**

Fronterra Integrated Geosciences provides a variety of research and development services to meet the needs of the oil industry. To meet the needs of its employees, Fronterra provides a variety of flexibility options. Employees are allowed to take home laptops and work remotely since technology is the nature of their business. Fronterra offers a 9/80 work schedule to provide every other Friday off. It also offers flexible start times in the morning to accommodate commutes and personal needs. **The more personal touches that Fronterra provides include celebrations of birthdays and date-of-hire anniversaries,** Lunch and Learns with food provided, fruit and other goodies offered on the first Monday of each month, nutritional drinks and supplements, freedom to decorate your individual office space and various recycling efforts. Fronterra also has drawings for sponsored and dollar by dollar matched charity organizations and works to support initiatives driven by employee requests.

## Frost, Ruttenberg & Rothblatt, P.C. \*\*\*\*

81 | 71 | 77

### Accounting Firm

**Winning Site: Deerfield, IL, 101 Employees**

**[www.frronline.com](http://www.frronline.com)**

Workplace options and a generous paid time off program have enabled this Chicago accounting firm to maintain low voluntary turnover rates and virtually eliminate absenteeism. **FRR staff members can now use paid time off to meet any personal needs and can break up the time into increments as small as one hour when they need a long lunch or have a function to attend in a child's classroom.** Staff members work only 35 hours a week once the tax season is over, and during the busy months when longer hours are necessary, FRR offers healthy meals, fresh fruit and yoga to ease the stress (as well as the Dairy Queen ice cream cart on a Saturday during the mid-point of the tax season!). FRR's strong intern program is popular among local university students due to full-time and part-time opportunities, mentorship, inclusion in company events and an extensive professional development program. A new career development program identifies each existing employee's abilities and goals so as to measure their performance by

outcome and not hours spent in the office. As FRR also has a growing number of people transitioning into retirement, part-time hours with full-time benefits allows FRR to retain experienced professionals as well as attract new ones. Other new initiatives this year include a community service program, employee reward/recognition programs, upward feedback from employees and a religious accommodations program. FRR's commitment to its employees has garnered them Sloan Awards in 2008, 2009, 2010 and 2011.

## Full Access

81 | 80 | 81

### Nonprofit Social Services Organization

**Winning Site:** Eugene, OR, 35 Employees

**www.fullaccess.org**

Full Access believes that giving people a chance to connect with what is interesting to them allows them to fully engage in everything they do. As an agency, it gives people this chance by providing services and resources to adults with developmental disabilities. As a workplace, Full Access provides schedule flexibility, financial/retirement planning support, educational opportunities and flexible spending accounts. **It also works with its employees to identify interests and talents outside of their job descriptions (but within the context of the work environment). This includes working on Facebook/website development, initiating the “greening” of business practices, working on films and even baking cookies.** It was recently voted *Oregon Business* magazine's best (mid-sized) nonprofit, noted in the Oregon Department of Human Services' weekly address and website and received recognition as the first agency to use film as part of its mission (the film was part of a school anti-bullying campaign, addressing the area of development disabilities).

## Futura Industries\*\*

68 | 65 | 69

### Aluminum Extrusion Manufacturing

**Winning Site:** Clearfield, UT, 220 Employees

**www.futuraind.com**

In an industry that shrunk 20% to 25% during the last 18 months, Futura—a company that delivers customized, start-to-finish aluminum extrusion services—has thrived, pointing to its culture and employees as the reasons why. “We believe that it is important to make our business ‘all about the customer’ and the way we do that is to make it all about the people who work at Futura,” states a representative, adding, **“If team members at Futura are trusted, honored and respected, then they will provide products and services to their customers that exceed expectations.”** Flexible schedule options are available for both production and support positions—for example, one payroll and benefits employee who recently had a baby now comes into the office just two days a week for two hours at a time, and works from home for the remainder of her scheduled hours. For those working in the plant, there are several shift schedules: three twelve-hour shifts, five eight-hour shifts and four ten-hour shifts. The company is proud of its Great Idea Board, a central place for posting employees' ideas for the business. Another

program encourages employees to suggest improvements; prizes—including trips and cash—are awarded to the teams with the most participation, and to individuals with the best ideas. Futura also supports wellness initiatives including an onsite medical clinic that not only provides low-cost, accessible care for employees and their families but, for some, the first quality medical care that they have been able to receive.

## gDiapers

70 83 79

### Direct-to-Consumer Retail Diaper Business

**Winning Site: Portland, OR, 18 Employees**

**[www.gdiapers.com](http://www.gdiapers.com)**

As its main product supports young families (as well as the environment), gDiapers believes that the key to attracting and maintaining a high performance organization is to provide family-centric flex options for its employees. **Not only does it offer subsidized onsite child care, three months paid maternity/paternity leave and four weeks paid time off from year one, gDiapers also provides flex-time work opportunities to allow young parents more flexibility with child care and other emergencies at home.** Despite enormous financial pressure to cut these offerings in 2009, gDiapers maintained its position and has proved by high employee retention rates, high productivity and increased business profits that putting families first is worth the investment.

## Gallagher, Flynn & Company, LLP

75 72 75

### Accounting and Financial Services

**Winning Site: South Burlington, VT, 55 Employees**

**[www.gfc.com](http://www.gfc.com)**

The largest independent CPA and business consulting firm in Vermont, Gallagher, Flynn & Company, has maintained consistency in its flexibility offerings. **In the past ten years, it has never turned down a request made by an employee to reduce his or her schedule.** Even during the busiest period between January and April 15<sup>th</sup>, GFC was able to accommodate a request for an employee whose sister was terminally ill and lived 12 hours away. The employee only had four remaining personal days so the company asked if anyone was interested in donating time. The response was so overwhelming that the employee was able to stay with her sister for four entire weeks until her passing. Technology also allows for employees to work from home, giving them the flexibility to leave at 5 p.m., take care of their children and then continue work after dinner or when the kids are in bed. Additionally videoconferencing has been established between GFC's two sites in order to avoid excessive travel and overnight stays. GFC has also established teams to organize volunteer work for charitable organizations and they regularly recognize employees who live up to company values via a nomination and award process.

## Education and Higher Learning

**Winning Site: Fairfax, VA, 4,900 Employees**

**www.gmu.edu**

George Mason University embraces flexible work options and a flexible work culture as it reduces commuting costs both financially and ecologically and can increase productivity, retention and work-life fit. In the fall of 1999, Dr. Alan Merten, the current university president, initiated the Quality of Work-Life Task Force. Comprised of faculty and staff from around the university, the task force was charged with creating and administering a triennial survey on the quality of work life at Mason. The findings led to the creation of the university's Telework and Flextime policy in 2002. Today, options also include compressed schedules, job sharing and remote work. In addition to formal flexible work policies that require signed agreements, Mason fosters a culture of flexibility. Pending a supervisor's permission, employees may flex their hours to address personal situations. Additionally, if an employee's desired flex start time is within one hour of his or her normal start time, no written agreement is required. In 2008 when gas prices climbed, **Mason rolled out a Summer Flex promotion encouraging faculty and staff to "test drive" a flexible work option.** They also introduced the Mini Flex program that gave employees the opportunity to try teleworking during shortened week of the Christmas holiday. The Rewards and Recognition team also provides employees with \$25 gas cards for good work. GMU also offers different facilities on campus for working out, a range of affinity groups (Working Mothers Support Group, a chapter of Toastmasters, a chapter of the International Association of Administrative Professionals, Weight Watchers at Work to name a few), extensive personal and professional development options, an Employee Assistance Program, wellness initiatives, commuter assistance and much more.

## Law Firm

**Winning Site: Boise, ID, 43 Employees**

**www.givenspursley.com**

**Givens Pursley allows partners to periodically take up to three months of paid leave to pursue their personal goals and staff members are eligible for a sabbatical after ten years and every eight years thereafter.** The firm also promotes flexibility by providing a children's room on its premises, stocked with books, puzzles, toys and movies, where kids can spend time when school is out or their regular child care is unavailable. The company also offers a workout room and reimburses employees for gym fees, fitness classes and other activities that improve their health. The firm prides itself on its teamwork, which enables people to fill in for each other when someone needs to be away and provides opportunities to improve skills so that employees can move toward higher level positions within the organization.

## GoDaddy.com

### Web Hosting

**3,300 Employees in the U.S.**

**www.godaddy.com**

Providing comprehensive eCommerce solutions for businesses, GoDaddy.com also gives comprehensive benefits to its employees. **In the first year of employment, all employees receive 100% subsidized health insurance and three weeks vacation (six weeks after four years tenure).** GoDaddy.com also offers additional paid time off and holidays as well as a generous maternity/paternity leave policy and private, comfortable lactation rooms for mothers of newborns when they return to work. Employees have several choices for shifts and a number of employees enjoy working from home. The company invests in health and wellness by offering smoking cessation programs, annual onsite flu shots, discounts for fitness and nutrition programs and a monthly newsletter. GoDaddy.com's employees are allowed to use their creativity to develop and test new products, express new ideas for services in the company "ThinkTank" and participate in events such as "Tech Fest," an opportunity to learn and collaborate for developers, engineers and IT employees. For travel, GoDaddy.com offers complimentary bus passes and preferred parking for employees who carpool or use alternative fuel vehicles. Its educational programs include a Junior Development program, Leadership Development program, GoDaddy University and tuition reimbursement for outside degrees. Employees are often given cash prizes for their work and GoDaddy.com goes the extra mile by paying for taxes on these prizes so that employees can fully enjoy their reward. At the annual holiday party, GoDaddy.com's founder, Bob Parsons, handed out more than \$1 million in employee cash giveaways, gave \$500,000 to charities and provided A-list entertainers such as Jewel, George Thorogood and the Destroyers, and ZZ Top.

**Winning Site: Denver, CO, 77 Employees** 62 | 73 | 72

**Winning Site: Hiawatha, IA, 470 Employees** 61 | 70 | 70

**Winning Site: Scottsdale, AZ, 2,798 Employees** 61 | 67 | 68

**Greater Dayton Area Hospital Association** 91 | 85 | 87

### Member Service Organization

**Winning Site: Dayton, OH, 10 Employees**

**www.gdaha.org**

Greater Dayton Area Hospital Association is a health care provider that realizes that there is no one-size-fits-all solution. Its commitment to the well-being of employees begins with the ability to adjust to the changing nature of personal circumstances, whether they are due to professional or personal matters. **This commitment starts with the president and CEO, who is directly involved in determining schedule changes and financial support for training and equipment to ensure fair and consistent policies across the company.** Technology assists with these flexible practices as mixed use of laptops, desktops and mobile devices ensures that

employees can utilize shared online servers, Skype and calendars to work just as effectively from home as they do in the office. This commitment has fostered employee loyalty to both the leadership and the organization.

## Greater Louisville Inc.\*\*\*

67 | 77 | 75

### Business Member Association

**Winning Site: Louisville, KY, 46 Employees**

**[www.greaterlouisville.com](http://www.greaterlouisville.com)**

The leading economic development agency for greater Louisville, this organization lets all its staff work at least one day a week outside the office wherever they're most productive, whether that's home, in the office or at a coffee shop. Technology allows each employee to log in to the company server from any computer; BlackBerry devices are provided to senior staff as well as laptops as needed. GLI has found that flexibility eases employee stress about managing work and home issues, enabling them to work better. Its remote work capabilities have also equipped the organization to stay up and running during inclement weather. **Recently, management implemented formal assessment (via the Strength Finders quiz) to make changes in the organization to better match an employees interests with their jobs.**

## The Habitat Company

65 | 74 | 72

### Finance, Insurance, Real Estate

**Winning Site: Chicago, IL, 72 Employees**

**[www.habitat.com](http://www.habitat.com)**

At this service organization, the old culture of "face time" has disappeared as top leaders and executives have embraced the need for flexibility for their staff. According to one employee, "we believe that by offering flexible work arrangements, we are promoting a more productive and healthy lifestyle for our team members. This increase in productivity and health has a direct impact on our clients, our team members and their families and ultimately our bottom line." By offering a more flexible work environment and switching to a paid time off system, the organization decreased rates of absenteeism among employees. The Habitat Company has allowed more telecommuting options for many of its team members, as well as offered increased flexible work schedules, telecommuting, and summer hours and a very generous paid time off schedule beginning at the first year of employment. **In order to prevent employees from feeling responsible for replying to work-related emails at all times of the day or night, the CEO of the Habitat Company instituted an unwritten policy setting the expectation that responses to emails should only be expected during normal business hours. If an employee receives or sends an email during hours outside this timeframe, the employee cannot expect a response until the appropriate business time.** As a result of the organization's most recent health screening, a smoking cessation course and an online exercise plan and contest will be offered to motivate team members to adopt healthy habits. Last year, a group of team members participated in a running training group to prepare them for the

company's participation in a local charity run. The cost of participation for all employees and their family members was covered by the organization. The Habitat Company offers internal training opportunities for various technical and soft skill areas, and encourages team members' participation in industry forums and industry training programs paid for by the company.

## Hancock Askew & Co., LLP\*\*\*

78 | 77 | 79

### Accounting Firm

**Winning Site: Arizona, 50 Employees**

**[www.hancockaskew.com](http://www.hancockaskew.com)**

The largest accounting firm headquartered in Savannah, Georgia, Hancock Askew & Co. challenges employees to build the company's profitability—it gives them 10% of the new revenues they bring in. The company also uses incentives to help staff cope with the heavy workload they shoulder prior to tax deadlines. The firm provides lunch and dinner every day, brings in a shoe shine person, and welcomes an ice cream truck and mobile car wash several times during the busy period. All employees are eligible for Summertime Flex Fridays when the workload lightens. And throughout the year, laptops allow employees to use all computer applications as though they were sitting at their desks at the office; cellphones, BlackBerry devices and wireless capability allow staff to sit on the office's patio on a beautiful day and do their work. Perhaps the most valued benefit that is available to all employees is full child care reimbursement. **The company dealt with the financial downturn by leaving some positions open as they became vacant through natural attrition. Hancock Askew has been supportive of clients in the downturn, too, counseling them on ways to work through tough times. The company says it is willing to work with clients on billing issues because it wants them to survive and continue as clients going forward.**

## Harding Shymanski and Company PSC\*\*

75 | 60 | 68

### Accounting Firm

**Winning Site: Evansville, IN, 16 Employees**

**[www.hsc CPA.com](http://www.hsc CPA.com)**

This Louisville accounting firm invests in its people from the start, giving CPAs in training a \$3,000 budget to cover training materials and exam costs, not to mention paid time off to take the test. As long as employees pass the exam within 18 months of hire, they can keep as a bonus whatever remains of the \$3,000. Development continues for staff in professional positions; they can engage in up to 40 hours of continuing professional education each year (the firm pays all course fees and travel costs). A voluntary mentoring program helps both seasoned and less experienced employees shape their careers. Staff gain further aid in expanding their roles from a performance management system that pairs them with performance advisors who help them set annual goals; progress is tracked four times a year. **Harding Shymanski also has created an employee committee that takes suggestions on benefit and professional programs to bring about new initiatives that**

**help keep employees motivated and successful both at work and at home.** Recently, there has been an increase in employees on flexible work arrangements as a result of requests made from employees and this committee. A strong corporate citizen, Harding Shymanski also gives staff paid time off to volunteer and donates money to the groups its employees support.

## Health Dimensions Group\*\*

70 | 62 | 68

### Health Care Management

**Winning Site: Twin Cities, MN, 70 Employees**

**[www.healthdimensionsgroup.com](http://www.healthdimensionsgroup.com)**

Over the past decade, Health Dimensions Group has managed to consistently grow its business every year while also maintaining a high level of job satisfaction and incredibly low turnover. How does a company with over 70 employees spread across the country maintain such satisfaction? Through an annual poll, management surveys its workforce about how to improve the lives of employees and increase productivity in the office. The survey results have led to an expansion of flexible work policies, including the freedom to use paid time off at any time, even during holidays. **A “1/2 day” policy allows salaried employees to leave work early for personal reasons without drawing on their paid time off as long as they work at least four hours.** Health Dimensions Group’s investment in technology not only provides the tools necessary to perform work from any location, they also provide continuing support and education on how to use those tools. Management also promotes teamwork by having employees take the “StrengthFinder 2.0” test; they post each employee’s top three strengths so that they can help each other in the areas that they know each can excel. These initiatives let employees spread across the country perform to their highest potential and feel like they are part of a family working toward a common goal.

## Henry & Horne, LLP\*\*\*\*\*

84 | 65 | 73

### Certified Public Accountants

**Winning Site: Tempe, AZ, 110 Employees**

**[www.hhcpa.com](http://www.hhcpa.com)**

At Henry & Horne, new recruits receive tuition reimbursement upon achieving CPA certification, as well as a bonus and salary adjustment. For those transitioning into retirement, reduced hours are available. **Probably the least flexible positions are the front desk receptionists (fittingly called Directors of Firm Impressions), who are responsible for opening and closing the offices daily. Yet even these positions are able to “flex” when necessary—they are encouraged to seek (and receive) coverage assistance when needed.** Henry & Horne is a paperless environment, and along with remote access to work files, auditors have laptops that allow them to work from the client’s business or from home.



## Heritage Wealth Advisors

68 | 67 | 71

### Financial Advising

**Winning Site: Richmond, VA, 14 Employees**

**[www.heritagewealth.net](http://www.heritagewealth.net)**

**Heritage Wealth Advisors works with each employee to find his or her optimal work-life fit.** For example, one employee spends two days a week at home with her young children and the other three working part time at the management level. The ability to check email remotely enables employees to work when is best for them. The company credits this flexibility with increasing employee loyalty as well as giving employees peace of mind.

## Hiawatha Broadband Communications, Inc.\*\*\*

62 | 68 | 68

### Communication Technology

**Winning Site: Winona, MN, 76 Employees**

**[www.hbci.com](http://www.hbci.com)**

“HBC is always willing to do its best to respond in whatever way it can to clients’ needs for speedy telephone, cable television and Internet service,” says a company representative. Hiawatha also provides training and tuition reimbursement as well as flexible scheduling and telecommuting. Access to a variety of educational opportunities allows employees to continue learning.

**Employees whose positions do not enable them to work remotely are given the highest priority in terms of working around those employees’ schedules so as to offer alternative ways of working flexibly.** Hiawatha delivers meals three days a week as part of the Winona Volunteer Services effort and gives employees paid time off to participate. The company’s benefits package includes health, life, and dental insurance, holidays and paid time off, a 401k and generous discounts on company services. These efforts have paid off and HBC enjoys a reputation as a great place to work, allowing it to attract the talent it needs to serve its clients well.

## Hill, Chesson & Woody Employee Benefit Services

57 | 72 | 70

### Employee Benefits Consultant

**Winning Site: Chapel Hill, NC, 40 Employees**

**[www.hcwbenefits.com](http://www.hcwbenefits.com)**

If there is any company that is going to understand the importance of good benefit services for employees it would be Hill, Chesson & Woody Employee Benefit Services. **It has even tracked the impact of its flexibility initiatives through a Balanced Scorecard upon which the rest of the company’s perspectives are measured and can see the positive effects of its choices.** HCW employees enjoy a rotating schedule of half-day Fridays in the summertime, flexible start/stop times, 12-week paid medical leave, culture club activities such as wine tastings and baseball games, and wellness activities such as onsite chair massages, salad days and health challenges with prizes. Professionally, it has programs that help map careers or develop new skills, executive coaching opportunities, value-supporting activities and charitable

giving opportunities. All employees have remote access to work files from any PC which allows them the ability to work anywhere at any time.

## Home and Community Options

68 | 71 | 77

### Nonprofit Social Services Organization

**Winning Site: Winona, MN, 350 Employees**

**[www.hco.org](http://www.hco.org)**

This organization provides support and residential services to people with developmental disabilities. Providing group residence, therapeutic services and family support, the organization makes life more manageable for individuals and their families as they navigate other daily challenges. In order to support its employees, **Home and Community Options provides scholarship money to Social Work, Special Education and Nursing students who apply for it.** To date, over \$75,000 has been distributed through this program. The organization actively recruits younger workers by advertising with university publications, recruiting interns and eventually hiring them as part-time or full-time employees after the internship is complete.

## Houston Academy of Medicine – Texas Medical Center Library

66 | 75 | 74

### Library

**Winning Site: Houston, TX, 59 Employees**

**[www.library.tmc.edu](http://www.library.tmc.edu)**

As a major online and print medical library, HAM-TMC is used to providing services for the medical community in Texas. As an employer, HAM-TMC works to ensure that the service it provides for its employees allows them to have the flexibility they need to take care of their lives inside and outside of work. Along with flexible schedules, a generous paid time off program and technology that allows employees to work from home, **HAM-TMC offers a Sick Leave Pool that provides additional sick leave for regular, full-time employees with a serious illness or who have an immediate family member with a serious medical condition (up to 480 hours per employee).** Active employees or employees separating from the company can also contribute their paid time off toward this resource. **HAM-TMC also offers a memorial fund that provides financial assistance of up to \$1,000 for both full- and part-time employees who experience a family crisis that results in financial hardship.** On the preventative side, HAM-TMC recently created a wellness committee that helped form an onsite “fitness center” (comprised mainly of employee-donated equipment), including a Nintendo Wii, an exercise bike, an elliptical machine and a television and DVD player that employees can use for their own exercise videos. Some employees volunteer to teach aerobics and Pilates classes and the company allows 30 minutes of paid time per day to exercise. HAM-TMC also holds fitness challenges with prizes to encourage employees to take care of their health.

## Hoyman Dobson

70 | 72 | 74

### Certified Public Accounting Firm

**Winning Site: Melbourne, FL, 37 Employees**

**www.hoyman.com**

“Family and Friends First” is one of the core values of this Florida CPA firm. **Employees are allowed to take time off on short notice and make up time as they can.** The firm invests in technology such as laptops, aircards, iPhones and iPads to allow employees better ways to communicate and collaborate, whether they are on the road or at home. Hoyman Dobson offers 24/7 IT service but works to ensure that these employees also enjoy flexible schedules while meeting the needs of the company. During the busy season, Hoyman Dobson provides ice cream, massages, lunches, picnics on the back porch and manicure and pedicure services in the office. On April 15, employees only work half a day and get the following day as a paid day off. During the summer, exempt employees take every other Friday off. Low absenteeism and high loyalty shows that the firm is on the right track.

## Humanix\*\*\*\*

80 | 85 | 84

### Recruiting Firm

**Winning Site: Spokane Valley, WA, 15 Employees**

**www.humanix.com**

While the staffing industry overall has been hard hit by the recession, Humanix has taken a number of innovative steps to help both the company and its employees navigate these challenges. It participated in the Washington State Employment Security Workshare Program, which enables staff whose hours have been reduced to collect partial unemployment insurance—up to 12 hours per week. The company is also offering financial advisory services to employees, as well as non-interest loans with repayment plans as low as \$10 per week. During the hardest months of the recession, staff repayment plans were put on hold until the company was able to offer a full 40-hour work schedule. **At the end of 2010, when Humanix was able to offer full-time schedules once again, it continued to offer reduced hours as requested and other initiatives that had been put in place including schedule flexibility, ability to work at home as needed, flex time to attend family events, bring your cat or dog to work or bring your kids to work.** This year they formed a wellness and stress reduction committee and transformed unused space into a staff wellness room. Exercise equipment was either donated or purchased by the company and staff have the flexibility to work out before, during or after work. Humanix has also challenged staff for 100% participation on its health insurance website that offers health programs, information and resources as well as two additional health and stress reduction websites that are used to share ideas information and resources with staff. While it hasn’t been easy to tighten belts, the company has repeatedly communicated its commitment to employees.

### Technology Consultant

**Winning Site: Durham, NC, 40 Employees**

**[www.icfi.com](http://www.icfi.com)**

ICF International provides professional services and technology solutions for a number of markets including health and education. It also works to bring solutions into the workplace to help benefit its employees. One of its biggest investments is in telecommuting. **ICF's telecommuting program includes flex-time schedules, laptops, the ability to forward calls to cell phones and receive voicemail through email, a virtual private network, reimbursements for work-related cellphones/PDA expenses, the use of hotel offices when coming into the office and online training on managing commuting.** ICF believes that the program makes it easier for employees to attend to their families as well as themselves and reduces stress by removing the extra hours spent commuting. ICF also makes it easier for its commuters by providing transit/van pools, emergency rides home and teleworking. It considers its initiatives not only employee friendly, but environmentally friendly as well.

### Printing and Copying Solutions

**Winning Site: Tempe, AZ, 43 Employees**

**[www.infincom.com](http://www.infincom.com)**

Field service representatives and technicians of this locally owned office equipment dealer are equipped with company-provided iPhones capable of accessing the internal network. With this technology, field employees have the flexibility to manage their daily schedules, as well as access real-time data on parts availability, minimizing unnecessary trips to the office. **Employees also are assigned customers located in the same geographical area as their home, allowing the flexibility to be near home at the start and end of the workday.** Infinicom offers a flexible paid time off policy where a bank of time is given to employees versus delineated vacation or sick days. Employees are able to use their paid time off for whatever reason they choose. Infinicom strives to bring fun to the office to lower stress. The company lounge area provides board games, Playstation, an HD plasma television, theater seating and a ping-pong table. Company meetings are held offsite at local restaurants and weekend getaways are planned with employees and their families. Infinicom's culture allows employees to give back to their communities. For the past three years, employees have participated during the holidays in the "Adopt a Family" program, which adopts multiple families each year and provides gifts and time to help those families have a positive holiday experience.

## Healthcare Management

**Winning Site: Milwaukie, OR, 43 Employees**

[www.innovativecare.com](http://www.innovativecare.com)

Innovative Care Management is known for outstanding customer service and for bringing creative/innovative solutions to medical management. Its ability to attract and retain seasoned talent is well-proven and based on the overall philosophy that highly satisfied patients start with highly satisfied employees. Innovative Care Management provides tuition assistance for continuing education requirements as well as paid time off to attend seminars. This financial assistance also includes applicable certifications for professional staff. Employees are also able to contribute to process developments and improvements in service and systems. But the foundation of its program is based on telecommuting and workplace flexibility. **This flexibility takes into account the issues that face health care providers: personal needs, burn-out, relocation and ailing loved ones of their own. Innovative Care Management's founders believe that it makes ethical, moral and business sense to do what they can to help its employees maintain work-life responsibilities.** It is no wonder it has been able to continue to grow since its inception 20 years ago.

## Intel Corporation

### Technology Company

**45,000 Employees in the U.S.**

[www.intel.com](http://www.intel.com)

The innovation that Intel uses to create the world's leading microchip is also used to build a comprehensive network of programs that support the wellness of Intel's employees. Educational opportunities include tuition assistance, financial planning, home buying seminars, scholarship programs for employees' children and an online tutorial program called Intel University that covers everything from software to business management. Workplace flexibility options include focused programs for part-time employees, a new parent program that allows new parents to phase back into work after the birth of a child, flexible scheduling between work, home and other jobs within the company and "The Way We Work" Initiative which created better workspace setups to negotiate work responsibilities and personal commitments. **Its Health for Life three-step program is the cornerstone to Intel's health and wellness initiative providing one-on-one guidance through the Mayo Clinic and a full-service clinic directly at work. Employees also enjoy onsite fitness centers, volleyball and basketball courts and game rooms.** In addition, it has a variety of programs that benefit the mental well-being of its employees whether it is through the External Speaker Series, Family Fun Nights or the internal marketplace where employees can buy or sell personal items within their community, offering the safety of their peers.

**Winning Site: Chandler, AZ, 9,700 Employees\*\*\*\*\***

**77 | 70 | 75**

**Winning Site: Oregon, 15,000 Employees**

**78 | 71 | 76**

**Financial Services**
**Winning Site: Salt Lake City, UT, 65 Employees**
**[www.intermountainfinancialgroup.com](http://www.intermountainfinancialgroup.com)**

For more than a century, the Intermountain Financial Group/MassMutual has offered financial and insurance products to individuals and businesses in Utah, Idaho and parts of Montana. The agency was named by Utah's Workforce Services Work/Life team as one of the Best Places to Work in Utah in 2007 and 2008. Intermountain Financial gives back to the community through donations and volunteer work. **A free \$50,000 term insurance policy is provided to employees earning between \$10,000 and \$40,000 annually. Should something happen to the insured employee, the \$50,000 policy would go toward the education of his or her children.** The agency provides flexible scheduling, generous benefit packages, paid time off policies and gym subsidies that help boost employee health. To make up for lack of salary increases during the recession, additional time flexibility was provided so employees could catch a movie during the day, go to an extended lunch together or any other activity to help build camaraderie. Employees' families are invited to join fun events and bring children into the office in a pinch if that allows them to get their work done. Intermountain also pays attention to the small things in life—even providing lotions, hairspray, mouthwash, a lint roller and floss in the company restrooms.

**Nonprofit Health Organization**
**Winning Site: Salt Lake City, UT, 790 Employees**
**[www.intermountainhealthcare.org](http://www.intermountainhealthcare.org)**

For nine of the last ten years, *Modern Healthcare* magazine has ranked Intermountain Healthcare first or second in the nation among 550 integrated health care systems, and President Obama recently praised it as a model system providing high-quality care at low cost. One might assume that its medical staff would have little opportunity to work from home. Not the case. **Many Intermountain employees have moved on from medical care to management and they're largely equipped with laptops, cellphones and other business tools that enable them to work remotely.** Those who serve patients directly also have increased flexibility; recently, expanded hours for customer service has resulted in 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 750 hours to apply to an extended vacation or leave of absence. Currently, Intermountain has allowed flexible start/stop times to help its employees and to help Salt Lake Valley's initiative to improve air quality (employees who commute in relatively light traffic create fewer emissions than those who commute in rush hour traffic). It also is working with employees to provide more flexible scheduling to help them meet changing needs due to the economy.

## Isler CPA

60 69 67

### Certified Public Accounting Firm

**Winning Site:** Eugene, OR, 25 Employees

**www.islercpa.com**

Isler CPA is a leader in sustainability practices and works to build that sustainability from the inside out. The key to its success is its family-friendly atmosphere and community participation. It works to retain more experienced staff with flexible schedules and additional time off while it recruits newer employees through its activity in local universities, career days and information sessions. Employee participation and input is encouraged, which promotes a more supportive, less stressful environment. Isler CPA is also active in the community and works to be a more sustainable firm. **Its most regular initiative is participating in Eugene's commuter challenge, through which employees are rewarded year-round for carpooling, biking, and using mass transit.** Isler CPA's efforts have not gone unnoticed by the community; they were voted among the 5 Best Businesses to work for in Eugene, the 30 best in Oregon Business' Top 100 and the 4<sup>th</sup> Best Green Company to work for in Oregon.

## JA Counter & Associates, Inc.\*\*

77 78 80

### Financial and Insurance Services

**Winning Site:** New Richmond, WI, 14 Employees

**www.jacounter.com**

Two years ago, JA Counter moved to a Results Only Work Environment (ROWE), a human resource management strategy that emphasizes output over face-time. In other words, **employees are not accountable for where or when they work, only for the results they produce.** Even the receptionist can participate by coordinating schedules with a designated back-up to ensure the required coverage for the front desk and switchboard. JA Counter considers all employees to be valued stakeholders and invites ideas for the future direction of the company by holding periodic company-wide brainstorming sessions; the suggestions and creativity generated from these is used to drive the strategic plan for the organization. Last year, for achieving a record year in sales, it rewarded its employees with a group trip to Mexico that included their spouses. It already has plans for another trip once it meets this year's goals.

## Kapnick Insurance Group\*\*

72 66 70

### Insurance Solutions

**Winning Site:** Adrian, MI, 80 Employees

**www.kapnick.com**

Retention is not an issue at Kapnick, where more than half of employees have been with the company for ten years or longer. **The work environment supports flexibility; one program lets employees take a half day off every other week.** In keeping with its motto of "people helping people," a

fundamental focus of the company is supporting employees' involvement in and support of organizations that benefit the communities where Kapnick does business—for example, the American Cancer Society's annual Relay for Life fund raising event. Employees are encouraged to submit their ideas for process improvement through a formal program. Individuals or teams whose suggestions are approved for implementation are awarded cash prizes on a quarterly basis. To encourage participation in the program, additional prizes are awarded based on a random drawing.

## Keats, Connelly and Associates LLC\*\*\*\*

82 | 75 | 79

### Financial Planning

**Winning Site: Phoenix, AZ, 26 Employees**

**[www.keatsconnelly.com](http://www.keatsconnelly.com)**

Keats, Connelly and Associates—a Phoenix-based wealth management firm with more than \$225 million under advisement—provides Canadians and Americans with cross-border financial and tax planning. **Among the many flexible initiatives provided, employees of this company are allowed to telecommute and have the option to flex their daily work schedule.** This firm recently updated its telecommuting software so that users have a better experience at home. The firm's owners consider their employees "internal clients," a point of view that led to the formation of a committee with the specific goal of improving the employee "work experience."

## Kforce Inc.\*\*

62 | 69 | 69

### Professional Staffing Firm

**Winning Site: Milwaukee, WI, 26 Employees**

**[www.kforce.com](http://www.kforce.com)**

As a professional staffing service, Kforce Inc. is used to matching the right people to the right places. Subsequently, it strives to match the needs of its employees with the work options that fit them best. Flexible scheduling allows employees to change their schedules on a weekly basis, allowing time to take care of personal and family issues without putting work in jeopardy. **All associates are given a laptop and remote access to their work phones through Cisco phone technology, providing the ability to complete work from home with seamless communication and less traveling.**

## KiZAN Technologies, LLC\*\*\*

73 | 78 | 77

### Technology Company

**Winning Site: Louisville, KY, 21 Employees**

**[www.kizan.com](http://www.kizan.com)**

It only makes sense that this high-end tech company engages technology to improve effectiveness and efficiency. **Employees have remote access to servers and workstations, including a Sharepoint portal and Microsoft OCS conferencing technologies that enable them to work and collaborate from almost any location.** The company asserts that



because of this flexibility and its atmosphere promoting work-life fit, employees are more loyal—in fact, most employees have been with KiZAN for more than five years and work hard to help the company succeed.

## Klotz Associates Inc.\*\*\*\*\*

60 | 70 | 71

### Civil Engineering

**Winning Site: Houston, TX, 106 Employees**

**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. The work is technical at this company, which also serves private industry, but the whole company kicks back and relaxes a few times each month, with departments taking turns coming up with a game or team-building exercise. **Like many Houston companies inspired by former Mayor Bill White's workplace flexibility initiative, this company says it is "traffic conscious" and links workplace effectiveness and flexibility to a reduction in traffic congestion that benefits the larger Houston community.** Klotz Associates' approach includes a flexible "core hours" schedule 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," says President D. Wayne Klotz, P.E. "By offering the option of flexible scheduling, we keep ourselves ahead of the competition by attracting and retaining top talent to continue our commitment to exceptional client service." Recently, Klotz Associates began acknowledging employees for innovation with Innovator of the Month Awards. Rewards include a cash prize and certificate stating their accomplishment. Star Awards also allow employees to nominate their fellow employees for recognition of work that goes beyond the call of duty, whether it is on a project, in their careers or in the community.

## Kolb+Co SC\*\*\*

67 | 72 | 73

### Accounting and Financial Services

**Winning Site: Brookfield, WI, 84 Employees**

**www.kolbco.com**

At Kolb+Co., technology is key to allowing flexibility without disrupting business needs. As a paperless environment, employees are able to work remotely with easier access to the information they need. No computer available? Employees can hear their email messages via telephone. To reduce stress and boost morale during the busy season from January to April, the company hosts events and activities, including trivia, team competitions, massages, movies over the lunch hour and snack carts served to the employees' desks. **Employees can also feel good about giving back: the company recently launched a community service program designed to provide employees and their families with monthly volunteer opportunities.**

## KPMG

**Audit, Tax and Advisory Services**  
**23,000 Employees in the U.S.**  
[www.kpmg.com](http://www.kpmg.com)

Take this for innovation in a challenging economic landscape: KPMG combined its business need to more effectively manage resources with employees' desire for greater work-life integration and more time off, particularly during the summer months. The result? A newly introduced sabbatical program that provides leaves of four to twelve weeks – and it's not unpaid either. Employees receive 20% of their regular salary during their time away and have the option to use their accrued personal time off to offset the pay differential. **KPMG's "Esprit de Corps" program brings fun and camaraderie into the workplace by offering a wide variety of activities throughout the year, such as the National Vacation Challenge, a friendly competition in which employees submit pictures from their time off for the chance to win prizes—the grand prize winner receives a voucher to help pay for his or her next vacation.** Helping others in the community and at work is a core firm value reflected in many of its programs and practices. Take Operation Holiday Bear Hugs, for instance. Employees across all the offices stuffed, stitched and dressed teddy bears for distribution to more than 21,000 children in need. A shared leave bank lets employees donate hours to help out colleagues in need of additional personal time off when faced with a medical crisis in their family. In addition, KPMG offers extensive recruitment, networking, mentoring, internship, professional development and flexible scheduling programs customizing cutting edge technology and in-depth research to better serve its employees.

<b>Winning Site: Billings, MT, 16 Employees</b>	<b>91   69   80</b>
<b>Winning Site: Boise, ID, 40 Employees***</b>	<b>90   70   79</b>
<b>Winning Site: Boston, MA, 619 Employees***</b>	<b>90   65   76</b>
<b>Winning Site: Charlotte, NC, 256 Employees**</b>	<b>91   67   78</b>
<b>Winning Site: Chicago, IL, 794 Employees*****</b>	<b>91   63   75</b>
<b>Winning Site: Dallas, TX, 1,150 Employees****</b>	<b>91   67   78</b>
<b>Winning Site: Des Moines, IA, 62 Employees**</b>	<b>91   65   76</b>
<b>Winning Site: Detroit, MI, 300 Employees***</b>	<b>91   65   76</b>
<b>Winning Site: Georgia, 806 Employees****</b>	<b>91   67   78</b>
<b>Winning Site: Hartford, CT, 144 Employees</b>	<b>91   62   75</b>
<b>Winning Site: Honolulu, HI, 50 Employees</b>	<b>90   67   78</b>
<b>Winning Site: Houston, TX, 833 Employees*****</b>	<b>90   65   77</b>
<b>Winning Site: Kansas City, MO, 265 Employees</b>	<b>91   66   77</b>
<b>Winning Site: Los Angeles, CA, 713 Employees</b>	<b>91   62   74</b>



Winning Site: Melville, NY, 129 Employees*****	91	68	79
Winning Site: Milwaukee, WI, 70 Employees****	91	68	79
Winning Site: Minneapolis, MN, 357 Employees***	91	66	77
Winning Site: New York, NY, 2,950 Employees***	91	62	74
Winning Site: Philadelphia, PA, 793 Employees**	92	66	77
Winning Site: Portland, OR, 184 Employees**	91	66	77
Winning Site: Salt Lake City, UT, 96 Employees	91	58	72
Winning Site: San Francisco, CA, 571 Employees*****	91	65	77
Winning Site: Short Hills, NJ, 474 Employees*****	90	65	76
Winning Site: St. Louis, MO, 210 Employees**	90	68	77
Winning Site: Stamford, CT, 231 Employees**	92	63	75
Winning Site: Washington, DC, 1,500 Employees****	91	68	78

LaBreche	63	76	74
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### Marketing Services

Winning Site: Minneapolis, MN, 19 Employees

[www.labreche.com](http://www.labreche.com)

LaBreche works not only to develop brand identity systems and strong partnerships through public relations, but also to build a flexible work environment to allow its employees to be their most creative and engaged wherever they are. **Through the use of cloud technology, employees have access to files and communication, whether they are in a snowstorm or at home.** LaBreche provides flexible scheduling so that employees with children are able to contribute equally and be successful. It also offers many internship opportunities to surrounding universities and has participated in Achieve Minneapolis Step Up program, a high school internship program.

### Laughlin Constable\*\*\*\*

Advertising, Digital and Public Relations

150 Employees in the U.S.

[www.laughlin.com](http://www.laughlin.com)

With a focus on retaining women after childbirth, Laughlin Constable allows new mothers to come back to work on a pro-rated basis after maternity leave—a practice that has yielded great results. In fact, of the four women who had children in the past few years, 100% have returned to work on a flexible part-time basis. Discounts on breast pump items and lactation rooms are provided, too. All employees enjoy family-friendly sick days, early dismissal days, job sharing, flexible work hours and summer flex time. They have also created a cross training program that provides more flexibility for employees to be with their family and loved ones since employees are not a “silo-ed” resource. Laughlin Constable also allows employees the ability

to “tailor” benefit packages to their personal needs, whether they want to manage their health care costs by enrolling in an Health Savings Account or choose from a list of voluntary benefits which include AFLAC, Vision Coverage and Voluntary Life Plans among many other choices. Laughlin Constable is able to negotiate lower health and dental renewals due to its healthier population. Learning and professional development are critical, too. **When employees attend a work-related conference, upon return they hold an internal training session for colleagues—an innovative practice that not only lets others benefit from their experience, but also provides a great opportunity for employees to practice their presentation skills.** Laughlin Constable is also proud of its newer office spaces that transitioned employees from the usual cubicle configuration to a more open, team-oriented space. The space not only encourages collaboration and community, but is environmentally friendly, utilizing natural light, up-cycled materials and furnishings and eliminating caustic fumes from production processes.

**Winning Site: Chicago, IL, 40 Employees** 78 | 72 | 75

**Winning Site: Milwaukee, WI, 100 Employees** 80 | 74 | 77

**La Strada** 61 | 77 | 70

#### Restaurant

**Winning Site: Long Beach, CA, 15 Employees**

**[www.lastradaon2nd.com](http://www.lastradaon2nd.com)**

One of Long Beach’s favorite neighborhood Italian restaurants, La Strada says that flexible scheduling is one of the reasons why turnover is so low. **The restaurant employs many students and enables them to schedule their work hours around class demands.** All employees can also take vacation or personal days as needed. And, while advance written notice is appreciated, last minute changes often are managed, which is almost unheard of in the industry. From social gatherings to organized volunteer events, La Strada also offers many opportunities to promote camaraderie among employees, creating a fun, family-like atmosphere where employees look forward to coming to work.

**Lexmark International\*\*\*\*** 75 | 68 | 72

#### Printing and Imaging Products

**Winning Site: Lexington, KY, 3,400 Employees**

**[www.lexmark.com](http://www.lexmark.com)**

Since its inception in 1991 as an IBM spinoff, Lexmark has become a leading developer, manufacturer and supplier of printing and imaging products and innovative printing and document management solutions. Lexmark says it is committed to embracing diversity and supporting employees in their lives at work and outside the office and the company has programs allowing people to work at home, telecommute or alter their work schedule. Recently, Lexmark moved from a strict VPN system to Google, allowing employees more ability to check email and access private servers from home. Career flexibility

enables employees to take a leave or contribute on a reduced schedule if they need to attend to family care issues or want to pursue their education; they are welcome to return later to the company or go back to a full-time schedule. Employees on a leave of absence still have access to the company's medical insurance at the active employee rate. Lexmark's dependent care benefits encompass both child care and elder care, and employees also have access to adoption assistance, lactation programs, flexible spending accounts, cafeteria style benefits and paid time off for volunteer activities. Floating religious holidays allow employees to choose which holidays they observe. An action team focused on work life—part of the company's Diversity Council—charges a small group of employees to examine the company's practices with respect to flexibility and recommends ways to make them even stronger. **Lexmark supports employee well-being and environmental sustainability through a car pool system, telecommuting, reduced work-related travel and bike-to-lunch groups.**

## Louis T. Roth & Co.\*\*

76 | 69 | 73

### Accounting Firm

**Winning Site: Louisville, KY, 58 Employees**

**[www.ltroth.com](http://www.ltroth.com)**

This Louisville accounting firm claims one of the lowest employee turnover rates in its industry; average tenure is 11.5 years and many of its employees have been with the company for more than 20 years. The company credits workplace initiatives with helping to decrease absenteeism and contributing to its low turnover rate. Among the highlights are mentoring and continuing education programs, which support the professional development of employees, while monetary and advancement incentives recognize and reward achieving milestones. Flexible scheduling options are available for both full and part-time employees and in exchange for the extra hours they log during the busiest parts of the year, staff can take additional paid time off when the workload subsides. A wellness campaign that includes offering healthy food options at work, opportunities to exercise and friendly competitions encourages employees to maintain and improve their health. **Louis T. Roth also subsidizes entry fees for employees who have gym memberships, participates in the Kentucky Derby mini marathon and offers onsite massage.**

## Lyndon Fire Protection District\*\*

68 | 73 | 72

### Nonprofit Social Service Organization

**Winning Site: Louisville, KY, 33 Employees**

**[www.lyndonfire.com](http://www.lyndonfire.com)**

How is this for a generous leave policy? **At Lyndon Fire Protection District, employees can accrue up to six months paid sick leave; the organization will also offer to buy back unused time at the end of the year—a practice that saw a 30% reduction in absenteeism in its first year.** An Employee Assistance Program provides free counseling to employees and their families. Sessions are available in-house; alternatively, employees can go on their own

time or while “on the clock.” A limited duty policy helps injured employees get back to work more quickly by assigning administrative work while they recover. Employees are also eligible to receive full college tuition reimbursement and can attend classes while on or off duty. During these tough economic times, paid time off has not been reduced and Employee Assistance Program funding has increased to provide family support and soften the loss of employee wage increases.

MacAulay-Brown, Inc.**	73	74	75
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**Engineering and Technical Services**  
**Winning Site: Dayton, OH, 500 Employees**  
**www.macb.com**

“MacAulay-Brown’s reputation in the defense contracting industry is as a company that is very employee-focused. An employer of choice,” says a representative of the company. Despite “the current economic status of the country, MacB continues to provide eligible employees some level of a merit increase as a result of the annual evaluation period, assuming the employee performed at a satisfactory level.” MacAulay-Brown provides laptops so employees can work remotely, with access to web-based email, shared document collaboration and other mobile technologies that allow employees to work securely anywhere and anytime. MacAulay-Brown works to recruit and retain both senior and younger workers. **A group of approximately 100 retired workers are provided with part-time work that capitalizes on their expertise.** To recruit younger workers, two co-op/intern opportunities are provided to local university students who are studying computer science, computer engineering or electrical engineering. These students are provided with internships at the organization, along with scholarship assistance. These efforts have helped MacAulay-Brown recruit a team that has made the company a leader in the defense contracting industry.

Mahoney Ulbrich Christiansen Russ PA***	80	73	78
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**Certified Public Accountants**  
**Winning Site: St. Paul, MN, 50 Employees**  
**www.mucr.com**

Previous Sloan Award winner and a Minnesota Worklife Champions Award, Mahoney Ulbrich Christiansen Russ PA actively promotes flexible work policies and has seen a decrease in absenteeism and turnover. **Employees interested in working fewer hours or flexible schedules can come to management to work out a “best case scenario” that works for both parties.** Under this policy, roughly 17% of Mahoney’s workforce currently works a non-traditional schedule. This accounting firm also takes full advantage of technological changes affecting the delivery of tax and financial services and it extends that technical savvy to its employees. Employees are given a laptop they can bring home—or just about anywhere else—with the ability to access computer programs with full security. If employees encounter technical difficulties, the company’s IT team is available 24/7 to remedy the

situation. Mahoney is also interested in the health of its workforce. While flexible work options help reduce stress, a “Biggest Loser” contest and “Get in Gear” run/walk also help to improve the overall health of their workforce, which has led to a 2% reduction in company health insurance premiums over the past year.

## ManpowerGroup/Manpower Inc.\*\*

### Employment Services

3,688 Employees in the U.S.

[www.manpower.com](http://www.manpower.com)

Manpower asserts that flexible work practices help both employees and clients succeed in the changing world of work. Each year, the company reviews its practices to ensure that it continues to meet the needs of employees and clients. **Most recently, it has developed a learning management system that serves as a gateway to thousands of learning opportunities, from instructor-led courses, to web-based training courses or preparation courses for a technical or professional certification.** This not only allows employees to grow in their present jobs, but prepare for advancement as well. Manpower also actively promotes social responsibility through company-wide engagements, volunteer activities and partnerships with organizations such as Junior Achievement, Toys for Tots and Hunger Task Force.

**Winning Site: Chicago, IL, 17 Employees**

**55 | 72 | 68**

**Winning Site: Milwaukee, WI, 745 Employees**

**88 | 67 | 76**

## markit\*\*

**79 | 77 | 80**

### Marketing

**Winning Site: Rochester, MN, 10 Employees**

[www.yourmarkit.com](http://www.yourmarkit.com)

**At markit, employees were asked by the owner what their idea of a perfect work day was and after they told her, she said, “Now do it!”** Employees are permitted to tailor their schedules to create a summer schedule, take time off during the day to tend to family issues and are even encouraged to take time during the day to exercise. Employees work from home on a semi-regular basis to save money on gas, using technology to connect during meetings so that everyone remains up to speed. At markit, getting work done well—not when or where it’s done—is most important; the number of days of vacation employees can take is based on whether or not their work is done, rather than a predetermined number of days. A mini-grant received by the organization has been used to buy healthy snacks for employees to enjoy. This employee-focused environment has made employees want to remain at the organization for years—and it has also become a compelling recruiting tool. Markit is an attractive employer to interns, who are happy to work for free while gaining valuable experience in a flexibility-friendly environment.

**Certified Public Accountants and Advisors**
**Winning Site: Jeffersonville, IN, 50 Employees**
**[www.mnccpa.com](http://www.mnccpa.com)**

This accounting firm credits workplace flexibility as allowing for greater productivity during the critical “busy” season, while contributing to lower costs when things are slower. Loyalty, too, is an outcome: 50% of employees have been with the firm for ten or more years; 18% for over 20. In fact, several current staff members left the firm, only to return when they realized what they had left. The firm is particularly supportive of the needs of employees with young children and encourages staff to give back to the community on company time. McCauley Nicolas offers onsite massages and flu shots, allows business casual dress and coordinates company events ranging from family picnics to participation in an annual fireworks extravaganza. They also encourage and support participation in community efforts such as Big Brothers Big Sisters, Accountants Bowl for Kids’ Sake and the Making Strides Against Breast Cancer Walk. **The company also has a formal mentoring program: each new team member is paired with a more experienced staff person who serves as a professional coach.** In addition to these substantive measures, the company provides little things, too, such as plenty of free food during the busy tax season.

**Restaurant Chain**
**Winning Site: Houston, TX, 80 Employees**
**[www.mcdonalds.com](http://www.mcdonalds.com)**

As one of America’s leading fast-food establishments, McDonalds realizes that greater flexibility results in greater loyalty from its employees. For its more seasoned employees, it allows flex time and part-time schedules to help them transition to retirement. **All McDonalds’ employees enjoy job sharing, compressed workweeks, flex time, summer work hours to allow for short Fridays and remote access training.** Recently, they implemented two month sabbaticals (with full pay) for employees who have worked ten years in addition to a generous vacation policy. With the Internet, use of video conferencing, conference calls and remote access have increased options to work from home or on the road. McDonalds also helps employees understand their strengths and how to better utilize them to reach their personal and career goals as well as other work-life fit resources and educational opportunities.

**McGladrey**
**Accounting, Auditing and Advising**
**7,000 Employees in the U.S.**
**[www.mcgladrey.com](http://www.mcgladrey.com)**

“We offer the kind of hands-on client opportunities and growth incentives you won’t find anywhere else,” proclaims a representative of this company,



founded in 1926 and now with nearly 100 offices in 26 states. Supporting the career potential throughout the company is a workplace that helps each employee reach his or her personal and professional goals. **This commitment was solidified in 2008 when all of the company's partners and managing directors signed the "Declaration of Flexibility," under which they guaranteed a long list of flexible work options.** Employees enjoy options such as compressed workweeks, telecommuting, job sharing, flex time, reduced work schedules and FlexYear, which provides a schedule similar to a teacher's. FlexCareer, another option, enables employees to take up to five years off for personal reasons and provides resources, such as subsidized training, to keep participants connected with the organization and industry so they can easily return to the company. Even after retirement, through its Alumni program, former employees can return in part-time or temporary capacities. **In the case that an employee (or one of their loved ones) is diagnosed with cancer, the Managing through Cancer program offers resources and flexible work opportunities to help continue their professional life during a difficult time.** Coach-on-Call gives employees free access to a professional coach offering advice and support on work-life issues. The New Parent Coach provides resources, support and information to help new parents—mothers and fathers of biological or adoptive children—navigate through pregnancy, leave and the transition back to work.

Winning Site: Annapolis, MD, 22 Employees	83 66 74
Winning Site: Atlanta, GA, 32 Employees	83 66 74
Winning Site: Baltimore, MD, 189 Employees	83 66 74
Winning Site: Bloomington, MN, 123 Employees***	85 73 79
Winning Site: Blue Bell, PA, 154 Employees**	83 67 75
Winning Site: Boston, MA (City Square), 503 Employees	83 68 75
Winning Site: Cedar Rapids, IA, 100 Employees***	86 71 78
Winning Site: Champaign, IL, 32 Employees***	85 72 78
Winning Site: Charlotte, NC, 129 Employees**	84 71 78
Winning Site: Chicago, IL, 91 Employees**	85 66 74
Winning Site: Chicago, IL (S. Wacker Drive), 638 Employees***	86 65 75
Winning Site: Cleveland, OH, 79 Employees***	85 67 76
Winning Site: Columbus, OH, 16 Employees***	85 71 78
Winning Site: Dallas, TX, 154 Employees**	86 64 74
Winning Site: Davenport, IA, 142 Employees***	86 66 75
Winning Site: Davenport, IA (FWR), 116 Employees**	85 66 74
Winning Site: Denver, CO, 84 Employees***	86 65 75
Winning Site: Des Moines, IA, 166 Employees***	86 68 77



Winning Site: Dubuque, IA, 49 Employees***	86	66	75
Winning Site: Duluth, MN, 72 Employees**	86	66	75
Winning Site: Elkhart, IN, 58 Employees***	85	68	77
Winning Site: Farmington, CT, 54 Employees	81	67	75
Winning Site: Fort Lauderdale, FL, 89 Employees**	83	70	77
Winning Site: Frederick MD, 33 Employees	83	68	75
Winning Site: Gaithersburg, MD, 83 Employees	83	66	74
Winning Site: Galesburg, IL, 20 Employees***	85	75	81
Winning Site: Greensboro, NC, 49 Employees	83	66	76
Winning Site: Iowa City, IA, 37 Employees***	86	68	76
Winning Site: Irvine, CA, 115 Employees	86	65	75
Winning Site: Jacksonville, FL, 20 Employees**	83	75	81
Winning Site: Janesville, WI, 17 Employees***	85	64	74
Winning Site: Kansas City, MO, 148 Employees***	86	67	76
Winning Site: La Crosse, WI, 15 Employees**	86	65	75
Winning Site: Las Vegas, NV, 58 Employees**	86	66	75
Winning Site: Los Angeles, CA, 69 Employees	86	70	79
Winning Site: Madison, WI, 57 Employees***	85	69	77
Winning Site: Mason City, IA, 20 Employees***	86	71	78
Winning Site: Melbourne, FL, 31 Employees***	83	76	80
Winning Site: Miami, FL, 36 Employees	83	67	76
Winning Site: Milwaukee, WI, 17 Employees***	85	72	79
Winning Site: Minneapolis, MN, 406 Employees***	86	66	76
Winning Site: Moorestown, NJ, 19 Employees**	83	73	79
Winning Site: Morehead City, NC, 21 Employees**	83	76	80
Winning Site: Naples, FL, 14 Employees**	83	60	70
Winning Site: New Bern, NC, 58 Employees**	83	72	78
Winning Site: New Haven, CT, 54 Employees	83	65	74
Winning Site: New York, NY, 571 Employees***	83	64	73
Winning Site: Olympia, WA, 21 Employees	86	73	79
Winning Site: Omaha, NE, 43 Employees***	86	64	74
Winning Site: Orlando, FL, 108 Employees**	83	69	77
Winning Site: Pasadena, CA, 63 Employees	87	67	76



Winning Site: Peoria, IL, 68 Employees**	85	64	79
Winning Site: Peoria, IL (McGladrey Network), 28 Employees**	85	63	72
Winning Site: Philadelphia, PA, 34 Employees**	83	68	75
Winning Site: Phoenix, AZ, 144 Employees**	85	66	75
Winning Site: Raleigh, NC, 72 Employees	83	65	74
Winning Site: Richmond, VA, 44 Employees	83	69	76
Winning Site: Rochester, MN, 44 Employees**	86	66	76
Winning Site: Rockford, IL, 111 Employees***	85	66	75
Winning Site: Rocky Mount, NC, 11 Employees**	83	72	78
Winning Site: San Diego, CA, 69 Employees	86	67	76
Winning Site: San Francisco, CA, 25 Employees	86	70	77
Winning Site: San Jose, CA, 12 Employees	86	72	79
Winning Site: Schaumburg, IL, 253 Employees***	85	66	75
Winning Site: Seattle, WA, 59 Employees	86	62	72
Winning Site: Sioux Falls, SD, 26 Employees**	85	72	79
Winning Site: South Bend, IN, 22 Employees***	85	67	76
Winning Site: Springfield, IL, 26 Employees***	85	69	77
Winning Site: St. Louis, MO, 43 Employees***	87	72	80
Winning Site: Stamford, CT, 97 Employees	83	68	76
Winning Site: Tacoma, WA, 49 Employees	86	68	76
Winning Site: Vienna, VA, 137 Employees	83	68	76
Winning Site: Washington, DC, 13 Employees	83	86	86
Winning Site: Waterloo, IA, 32 Employees***	86	66	75
Winning Site: West Palm Beach, FL, 51 Employees**	83	72	79
Winning Site: Wilmington, NC, 42 Employees**	83	73	79

McKesson Corporation	85	70	76
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**Pharmaceutical Distribution and Health Care IT**

**Winning Site: North Charleston, SC, 225 Employees**  
**www.mckesson.com**

McKesson is a pharmaceutical distributor and health care information technology company that makes it possible for employees to thrive inside and outside of their jobs. **McKesson recently implemented the ICARE program, which rewards employees for “doing what’s right” with ICARE dollars that can be spent in the McKesson store.** Full-time employees have paid time off available that they can use at their discretion and all employees enjoy either compressed work schedules or flexible start and stop times. McKesson helps

its employees manage their financial situations through Employee Assistance Programs, 401k accounts, Employee Stock purchase programs and online classes. It also provides online educational opportunities, as well as Lunch and Learn sessions.

## McKinney

75 | 70 | 74

### Advertising Agency

**Winning Site: Durham, NC, 212 Employees**

**[www.mckinney.com](http://www.mckinney.com)**

One of the first regional ad agencies to achieve a national reputation, McKinney ranks among the top U.S. media and creative agencies for innovation. The company provides a flexible work environment to empower employees to manage both their professional and personal lives. Employees are encouraged to have fun—whether that means taking breaks in one of the many comfortable indoor and outdoor spaces, or enjoying an on-site recreational activity such as pool, foosball, shuffleboard or ping pong. Flexibility is not so much a program as it is a “mindset”—and senior leadership at McKinney believes the organization’s employees are highly committed professionals who are dedicated to their clients and to each other. The company gives full consideration to any flexible work arrangement as long as it is consistent with McKinney’s business needs. **McKinney has a generous paid time off program, giving new employees three weeks off and increasing this amount over time to six weeks after ten years with the company. Employees can borrow paid time off before it is accrued, and under special circumstances they can roll their unused paid time off over to the next year.** New mothers can ease back into the job through a flexible work schedule and fathers are also able to take advantage of an extra paid week off in order to make things easier at home. Recently, McKinney established a mentorship program for newly hired employees in order to get them acclimated to McKinney’s culture and promote career growth. Its Blackwell School also teaches, trains and inspires its employees. Finally, its social programs and involvement in community events help employees explore their interests and engage with the community.

## McKinnon-Mulherin, Inc.\*\*\*\*\*

67 | 79 | 74

### Communication and Design

**Winning Site: Salt Lake City, UT, 11 Employees**

**[www.mckinnon-mulherin.com](http://www.mckinnon-mulherin.com)**

Founded in 1997, this communications company demonstrates its civic commitment by giving employees one paid hour each week to volunteer in the community. Staff members can work from home or any other virtual location and have the ability to adapt their schedules as long as business hours are covered. Comp time is now offered to salaried employees as sometimes they have to work more than 40 hours a week. **Then, too, they can take paid or unpaid leaves for reasons pertaining to their family, health or military service, for example, and they earn a three-month, unpaid sabbatical after**

**seven years of work.** Even after an unpaid leave, an employee can arrange to return to the role she or he left for a while, or to an equivalent position, with the same rights, benefits and pay provided before the departure.

## McQueary Henry Bowles Troy LLP\*\*\*\*\*

72 | 76 | 77

### Insurance Company

**Winning Site: Dallas, TX, 180 Employees**

**www.mhbt.com**

Established nearly 100 years ago, MHBT is the largest independent insurance firm in North Texas. Offering an exceptionally strong culture of flexibility and a lot of choice in managing time, the firm has been a Sloan Award recipient for five out of the past six years. **Recently, MHBT introduced a new wellness program—a “concierge” service that allows employees to shop for the in-network physician who will be the most affordable, as well as the highest rated, and a new pain management/resolution program called AIR-ROSTI (Applied Integration for the Rapid Recovery of Soft Tissue Injuries).** MHBT has also gone paperless and allows employees access to files from home for more telecommuting options. There is no mandatory retirement age at MHBT and a generous 401k match plan helps older employees save for retirement.

## Mediascope, Inc.\*\*\*\*\*

65 | 78 | 74

### Mailing, Bindery and Fulfillment Services

**Winning Site: Winona, MN, 28 Employees**

**www.mediascopeinc.com**

Many of Mediascope’s employees handle what business experts call high-volume work—putting together big, complicated mailing packages, for example. Leadership at this Winona company encourages its people to build further on their skills. This could involve training outside the company or in the office, where Mediascope finances training seminars, brings in trainers and offers webinars on a variety of topics to allow for training without traveling. Employees can request to take part in additional educational opportunities on a case-by-case basis and no employee is exempt from consideration, no matter his or her level at the company. Mediascope has integrated technology into the workday, allowing employees to complete tasks “away from the desk” and even making it possible for one employee to work remotely full time. **The expansion of the workday into a new “second shift” for the production team allows them more flexibility with their stop and start times.** Employees can now start their shift later in order to manage family responsibilities, such as picking up a child from school. Employees are included in decisions about how new projects can best be accomplished and are awarded bonuses for suggestions that improve the efficiency or quality of work. Additionally, they are rewarded when they refer new employees who reach 30 and 90 days of work at the company. “Mediascope is a company that values the employee as a person, not just as an employee. The philosophy is that if you are a happy person, you can be a happy and productive

employee.” That company’s mentality is reflected in the words of one employee who says, “Any time we are able to help an employee, even if it is a minor challenge, we view that as a mission accomplished.”

## Mediaura

78 | 83 | 82

### Marketing Services

**Winning Site: Louisville, KY, 10 Employees**

**[www.mediaura.com](http://www.mediaura.com)**

As a leader in interactive software, web development, graphic design and print production, Mediaura has found that investing in its employees has caused a dramatic shift in the work environment. Employees feel that care about their wellbeing is demonstrated through a host of new initiatives. Technology has facilitated continuing education and better communication, in addition to providing all employees “virtual offices” so that they can contribute no matter where they are. **Employees are able to designate their own schedules and the company offers a plan to work from home whenever necessary.** Mediaura has also invested in outings that are strictly for fun, such as theme parks and Renaissance fairs. It has found that these outings not only allow its employees to decompress, they can also be more communicative about their needs and more creative. These changes have transitioned Mediaura from a regular 9 to 5 office to a place where employees are excited to come to work. Currently, it experiences no turnover and has had an increase in unsolicited applications/resume submissions as employees spread the word about the investment Mediaura has made in its employees.

## MeetingMatrix International, Inc.\*\*

77 | 78 | 79

### Event Planning Products and Services

**Winning Site: Portsmouth, NH, 26 Employees**

**[www.meetingmatrix.com](http://www.meetingmatrix.com)**

Take your idea of what a traditional work environment is like... and throw it out the window. That’s what MeetingMatrix has done with its innovative approach called ***Task Inspired Management Environment***, which gives employees the freedom to work where and when they want, in whatever style works best for them – as long as they meet the objectives and performance criteria of their job and have no negative impact on others’ productivity. The approach is called T.I.M.E. for short, ironic given that no one is measured on how many hours they work or how they spend their time, just the results that they produce. There are no defined work schedules, only schedules structured to meet the needs of internal and external customers. There is also no concept of vacation or personal time; employees have an unlimited amount of paid time off as long as the work gets done. What is more, with the exception of mandatory and staff meetings, meetings are optional and they are open to anyone who wishes to attend. The approach may sound radical, but so are the results. By deploying T.I.M.E., MeetingMatrix has been able to extend the hours of its customer support team, thereby increasing customer satisfaction. Sales have defied the

industry trend, increasing on an annual basis in a down economy. Consider, too, its employee retention: it is a nonexistent problem, and the concept of absenteeism has disappeared. If someone needs time off they take it, with the understanding that the work still needs to get done. Recently, Meeting-Matrix embarked on a corporate initiative to implement the Tribal Leadership organizational model. It empowers employees to use triads (groups of three) as a way to accomplish tasks and improve their work-life environment.

## Memorial Hermann Healthcare System\*\*

73 | 68 | 72

### Hospital and Healthcare

**Winning Site:** Houston, TX, 3,000 Employees

**www.memorialhermann.org**

**Memorial Hermann operates on the principle that it is not one big thing that creates the ideal work environment, but rather many small things done well—things such as implementing a more relaxed dress code and enabling employees to work compressed workweeks when gas prices increase.** To engage top performers, the health care system provides stretch goals, project work, mentoring and formal leadership development programs. Recently, Memorial Hermann implemented employee reward programs for outstanding work and created focused career development strategies for top talent performers. Memorial Hermann's Employee Fund also provides financial assistance to employees experiencing financial hardships; the program has been in place for almost 20 years and has assisted thousands of employees. The company has worked to make information accessible electronically by putting recaps and other updates on an employee portal, along with providing employees with the tools such as laptops and stipends for cellphones and Black-Berry devices. Another employee portal, Partner Perks, houses discounted services and goods offered exclusively for Memorial Hermann employees. Memorial Hermann's retention rate has reached 95%; and more than one in three individuals hired each year are referred by current employees.

## Menlo Innovations LLC\*\*\*\*\*

86 | 85 | 86

### Information Technology Company

**Winning Site:** Ann Arbor, MI, 20 Employees

**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 workspace is open, with no cubes, offices, walls or doors. **Employees 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 while on a work sabbatical.** By pairing employees and switching the pairs regularly, the company has created, "an amazing cross training and mentoring program that is going on every moment of every day," says CEO and founder Richard Sheridan. In addition, the practice ensures that there is no singular dependence on any individual; the result being that no request for vacation or leave time has ever been

denied—no matter how long a time is requested or how short the notice. Flexibility programs, which are extended to contractors as well, include job sharing, part-time work and the option to take off blocks of time from work. New mothers are able to bring their infants to work and many other parents bring their children to work when schools are closed; in fact, some staffers briefly leave the workplace to pick their children up at the school bus stop and bring them back to work. Staff can also borrow against future vacation time or cash out on accrued vacation. **The company asserts that its most important initiative, however, is around time. Bucking an industry trend of long, demanding hours, employees of Menlo Innovations engage a 40 hour work week, with no weekend or evening hours.** “We do this not only because it’s the right thing to do, but because it’s the smart thing to do,” states a representative, explaining that the company seeks to foster a sustainable work pace rather than burn out employees, which can lead to turnover and ultimately to productivity and quality issues. Sheridan says Menlo’s workplace practices are the reason it 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*.

## Merchants Bank\*\*\*

70 | 69 | 71

### Community Bank

**Winning Site: Winona, MN, 220 Employees**

**[www.merchantsbank.com](http://www.merchantsbank.com)**

Merchants Bank has found that the “company has continued to grow and move forward despite what is going on in the banking industry,” and attributes this, in part, to a culture of flexibility and family friendliness. The institution places a priority on its people’s families, offering, for example, an Employee Leave Bank that allows staff to donate their unused vacation time to other employees facing personal emergencies. When hiring, Merchants Bank seeks men and women of all ages; **the company is active in school-to-work programs, works with high school and college students on job-readiness and offers internships to college students.** It also recruits older workers by labeling certain positions as good for retirees and enabling older employees to job share to decrease the number of hours they are expected to work. Employees are offered numerous training opportunities, including Spanish language training, as well as tuition reimbursement for students pursuing a degree at an educational facility. This family-friendly employer has found that by paying attention to employees’ needs, it has decreased stress and absenteeism and increased productivity among employees.



## Mercy Corps

79 | 68 | 74

### Nonprofit Social Services Organization

**Winning Site: Portland, OR, 194 Employees**

**[www.mercycorps.org](http://www.mercycorps.org)**

Among the core values of this nonprofit social services organization is the “belief in the ability of all people to thrive, not just exist”. **Mercy Corps employees work for the organization because they are lifelong learners craving new challenges and want to work in an organization where their voice and ideas are heard.** This organization is generous in their retirement benefits, health care benefits and paid time off. They also provide transportation assistance in the form of annual passes for public transportation or bike storage, lockers and showers for those who ride their bikes to work.

## Metropolitan Family Service

79 | 71 | 74

### Nonprofit Social Services Organization

**Winning Site: Portland, OR, 80 Employees**

**[www.metfamily.org](http://www.metfamily.org)**

Metropolitan Family Service is committed to providing services, resources and opportunities to the families of the Portland, Oregon area. But its commitment begins by supporting the family within its own organization. Flexibility through schedules, telecommuting and mentorship programs for professional development provide employees enriching work regardless of where they are. Creative measures such as job sharing or the evolution of new positions are developed to meet both the needs of the employees and the organization. While outstanding work is rewarded, Metropolitan Family Service offers an annual “service excellence” award to employees who represent their values not only within the company but outside in the community as well. **One unique practice at Metropolitan Family Service is that staff without immediate family members are not only able to identify a non-relative as a family member, but are as equally supported as staff with biological families.**

## Metropolitan Milwaukee Association of Commerce\*\*\*\*

82 | 76 | 79

### Business Membership Association

**Winning Site: Milwaukee, WI, 34 Employees**

**[www.mmac.org](http://www.mmac.org)**

Even in a tough economy, the Metropolitan Milwaukee Association of Commerce has made flexibility available for most of its employees, citing benefits such as increased employee satisfaction and commitment to the organization. Remote access to the computer system and BlackBerry devices allow employees to work from home. **Additionally, 360 degree evaluations—a performance feedback tool that gives individuals the opportunity to hear from supervisors, peers, coworkers and customers—have worked well to bring out the best in employees.** The Metropolitan Milwaukee Association of Commerce has been a recipient of the Sloan Awards since 2008.

## MGIC

70 | 66 | 69

### Insurance Company

**Winning Site: Milwaukee, WI, 750 Employees**

**[www.mgic.com](http://www.mgic.com)**

As a private mortgage insurance company, MGIC operates on the principle that the well-being of its employees is important. To help manage their financial situations, **MGIC provides a Home Purchase Plan that provides a \$3,000 forgivable loan for Milwaukee home purchase, as well as Adoption Assistance and a College Scholarship programs for employees' children.** In today's environment—where most employees are absorbing an increasing share of their health insurance costs—MGIC employees have the opportunity to have their health plan premium waived through full participation in MGIC's Health Rewards Program. MGIC has also installed an onsite fitness center and has modified its paid time off policy to include an additional week awarded for significant anniversary years and five unpaid days that can be taken in half day increments.

## Michigan Occupational Safety and Health Administration (MIOSHA)\*\*\*\*

80 | 72 | 76

### State Government Agency

**Winning Site: Lansing, MI, 213 Employees**

**[www.michigan.gov/miosha](http://www.michigan.gov/miosha)**

MIOSHA's mission is to ensure the health and safety of Michigan workers. Its transition to flexible work hours has allowed for greater flexibility with child care schedules, family issues or educational demands. MIOSHA staff members start and stop their day to complement the needs of their assignment and of the groups they serve, making sure they meet the agency's own time frames. **MIOSHA employees can also telecommute with the use of wireless technology, teleconferencing and videoconferencing, so they're not wasting time on unnecessary trips to the office.** This also helps employees to be more responsive and accessible to the communities they service. When gas prices jumped up in 2008, the agency increased telecommuting options and allowed staff to work from home one day per week. Staff members can also take paid time for education. MIOSHA's policies and guidelines are so popular that they receive requests from government and state agencies for education and mentoring to help them introduce more flexible options for their workers.

## Microchip Technology Inc.\*\*\*\*\*

85 | 72 | 78

### Technology Company

**Winning Site: Chandler, AZ, 1,610 Employees**

**[www.microchip.com](http://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. To ensure staff members are all playing at the top of their game to fulfill these promises, the firm says it responds to flexibility needs

case by case. **Flexible work schedules, rotating time off, onsite and on-line training through the Microchip Learning Center and the opportunity to work remotely allows Microchip to attract and retain the world's top talent with virtual teams located in multiple time zones throughout the world.** Employees 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. Recently, Microchip began a comprehensive training course focusing on educating new supervisors and building new leaders internally. All of this has enabled Microchip to consistently achieve among the lowest employee turnover rates in the semiconductor industry, while rising from a failing spinoff of General Instrument to be the world's number one supplier of 8-bit microcontrollers in less than 15 years. Microchip has also been able to add an onsite medical clinic complete with a wellness room for nursing mothers or employees who need a private location for medical needs, free flu shots and important wellness medical screens (mammography, prostate screening, cardiovascular screening, diabetes, cholesterol, osteoporosis and abdominal screening) so their employees have convenient access to these tests and do not have to leave work. They also have been able to add an onsite gym, full service cafeteria and onsite massage therapy.

## Microsoft Corporation

### Information Technology

**54,000 Employees in the U.S.**

**[www.microsoft.com](http://www.microsoft.com)**

Founded in 1975, Microsoft is dedicated to helping people and businesses realize their full potential—and its workplace practices are designed to help its employees meet their full potential, too. Microsoft's Flexible Work Arrangement program enables employees to choose their schedules and their location through job sharing, flex time, compressed workweeks, mobile/shared workspaces and teleworking. **Wherever they are, at home or in the office, employees can tap into a full array of online information and tools through laptops 24/7. Video conferencing is also available from laptops and offices equipped with RoundTable devices to provide better communication and flexibility.** Since every employee is eligible to take advantage of these options, Microsoft is able to better attract and retain top performers. These policies help control real estate costs, too—the company has fewer offices dedicated to individuals who don't regularly use them. Recently, they have begun a flexible location policy throughout Latin America so that employees do not have to work at the Fort Lauderdale office, enabling them to stay in their home country without having to move their families.

**Winning Site: Chicago, IL, 540 Employees\*\*\*\*** 85 | 79 | 84

**Winning Site: Downer's Grove, IL, 34 Employees** 84 | 84 | 87

**Winning Site: Latam AHQ Fort Lauderdale, FL, 239 Employees** 68 | 72 | 73

## Miklos Systems, Inc.

73 | 81 | 79

### IT Solutions

**Winning Site: Fairfax, VA, 51 Employees**

**[www.miklos.com](http://www.miklos.com)**

Employees not only offer high quality technology services at Miklos Systems, Inc., they also benefit from high quality technology services. Its company “Wiki” system resembles an Intranet but allows employees to collaborate on a document whether they are in the office, at home or on the road. The Internet is also considered a productive tool for work and sharing as well as an education and communications tool. MSI even provides a monthly \$50 broadband connectivity allowance for every employee. Along with technology, MSI also strives to respond positively to any flexible schedule request. **It has also allowed its employees to flex their time across an entire month providing even greater options for employee schedules.** MSI has also adjusted its company-provided health insurance requirements to reflect a 30-hour workweek as full time for medical benefits and 24-hour workweek as full time for all other benefits.

## MMP School, Inc.

66 | 69 | 69

### Child Care and School

**Winning Site: Mt. Pleasant, SC, 14 Employees**

**[www.mmpschoool.com](http://www.mmpschoool.com)**

MMP School works to provide resources and education through philosophies that nurture creative thinking. This creative thinking is also applied to ways that MMP School can provide more flexibility to its staff. Recently, MMP adjusted its school hours to meet the demands of working parents and still promote healthy living styles for teachers. Lunch breaks can be extended and teachers can work hours in the afternoon to enable them to leave earlier and take care of personal needs that arise during the week. **Technology has enabled teachers a more efficient way to communicate with parents that save on teachers taking personal time or evening hours to address parent communication.** MMP School also provides training opportunities in both the RIE and Montessori approaches to education, paying its employees for a normal workday and providing coverage through substitute teachers that it subsidizes.

## Molina Healthcare

### Medical Services

**1,500 Employees in the U.S.**

**[www.molinahealthcare.com](http://www.molinahealthcare.com)**

Molina Healthcare provides quality healthcare for nearly 4.3 million financially vulnerable individuals and families in 16 states. The organization offers an array of programs—including compressed work weeks, flexible start and stop times and subsidized gym memberships—to help employees work effectively and flexibly. **A paid time off program**

combines sick and vacation time and at the end of each calendar quarter, employees who have accrued more than 40 hours have the option to cash out. Serving the underserved is at the heart of Molina's values and it organizes a number of volunteer activities for employees throughout the year to promote community outreach, teamwork and camaraderie.

**Winning Site: Long Beach, CA (Arco), 1,000 Employees** 86 | 61 | 69

**Winning Site: Long Beach, CA (Hughes Way), 500 Employees** 86 | 69 | 68

## Mom Corps\*\*

72 | 83 | 80

### Placement Firm

**Winning Site: Atlanta, GA, 25 Employees**

**[www.momcorps.com](http://www.momcorps.com)**

*"Good for corporations. Good for working moms."* That's how this Atlanta firm defines its business, which links progressive employers to a pool of 75,000 high-level professionals—mainly mothers looking for part-time work. Flexibility is in the DNA of Mom Corps, which has been showcased by the *Today Show*, *Time Magazine* and *The Wall Street Journal* and won numerous awards. **There are no standard hours at the company and staff stay connected through the phone, Intranet, email and an applicant tracking system.** Bringing new opportunities to people whose spouses have lost their jobs or who desire compensation and professional engagement, Mom Corps works on the honor system. True, staff members may be away from their computers for hours at a time—perhaps volunteering at a child's school—but equally common is a flow of email messages sent out at night, after employees have put their kids to bed. Mom Corps has recently added the option of health and medical benefits to consultants working onsite to attract new consultants and add value for its clients. In addition, it has added a webinar series called the "30 Minute Mentor" to deliver career and life training to its employees.

## MorganFranklin Corporation

73 | 69 | 72

### Business and Technology Solutions

**Winning Site: McLean, VA, 300 Employees**

**[www.morganfranklin.com](http://www.morganfranklin.com)**

This business and technology solutions company operates on the principle that technology is the key to its flexibility. Infrastructure and tools such as laptops, VPN access, Intranet, teleconferences, webinars and BlackBerry devices allow employees flexibility as to where and when one works. From there, personal days, floating holidays, jury leave and bereavement leave allow employees to take time off for personal matters with no financial impact. **At MorganFranklin, returning veterans are guaranteed their jobs back upon return from active duty, provided services from the Employee Assistance Program to reintegrate back into society and given short and long term disability. Military families are supported through Human Resources, given benefits education and the company has flown service members back home to deal with critical family needs.**

## Mountain States Group, Inc.

66 | 78 | 75

### Nonprofit Social Services Organization

**Winning Site:** Boise, ID, 44 Employees

[www.mtnstatesgroup.org](http://www.mtnstatesgroup.org)

As a health and human services provider, Mountain States Group understands that flexible work arrangements help retain strong, skilled, professional employees by allowing them to take care of their personal and family needs. In addition to a generous benefit package including vacation and sick leave, respect for Family and Medical Leave (for pregnancy, surgery or illness), an Employee Assistance Program and a transition plan for retirement, **Mountain States Group offers Friends in Action, a suite of workshops and classes that motivates and empowers employees to better manage their own chronic disease(s) and help take care of themselves while caregiving.** As Mountain States Group states, "It's always about the people."

## National Multiple Sclerosis Society, Michigan Chapter\*\*\*

72 | 82 | 79

### Nonprofit Social Services Organization

**Winning Site:** Southfield, MI, 17 Employees

[www.nationalmssociety.org](http://www.nationalmssociety.org)

Despite recent difficulties due to the economy, this Michigan nonprofit has been able to look forward and focus on the needs of its employees. This year, it instituted an aggressive flexible work culture for all exempt employees. **Staff members choose their own core work hours and are able to request schedule adjustments on a weekly or even daily basis.** Absences for illness or other reasons have decreased significantly and employee trust and satisfaction throughout the organization has increased overwhelmingly. As one of 50 chapters across the country (and the only one to institute such an aggressive flexible policy) the incredible success of this program has led the national organization to consider a roll out nationwide.

## Navy Air Logistics Office

74 | 72 | 75

### Navy Command

**Winning Site:** New Orleans, LA, 52 Employees

[www.navair.navy.mil/logistics](http://www.navair.navy.mil/logistics)

Navy Air Logistics Office's leaders realize that a flexible workplace environment inspires higher productivity and retention. Cross training has allowed for more flexibility in work schedules and duty rotations. BlackBerry devices and laptops provide senior leaders the ability to work at home or out in the field and still stay continuously updated on rapidly changing events. Employees also have the opportunity to conduct work in the field (through active contribution and global flight missions) while using technology to work with NALO's onsite operations center. This assures that scheduling and operations personnel retain relevant information on field operations and improve their ability to work in the operations center. As NALO is especially focused upon health and fitness, employees have the opportunity to work out at the gym three times a week during normal work hours. **NALO also provides**

financial counseling, tuition assistance (in addition to the Post 9/11 GI Bill), career development, community outreach and retirement transitions.

## NCH Marketing Services – A Valassis Company

78 | 74 | 77

### Marketing Services

**Winning Site: Deerfield, IL, 150 Employees**

**[www.nchmarketing.com](http://www.nchmarketing.com)**

At NCH Marketing Services, fostering and maintaining an employee-centric work environment is at the heart of its culture. Exempt employees are encouraged to telecommute and all employees have the opportunity to work a certain number of compressed workweeks throughout the year. Smartphones have been provided to employees who deal with clients face-to-face and for employees whose jobs don't lend themselves to telecommuting, flexible start and stop times, lunch and other breaks are at their discretion. During the last year, NCH has focused on having fun in the workplace, building community and promoting recognition and thanks through its "Celebrate Us" campaign. **NCH has also put more focus around its diversity initiatives and volunteering efforts to help employees grow their skill sets and share their passions.**

## Netgain\*\*

55 | 71 | 68

### Technology Company

**Winning Site: St. Cloud, MN, 50 Employees**

**[www.netgainhosting.com](http://www.netgainhosting.com)**

Working to become more family-friendly, Netgain initially used a focus group to find out what its employees really wanted and then turned that information into reality. **Today, with the introduction of cloud technology, all Netgain employees can access all of their information, files and applications from home, while beepers and pagers allow them to troubleshoot a client when they're outside the office.** In addition, educational opportunities such as Microsoft certifications and certifications in related technology sectors are available.

## Next Wave Systems LLC\*\*

74 | 78 | 78

### Engineering and Technology

**Winning Site: Pekin, IN, 12 Employees**

**[www.nextwavesys.net](http://www.nextwavesys.net)**

From company-provided laptops to cellphones with email capability to mobile Internet (to name a few examples), technology enables employees of Next Wave Systems to work anywhere and is key to this company's flexible work options. Additional compensation is provided to those who work from home to maintain their remote offices. Administrative assistant positions also have been designed as part-time jobs that can be shared by two or more individuals. The part-time hours and shared responsibilities are ideal for local college students, allowing them to schedule hours around their classes

and during slow periods and even fit in some course work. All employees are encouraged to attend classes to further their education. An incentive? **Employees can use one day a week for course work or to attend a class while on the clock.** Recently, Next Wave Systems has been able to offer health coverage to employees and families without cost.

## Northeast Editing, Inc.

65 | 69 | 68

### Editing Services

**Winning Site: Jenkins Township, PA, 10 Employees**

**[www.ne-edit.com](http://www.ne-edit.com)**

This Pennsylvania-based company operates on the principle that flexibility can come in many forms. As a company that develops electronic and print products for educational publishers, the leaders at Northeast Editing understand that technology makes it possible to work from home or from other states through remote access and the Internet. Currently, it has two full-time employees who work from New York and Virginia. They have a generous flex-time policy that allows employees to attend to family, personal or educational needs. **All employees are on their honor to run their own schedules yet ensure that work continues to get done.** Northeast Editing also works to promote from within the company, gives generous raises and provides profit sharing for managerial staff. All employees are able to freelance for the company, which means they can take on work that otherwise would be given to independent contractors; most employees supplement their salaries by freelancing for the company. Local college interns are also given the chance to freelance and Northeast Editing works to hire as many of them as possible.

## The Novo Group\*\*\*

### Recruiting Services

**50 Employees in the U.S.**

**[www.thenovogroup.com](http://www.thenovogroup.com)**

Word of mouth and a growing reputation as an employer of choice have helped The Novo Group with its recruitment efforts. **The company credits a “buddy system”—where new hires are paired with more experienced workers—with helping to develop its talent.** And when it comes to flexibility, listening to employees has helped the company develop practices that are responsive to their needs. For example, Novo has expanded its work from home options to help employees save on child care and has allowed for more flexibility in start and end times to help them avoid peak commuter times, allowing for shorter travel times and reduced gas consumption.

**Winning Site: Chicago, IL, 10 Employees**

72 | 76 | 76

**Winning Site: Milwaukee, WI, 22 Employees**

75 | 79 | 79



## NPC Research

72 | 69 | 71

### Research, Evaluation and Training

**Winning Site: Portland, OR, 15 Employees**

**[www.npcresearch.com](http://www.npcresearch.com)**

As an organization that provides research for public policy and program development, NPC Research strives to create an internal environment that allows for employees to be productive and creative while attending to their personal lives. Technical support lays the groundwork for this fluid environment but the ability for employees to manage their own schedules is what helps build its community. **Most employees work from home at least one day a week and short-term changes to schedules are allowed without clearance from supervisors.** Space is provided for onsite child care and employees have the ability to bring children into their offices during work hours. Employees without children/families are equally encouraged to participate in flexible scheduling through volunteering or educational enrichment. In addition, younger staff working as hourly employees are encouraged to gain additional skills and responsibility through mentoring programs and training.

## NPower Northwest

60 | 76 | 72

### Nonprofit Technology Consulting

**Winning Site: Seattle, WA, 23 Employees**

**[www.npowernw.org](http://www.npowernw.org)**

NPower Northwest trusts its employees to get the job done and doesn't dictate when, where or how they do it. As a technology solutions firm, NPower Northwest uses technology as one way to provide flexibility for its employees through laptops, remote access to work files, cellphones, online project management tools, social media and an online Customer Relationship Management program. With the addition of flexible scheduling and generous vacation time, employees can take care of their families and work remotely from home to keep up with their workloads. **The company also brings in contractors or temps to cover staff who need time off versus having other employees take on the additional responsibilities.** Employees also have opportunity to provide input toward the company redesign initiative that includes company values, re-branding and logo design.

## Null-Lairson, P.C.

79 | 73 | 77

### Public Accounting

**Winning Site: Houston, TX, 43 Employees**

**[www.null-lairson.com](http://www.null-lairson.com)**

The leaders at this certified public accounting firm understand that flexibility is key to their employee relationships and strive to meet the needs of each individual employee on a case-by-case basis. Staff can vary their schedules as needed around core business hours to meet personal or family needs. **Reduced work schedules attract more seasoned talent while college recruiting helps connect Null-Lairson with newer employees ready to learn**

**the business.** Additional seminars and prep courses help these employees prepare for CPA licensure. Laptops and cellphones allow communication and collaboration to occur so that location and travel is not an issue. This attention to work-life fit issues helps Null-Lairson attract and maintain strong talent.

## OCLC (Online Computer Library Center)\*\*

64 | 70 | 70

### Online Information Resource

**Winning Site: Dublin, OH, 750 Employees**

**[www.oclc.org](http://www.oclc.org)**

With a turnover rate under 8% and an average tenure of 17 years, OCLC claims that the effectiveness of its workplace programs is self-evident. A recent survey of OCLC employees found their satisfaction with the benefits they received exceeded national norms by 20%. No wonder the group has appeared on *ComputerWorld's* list of Best Places to Work in IT for the last six years! Driving OCLC's metrics is a workplace that supports staff in wide-ranging ways. Flexible scheduling and telecommuting is available to employees through the power of remote access technology, BlackBerry devices, teleconferences, webinars and videoconferencing. Part-time positions carry medical benefits. Community participation is embraced; employees are encouraged to volunteer their time at OCLC's annual Operation Feed campaign. Additionally, OCLC has created an exceptional workplace by having two full-service cafeterias available to employees, as well as an onsite fitness center that includes state-of-the-art fitness equipment, basketball and racquetball courts, saunas, steam rooms and fully-equipped locker rooms. **OCLC also offers convenience services to help employees with tasks such as ATM Banking, concierge services, dry-cleaning and other various discounts.** Staff is further supported through an Employee Assistance Program, providing counseling and financial and legal advice. The Columbus employer also puts seminars, counseling and informational tools in the hands of staff considering retirement, and courts younger people through college recruiting, job fairs and internships.

## Ocean Tomo, LLC

78 | 66 | 73

### Financial Consulting

**Winning Site: Chicago, IL, 37 Employees**

**[www.oceantomo.com](http://www.oceantomo.com)**

Ocean Tomo, LLC encourages empowerment and ownership of each role in its intellectual property research and services firm. While it works on a case-by-case basis to help employees achieve the best work-life fit, it places a lot of trust in its employees to manage their time, work and responsibilities. **In fact, Ocean Tomo trusts them so much that it eliminated its paid time off policies and allows employees to take whatever time off they need as long as the work is getting done.** This allows families to attend to their responsibilities without sacrificing their work. Ocean Tomo revolves its business around ten "family values" and feels strongly about maintaining an intimate, family-oriented environment.

In addition, it also provides BlackBerry devices and laptops with continuous network connectivity to allow portability and flexibility of work demands.

## Omega Legal Systems, Inc.\*\*\*\*\*

68 | 76 | 75

### Financial and Practice Management Systems for Law Firms

**Winning Site: Scottsdale, AZ, 45 Employees**

**[www.omegalegal.com](http://www.omegalegal.com)**

Employees of this company are empowered to find creative ways to accomplish their work in ways that work best for them and the clients they serve. When personal issues arise, employees know they can come in late or take time off and will be trusted to make up the work at another time. **To encourage workplace development, Omega's customer support team switches schedules regularly so that team members can vary their activities and get to know different clients because of the time zone changes.** Web-based technology allows employees to not only work from home, but also train and demo products to prospective clients. The company supports a Fun Club that arranges for monthly social events that help everyone interact and relax. These events also raise money for charities which enhance employee pride. This approach has worked for the company, which continues to grow and gain market share even in the difficult economic climate.

## OpenEye Scientific Software Inc.

62 | 80 | 76

### Software Development

**Winning Site: Santa Fe, NM, 24 Employees**

**[www.eyesopen.com](http://www.eyesopen.com)**

OpenEye Scientific Software provides software that helps in every stage of drug development. It also provides the time for employees to spend with family and friends to maintain their own health and well-being. One exciting flex option that was established with that purpose in mind was the sabbatical leave policy. **Employees who have completed five years of continuous work are eligible to take a three-month sabbatical at full pay or six months off at half pay.** Other flexible policies include four to six weeks of vacation, maternity and paternity leave, profit sharing paid directly into employees' 401k accounts, flexible scheduling and options to work from home, free work lunches, free gym memberships for employees and their families, an onsite exercise room, a fully stocked kitchen, an onsite R&R room, a pool table, periodic visits by a medical consultant, and a communications workshop (by an outside institution) for employees to help manage conflict and learn better communication skills. All these initiatives help build strong work relationships, encourage employee sharing and help employees take care of themselves as well as their families.

## Operation Kindness

50 | 73 | 68

### Animal Shelter

**Winning Site: Carrollton, TX, 34 Employees**

**[www.operationkindness.org](http://www.operationkindness.org)**

Operation Kindness is North Texas' largest no-kill animal shelter and its compassionate outlook also extends to its employees. Operation Kindness offers flex time, compressed workweeks and flexible start and stop times. Since it is open seven days a week, staff can choose to work shifts outside of their normal schedule. Employees can work from home at least one day a week and family and medical leave is available to all employees despite the fact that it is a small nonprofit. **Operation Kindness also offers substantial paid time off to both full- and part-time employees instead of vacation, holidays or sick time, which allows greater flexibility in how employees use their time off.** All of these efforts have resulted in turnover decrease in the last three years.

## Oregon Environmental Council

74 | 84 | 82

### Environmental Organization

**Winning Site: Portland, OR, 16 Employees**

**[www.oeonline.org](http://www.oeonline.org)**

Oregon Environmental Council works to navigate and support policies that sustain the environment outside and inside its organization. This is reflected in its approach to technology and its staff. **While Oregon Environmental Council moves to join its peers in cloud technology, it recognizes that not all people think alike and offers its employees flexibility in terms of which applications and operating systems they use, allowing them use the tools they are most comfortable with, rather than subscribing to a "one-size-fits-all" mentality.** Employees take time to appreciate each other at the beginning of each staff meeting so that the acknowledgment of the contributions of fellow employees is felt publicly. Oregon Environmental Council's benefits and scheduling policies inspire an honor code among its employees that makes abuse of workplace flexibility rare. It's no wonder it was named among the 100 Best Nonprofits in Oregon three years in a row.

## Oregon Research Institute

65 | 78 | 75

### Research Center

**Winning Site: Eugene, OR, 250 Employees**

**[www.ori.org](http://www.ori.org)**

Oregon Research Institute engages research and studies on human behavior in order to help form programs and policies that assist various demographics. It also values work-life fit for its employees and strives to provide the means for them to be fulfilled on both fronts. Virtual private networks and laptop availability allow employees to work from home so they can attend to their families and personal needs. Flexible work schedules also allow employees to handle family appointments during work hours. **ORI extends**

family, medical and maternity leave beyond the strict requirements of the law and employees are allowed to donate sick leave to those who need it. Tuition support is available for higher education and professional development and, recently, ORI has begun to provide wellness activities and incentives. Employees are able to attend wellness programs on paid time, as well as work out in the onsite gym. Yoga and tai chi classes are also available during the lunch hour.

## Ounce of Prevention Fund

69 | 63 | 68

### Nonprofit Social Services Organization

**Winning Site: Chicago, IL, 120 Employees**

**[www.ounceofprevention.org](http://www.ounceofprevention.org)**

The Ounce of Prevention Fund is a nonprofit organization advocating the importance of early childhood education through direct service, program, advocacy consultation and policy work. While it is committed to its clients, it is also committed to its employees and their families. Its telecommuting policy has been enhanced to include non-exempt positions and more eligible days an employee can work from home in a week (up to 5). BlackBerry devices and remote access through GoToMyPC.com have made telecommuting easier and the addition of a new Chief Technology Officer speaks to greater strides to come in technology and flexibility. **A FlexTime Workgroup has been developed to keep workplace flexibility at the forefront of its organization's strategy and other commitments to staff include educational leaves, temporary or regular part-time work arrangements, monthly employee celebrations and acknowledgements, a wellness program, financial education, lunch and learns, an annual staff recognition event, division and team retreats, sliding pay scales for medical benefit premiums, a lactation room for nursing mothers, web-based electronic time sheets and 401k contributions through profit sharing.**

## Our House

62 | 77 | 73

### Nonprofit Medical Services

**Winning Site: Portland, OR, 40 Employees**

**[www.ourhouseofportland.org](http://www.ourhouseofportland.org)**

Voted one of the 100 Best (mid-sized) Nonprofits to work for in Oregon for the last two years, Our House stands out among its peers due to its commitment to people living with AIDS and its employees. Its creativity in providing health care and other services to its clients also is used to create unique flexible policies within the organization. **While most organizations have distinct days set aside for vacation, sick time and holidays, Our House groups these days together, providing more flexibility around the observation of other non-traditional holidays.** Special circumstances are always reviewed by management to deal with family issues or professional goals outside of regular work hours. These circumstances even include non-traditional health care insurance for transgender employees. The positive effect of these policies is seen in a decrease in absenteeism, a decrease in turnover and an increase in productivity.

## Certified Public Accountants and Professional Advisors

**Winning Site: Houston, TX, 125 Employees**

**[www.pkftexas.com](http://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 employees 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 has added forums for internal communication. The Texas firm has even gone the extra step of matching its accountants to clients with complementary scheduling needs. **In 2008, the firm formalized its “flexibility with accountability” arrangements by creating a Flexible Work Arrangement request form as a tool to help employees think through ways to do their jobs more flexibly, efficiently and effectively.** The company shapes future leaders through career development programs such as PKF University, webinars from industry and professional experts and books from leading authors at no charge to employees. Recently, PKF Texas utilized an outside organizational consultant to assist in personality assessments (the Birkman Method) and work team dynamics to help connect employees’ natural abilities with the best position for their skills and growth. 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 flexibility as a way to reduce pollution and improve traffic congestion. 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.

## PatchPlus Consulting, Inc.

### Government Defense Contractor

**Winning Site: Medford, NJ, 34 Employees**

**[www.patchplusconsulting.com](http://www.patchplusconsulting.com)**

PatchPlus Consulting, Inc. uses technology in a unique manner. Not only does it provide military intelligence expertise to a variety of government customers, but it accomplishes this virtually **as 95% of its workforce operates from home.** This mode of operation is unusual in the military as most training is done onsite. However, PatchPlus Consulting’s highly trained experts, who once wore uniforms themselves, are able to contribute their knowledge while effectively achieving a good work-life fit. Daily conference calls, Internet communication, laptops and smartphones are the foundation of this company’s operations, while an employee website, automated calendar and scheduling system allow them to mobilize quickly when a fellow employee needs to take care of personal needs. Some employees are still active in the

reserves and when they are called to action, the company uses its cross trained staff schedule to “fill in the gaps.” PatchPlus Consulting has built a strong team mentality due to its commitment to its employees and it shows its strength when someone is in a crisis—everyone works to pick up the ball and continues forward without skipping a beat.

#### Peckham Inc.\*\*\*\*

90 | 75 | 82

#### Nonprofit Social Services Organization

**Winning Site: Lansing, MI, 350 Employees**

**[www.peckham.org](http://www.peckham.org)**

Peckham was the first ever nonprofit to win the General Motors Supplier of the Year Award, a prize it has garnered three times since. “This was a huge accomplishment for us,” says Scott Derthick, vice president of Human Resources. Peckham, a nonprofit community rehabilitation organization, helps people with disabilities and other barriers to employment make the most of their capabilities through training, assessment and rehabilitation opportunities and runs several business operations of its own as well. In 2010, Peckham assisted over 1,400 people with disabilities and other barriers to employment obtain jobs throughout the community and assisted more than 6,500 local residents through various employment and life skills programs. By respecting its workforce and working with them to exceed customers’ expectations, Peckham has proven to its customers that people with disabilities can be a reliable and high quality workforce. Peckham also attributes its success to an extremely strong commitment to its own employees’ needs: just as it promotes the interests of people with disabilities, so, too, does it support its own employees and their families, extending benefits and wellness efforts to family members and helping employees and families alike to improve their literacy and math skills, manage their money, learn to work with computers and further their education. In addition, **Peckham promotes fitting the job to the individual, not the reverse, and offers job tryouts and internal upward mobility options, flexible work schedules, telecommuting options, part-time positions and succession planning to help create the best fit between the company and the employee.** Managers meet with staff members every six to twelve months to set goals to help employees grow; supervisors are rewarded with bonuses that reflect the enhanced capabilities of their employees and key indicators focus on mission-driven outcomes and measurements. Employees feel more comfortable asking for flexibility in their work lives which has led to their most recent offering: free cellphones.

#### People for Puget Sound\*\*

69 | 76 | 75

#### Environmental Organization

**Winning Site: Seattle and Olympia, WA, 36 Employees**

**[www.pugetsound.org](http://www.pugetsound.org)**

For almost 20 years, People For Puget Sound has worked to protect and restore the health of the land and waters of Puget Sound through education and action. This work is accomplished through a network of members,

partners and volunteers spread throughout the area, and supported by a full-time staff of dedicated employees. **With an eye on maintaining high productivity and morale, People For Puget Sound provides employees with the tools they need to be successful, including an increased investment in new technology that allows employees to work from almost any location. Monthly staff meetings ensure that all employees are aware of the organization's current work and projects; and to keep the meetings lively, teams are encouraged to be as creative as possible in their presentations.** Staff members are involved in the development of the organization's three year strategic plan. Upgrading and repainting the office has also improved employee morale. During the economic downturn, employees were regularly consulted and agreed to take a pay cut to prevent layoffs. Despite the economy, People For Puget Sound has been able to maintain its staff and programs and has even hired a full-time Human Resources director.

<b>Personnel Detachment Afloat West</b>	<b>91</b>	<b>63</b>	<b>74</b>
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**Navy Command**  
**Winning Site: San Diego, CA, 189 Employees**  
<http://cnic.navy.mil/SanDiego/InstallationGuide/PersonnelSupportDetachment/index.htm>

The leaders at this San Diego-based establishment work to provide convenient customer service for the Navy and their families. Personnel Detachment Afloat West operates on the principle that employees provide their best efforts when they are being taken care of themselves. **The organization has allowed employees to request what hours they would like to work (during normal operating hours) and no request has been denied to date.** It also allows time for staff to attend school/volunteer opportunities, take care of personal business when needed and work from home when issues arise. Common Access Cards (CAC) allow access to systems needed to do their work and are provided for those employees that need flexibility. PSD Afloat also rewards its employees for stellar work through monetary prizes, time off, a parking spot onsite and monthly recognition. All these initiatives have decreased stress and improved morale and productivity in the workplace.

<b>Perspectives, Ltd.***</b>	<b>78</b>	<b>66</b>	<b>71</b>
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**Employee Assistance Programs Provider**  
**Winning Site: Chicago, IL, 55 Employees**  
[www.perspectivesltd.com](http://www.perspectivesltd.com)

Perspectives, Ltd helps its customers' employees manage wide-ranging health and personal issues, so it makes sense that Perspectives would take its own employees' wellbeing and work-life needs seriously, too. This year, one of Perspectives' goals was to maintain productivity while going through the acquisition of another business. Using a combination of flexibility strategies—such as enabling more than 50% of employees to work remotely as needed and offering flexible and staggered start times and showing appreciation of employees through a variety of events and rewards such as year-round casual dress code—Perspectives was able to achieve this goal and



maintain its historically low turnover rate of less than 3%. **Demonstrations of employee appreciation include an award called “You’re a LifeSaver,” for which gifts with handwritten thank you notes from the owners were given to all staff and were shipped via FedEx to remote staff for arrival on the same day that headquarters staff received them.** For “The Funnies,” a series of playful awards, employees vote on silly superlatives to award their coworkers. This year, a luncheon was also held at the main office for all staff, during which the CEO and VP of Development dressed as cooks and served everyone. Interaction between senior staff and employees is important at Perspectives; managers cultivate relationships with employees by conducting walk-arounds and instituting an open door policy, as well as joining and leading on a daily basis. In order to facilitate communication throughout the organization, Perspectives issues a weekly e-newsletter communication about activities happening at all levels (and locations) of the company, videotapes key events and Lunch and Learns that are shared on their Intranet and uses the Intranet to share information about key policies and events happening at the organization. This corporate culture of appreciation and inclusiveness has paid off—Perspectives has been a Sloan Award recipient for the past 4 years and was ranked in the top 10 of the Best Places to Work in Illinois in 2009 and 2010.

## Piemonte & Liebhauser, LLC

64 | 85 | 79

### Business Management and Tax Services

**Winning Site: Florham Park, NJ, 10 Employees**

**[www.piemonteandliebhauser.com](http://www.piemonteandliebhauser.com)**

Piemonte & Liebhauser is a full-service accounting and business management firm that not only protects the assets of the families it serves, but protects the family within the company itself. Senior leaders believe that taking care of family comes first. **To avoid driving during inclement weather, all employees enjoy the flexibility to work from home through remote access and flexibility options are available to employees at all levels.**

## Point B\*\*\*

73 | 79 | 79

### Consulting Firm

**Winning Site: Phoenix, AZ, 17 Employees**

**[www.pointb.com](http://www.pointb.com)**

A culture of flexibility is the foundation of Point B’s work environment and helps it attract top talent. As this talent already comes with solid business experience and interpersonal skills, Point B has created a Professional Development program to help its employees take their skills to the next level, continue to evolve as leaders and achieve their career goals. With the use of laptops and access to company files and email through the company portal, associates have the opportunity to customize their schedule based on their own needs without being penalized for doing so. **A number of roles are job-shared, even the CEO position!** Across the firm, there are many employees who have established a schedule that allows them to do great client work

without having to sacrifice these other important commitments. Point B's success in retaining top talent through flexible initiatives is illustrated by a turnover rate of about 6%—which is 20% lower than the industry average.

## Portland State University

79 | 69 | 75

### Education and Higher Learning

**Winning Site: Portland, OR, 3,600 Employees**

**[www.pdx.edu](http://www.pdx.edu)**

As the founding member of the College and University Work/Family Association, this Oregon-based university is committed to creating a workplace environment that supports its community members in managing their professional and personal lives. Its Employee Assistance Program provides free confidential counseling on a variety of issues along with resources on elder care and wellness information. **PSU offers its annual “Healthy, Wealthy and Wise” program, a five to 12 week series of weekly classes that provides training on how to keep fit financially, mentally and physically.** Flexible scheduling and the use of web-based technology allow employees to enjoy a telecommuting policy that allows faculty and staff to work from home and take care of their families. Online information is also available for lactation space, child care, children services, adoption programs, elder care services, health and wellness, diversity resources and social resources as well as shopping, eating and transportation information. PSU offers two fully funded “Weight Watchers at Work” programs and an onsite recreation center that offers classes, equipment, an indoor pool, an indoor track and personal trainers at a significant discount to all employees. Two of its largest initiatives focus on children and diversity. The Helen Gordon Child Development Center is PSU's accredited full-day infant/toddler, preschool and kindergarten program that serves 200 children, and offers both full-time care and short-hour care—the latter developed to accommodate the needs of part-time faculty and staff. Established in 2001, PSU's Diversity Action Council meets every year to review progress and establish goals to ensure equity and inclusion across all lines in the PSU community.

## PREM Group, Inc.

79 | 70 | 74

### Real Estate Management Company

**Winning Site: Portland, OR, 21 Employees**

**[www.premgrp.com](http://www.premgrp.com)**

It's one thing to invest in your employees. It's another thing to invest in the organizations they care about. PREM Group, Inc. is a real estate management company utilizing cutting edge technology to promote sustainability to its clients and create greater access and mobility for its employees. It migrated its systems to cloud technology and replaced desktop PC's with laptops organization-wide. It also provides industry-leading benefits and onsite fitness and nutritional amenities. But what makes PREM Group unique is its investment in the community interest of its employees. **Once a month, it opens its office in downtown Portland to host a party during a**

neighborhood-wide event that focuses on Portland's vibrant art scene. It chooses a different nonprofit every month from the organizations that its employees are involved in and work to fund raise for these charities through these events (currently they have raised over \$30,000 for these organizations). In addition, its employees are allowed to host the meetings for their organizations in PREM Group's space at no charge.

## Premier Community Health\*\*

69 71 71

### Nonprofit Health Care Organization

Winning Site: Dayton, OH, 14 Employees

[www.premiercommunityhealth.org](http://www.premiercommunityhealth.org)

This health care organization visits clients at home and teaches them how to control conditions from asthma to diabetes. It is fitting that the group has established two committees for its own employees, the first providing staff members with information on topics such as exercise and diet. The second committee brings educational topics to the worksite; employees decide what they want to learn about and then schedule the session. The organization says it strives for openness, listens to employees and responds to their personal and professional needs. **All employees have access to the organization's on-line strategic plan, know exactly where every project stands and see each staff member's role in meeting the stated goals.** Staff members can create their own action plans to support the company's objectives and provide updates on their progress. In 2010, Premier Community Health won the Ohio Nonprofit Excellence Award from the Ohio Association of Nonprofit Organizations.

## Prestige Healthcare\*\*\*

83 66 73

### Long-Term Care Services

Winning Site: Louisville, KY, 2,500 Employees

[www.prestigehcm.org](http://www.prestigehcm.org)

Headquartered in Louisville, Kentucky, Prestige Healthcare (formerly Northpoint Senior Services) is a provider of long-term care services with 16 skilled nursing facilities in six states. Like others in its industry, the organization faces significant challenges, including a negative reputation, steep regulation, low wages, very high turnover rates and difficulty attracting new employees. **As one way of combating these problems, Prestige offers its staff a variety of scheduling options—including 4/2, 10 or 12 hour shifts, split shifts, flextime to cover family responsibilities, and telecommuting.** "We have a strong customer-service orientation toward our staff members, and that involves constantly seeking their input," says Human Resources Vice President Bill Gray. "When we have important business decisions to make, we make sure they're sitting at the table." The company is also extremely active in all relevant health care associations, trying to influence regulatory decisions that affect business margins and, ultimately, wages. Results include dramatically improved employee and customer satisfaction and greater staff retention.

**Nonprofit Social Service Organization**  
**Winning Site: St. Paul, MN, 12 Employees**  
[www.pcamn.org](http://www.pcamn.org)

Workplace flexibility is integral to the mission of this group, which prevents child neglect and abuse by promoting positive parenting, healthy families and supportive communities. Reduced hours and telecommuting are open to staff here and Skype technology is employed so people working from home can participate fully in meetings without coming into the office. The organization is also flexible in its policies. **Employees can trade their unused sick days for extra vacation time the following year on a two-to-one basis.** Despite the workplace reductions that have taken place over the past few years due to the challenges of nonprofits in a struggling economy, Prevent Child Abuse Minnesota has had no staff turnover and has been able to maintain high morale and productivity.

### PricewaterhouseCoopers

**Accounting Firm**  
**34,000 Employees in the U.S.**  
[www.pwc.com](http://www.pwc.com)

Professional development programs may not come cheap, this company asserts on its website, but they're a lot less expensive than replacing A-list performers. As the economy shrank, PricewaterhouseCoopers maintained its policy of giving mothers and fathers generous parental leave, including 14 weeks of paid time off for parents who provide primary care of their newborns and three weeks for other new parents. Adoptive mothers and fathers continued to get 12 weeks of paid leave if they were the primary parent. One way the firm reduced costs was through new sabbatical and furlough programs, which give its employees opportunities to pursue other interests without leaving the firm. **The Houston office also dramatically cut traveling—to meetings and annual conferences, for example—not only easing the company's travel budget, but also helping employees better manage their lives at home.** Technology helps staff in this regard, too; all employees are issued a laptop, BlackBerry and cellphone—along with 24-hour technical support—and can work almost anywhere, according to the company. Scheduling options, meanwhile, enable employees to work half time or to get one day off each week. Even those with conventional schedules benefit from what the company calls Flexible Fridays during the summer months. Staff can compress their 40 hours into less than five full days. **Recently, PwC launched Power Pitch, a team-based innovation competition to identify PwC's next big business opportunity; Project Make it Count which provides \$500 seed money to 22 staff members so they can make an impact in their communities and the Chairman's Award which rewards individuals or teams that perform at an extraordinary level.** These three programs not only have employees thinking outside the box, they allow them a voice in the decision making process to help make a difference as well. Cited by *Fortune*

as giving its people more generous vacation than any other company in the public accounting industry, PricewaterhouseCoopers also won *Training* magazine's number-one ranking in 2008 and 2009 for the development it provides its employees.

<b>Winning Site: Arizona, 137 Employees</b>	<b>87</b>	<b>71</b>	<b>80</b>
<b>Winning Site: Colorado, 268 Employees</b>	<b>87</b>	<b>71</b>	<b>79</b>
<b>Winning Site: Dallas, TX, 1,031 Employees</b>	<b>87</b>	<b>70</b>	<b>79</b>
<b>Winning Site: Georgia, 1,044 Employees</b>	<b>87</b>	<b>70</b>	<b>79</b>
<b>Winning Site: Houston, TX, 1,000 Employees**</b>	<b>87</b>	<b>66</b>	<b>77</b>
<b>Winning Site: Michigan, 562 Employees</b>	<b>87</b>	<b>70</b>	<b>79</b>
<b>Winning Site: Milwaukee, WI, 155 Employees</b>	<b>87</b>	<b>68</b>	<b>78</b>
<b>Winning Site: New York, NY, 5,500 Employees</b>	<b>87</b>	<b>68</b>	<b>77</b>
<b>Winning Site: Salt Lake City, UT, 80 Employees</b>	<b>88</b>	<b>65</b>	<b>76</b>
<b>Winning Site: Twin Cities, MN, 410 Employees</b>	<b>87</b>	<b>69</b>	<b>78</b>

<b>Pride, Inc.**</b>	<b>84</b>	<b>73</b>	<b>78</b>
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#### **Social Services**

**Winning Site: Bismarck, ND, 365 Employees**

**[www.prideinc.org](http://www.prideinc.org)**

Pride, Inc. enjoys a low turnover rate. Its employees sometimes leave to work for a job that provides them with better compensation, but often return because of the work environment. Pride, Inc. has built that environment with an emphasis on family. Technology allows employees to work from home to take care of their families and to adjust their schedules when unexpected emergencies arise. **Pride, Inc. has instituted a strong health program that encourages and compensates staff and family members to be healthy.** Training, workshops and direct access to health experts help employees work on any health issue they may have. This investment not only helps employees' personal well-being, it also helps their insurance premiums, which have either stayed the same or fallen over the last four years. Financial training sessions, schedule adjustments for education, scholarship opportunities, flexible schedules designed to recruit and retain older employees, training programs, promotional opportunities and vocational programs for people with disabilities also allow every Pride, Inc. employee the opportunity to remain vital within this family friendly environment.

<b>Public Policy Associates Inc.***</b>	<b>66</b>	<b>70</b>	<b>71</b>
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#### **Policy Research Consulting**

**Winning Site: Lansing, MI, 25 Employees**

**[www.publicpolicy.com](http://www.publicpolicy.com)**

Public Policy Associates serves clients ranging from the U.S. Small Business Administration to the U.S. Environmental Protection Agency and

operates with the premise that teamwork and collegiality underpin a strong workplace. **PPA allows staff to account for their time by saying they were “helping a colleague succeed.”** Everyone has home access to an in-house technology system and many receive BlackBerry devices and cellphones. Internships, mentorships and training and education help newer employees participate in high-level work early in their careers and staff of all ages can benefit from the services of an investment firm that offers presentations and one-on-one counseling.

## P.W. Grosser Consulting, Inc.

60 | 72 | 71

### Environmental Engineering

**Winning Site: Bohemia, NY, 66 Employees**

**[www.pwgrosser.com](http://www.pwgrosser.com)**

P.W. Grosser Consulting helps bridge the distance between business practices and best practices that reduce negative impact on the environment and help reduce production costs. At the heart of its best employer practices is Paul W. Grosser, the president and CEO. His passion for engineering, teaching, mentoring and giving back to the profession not only stimulates enthusiasm but serves as an example of his hands on investment in others. PWGC also offers 100% health care benefit coverage, a generous paid time off policy including an addition of ten paid time off days at an employee's ten year anniversary and every five year anniversary following. Telecommuting and continuing employment for team members relocating out of state are other flexible work options that provide greater flexibility. PWGC's most innovative program utilizes its relationship with the Suffolk County and Long Island Housing Partnership to participate in the Employer Assisted Housing Program. **PWGC provides a \$5,000 forgivable loan to technical team members to assist in the purchase of a home on Long Island.** This investment in helping employees achieve their personal goals inspires employees to do their best work and give back to the community, including numerous middle and high school Career Days, job shadowing and mentorship and numerous walk and run fund raisers.

## Radiance Technologies

66 | 78 | 74

### Government Defense Contractor

**Winning Site: Dayton, OH, 21 Employees**

**[www.radiancetech.com](http://www.radiancetech.com)**

**Radiance Technologies is a 100% employee-owned company. Every person in the company owns stock or has stock options to ensure that if the company is doing well, the employee directly benefits.** Radiance Technologies also responds to case-by-case needs of its employees, such as family illness, military leave, educational assistance and provisions for older staff. Flexible work schedules are supported so that employees can come and go as needed as long as they complete eight hours each work day and holidays can be taken on alternative days. Radiance Technologies also offers options such as declining health insurance: if an employee has another source of

health insurance (such as a spouse's insurance plan) employees can earn an extra \$1,000. The investment in its employees is reflected in low turnover rates and the flexibility of being a small company allows Radiance Technologies to respond to both its employees' and clients' needs effectively.

## Recruit Training Command

65 | 66 | 68

### National Security

**Winning Site: Great Lakes, IL, 1,200 Employees**

**[www.bootcamp.navy.mil](http://www.bootcamp.navy.mil)**

This Navy Command is proud of the opportunities for flexibility offered to its members. Employees are allowed to attend professional or personal educational opportunities during work hours. Professional development is important; leadership classes are mandatory for all personnel throughout their employment. **Financial incentives are also available to employees: they are offered bonuses for certain fields and receive 100% tuition assistance.** The Advanced Electronic Classrooms (AEC) allow for only one facilitator to be present during training, making it possible for other personnel to attend to other matters.

## Red Sky Public Relations

57 | 73 | 70

### Public Relations

**Winning Site: Boise, ID, 13 Employees**

**[www.redskypr.com](http://www.redskypr.com)**

As a small business launched in the heat of the recession, Red Sky Public Relations made a commitment to its values, which include lifestyle and flexibility. Following employee input, Red Sky has created new office space and implemented more flexible work options. Currently, it is adding initiatives to its flexible working arrangements, such as a **Flex Day policy to allow for creative out of the office days.** Red Sky formally assesses employee strengths to best match employee talents with positions that would dynamically support their natural abilities and help identify coping mechanisms when faced with challenges. Every employee has an annual \$1500 professional development/wellness budget to use for skills and job training or wellness programs.

## Residence Inn by Marriott

83 | 73 | 78

### Hotel

**Winning Site: Melbourne, FL, 32 Employees**

**<http://www.marriott.com/hotels/travel/mlbap-residence-inn-melbourne/>**

As a company used to serving guests, senior leaders at Residence Inn realize the importance of taking care of its own employees through workplace flexibility. As a part of Marriott International, flexible scheduling arrangements are available through job sharing, telecommuting, reduced workweeks, compressed workweeks, 9/80 schedules, flex time or part-time schedules. Company cellphones, smartphones and laptops allow associates the option to work from home and take care of personal needs. Residence Inn also invests in internship programs to attract younger talent and flexible arrangements

for more seasoned talent. **Residence Inn offers access to myARL, my Assistance and Resources for Life services, a free confidential program offering consultation and referral services on a variety of work-life issues and challenges to include resources and help for military families.**

## Rho, Inc.

76 | 73 | 76

### Clinical Research Organization

**Winning Site: Chapel Hill, NC, 350 Employees**

**[www.rhoworld.com](http://www.rhoworld.com)**

As an eight-time winner of Carolina Parenting's Family-Friendly 50 awards, this contract research organization understands the importance of work-life fit. Along with a comprehensive benefits package, Rho, Inc.'s flexible scheduling packages include flex time and telecommuting through remote access technology. It offers professional development opportunities through seminars, conferences and professional organization memberships, as well as tuition reimbursement for advanced studies in related fields. To recognize its employees for exemplary service and for representing the company as a whole, it offers Presidential and Chairman's Awards. Rho, Inc. further invests in the health and wellness of its employees by absorbing the increases to health insurance premiums and providing onsite flu shots. **After nine years, employee benefits are fully paid.** As an additional benefit, discounts are available for Dell computers, Microsoft software and Verizon Wireless accounts.

## Rhode Island Housing\*\*\*\*\*

78 | 69 | 73

### Government Agency

**Winning Site: Providence, RI, 180 Employees**

**[www.rhodeislandhousing.org](http://www.rhodeislandhousing.org)**

During the past 30 years, Rhode Island Housing has invested \$3.2 billion in the purchase, construction or renovation of homes for people with low and moderate incomes. Stressful under any circumstances, the work has become particularly trying in the current economy and the agency says it emphasizes workplace features that offset tension and promote well-being. All employees have three floating holidays they can use at their discretion, without tapping their vacation or sick time. **Mothers giving birth or adopting get three months off at 60% of their regular pay and when they return they can work part time for three months without losing any benefits. Fathers also receive parental leave, up to 13 weeks off, four of which are paid at 60% of the regular compensation plus intact benefits.** Problems with child care? Parents can bring their children to the office. Technology gives staff latitude as to where they work; the agency recently upgraded its laptop computers with integrated broadband and VPN security, providing secure access to the Internet from anywhere. BlackBerry devices and cellphones also give staff greater mobility. Hours, too, can be adjusted. Consider the agency's customer service department, which previously worked from 8:30 a.m. to 5:00 p.m., the hours when clients called. Now members of the customer



service team alternate their schedules to gain more flexibility. Rhode Island Housing reports that these initiatives have increased productivity, employee engagement and staff retention.

## Ride Connection

61 | 78 | 73

### Nonprofit Transportation Services

**Winning Site: Portland, OR, 44 Employees**

**[www.rideconnection.org](http://www.rideconnection.org)**

Ride Connection is committed to providing independence for its clients through accessible transportation. Through the use of technology and workplace flexibility, it extends independence to its employees due to the mobility of their jobs. Remote desktop and smartphone technology provide accessibility to company files, programs, schedules and email via Internet. This allows for greater productivity and communication, whether the employee is at the office, at home or in transit. Ride Connection builds on this provision by working with employees individually to find ways to meet their needs through floater holidays, flexible and condensed workweeks and its first teleworking program. **In addition, it is an Equal Employment Opportunity employer with the City of Portland and strives to make job opportunities available to the primary client it serves (older adults and persons with disabilities) through the State of Oregon's imatch program and numerous social service and nonprofit list services.**

## Rio Salado College

65 | 68 | 69

### Education and Higher Learning

**Winning Site: Tempe, AZ, 486 Employees**

**[www.riosalado.edu](http://www.riosalado.edu)**

This multi college/district university offers flexibility by its provisions for the diversity of people it employs. Special assignments and work accommodations keep older employees active while flexible work hours and special equipment help disabled employees work effectively from campus or from home. **Employee Assistance Programs and job security are offered to returning servicemen and women and salaries are maintained for military families even if employees are called upon for active duty.** Remote desktop access to work files help employees do work from home while all employees are encouraged to further their education (tuition waivers are available) and professional development.

## River Network

68 | 69 | 70

### Environmental Organization

**Winning Site: Portland, OR, 11 Employees**

**[www.rivernetwork.org](http://www.rivernetwork.org)**

River Network's commitment to the communities that protect Oregon's rivers is rivaled only by its commitment to the families of its employees. Web conferencing technology is heavily used for biweekly staff meetings and

client meetings while remote access allows employees to connect to their office computers from home machines. **While this flexibility also calls for more communication among employees, many employees find that this added layer of responsibility is preferable, as it allows them to spend more time with their children or personal projects.** This flexibility also supports employees who have academic or other employment situations.

Robert W. Baird & Co.\*\*\*\*

78 | 69 | 74

## Financial Services

**Winning Site: Milwaukee, WI, 1,070 Employees**

**[www.rwbaird.com](http://www.rwbaird.com)**

Throughout the market downturn, flexibility has remained essential to Baird's success. In early 2009, employees were provided schedule flexibility for unpaid time off, which helped the firm reduce costs and avoid layoffs. To support this initiative, Baird maintained its employees' benefit status, even if their working hours dipped below the required number to maintain full- or part-time benefits. As times have gotten better, Baird continues to support its associates through flexible schedules that not only help employees sustain their families, but help them flourish as well as enrich their own interests. **Schedules are responsive to family activities such as coaching a child's sports team or serving as a Boy Scout/Girl Scout leader, teaching at area universities or technical colleges or taking part in other community activities.** A "Summer Hours" program also allows associates to arrange earlier departures or afternoons off and a modified version of the program is utilized for the remaining months of the year.

Rochester Area Chamber of Commerce

69 | 71 | 72

## Business Membership Association

**Winning Site: Rochester, MN, 11 Employees**

**[www.rochestermnchamber.com](http://www.rochestermnchamber.com)**

Rochester Area Chamber of Commerce finds it "important to 'walk the talk' of flexibility in the workplace." The Chamber has increased the ability of employees to work from home, and enables employees to choose starting and quitting times from a window of hours, as well as to take time during the day to attend to personal needs or even go to the gym. RACC offers access to various community education programs, vocational/technical institutes and college and masters programs. A recently instituted internship program gives interns a small stipend and the chance to gain work experience while helping to further the goals of RACC, providing staff with needed assistance at a minimal cost and strengthening the relationship with local higher education providers. There is also a focus on teamwork and shared problem solving; **weekly staff meetings are held so that employees can work as a team to address issues, budgets and other concerns facing the organization.** According to one employee, RACC has found that "open communication, creativity, teamwork, workplace and schedule flexibility all help to generate a positive attitude and a member-focused environment."

## Educational Institution

**Winning Site: Rochester, MN, 499 Employees**

**[www.rctc.edu](http://www.rctc.edu)**

The understanding that employees need different types of flexibility at various points in their lives informs Rochester Community and Technical College's workplace flexibility policies and culture. As a state agency, the college offers employees many flexible options, including leaves of absence, a rich and affordable benefits package and flex time and place options. By increasing the number of online classes offered to students, the college was able to grant professors increased flexibility; the initiative was driven by both student and faculty need and has been highly successful for all. To its employees, the college offers retirement planning, job-specific professional development, resume writing assistance, professionally lead sessions at staff development days and college tuition waivers for employees and dependents. RCTC makes an effort to hire its own graduates and place them in mentoring programs. The college has also hired retired high school teachers as adjunct professors, rehired employees to return to part-time temporary employment to cover for other employees and has offered phased retirement to older employees.

**They have found that phased retirement helps foster transfer of knowledge and has resulted in older employees essentially becoming mentors to upcoming employees.** RCTC was the first college within the MN State Colleges and Universities System to be awarded by the governor the Beyond the Yellow Ribbon Employer Designation—a comprehensive program that creates awareness for the purpose of connecting Military Service members and their families with community support, training services and resources.

## Library

**Winning Site: Rochester, MN, 133 Employees**

**[www.rochesterpubliclibrary.org](http://www.rochesterpubliclibrary.org)**

"Workplace flexibility has made us more nimble as an organization," says an employee of the busiest library building in the state of Minnesota. In order to improve its flexibility policies and culture, the library looked to other noteworthy organizations when creating new flexibility policies. Employees are encouraged to grow in their positions, to take advantage of ongoing education and "to be problem solvers for both the customer and for their work-life fit." Supervisors provide tools for success and work with employees to create a work environment that works for them. **A "cliff jumper" award is awarded to a staff member who took a risk—a testament to how much the library values employees who are willing to try new things.** Employees are encouraged to participate in professional workshops and conferences and have access to tuition reimbursement for authorized employees. For older workers, phased retirement is available, as is the option to switch to a flexible, part-time schedule; for younger workers, a mentoring program and specific jobs targeted at teens are available. Over a four-month period, a group of

staff members took the initiative to put together a wellness committee that has provided healthy eating workshops, carried out a staff survey regarding vending machines, and set up a wellness page on the staff Intranet. This innovative organizational culture has led to a decrease in the turnover rate to less than 4%—and people far and wide are taking notice! The library has seen applications come in from all over the country for recent job openings.

## Rose City Mortgage

84 | 89 | 88

### Mortgage Broker

Winning Site: Portland, OR, 14 Employees

[www.rosecitymtg.com](http://www.rosecitymtg.com)

As the nation's first Socially Responsible Mortgage Broker, Rose City Mortgage works to reflect that commitment inwards toward its employees. Its belief that an employee works best when he or she is in charge of his or her own work life is what lies at the foundation of the company's flexibility and positive corporate culture. **Employees operate on an honor code, allowing for unlimited time off and telecommuting when desired (kids and pets are allowed in the office too).** Rose City Mortgage also encourages healthy living via fitness and nutrition initiatives, as well as onsite bike parking, showers and even meditation and acupuncture treatments. Morale is kept high through employee of the month recognition and company events. While the company has received many accolades including Better Business Bureau's Small Business of the Year, #1 Small Company to Work for in Oregon and Top Ten Green Companies to Work for in Oregon—the success is clear in its employee retention statistics: in a field known for high employee turnover, Rose City Mortgage has yet to experience turnover in the past three years.

## Ryan LLC

### Tax Services

750 Employees in the U.S.

[www.ryan.com](http://www.ryan.com)

Voluntary turnover went from 18.5% to 8.5% after this company—which had previously been very conservative regarding employee schedules—became entirely indifferent as to where or when its employees worked. Studied for two years before implementation, **myRyan asks everyone to work with his or her manager in establishing specific, measurable goals. The hours and locations during and in which they choose to meet those goals is a matter of each employee's choice;** even the company's five Dallas-based receptionists authored their own scheduling plan, which allows each of them to have one half-day off each week. Employees are described as more than willing to take on significant responsibility in exchange for what they see as an incredible amount of freedom. No doubt they also like the fact that their average compensation is higher than the industry standard, largely due to incentive compensation tied to the business goals they attain. Technology supports staff in reaching their objectives; everyone has a laptop, access to phone conference bridges, WebEx meeting tools and voice mail. Added use

of social media outlets (Facebook, Twitter, YouTube) ensures employees are completely connected. The company's IT staff conducts information sessions and communicates constantly to ensure employees know how to use these tools; there are also phone and email hotlines that provide staff with 24-hour support. To be sure, the company demonstrates human sensitivity as well as technical know-how. It dramatically increased its paid leave benefits for maternity, adoption, family illness and bereavement when it introduced myRyan, basically giving employees almost unlimited boundaries as long as they reach the goals they've set with their managers. The company's wellness initiative also enjoys strong participation and was upgraded this year to include voluntary biometric screenings, health fairs and financial incentives tied to insurance premium reductions for those who reduce and maintain key indicators. In addition, an outreach program responds to employees' interests, bringing money and hands-on help to numerous organizations that benefit the community. In its third year since inception, myRyan has not only become an invaluable tool within the organization, it is serving as a benchmark for other companies winning the Sloan Award in 14 of its offices in 2011, the "Best Places to Work" title in several of its offices in 2011 and the World at Work "Work-Life Innovative Excellence Award" in 2011.

<b>Winning Site: Atlanta, GA, 39 Employees***</b>	<b>83</b>	<b>81</b>	<b>82</b>
<b>Winning Site: Austin, TX, 64 Employees***</b>	<b>84</b>	<b>74</b>	<b>79</b>
<b>Winning Site: Boston, MA, 22 Employees**</b>	<b>84</b>	<b>83</b>	<b>84</b>
<b>Winning Site: Chicago and Downer's Grove, IL, 35 Employees***</b>	<b>83</b>	<b>80</b>	<b>82</b>
<b>Winning Site: Cleveland, OH, 16 Employees***</b>	<b>84</b>	<b>83</b>	<b>84</b>
<b>Winning Site: Dallas, TX, 272 Employees***</b>	<b>84</b>	<b>76</b>	<b>80</b>
<b>Winning Site: Denver, CO, 10 Employees</b>	<b>83</b>	<b>81</b>	<b>84</b>
<b>Winning Site: Detroit, MI, 23 Employees***</b>	<b>83</b>	<b>69</b>	<b>75</b>
<b>Winning Site: Houston, TX, 96 Employees***</b>	<b>83</b>	<b>74</b>	<b>79</b>
<b>Winning Site: Kansas City, KS, 10 Employees***</b>	<b>83</b>	<b>79</b>	<b>82</b>
<b>Winning Site: Los Angeles, CA, 36 Employees***</b>	<b>83</b>	<b>76</b>	<b>80</b>
<b>Winning Site: Phoenix, AZ, 29 Employees**</b>	<b>82</b>	<b>81</b>	<b>83</b>
<b>Winning Site: Pittsburgh, PA, 16 Employees***</b>	<b>84</b>	<b>77</b>	<b>81</b>
<b>Winning Site: Washington, DC, 10 Employees**</b>	<b>83</b>	<b>87</b>	<b>87</b>

<b>Sanchez Daniels &amp; Hoffman LLP</b>	<b>63</b>	<b>68</b>	<b>68</b>
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#### **Law Firm**

**Winning Site: Chicago, IL, 40 Employees**  
[www.sanchezdh.com](http://www.sanchezdh.com)

**This law firm provides its non-attorney employees flexibility options that enable them to spend more time at home.** They offer flexible hours for employees who live in the far outlying suburbs so they can leave work earlier

also and be home with their families, as well as a summer hours program, through which each employee has the opportunity to make up 3.5 hours during a two-week period in exchange for a “half Friday” every two weeks. This popular program has led to a notable increase in employee morale. The firm works to accommodate the needs of its older and disabled employees by hiring employees who offer auxiliary support so that the older and disabled employees can complete their responsibilities. They also provide generous time off for therapy and medical appointments. Employees consider themselves to be a team; for example, pitching in when help is needed to cover for secretaries who have scheduled time off. The firm is proud of its diverse staff and extremely low turnover rate—in fact, some employees who started with the firm over 24 years ago are still part of the company. This positive and supportive environment helped Sanchez Daniels & Hoffman earn the 2008 Sloan Award, as well as the 2002 Chicago United “Changing How Chicago Works” award.

## Scottsdale Healthcare\*\*

74 | 67 | 71

### Hospital and Healthcare Services

**Winning Site:** Scottsdale, AZ, 6,300 Employees

**www.shc.org**

Because of the national shortage of health care employees, Scottsdale Healthcare is intent on holding onto its older staff and their intellectual capital. “We cannot replace them; we need to hang on to them,” says Carol Henderson, Vice President of Human Resources. **As long as employees work at least 16 hours a week, they qualify for seasonal leave and can take as much as six months off annually without loss of benefits.** Not only is this a great initiative for older staff, it is also helpful for employees pursuing advanced studies or parents of young children. Scottsdale Healthcare strives to meet the needs of each of its employees whether it is through continuing improvements in technology to enhance job mobility/performance, employee recognition programs that reward innovation and excellence, onsite services such as free, walk-in clinics and child care centers or extensive counseling and assistance programs that address everything from debt management to adoption.

## Sebaly Shillito + Dyer\*\*

62 | 72 | 71

### Law Firm

**Winning Site:** Dayton, OH, 60 Employees

**www.ssdlaw.com**

“It’s a family,” says a company representative about the employees of Sebaly Shillito + Dyer. **Employees are responsible for getting work done and taking time off as needed without abusing flexibility privileges, and the firm works to counteract the stressful nature of the legal profession by keeping the atmosphere light, without a lot of rules and allowing for employees to take breaks when needed.** The firm works to provide flexibility for lawyers and staff to ensure that employees can devote time and attention to their personal lives. For example, lawyers and staff working long hours during a trial can

take time off at the conclusion of the trial. They also make use of technology to provide flexibility via smartphones, VPN capability, e-mail access from home, and all the latest legal applications for virtual document management. Sebaly, Shillito + Dyer also fosters their sense of family through potlucks, fund raising for community causes, and summer picnics. The firm has virtually no absenteeism, low turnover, high productivity, and has won numerous awards and been rated favorably by its employees.

## Service Express, Inc. (SEI)

### On-Site Hardware Maintenance

167 Employees in the U.S.

[www.seiservice.com](http://www.seiservice.com)

Engineers at Service Express are described as “a new person since working at SEI... in a good way!” by their husbands and wives. **Employees use their own perspective and creativity to come up with flexible options, rather than using a top down approach.** Technology is a major component of this flexibility. The SEI Intranet and Employee Dashboards allow real time access from any location, including home and customer sites. Technical libraries have been created so engineers don’t have to rely on large, cumbersome and dated materials for reference and laptops and Droids add more flexibility to interacting with others and completing work tasks. Employees also receive extensive internal technical training for specific IT platforms and are offered additional skill training, increasing their ability to contribute in more areas, thus increasing their ability to earn more. Says one employee, “Enhancing skills helps employees to help themselves.” Employees are also encouraged to help themselves through Vision Talks, a program in which employees set personal, financial and professional goals through conversations with managers and other members of senior-level management. Managers are trained on how to have “Vision Talks,” the employee-manager conversations about goals and the goals that come out of these conversations are then shared with any member of the organization that might help the employee achieve them. This goal-oriented approach to work and learning has made employees at Service Express more engaged and motivated in their day-to-day responsibilities. The numbers say it all—in the last seven years, absenteeism has averaged less than 1% and turnover has remained at under 10%. At the same time, company growth has averaged 20% annually—while increasing profit margins. The customer retention rate has been 98% over the past eight years and customer referrals have increased 22%. Service Express has been named one of the “101 Best and Brightest Companies to Work For” in Metropolitan Detroit, West Michigan and Chicago for the past eight years consecutively and was also a winner of the 2009 and 2010 Sloan Award.

Winning Site: Chicago, IL, 16 Employees	62 72 70
Winning Site: Grand Rapids, MI, 83 Employees***	63 70 68
Winning Site: Indianapolis, IN, 10 Employees	63 74 72
Winning Site: Ohio, 19 Employees	63 81 76

## Nonprofit Education Services

**Winning Site: Durham, NC, 17 Employees**

**[www.shodor.org](http://www.shodor.org)**

More than half the employees at Shodor began as students of the organization and many say they chose jobs at Shodor instead of with higher-paying employers because they knew they would have more flexibility and gain more responsibility sooner. Established in 1994, Shodor produces computational science education tools that are so widely used—both nationally and internationally—that a Google search for nearly any term in math or science will return Shodor resources at or near the top of the list. Happy employees drive this success, according to the organization, whose founders disdained the drudgery and bureaucracy they found in the universities where they had previously worked. Shodor’s leaders like to say, “Just because you are in the office doesn’t mean you are working; just because you are working doesn’t mean you have to be in the office.” **They have found that the biggest boon that technology brings them is to minimize travel away from home, so that most nights most employees go home to their families, not to a hotel room on the road. Using video TelePresence, they have cut travel away from home almost in half.** In the current economic situation, some positions are not being filled as younger employees choose to enroll in graduate school or take higher paying positions. Yet, as a mentoring environment, Shodor works with 20-30 high school and college interns, helping them to be responsible workers in an age of technology. In addition, other employees are using their flex time to add freelance consulting without affecting their employment at Shodor.

## Shumsky Enterprises, Inc.

### Promotional Products

**Winning Site: Dayton, OH, 52 Employees**

**[www.shumsky.com](http://www.shumsky.com)**

As a promotional agency, Shumsky Enterprises uses its expertise to provide direct marketing, recognition programs and event management practices to its clients. This year, it decided to invest in its employees by revamping its technology, workplace and fitness practices. To begin building a more flexible environment, Shumsky Enterprises invested in smartphones, laptops (including production grade Macbook laptops and software for designers), a VPN network for mobile access to work files, employee-specific “go to meeting” accounts so employees have the ability to create and run a web presentation and Skype technology. This has allowed employees to enjoy work with less interruptions, more opportunity to work from home and increased flexibility to deal with personal and family-related issues. Immediate increase in morale and profits show that this investment alone has merit. In addition, **Shumsky Enterprises’ wellness initiatives include a point system that allows employees to accrue points for healthy choices such as getting blood drawn, flu shots and joining gyms/health clubs. These points can be redeemed for health-related products such as smoothie makers, pedometers and exercise equipment.**



## Skylla Engineering Ltd.

76 | 69 | 73

### Engineering Consultants

**Winning Site:** Houston, TX, 17 Employees

[www.skyllaeng.com](http://www.skyllaeng.com)

This engineering technology solutions firm holds a very grounded approach to its workplace practices, which has led to a less than 1% annual turnover rate. Skylla Engineering doesn't look at itself as an innovator more than it sees itself as simply taking care of its employees through the use of flexibility initiatives. Technology allows employees to work from home as well as abroad and the needs of each employee are treated on a case-by-case basis. **Skylla Engineering even has an "advance pay" policy to help employees in emergency situations.** One executive (and retired Marine) states, "We operate in a dynamic and changing workplace; flexibility is the only thing that will ensure we keep pace with the needs of the individual. The Marine motto is Semper Fidelis (always faithful) our motto is Semper Gumby (always flexible)."

## Social Dynamics, LLC

74 | 87 | 82

### Social Research

**Winning Site:** Gaithersburg, MD, 12 Employees

[www.socialdynamicsllc.com](http://www.socialdynamicsllc.com)

Low turnover and high employee morale are some of the benefits of being a company that not only uses good workplace flexibility practices, but conducts research on workplace flexibility for the U.S. Department of Labor in Washington, DC. The company also provides innovative research and strategies for policies that would affect broad audiences. Within the company, employees utilize laptops and the Internet to access work files and enable work from home or on the road. **Professional development opportunities are well supported and Social Dynamics works to respond to employees' needs.** Recently the company started an initiative focused on corporate wellness and employee health. Company fitness outings and events promote fitness and company spirit. Social Dynamics also offers finance meetings and Employee Assistance Program.

## Software Technology Group

66 | 79 | 76

### Custom Software Applications

**Winning Site:** Salt Lake City, UT, 133 Employees

[www.stgutah.com](http://www.stgutah.com)

"As a 14 year company, STG has a solid track record for working with employees and maintaining a positive culture during both periods of economic growth, as well as recession downturns," says a representative of the organization. In the face of the recession, STG chose not to reduce the workforce, but instead "maintained and invested in" employees. This choice emphasized the company's commitment to its employees. This commitment helps employees with professional development, the ability to work from home and management of work and personal life. Employees are offered overtime or paid time off for all overtime work with the option of selling the paid time off

back to the organization, allowing them to prioritize compensation over time off if they so choose. **Flexibility arrangements are examined on a case-by-case basis and agreed upon in collaboration with all key stakeholders so that an arrangement is agreed upon that works for all those affected.** Employees are offered laptops, high-speed Internet access and remote access to work computers. “STG also provides routine technology assessments with the appropriate Technical Practice Manager; the purpose is to review new experience, discuss skills, keep individuals abreast of changes in demand and focus on each individual’s career path.” STG also offers an employee training program for software engineers. Employees prepare Lunch and Learn sessions and are compensated for the time they spend developing these events. STG is particularly proud of its high retention rates. Fifty-five percent of staff members have worked at the organization for two or more years and in the past year, the company “celebrated eight ten-year anniversaries and 14 five-to nine-year anniversaries.” The company sees this as a testament to how much employees enjoy working at STG.

Solix Inc.\*\*\*\*\*

85 | 72 | 78

### Funding Program Administrator

**Winning Site: Parsippany, NJ, 365 Employees**

**www.solixinc.com**

How’s this for succeeding on all fronts? In the last few years, Solix has managed to expand its business, increase employee satisfaction and productivity and make a real difference in its community; all while being named to the Best Places to Work in NJ list (2010) in *NJBiz* magazine and AARP’s List of Best Places for Workers over 50 (2009). President and CEO, John Parry, believes that “Complacency destroys good companies. We can never stop trying to be better!” Whether in the office or in their community, Solix employees are encouraged and supported to do the best they can in every part of their lives. **The company’s COO personally discusses the career aspirations of employees as part of a voluntary career development program to help match employees with available career development opportunities and mentors.** Supporting each employee’s future also means providing the opportunity to do the best work they can in the present. Expanding the range of possible workday hours to 6:30 a.m. - 10:00 p.m., in conjunction with remote work technology, BlackBerry devices and loaner notebooks, employees are allowed to care for their families without having to take time away from the office. Solix also has been able to retain retiring talent by offering them part-time and consulting positions. This strategy has allowed them to recruit older workers who are leaving or retiring from other companies. The result is a plummeting turnover rate, which has quartered over the last five years. Of course, not everyone has been able to weather the current economic downturn, and for that reason **Solix has initiated the “Acts of Kindness” campaign, which challenges employees to perform acts of kindness in their community. Teams of employees have used their available volunteer days to work for community service projects including Habitat for Humanity and the Mt. Pleasant Animal Shelter.**

**Educational and Administrative Support Services Provider**  
**Winning Site: Rochester, MN, 14 Employees**  
**[www.ssc.coop](http://www.ssc.coop)**

During the recession, this member-owned public nonprofit that provides administrative and instructional support to schools and governmental agencies has used flexibility as a response to the economy. Employees create schedules that work for them and the organization helps to provide the technology necessary to support working offsite. According to one staff member, “technology has assisted with making our employees effective and efficient no matter where they might be working from.” The organization has learned that allowing employees to work four-day workweeks makes sense financially and has lowered absenteeism. Turnover and insurance claims have also decreased dramatically as a result of the policies in place at the organization. The option to create flexible work schedules has also been attractive to older employees. Employees have access to tuition reimbursement and job-related training. Southeast Service Cooperative offers many wellness activities targeted at all age groups, including efforts to promote healthy eating and sleeping habits. Employees participate in monthly staff lunches where ingredients are provided and staff members come together to create and eat healthy lunches as a group. **Southeast Service Cooperative has become an example of good workplace flexibility and wellness policies for neighboring member school districts and city and county governments. To encourage these entities to emulate SSC’s policies, the organization offers small grants to those who are trying to implement flexibility and wellness into their workplaces.** According to a representative of SSC, “we have a culture of caring and compassion and recognize that life outside the office has a huge impact on performance and satisfaction in the office.”

**Healing Arts Education**  
**Winning Site: Tempe, AZ, 85 Employees**  
**[www.swiha.edu](http://www.swiha.edu)**

Southwest Institute of Healing Arts is a fully accredited college and community-healing center committed to supporting its employees as much as they support others. For example, educational opportunities for personal or professional growth are available to employees at full or partial scholarships. **New mothers can bring their infants to work for the first three months after their return back to work and if child care becomes an issue during school breaks, older children can be brought to work as well.** Employees have opportunities for life coaching, massage and financial counseling services and SWIHA just recently started a new benefits package to provide better health benefits for its full-time employees. Even in the present economic climate, SWIHA’s commitment to its staff has resulted in higher productivity, higher enrollment by new students and potential expansion of its campus and online education.

**Physical Therapy**
**Winning Site: Winona, MN, 16 Employees**
**[www.sportnspine.com](http://www.sportnspine.com)**

This Minnesota company operates on the principle that happy, healthy employees are productive employees and goes to great lengths to help employees operate at their “personal maximum potential.” **The company encourages employees to maintain their own physical fitness by enabling them to take time off during the day to take part in exercise classes and covering the cost of entry into 5K races when co-workers join as a team.** Sport & Spine Physical Therapy knows that this investment into employee wellness is important for its employees and their clients, especially because of the health and wellness nature of their work. The company also makes an effort to invest in future physical therapists by hiring local college students who are studying to be physical therapists. By teaching these student-employees tips and tools of the trade, the company is helping to create the next generation of therapists, who will hopefully come back and join the staff once they have gained licensure. New billing and online systems will permit employees to complete many administrative tasks from home, allowing them more control over their own schedules. In 2010, Sport & Spine Physical Therapy was nominated for the Winona Area Chamber of Commerce Small Business Award, the Red Carpet Award and the Outstanding Achievement in Workforce Development Award—a true testament what a great place it is to work!

**Law Firm**
**Winning Site: Portland, OR, 400 Employees**
**[www.stoel.com](http://www.stoel.com)**

The success of Stoel Rives LLP lies in the supportive community and flexible work environment it has built within its organization. **Stoel Rives offers reduced schedules, sabbaticals and a parenting group for lawyers who are or will be parents of young children.** It is constantly updating its technology to allow its attorneys access to files from any location at any time and provides an IT department staffed seven days a week. In addition to technology support, a network of cross trained practice assistants provides seamless support to both the lawyers and one another. Practice assistants are given the flexibility to rotate among teams, work part time or job share. Given the necessity for lawyers to work non-traditional hours, practice assistants also have the ability to choose these hours to better negotiate their child care and personal schedules. Above and Beyond Awards are given at any time for exemplary performance and cash prizes are available for recipients on a quarterly basis.

## Strothman & Company\*\*\*

74 | 62 | 69

**Certified Public Accountants and Advisors**  
**Winning Site: Louisville, KY, 53 Employees**  
**www.strothman.com**

When it needs to add staff, this accounting firm has its pick of top candidates—Strothman & Company is an employer of choice among executive search firms. It has great success retaining its staff, too. Strothman & Company works diligently to help employees find the right fit between their professional and personal lives and understands the need for career flexibility at different life stages. The company engages technology so employees can work from any location, whether it's a client's office or perhaps their own living room. They can choose their hours, even during the crunch of tax season, working 7 a.m. to 4 p.m., 7:30 a.m. to 4:30 p.m., 8 a.m. to 5 p.m., 8:30 a.m. to 5:30 p.m. or 9 a.m. to 6 p.m. and college interns from surrounding schools are utilized during the busy season, giving them a chance to start learning the business while providing support to the CPAs. Recently, Strothman & Company started employee incentive and recognition programs that include gift certificates for excellent service and extra paid time off for hitting company goals. A winner in Business First's 2007 Fast53Awards honoring the 50 fastest-growing privately-held companies in the Greater Louisville area and recognized again in 2008 for its continued growth, **this Louisville firm also offers a fixed 40-hour workweek for employees working toward an MBA or CPA.**

## Sturgill, Turner, Barker & Moloney, PLLC\*\*\*

67 | 73 | 72

**Law Firm**  
**Winning Site: Lexington, KY, 55 Employees**  
**www.sturgillturner.com**

This law firm initiated a compressed workweek program about three years ago, which continues to support staff members' work-life needs as it allows them to have more family time, schedule doctor's appointments and take care of personal errands. The firm also benefits as there are less absences due to these tasks. **Paralegals were originally not able to participate in this flexible work option so this year the firm instituted a flex work arrangement from home on the same day every other week.** STBM is one of the first law firms in the state to institute this kind of a program. The firm is also committed to building the infrastructure and technology needed to support flexibility. Its remote work capabilities enable employees to work from home to care for sick children, meet repair people, make up hours missed from work or just enjoy working in a quiet space away from the office. Job sharing and part-time employment have helped the firm retain and hire experienced older workers. Those who are reducing hours to ease into retirement are asked to spend more time mentoring and fostering younger employees.

## SunGard Public Sector

78	68	73
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### Technology Consulting

**Winning Site:** Lake Mary, FL, 400 Employees

**www.sungardps.com**

SunGard Public Sector is accustomed to providing software solutions and consulting services, as well as providing customized responses to any number of employee work-life situations with technology. **VPN (to access company files), Soft Phones (allowing login to company phones), webcams (for meetings), online trainings (to help managers better manage remote teams) and a desktop sharing option (that allows collaboration between two parties regardless of location) are just a few of the technologies that allow employees to work remotely.** But SunGard's commitment to "managing the whole person" is reflected in numerous testimonials showing how it listens to the particular needs of each employee's situation and responds through flexible scheduling arrangements and/or the provision of the most effective technology to allow everyone from management to support the ability to keep working while responding to the various needs of their family and loved ones.

## Swift Collective

72	72	74
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### Advertising, Marketing and Communications

**Winning Site:** Portland, OR, 10 Employees

**www.swiftcollective.com**

Started by two mothers with young children, Swift Collective built its business around its families. It wanted to extend these same principles to its employees. But, as a digital website design and marketing agency, quick, effective communication and collaboration was also important. So, the founders turned to technology to help address its business needs while providing its employees the ability to respond quickly to child care issues or work from home. This workplace flexibility has become the foundation of the company, resulting in low turnover and high marks from its employees. In addition, given its focus on technology and design, Swift Collective develops younger employees by means of internship programs. **Interns are recruited from local universities such as Portland State University, University of Oregon, Pacific Northwest College of Art and the Art Institute.**

## Synergis

71	66	70
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### Software Development

**Winning Site:** Alpharetta, GA, 22 Employees

**www.synergis.com**

As a woman-owned IT staffing/consulting company, Synergis' business is about solving problems and creating workforce solutions using technology. With that same intention, Synergis turns its expertise inward to provide flexible solutions for its own employees. The highest most up-to-date equipment is made available to its employees so that they have the ability to work remotely from home. Flexible schedules and allowances for family/military emergencies are reviewed on an individual basis to help employees manage

their work-life responsibilities and **sabbaticals are provided for employees who have been with the company five or more years.** In 2010, Synergis was the winner of *Atlanta Business Chronicle's* “Best Place to work in Atlanta” (small company division).

## Technology Transfer Services

72 | 74 | 75

### Technology, Manufacturing and Services

**Winning Site: Tampa, FL, 144 Employees**

**[www.techtransfer.com](http://www.techtransfer.com)**

As the recession has caused employees to struggle with rising gas and food prices, as well as one of the highest unemployment rates in the country, Technology Transfer Services responded by increasing the amount of flexibility it provides regarding schedules and workforce management options. It has also expanded its benefit offerings to include lower cost insurance and flexible spending accounts. **As a minority and veteran owned business, it works closely with local military offices to recruit retirees and offer a comprehensive benefits package and Employee Assistance Programs for returning veterans.** It also works to recruit new graduates from local schools and colleges for its learning technology division. All employees are offered advances, no interest loans and financial advice/planning.

## Technomics, Inc.\*\*

71 | 79 | 77

### Professional Services and Consulting

**Winning Site: Arlington, VA, 55 Employees**

**[www.technomics.net](http://www.technomics.net)**

Technomics provides professional consulting services to government clients (primarily Department of Defense) as well as to some private sector companies. Because the industry is very specialized, recruiting is difficult; qualified candidates are few and far between. What to do? **Technomics points to its “Growing the Workforce Remotely” project that broadens the applicant pool by leveraging technology to allow for remote workers.** The project has been so successful—with employees in New York, Utah and southern Virginia all reporting to the Arlington headquarters—that the company plans to expand its recruiting efforts to other states as well. Technology and remote work capabilities are also important for business continuity. For example, in early 2010, the Washington, D.C. metro area experienced a record snowstorm that in many ways ground the city to a halt. Not so at Technomics. All 40 employees were able to work from home via VPN. The business experienced no downtime and employees didn’t have to use leave hours or risk the dangerous conditions to make it into work. Technomics also maintains open communication with its employees and recently created ten different working groups actively involved in various aspects of improving the organization. The ideas and actions generated from these groups help Technomics stay at the top of the game.

## The Tellennium Group\*\*

67 | 68 | 70

### Telecommunications Management Company

**Winning Site:** Mt. Washington, KY, 14 Employees

[www.tellennium.com](http://www.tellennium.com)

This Kentucky organization has posted double-digit growth every year since its inception in 1999, earning a place in 2009 in *Inc. Magazine's* ranking of the fastest growing companies in the U.S. for the fourth straight year. The company operates on the principle that technology makes employees as efficient and effective at home as they are in the office and makes all email, voicemail, fax and corporate instant messaging available for employees wherever they are. Employees can even work at home with the same telephone extension they use in the office, using VoIP networking capabilities. The firm says it makes "every conscious effort" to respond to people's scheduling needs; that might mean letting people work around a school schedule, providing unscheduled personal time off (to be made up when it's convenient) or working from home either on a temporary or permanent basis. What matters, the company says, is employee performance and it enjoys high morale and very little turnover as a consequence. **Staff can see how well the company is performing, too; quarterly meetings include discussion of financial conditions, opportunities and accomplishments, with open feedback welcome from all.**

## Thompson Ostler & Olsen

64 | 80 | 75

### Legal Services

**Winning Site:** Salt Lake City, UT, 10 Employees

[www.franchisebusinesslawgroup.com](http://www.franchisebusinesslawgroup.com)

This small Salt Lake City law firm specializes in franchise and business law and works to promote a family atmosphere. Its flexibility is built around each employee's ability to help one another and fill in where necessary. **One example of its workplace flexibility is that the firm likes to encourage younger employees to work toward getting their college degree. Thompson Ostler & Olsen works with the employee to figure out a schedule that not only allows the person to work effectively, but also to continue their studies and obtain their degree.** In order to support this flexibility, the firm works to redistribute tasks in order to help these employees reach their personal and professional goals.

## TitleOne Corporation

75 | 75 | 77

### Title and Escrow Firm

**Winning Site:** Boise, ID, 87 Employees

[www.titleonecorp.com](http://www.titleonecorp.com)

TitleOne Corporation not only creates better ways for real estate professionals to do better business, it also creates better ways for its employees to achieve work-life fit. Following requests by employees to have more flexibility in their schedules, TitleOne introduced a new program called LifeOne in October



2010. **LifeOne** allows most employees the ability to choose their work hours/days, assuming that customer and team needs are met—clearance no longer is necessary for absences and emergencies. As all employees are cross trained, coordination and communication within groups helps facilitate workplace coverage and flexibility when personal issues arise. TitleOne also has a strategic team called TeamOne, which is entirely focused on programs that concentrate on employee health, morale and family life both in and out of the office.

## Training Squadron Ten

72 | 67 | 70

### National Security

**Winning Site: Pensacola, FL, 93 Employees**

<https://www.cnatra.navy.mil/tw6/vt10/index.asp>

Training Squadron Ten produces the world's finest naval flight officers to defend the United States. Its leadership realizes that to produce such excellence, an investment must be made in its employees. Flexible scheduling is allowed due to the sheer number and diversity of instructors on staff. **An electronic “snivel log” denotes when an employee has a conflicting schedule and automatically takes that person out of the day’s flight schedule or changes his or her available hours.** Quarterly and yearly awards are given to instructors and a variety of other awards are given out on a regular basis to those who excel in the squadron. These awards are eventually used in promotion boards and result in improving an individual’s chance at promotion and possible command. In addition, financial counseling, education support, mentoring, wellness services for returning veterans and support for military families is also provided.

## True Partners Consulting\*\*

79 | 74 | 78

### Tax Advisory

**Winning Site: Chicago, IL, 101 Employees**

[www.tpctax.com](http://www.tpctax.com)

According to one employee, this accounting company “is truly a special place with an amazing culture where people really enjoy working with one another while delivering outstanding service to our clients as tax professionals.” The firm allows employees to work on part-time schedules, flex their hours and work from home occasionally. **A wide range of technical and skills (individual development) training is available, as is support for those employees working to complete their CPA.** True Partners Consulting seeks out potential new hires by leveraging its existing entry-level workforce to tap into its networks. A flexible and friendly work environment that allows for group gatherings, sports activities, ping-pong, Wii and other fun activities has made this organization an extremely attractive and popular place to work.

**Manufacturing and Product Development**
**Winning Site: Twin Cities, MN (Campus Drive), 126 Employees**
**www.turck.com**

As a leading manufacturer in industrial automation, TURCK, Inc. shows that work-life practices are anything but automatic. In April 2010, it announced that teleworking was available to everyone. TURCK, Inc. encourages employees to work with their supervisors to see how their jobs would be enhanced by teleworking and flexible scheduling. This includes everything from part-time work schedules to six month sabbaticals for reasons such as spending time with children or elderly parent(s), traveling abroad, volunteering to serve a community or charitable organization, taking a full-time educational program, extending the transition period back from maternity leave beyond FMLA or easing the transition into retirement. In addition, TURCK, Inc. took a broader perspective toward its employees' health and wellness by instituting a free onsite clinic, prescriptions available at no cost, an on-site well-being coach, regular seminars on work-life topics and **an online learning module called "From Stress to Resiliency" (from Working Family Resources, 2010) to support efforts to overcome stress in new ways.**

**Construction**
**Winning Site: Chicago, IL, 193 Employees**
**www.turnerconstruction.com**

The recession made Turner Construction Company evaluate company practices and helped it make many positive changes that have affected its employees' success and ability to do good work. Senior management has considered alternate work schedules for staff (e.g., part-time work, job sharing, furloughs, etc.) whenever possible rather than eliminating jobs and terminating staff. The company has made it an ongoing priority to create a more flexible and effective environment in which employees are encouraged to achieve their goals in their work and personal lives. **Turner supports telecommuting, flex time, compressed workweeks, job sharing and compensation days as appropriate. Technology plays a big role in ensuring the effectiveness of the various work arrangements. Turner's project management software, "TurnerTalk," allows employees to access project records remotely, which greatly improves the company's effectiveness.** For its full-time employees, Turner provides tuition reimbursement to those who are seeking a degree and free industry-related, professional development courses. In addition, Turner provides up to \$1,500 for any regular full-time employee wishing to obtain a job-related professional license or professional certification. In order to recruit younger workers, Turner has partnered with key colleges and universities to provide a portal through which students (and faculty) have access to information about Turner and offers a series of supplemental courses on engineering and career development that gives students an opportunity to get an advanced look at the foremost concerns of today's working

engineers, while getting a head start on finding their first professional job after graduation. With a mind for corporate social responsibility, Turner takes on projects that help minority and women-owned small businesses compete for contracts and rehabilitate low-income primary schools in need of renovation and improvement; they also seek out environmentally-conscious construction projects. The firm provides annual training in the community via the Turner School of Construction Management. The Turner employee commitment to the company, their clients and one another has been passed down for generations, as evidenced by several multi-generational families of employees. In addition, there are many husbands and wives and brothers and sisters working together for Turner. Turner attributes this family loyalty to the culture—a supportive environment that allows employees to be “the best of who they are” and be rewarded for it.

## U.S. Environmental Protection Agency – Research Triangle Park\*\*\*\*\*

70 72 73

### Government Agency

**Winning Site: Durham, NC, 1,500 Employees**

**[www.epa.gov/rtp](http://www.epa.gov/rtp)**

While this organization works to protect and preserve natural resources, it also works to serve its employees in order to help them find a good work-life fit. **U.S. EPA provides workplace flexibility training for all its managers to allow them to establish flexible schedules more effectively with their teams and still manage workflow.** Employees have the opportunity to work from home or part time with the assistance of subsidized technology and remote access to work files. For U.S. EPA, this is the tip of the iceberg as it also provides a wide array of resources for new mothers (including child care, a lactation room and a Working Mother’s Network), a health unit and fitness center (including exercise equipment, fitness/nutrition seminars, medical screenings, an annual Health Fair and fun runs/walking groups), an alternative transportation program (including emergency ride home guarantees and van pools), speaker series and seminars sponsored by Human Resources and an onsite convenience store. U.S. EPA also has employee recognition programs, team-building retreats and spontaneous department-wide “drop all work and come to the front office meetings,” which often include ice cream, pumpkin carving with cider and donuts and a “day at the beach” motif.

## USN Explosive Ordnance Disposal Training and Evaluation Unit Two\*\*

71 71 74

### Navy Command

**Winning Site: Virginia Beach, VA, 148 Employees**

This Navy Command was one of seven to receive the 2011 Sloan Award. Professional development is a priority here. **All employees and dependents have access to a free college degree program, which is taught onsite two days a week, after working hours.** Sailors can first focus on their job at EODTEU 2 then walk down the passageway to attend their college class without worrying about commute time. **Another program sends selected**

employees to the college of their choice and even supplies a monthly stipend while they attend—provided they maintain a certain GPA. The primary mission of the unit is to provide advanced pre-deployment training to Atlantic Fleet explosive ordinance disposal platoons and mobile diving and salvage companies. The shore-based unit's training calendar is more than 300 days, which includes many long workdays, including night shifts and weeklong evolutions. **In light of this demanding schedule, EODTEU 2 recently decided to provide more flexibility for its employees by implementing flexible work schedules and a flexible vacation and time off policy.** Employees are able to work in schedules that least impact their personal lives and maximize on-the-job performance. Employees are also recognized for their hard work and dedication to the mission through command awards such as Senior Sailor of the Quarter and Year, and Junior Sailor of the Quarter and Year. Members also receive impact awards for accomplishments that go above and beyond their job description. A health and wellness program has been developed to provide authorized time off during work hours to participate in personal training and fitness and employees play an active role in identifying and streamlining production efficiencies across all processes and tasks. Giving back to the community is another priority: all employees are able to volunteer their services for activities such as cleaning parks or serving food to the needy, during work hours while receiving their full pay.

#### United Way of Olmsted County Inc.\*\*

64 | 68 | 69

##### Nonprofit Social Services Organization

**Winning Site: Rochester, MN, 15 Employees**

**[www.uwolmsted.org](http://www.uwolmsted.org)**

United Way of Olmsted County is proud to offer tuition reimbursement for full-time regular employees. **The organization values learning from employees, and has been working to change from an employee accommodation model to a policy-based approach to flexibility by listening to the needs of employees and developing policies that address these concerns.** Managers are encouraged to talk with employees in order to better understand the whole employee, including their work and family responsibilities. United Way places an emphasis on cross training employees to ensure that there are no tasks that can only be completed by one person. This allows for increased flexibility in scheduling for employees. United Way has seen a decrease in absenteeism as a result of its more flexible approach to work. In order to meet the needs of older workers, an internship/on-the-job training program was created for older workers reentering the job market or looking for new skills.

#### University of Minnesota-Rochester\*\*

67 | 69 | 70

##### Education and Higher Learning

**Winning Site: Rochester, MN, 74 Employees**

**[www.r.umn.edu](http://www.r.umn.edu)**

Prospective employees often reference UMR's reputation for providing employee benefits and the opportunity to help grow the university as reasons

why they are interested in working at UMR. As a result, UMR has been able to attract talent from neighboring universities. Employees have access to flexible schedules and earned compensatory time, which allows them to deal with personal issues. Laptops, webinars, and wireless phones provided by the university make offsite work possible. The university promotes educational opportunities, training and professional development and gives employees time off to attend networking events, workplace presentations and staff meetings. **It also offers special programs on a part-time basis for retired employees.**

## University of New Hampshire

71 | 67 | 70

### Education and Higher Learning

**Winning Site: Durham, NH, 4,000 Employees**

**[www.unh.edu](http://www.unh.edu)**

Obtaining tenure typically is a key professional focus when one thinks of universities, but University of New Hampshire is committed to employees at all stages of their professional journey. The apprentice and trainee programs allow staff requiring training to be hired under the mentorship of staff members. On the other end of the career arc, UNH assists with retirement transition. Faculty/staff members age 59 or older are allowed to begin payment from retirement income funds while continuing reduced employment—to any percent time, for up to 2.5 years—with institution approval. For those wishing to stay connected to the university, the option to continue on as an adjunct employee is available following retirement. The university also is committed to supporting and sustaining a diverse community—a commitment that has been recognized through receipt of the 2010 Seacoast Human Resources Association Diversity Award and an award from the Governor’s Commission on Disability to UNH’s director of the Office of Affirmative Action and Equity for the programmatic initiative of “Making UNH More Inclusive.” A compliance officer ensures implementation of regulations regarding physical access and non-discriminatory practices for persons with disabilities. UNH also is committed to assisting with military staff. **A veteran’s coordinator is on staff to provide counseling on veterans’ benefits and coordination of professional and home logistics, networking opportunities among campus veterans and reinstatement transition following active duty. The university also allows for leave for employees who need to care for family members who have incurred serious injury or illness in the line of duty or have other urgent needs.** In addition to these initiatives, UNH is notable for several other programs including: a comprehensive Employee Assistance Program (EAP) that offers professional support services, child and adult care services, financial and legal services as well as Internet-based information and self-help tools. UNH also provides Healthy UNH – a program to improve the health of the campus community while decreasing healthcare costs—and full or partial leaves without pay for medical or other personal reasons.

## The University of Phoenix – Houston Campus\*\*\*\*

78 | 64 | 70

### Education and Higher Learning

**Winning Site: Houston, TX, 187 Employees**

**[www.phoenix.edu](http://www.phoenix.edu)**

The University of Phoenix makes higher education accessible to working students through flexible schedules, interactive learning, convenient class locations and online programs. The school also stresses convenience for its employees, with a variety of shifts for full- and part-time staff members. According to University of Phoenix State Vice President Christina Robinson Grochett, flexibility is a great retention tool. She explains, “We have found that University of Phoenix’s workplace initiatives, such as paid time off for volunteer activities, flexible work schedules, full tuition reimbursement for employees, a 43% tuition discount for their spouses and children and wellness programs have helped foster pride and understanding of our mission and brand. Our employees are engaged and more passionate about their jobs, and this has helped the school exceed its goals and objectives.” **Its most recent programs award employees for healthy lifestyles, encourage innovative ideas such as an online newspaper for communication and enhance employee growth and retention through a new development and compensation plan.**

## The University of Texas Health Science Center at Houston

71 | 66 | 70

### Education and Higher Learning

**Winning Site: Houston, TX, 5,500 Employees**

**[www.uthouston.edu](http://www.uthouston.edu)**

The University of Texas Health Science Center at Houston is committed to educating health and wellness professionals and developing best practices in health care. The organization brings home this mission by working to develop best practices for the wellness of its own employees. All employees have a wide array of counseling and wellness services that include free legal and financial counseling. Telecommuting and flex-time options are two of the newer initiatives in UTHealth’s robust work-life program (a program started in 1997). The newest program is a state-of-the-art online learning suite of trainings available to employees anywhere there is an Internet connection. **This new career/skills development portal educates employees on the components of telecommuting effectively and helps fulfill required compliance trainings.** It also encourages professional development through leadership, communication, job skills and personal growth training.

## VCU Health System\*\*\*\*

83 | 66 | 73

### Medical Services

**Winning Site: Richmond, VA, 8,615 Employees**

**[www.vcuhealth.org](http://www.vcuhealth.org)**

Employees of VCU have plenty of scheduling options. **They can choose work hours with almost unlimited freedom, as long as patient care is completely covered and nearly all can reduce the number of days they work each**

**week. Additional staffing comes from part-time health professionals who do not have formal schedules; they simply phone in their available work hours.** Full health insurance benefits are provided to part-time employees who work at least 20 hours per week and 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 during the week while working weekends and receiving full-time pay. Brand new employees immediately begin accruing more than five weeks off in their first year and, as their employment continues, they can earn up to 43 days off each year. Or, they can convert unused time to cash or carry it into future years. Employees who don't use all their paid time off can also donate it to co-workers who need it.

## The VIA Group\*\*\*\*

56 | 76 | 71

### Communications Technology

**Winning Site: The Woodlands, TX, 35 Employees**

**[www.theviagroup.com](http://www.theviagroup.com)**

This professional services company is in the business of implementing communications and technology tools for their clients, and also leverages these same solutions in their own organization for greater flexibility. **Tools such as voice, video and web conferencing and instant messaging gives their employees the flexibility to work from anywhere with an Internet connection.** As CEO, Kevin Carswell says, "The VIA Group has always looked for ways to create a rewarding workplace by offering excellent benefits, paid time off and flexible schedules for family needs. The culture of the company has always been to provide an environment that supports the care of its employees and their families."

## Vaco Richmond, LLC\*\*\*

63 | 72 | 70

### Recruiting Firm

**Winning Site: Richmond, VA, 27 Employees**

**[www.vaco.com](http://www.vaco.com)**

Vaco Richmond treats its employees well. **Gone are the days when employees were confined to their desks. Much of its staff members' days are spent networking and the workplace supports their need for mobility with smartphones and remote-access IT capabilities.** The company also gives employees development opportunities, including quarterly training for new employees and annual training for all its staff members.

## Valassis Communication Inc.\*\*

69 | 72 | 75

### Marketing Services

**Winning Site: Louisville, KY, 11 Employees**

**[www.valassis.com](http://www.valassis.com)**

Nine out of ten U.S. households regularly receive discount coupons and other communications from this company, which serves 15 million advertisers and has won a place on *Fortune* magazine's 100 Best Places to Work

list every year it has applied. The company helps its employees grow, reimbursing them for tuition and engaging them in projects across the company. The diverse experiences and backgrounds of employees are embraced and put to use, with non-HR people working on Human Resources projects, for example. Recently, Valassis created working teams that touch on giving and diversity, meeting at various times during the workweek. **Managers are encouraged to allow flexibility to those who volunteer on these teams even during working hours.** The firm says that the ability to keep learning keeps associates motivated and engaged. Salaried exempt and non-exempt employees are offered a 37.5 hour workweek that provides them with two and a half hours of paid time each week to take care of personal business. Extended lunch breaks for manufacturing associates, incentive programs, employee recognition programs and fun activities also help employees feel appreciated and motivates them to be highly productive. At the same time, leaders work one-on-one with associates to help them find ways to meet their family needs while still making work a priority. Technology makes it easy for many to work from home, while onsite conveniences ranging from manicures to car detailing help alleviate stress between work and home.

## Verde Valley Sanctuary\*\*

73 | 84 | 81

### Human Service Nonprofit

**Winning Site: Sedona, AZ, 22 Employees**

**[www.verdevalleysanctuary.org](http://www.verdevalleysanctuary.org)**

**Verde Valley Sanctuary looks for ways to incorporate employees' outside passions and skills into the workplace. For example, different staff members lead a cooking class and yoga group, while others who are interested in fashion and design do the thrift shop displays.** The sanctuary, which aids abused women and children, uses weekly staff meetings, regular time off, flexible hours, remote access technology and training to help employees take care of their needs at home, take care of themselves and bring themselves back to work ready to return the compassion and care that they've received.

## Verizon Wireless

68 | 69 | 72

### Wireless Communications Provider

**Winning Site: Schaumburg, IL, 2,130 Employees**

**[www.verizon.com](http://www.verizon.com)**

As the leading wireless provider in the United States, Verizon Wireless knows the power of technology. Within the organization, it channels that power to help invest in its employees, whether it is through their families or personal aspirations. Verizon's innovative and reliable network and technology allows its employees to work remotely from home, and BlackBerry devices, tablets and Personal Digital Assistants are available to allow access to conference calls, emails, calendars and work files. Webinars, webcasts and webpods are also used to communicate company news. **Managers are empowered to make decisions with scheduling requests and Verizon Wireless' new Flex Option program allows employees whose jobs cannot be done from**



home to call into their manager and move hours of work to another day of the week (as opposed to using vacation or personal time). This option can be used up to three times a month. Another recent initiative is a career development program called Show Me/Tell Me, which was designed as a resource for employees to explore career options at Verizon Wireless by actively participating in or learning about departments other than their own. Its career development programs also include the Retail Leadership Development Program, an entry-level leadership development program that recruits newly graduated students into retail areas.

## Vinson and Elkins\*\*\*

77 | 63 | 70

### Law Firm

**Winning Site: Houston, TX, 718 Employees**

**[www.velaw.com](http://www.velaw.com)**

For almost a century, Vinson & Elkins lawyers have provided innovative business solutions for clients worldwide whose needs are as diverse as the entities they represent. For the last three years, V&E has been recognized as one of the Best Places to Work in Texas in a survey conducted by Best Companies Group, *Texas Monthly*, the Texas Association of Business (TAB) and the Texas State Council of the Society for Human Resource Management. The firm says it recognizes that its people are its most valuable resource, and that flexible work arrangements have helped make it an employer of choice. "These programs improve morale and increase productivity," says Sue Fahey, V&E director of Human Resources. Fahey adds, "We continue to explore new opportunities for flexibility that benefit our employees and support our firm's objectives. For example, **we offer flexible hours, a paid time off donation pool, a generous and flexible maternity policy and back-up child and elder care subsidized by the firm.** Recently, Vinson & Elkins began a flexible scheduling system to support the non-traditional hours that attorneys keep. Not only do the attorneys enjoy the support, but the support team enjoys matching their schedules more closely to their needs as well. Allowing flexibility for employees and making their needs a priority helps ensure the longevity of our workforce, makes for happier more satisfied people and ultimately allows us to provide better service to our clients."

## Visteon Corporation\*\*\*\*

77 | 67 | 72

### Global Automotive Supplier

**Winning Site: Van Buren Township, MI, 1,000 Employees**

**[www.visteon.com](http://www.visteon.com)**

A web-based solution allows employees at Visteon to access the company's Intranet from the public Internet. They can access business applications, email, shared drives, company websites and more. As times got tougher economically, particularly for the auto industry, Visteon had to eliminate paying the cost for phone and Internet service at employees' residences. But the Michigan company continued to give its employees opportunities to serve the community and organized collection bins for people in need. **Visteon**

recently opened its onsite fitness center free of charge to all employees so they can focus on their health and manage stress. It offers several classes, weekly chair massage, a Weight Watchers at Work program and “Walk This Way,” a program to encourage employees to get active.

Vivint, Inc.

71 | 67 | 69

**Technology, Manufacturing and Services**

**Winning Site: Provo, UT, 1,500 Employees**

**www.vivint.com**

Vivint, Inc. provides home automation systems to provide protection, convenience and improve energy efficiency. Vivint’s focus is to make the lives of customers and employees “more flexible, smarter and automated,” according to a company representative. Vivint offers two technology-based software programs that provide greater flexibility for its employees: an electronic shift board that post shifts that need to be covered so that other employees can pick up a shift or, conversely, an employee can post availability so others can offer a shift to that person. Field service technicians have a smartphone app that dispatches them to available jobs at customers’ homes. They can scroll through the available assignments and “accept” the job that best fits their availability and location. Other benefits that Vivint provides help new moms and dads by extending job protection 20 days past the legal minimum and providing a private lounge area where new mothers can breastfeed their children at work. Benefits that save time, cost or energy, recognition rewards and offsite trips also contribute to the overall care of its employees. **Before construction began on its new building, employees were asked what they wanted and were provided with a free, hot cafeteria including beverages, a workout facility complete with gym, basketball arena and showers, a free onsite medical clinic and a recreation room with sand volleyball, ping pong and pool tables.** As an employer of students from local universities, Vivint has also built an employee library to provide a place for students to come and study. Vivint has built its company around its employees and its employees pass that word around by referring 55% of Vivint’s new hires.

**WellStar Health System\*\*\***

87 | 73 | 79

**Nonprofit Health Organization**

**Winning Site: Marietta, GA, 11,500 Employees**

**www.wellstar.org**

This health organization serves the largest share of the health care market in Atlanta and its success goes hand in hand with a strong responsiveness to employees’ needs. At WellStar, flexibility isn’t a job benefit, it’s an essential business strategy that helps team members fit together their busy lives with changing plans and circumstances. The organization’s FlexWorks Program offers a variety of options for all work units, including teleworking, compressed workweeks and daily flexing. WellStar recently implemented **The Kronos Self Scheduling Project, a web-based, self-scheduling tool, through which employees can select work schedules from home. Staff have the**

**ability to collaborate to ensure coverage is achieved, thus creating better team work.** The organization has created a Flexible Workplace Task Force that is charged with expanding and integrating workplace flexibility, as well as reviewing policies, guidelines and online tools to support managers and team members. As the economy declined, WellStar worked to provide financial assistance through individual counseling, onsite financial programs, web-based resources and savings programs. The “WellStar Cents” program provides discounts for items such as movie tickets, entertainment venues, local electric and gas companies, sporting events, theme parks, car rental, hotels and much more. Rising gas prices prompted WellStar to establish carpool programs and provided its employees the ability to get the most up-to-date lowest prices around with the simple click of a button. “Career Connections” was created to assist employees in making critical career development decisions in health care, and tuition assistance is available for all employees. In addition, WellStar’s Concierge Service is one of its most creative and innovative services, taking care of a variety of errands to help employees take care of personal needs outside of work. Employees utilize concierge services to take care of day to day errands, oil changes, researching and arranging travel plans, planning family reunions and weddings, dry cleaning pick-up, grocery shopping and much more.

**Western National Mutual Insurance Company\*\*\***

**76 | 67 | 72**

### **Insurance Company**

**Winning Site: Edina, MN, 295 Employees**

**[www.wnins.com](http://www.wnins.com)**

Exemplifying the ideal of being an employer of choice, this Minnesota company maintains a dedicated workforce with an average tenure of 14 years. **As the nation began feeling the effects of the financial downturn, Western National provided its people with advice, workshops, emergency loans of up to \$1500 and discount programs to help employees manage their bank accounts. WNMIC also highlighted activities to help reduce stress.** In fact, the company has won awards for its wellness programs, which include formal walking programs, yoga classes and massage sessions that any employee can engage in during the work day. Survey data, testimonials, and even some experience with the insurer’s health claims indicate that the initiatives have had a positive effect on the organization’s employees. A greater sense of community is one of these positive effects as employees volunteer their time or donate their vacation time into a shared leave bank to help others. Western National Mutual Insurance Company also says that increased telecommuting among its employees has been associated with improved customer service and employee satisfaction. It has recently joined up with eWorkPlace to formalize its telework program.

## Winona Work-Force Center\*\*\*\*

79 | 75 | 78

### Career Resource Center

**Winning Site: Winona, MN, 13 Employees**

**[www.mnwfc.org.winona/winona](http://www.mnwfc.org.winona/winona)**

This organization is ground-zero for job seekers in the Winona, Minnesota area, offering a library of relevant books and directories as well as office equipment and software programs. Staff members direct clients to printer, video and computerized tools and explain how to use them. They also assist in writing resumes and cover letters and unlock the benefits of the Internet for them. **The center, which gives its employees significant choices in managing their time, offers older, part-time employees phasing into retirement the same defined-benefit pension plan for which full-time staffers are eligible.** Because the center serves people in need of help (including laid-off workers and welfare recipients), they understand how difficult it can be for those who do not receive assistance from their employer. By providing employees with the benefits and flexibility they need, employees can better serve their clients. The center also has a strong preference toward hiring veterans in order to help support them and their families.

## Wist Office Products\*\*\*\*

74 | 73 | 74

### Retail Business

**Winning Site: Tempe, AZ, 50 Employees**

**[www.wist.com](http://www.wist.com)**

Wist Office Products, which recently scored the top spot in *Arizona Business Magazine's* Ranking Arizona awards program, attributes its success in large part to a comfortable workplace that has enabled Wist to hold on to valuable staff members over the years. "We value our employees and truly believe they drive our success in this community," says Business Development Director Heather Rodriguez. Wist offers flexible hours, compressed workweek 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. In one example of its practices, Wist lost one of its senior employees due to relocation. Instead of hiring for this position, Wist moved up two of their long-term employees. This not only helped retain experience and rewarded longevity in the organization, it also added adjustable work levels and maximized flexibility within the department.

## WithinReach\*\*\*\*\*

68 | 76 | 74

### Health and Nutrition Referral

**Winning Site: Seattle, WA, 32 Employees**

**[www.withinreachwa.org](http://www.withinreachwa.org)**

For 22 years, this Seattle nonprofit has been connecting Washington families to health and nutrition expertise. The organization's workplace reflects its focus on health and families, offering a good fit between work and home. New

parents can ease back into their work schedules by 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 to work.** The organization keeps a cabinet stocked with books, toys, puzzles and art supplies for kids and responds to staff member's needs to work at home when there's an illness in the family or a shortened school day. This has included investing in laptops with VOIP technology so that call center staff can also take client calls from home if need be. The nonprofit operates on the principle that building a strong workplace is an ongoing process and aims to continually identify and meet its employees' needs. In recent years the group began offering cancer treatment coverage, disability insurance and long-term disability, all available through paycheck deductions.

## Work Skills Corporation

76 | 81 | 81

### Workforce Development Agency

**Winning Site: Brighton, MI, 45 Employees**

**[www.wskills.com](http://www.wskills.com)**

Work Skills Corporation provides an alternative route for students to achieve a high school diploma, prepare for the GED or gain vocational skills training. This commitment to the betterment of people's lives shows in its commitment to its employees. It invested in remote desktop technology for access to work files from home, installed VOIP so that employees can take their work phone home or to offsite locations whenever necessary, provided smartphones for access to email and phone service virtually anywhere and also has begun utilizing Skype to connect and meet with employees and customers at other locations. In addition, **WSC offers flexible work schedules, including hours that help families manage child care, educational and/or other family needs. It also offers child care and health care reimbursement plans, leaves of absence, flexible vacations and the ability to borrow and carry over vacation time.** WSC cross trains its employees to allow extra time off without worry about their jobs or job loss and have created job share strategies that allow employees to transfer to a "summer schedule" to care for children and help offset child care expenses.

## Xvand Technology Corporation - Provider of IsUtility

70 | 72 | 75

### Technology, Manufacturing and Services

**Winning Site: Houston, TX, 17 Employees**

**[www.isutility.com](http://www.isutility.com)**

The idea of a flexible workplace environment is engrained within the fabric and conception of Xvand Technology Corporation's primary product, IsUtility! Long before traffic reduction, telecommuting and "green IT" became popular corporate fixtures, IsUtility! allowed its users to work remotely through a simple Internet browser and adapt their schedules to their personal needs, which means that Xvand Technology provides its own means of teleworking not only to its clients but to its employees as well. **It also provides**

ongoing alerts, updates and counsel to enable access to data and applications from a secure location. Employees could work uninterrupted through natural disasters (its use was most evident during Hurricanes Katrina, Rita and Ike) and make sure that their loved ones were safe.

## Xylo Technologies

71 | 73 | 73

### Technology, Manufacturing and Services

Winning Site: Rochester, MN, 14 Employees

[www.xylotechnologies.com](http://www.xylotechnologies.com)

This provider of technology-based solutions is the winner of multiple local and national awards and nominations. Xylo Technologies attributes this recognition to “a work atmosphere that is inspirational and employee friendly.” **Employees have been granted flexibility regarding when and where they work; they can take time off to attend to personal or family needs or work from home if it fits their schedule best.** This increased flexibility has resulted in “greater employee satisfaction, employee commitment and increased employee morale which in turn has enhanced their productivity.” In fact, Xylo was able to add clients during the recession because of the productivity and efficiency of its workers. Continued learning is important at all levels of the organization. Employees are encouraged to participate in leadership training and computer literacy programs in order to keep their skills up to date. The organization places an emphasis on on-campus recruiting and inclusion of interns on projects so as to share its knowledge with upcoming members of the workforce. Xylo recognizes the great work done by employees by hosting employee appreciation awards events and employee picnics—where employees can celebrate the accomplishments of their co-workers and the organization as a whole.

## YES Community Counseling Center\*\*\*\*

78 | 71 | 74

### Nonprofit Community Counseling Services

Winning Site: Massapequa, NY, 30 Employees

[www.yesccc.org](http://www.yesccc.org)

This Long Island nonprofit serves more than 10,000 people each year, helping them overcome addiction, family violence and difficulties in school, for example. “Given the high turnover and stressors for professional staffing in the human services field, it is imperative to prioritize the needs of our employees,” says Executive Director Jamie Bogenshutz. YES strives to create flexibility while maintaining the consistency and formal structure that is critical to its work; **the organization enables some employees to work from home and gives clerical staff a great deal of flexibility in completing their responsibilities.** As an example, the part-time biller is able to work some hours from home via remote access. While there is no formal policy, this opportunity is made available to staff members who demonstrate an ability to work independently and effectively outside the office setting. “Respecting and acknowledging the personal issues that emerge for our employees not only improves their personal well-being, but enhances their performance,”

says Bogenshutz, who reports that the core management staff has remained with the organization for an average of more than 20 years. Other staff, including both clerical and clinical employees, average six years or more, with many who have left to start families returning to work on a part-time basis. At the end of the year, YES finds that not all sick time is utilized by employees, while low turnover and high productivity are evident.

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Arizona Foundation for Legal Services  
& Education  
Arizona Health Care Cost Containment  
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Autohaus Arizona, Inc.  
BDO USA, LLP  
Children's Dental Village  
Clifton Gunderson LLP  
Custom Accounting & Tax  
Deloitte  
GoDaddy.com  
Henry & Horne, LLP  
Infincom  
Intel Corporation  
Keats, Connelly and Associates LLC  
McGladrey  
Microchip Technology Inc.  
Omega Legal Systems, Inc.  
Point B  
PricewaterhouseCoopers  
Rio Salado College  
Ryan LLC  
Scottsdale Healthcare  
Southwest Institute of Healing Arts  
(SWIHA)  
Verde Valley Sanctuary  
Wist Office Products

### California

BDO USA, LLP – *Los Angeles, Orange  
County, San Diego, San Francisco,  
San Jose*  
Bryson Financial Group  
Center for Seabees & Facilities  
Engineering  
Decision Toolbox  
KPMG – *Los Angeles, San Francisco*  
La Strada  
McGladrey – *Irvine, Los Angeles,  
Pasadena, San Diego, San Francisco,  
San Jose*  
Molina Healthcare – *Long Beach (Arco),  
Long Beach (Hughes Way)*  
Personnel Detachment Afloat West  
Ryan LLC

### Colorado

Arapahoe/Douglas Works!  
Aurora Mental Health Center  
Deloitte  
GoDaddy.com  
McGladrey  
PricewaterhouseCoopers  
Ryan

### Connecticut

KPMG – *Hartford, Stamford*  
McGladrey – *Farmington, New Haven,  
Stamford*

### District of Columbia

KPMG  
McGladrey  
Ryan LLC

### Florida

Averett Warmus Durkee Osburn Henning  
BDO USA, LLP – *Miami, West Palm  
Beach*  
Courtyard by Marriott Melbourne  
Early Learning Coalition of Brevard  
County, Inc.  
Hoyman Dobson  
McGladrey – *Fort Lauderdale,  
Jacksonville, Melbourne, Miami,  
Naples, Orlando, West Palm Beach*  
Microsoft  
Residence Inn by Marriott  
SunGard Public Sector  
Technology Transfer Services  
Training Squadron Ten

### Georgia

BDO USA, LLP  
Booz Allen Hamilton  
Deloitte  
Hancock Askew & Co., LLP  
KPMG  
McGladrey  
Mom Corps  
PricewaterhouseCoopers  
Ryan LLC  
WellStar Health System

### Hawaii

KPMG

### Idaho

Alliance Title & Escrow Corp.  
American Geotechnics  
Givens Pursley LLP  
KPMG  
Mountain States Group, Inc.  
Red Sky Public Relations  
TitleOne Corporation

### Illinois

AzulaySeiden Law Group  
BDO USA, LLP – *Chicago (East  
Randolph), Chicago (Michigan Ave.)*  
Bryan Cave, LLP  
Deloitte  
Ernst & Young  
Frost, Rittenberg & Rothblatt, P.C.  
The Habitat Company  
KPMG  
Laughlin Constable  
Manpower  
McGladrey – *Champaign, Chicago,  
Chicago (S. Wacker), Galesburg,  
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Perspectives, Ltd.  
Recruit Training Command  
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Sanchez Daniels & Hoffman LLP  
Service Express, Inc. (SEI)  
True Partners Consulting  
Turner Construction Company  
Verizon Wireless

### Indiana

Clifton Gunderson LLP  
Harding Shymanski and Company  
McCauley Nicolas, CPAs & Advisors  
McGladrey – *Elkhart, South Bend*  
Next Wave Systems LLC  
Service Express, Inc. (SEI)

### Iowa

GoDaddy.com  
KPMG  
McGladrey – *Cedar Rapids, Davenport, Davenport (FWR), Des Moines, Dubuque, Iowa City, Mason City, Waterloo*

### Kansas

Ryan LLC

### Kentucky

Anneken Huey & Moser PLLC  
Autodemo LLC  
Bottom Line Systems, Inc.  
Emergint Technologies  
Frankfort Regional Medical Center  
Greater Louisville Inc.  
KiZAN Technologies LLC  
Lexmark International  
Louis T. Roth & Co.  
Lyndon Fire Protection District  
Mediaura  
Prestige Healthcare  
Strothman & Company  
Sturgill, Turner, Barker & Moloney, PLLC  
The Tellennium Group  
Valassis Communication Inc.

### Louisiana

Navy Air Logistics Office

### Maryland

BDO USA, LLP  
McGladrey – *Annapolis, Baltimore, Frederick, Gaithersburg*  
Social Dynamics, LLC

### Massachusetts

BDO USA, LLP  
KPMG  
McGladrey  
Ryan LLC

### Michigan

Altair Engineering  
BDO USA, LLP – *Grand Rapids, Kalamazoo, Kenmore, Troy*  
Brown & Brown of Detroit  
Deloitte  
E-IT Professionals Corp.  
Educational Data Systems, Inc.  
Ernst & Young  
Farbman Group  
Frank Haron Weiner  
Kapnick Insurance Group  
KPMG  
Menlo Innovations LLC  
Michigan Occupational Safety and Health Administration  
National Multiple Sclerosis Society – *Michigan Chapter*  
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Ryan LLC  
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Work Skills Corporation

### Minnesota

Cardinal of Minnesota  
Catholic Charities of the Diocese of Winona  
Custom Alarm/Custom Communications, Inc.  
Deloitte  
Dorsey & Whitney LLP  
Eastwood Bank  
Ernst & Young  
Express Employment Professionals  
Health Dimensions Group  
Hiawatha Broadband Communications, Inc.  
Home and Community Options  
KPMG  
LaBreche  
Mahoney Ulbrich Christiansen Russ PA  
markit  
McGladrey – *Bloomington, Duluth, Minneapolis, Rochester*  
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Merchants Bank  
Netgain  
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KPMG – *Kansas City, St. Louis*  
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### Montana

KPMG

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McGladrey

### Nevada

BDO USA, LLP  
McGladrey

### New Hampshire

Families in Transition  
MeetingMatrix International  
University of New Hampshire

### New Jersey

BDO USA, LLP  
cSubs  
Deloitte  
KPMG  
McGladrey  
PatchPlus Consulting, Inc.  
Piemonte & Liebhauser, LLC  
Solix, Inc.

### New Mexico

OpenEye Scientific Software Inc.

### New York

American Heart Association  
BDO USA, LLP – *Melville, New York, Valhalla*  
Brookhaven Science Associates, LLC  
Cerini & Associates, LLP  
Cornell University  
Creative Plan Designs, Ltd.  
Deloitte  
KPMG – *Melville, New York*  
P.W. Grosser Consulting, Inc.  
PricewaterhouseCoopers  
YES Community Counseling Center

### North Carolina

Hill, Chesson & Woody Employee  
Benefit Services  
American Institute for Certified Public  
Accountants (AICPA)  
American Journal Experts, LLC  
BDO USA, LLP – *Charlotte, Raleigh*

Deloitte  
Durham Convention & Visitor's Bureau  
ICF International  
KPMG  
McGladrey – *Charlotte, Greensboro, Morehead City, New Bern, Raleigh, Rocky Mount, Wilmington*  
McKinney  
Rho, Inc.  
Shodor Education Foundation, Inc.  
U.S. Environmental Protection Agency

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Pride, Inc.

### Ohio

Azimuth Corporation  
Barco, Inc.  
Brower Insurance Agency LLC  
Cornerstone Research Group  
Deloitte  
EAGLE Registrations Inc.  
Eastway Behavioral Healthcare  
Evanhoe & Associates Inc.  
Greater Dayton Area Hospital  
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Radiance Technologies Inc.  
Ryan LLC  
Sebaly Shillito + Dyer  
Service Express, Inc. (SEI)  
Shumsky Enterprises, Inc.

### Oregon

FMYI, Inc.  
Full Access  
gDiapers  
Innovative Care Management, Inc.  
Intel  
Isler CPA  
KPMG  
Mercy Corp  
Metropolitan Family Service  
NPC Research  
Oregon Environmental Council  
Oregon Research Institute  
Our House  
Portland State University  
PREM Group, Inc.  
Ride Connection  
River Network  
Rose City Mortgage  
Stoel Rives LLP  
Swift Collective

### Pennsylvania

BDO USA, LLP  
Fesnak and Associates  
KPMG

# INDEXES

## By Worksite Location (continued)

McGladrey – *Blue Bell, Philadelphia*  
Northeast Editing, Inc.  
Ryan LLC

### Rhode Island

Rhode Island Housing

### South Carolina

Barling Bay, LLC  
Booz Allen Hamilton  
Charleston Metro Chamber of Commerce  
Community Management Group  
McKesson Corporation  
MMP School, Inc.  
McGladrey

### Tennessee

BDO USA, LLP – *Memphis, Nashville*

### Texas

A. Miller Consulting Services, Inc.  
Abel Design Group, Ltd  
Abernethy Media Professionals  
Aguirre Roden Inc.  
BDO USA, LLP – *Austin, Dallas, Houston*  
Binkley & Barfield, Inc.  
Capital One  
The Center for American and International Law  
ContentActive, LLC  
Dallas Convention & Visitor's Bureau  
Deloitte – *Dallas, Houston*  
Delta Dallas  
The Dow Chemical Company  
Fronterra Integrated Geosciences  
Houston Academy of Medicine  
Klotz Associates Inc.  
KPMG – *Dallas, Houston*  
McDonalds USA LLC – *Houston Region*  
McGladrey  
Memorial Hermann Healthcare System  
MHBT Inc.  
Null-Lairson, P.C.  
Operation Kindness  
PKF Texas  
PricewaterhouseCoopers – *Dallas, Houston*  
Ryan LLC – *Austin, Dallas, Houston*  
Sylla Engineering Ltd.  
University of Phoenix – *Houston Campus*  
The University of Texas Health Science Center at Houston  
The VIA Group  
Vinson and Elkins  
Xvand Technology Corporation Provider of IsUtility

### Utah

1-800 CONTACTS  
AAA Fair Credit Foundation  
Big Brothers Big Sisters of Utah  
Café Rio Mexican Grill

Christopherson Business Travel  
DigiCert  
Equitable Life & Casualty Insurance Company  
Futura Industries  
Intermountain Financial Group, LLC  
Intermountain Healthcare  
KPMG  
McKinnon-Mulherin, Inc.  
PricewaterhouseCoopers  
Software Technology Group  
Thompson Ostler & Olsen  
Vivint, Inc.

### Vermont

Gallagher, Flynn & Company, LLP

### Virginia

BDO USA, LLP  
Bon Secours – *Hampton Roads, Richmond*  
Capital One – *McLean, Richmond*  
George Mason University  
Heritage Wealth Advisors  
McGladrey – *Richmond, Vienna*  
Miklos Systems, Inc.  
MorganFranklin Corporation  
Technomics, Inc.  
U.S. Navy EODTEU TWO  
Vaco Richmond, LLC  
VCU Health System

### Washington

Bader Martin P.S.  
BDO USA, LLP – *Seattle, Spokane*  
Career Path Services  
Cascadia Consulting Group, Inc.  
Humanix  
McGladrey – *Olympia, Seattle, Tacoma*  
NPower Northwest  
People for Puget Sound  
WithinReach

### Wisconsin

ACS  
BDO USA, LLP  
Clifton Gunderson LLP  
Deloitte  
Ernst & Young  
JA Counter & Associates, Inc.  
Kforce Inc.  
Kolb+Co SC  
KPMG  
Laughlin Constable  
ManpowerGroup  
McGladrey – *Janesville, La Crosse, Madison, Milwaukee*  
Metropolitan Milwaukee Association of Commerce  
MGIC  
The Novo Group  
PricewaterhouseCoopers  
Robert W. Baird & Co.

# INDEXES

## By Employer Size

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### 10-49 Employees

A. Miller Consulting Services, Inc.  
AAA Fair Credit Foundation  
Abel Design Group, Ltd.  
Abernethy Media Professionals  
American Geotechnics  
Anneken Huey & Moser PLLC  
Arizona Foundation for Legal Services  
and Education  
Autodemo LLC  
Autohaus Arizona, Inc.  
Azimuth Corporation  
Big Brothers Big Sisters of Utah  
Bryson Financial Group  
Cascadia Consulting Group, Inc.  
Catholic Charities of the Diocese  
of Winona  
The Center for American and  
International Law  
Cerini & Associates, LLP  
Charleston Metro Chamber of Commerce  
Children's Dental Village  
Community Management Group  
ContentActive, LLC  
Creative Plan Designs, Ltd.  
cSubs  
Custom Accounting & Tax  
Durham Convention & Visitor's Bureau  
E-IT Professionals Corp.  
EAGLE Registrations Inc.  
Evanhoe & Associates Inc.  
Express Employment Professionals  
FMYI, Inc.  
Frank Haron Weiner  
Fronterra Integrated Geosciences  
Full Access  
gDiapers  
Givens Pursley LLP  
Greater Dayton Area Hospital  
Association  
Greater Louisville Inc.  
Hancock Askew & Co., LLP  
Heritage Wealth Advisors  
Hill, Chesson & Woody Employee  
Benefit Services  
Hoyman Dobson  
Humanix  
Infincom  
Innovative Care Management, Inc.  
Isler CPA  
JA Counter & Associates, Inc.  
Keats, Connelly and Associates LLC  
KiZAN Technologies LLC  
La Strada  
LaBreche  
Lyndon Fire Protection District  
Mahoney Ulbrich Christiansen Russ PA  
markit  
McKinnon-Mulherin, Inc.  
Mediascope, Inc.

Mediaura  
Menlo Innovations LLC  
Metropolitan Milwaukee Association  
of Commerce  
MMP School, Inc.  
Netgain  
Next Wave Systems LLC  
Northeast Editing, Inc.  
NPC Research  
NPower Northwest  
Omega Legal Systems, Inc.  
OpenEye Scientific Software Inc.  
Operation Kindness  
Oregon Environmental Council  
Our House  
PatchPlus Consulting, Inc.  
People for Puget Sound  
Piemonte & Liebhauser, LLC  
Premier Community Health  
Prevent Child Abuse Minnesota  
Public Policy Associates Inc.  
Red Sky Public Relations  
Ride Connection  
River Network  
Rochester Area Chamber of Commerce  
Rose City Mortgage  
Shodor Education Foundation, Inc.  
Social Dynamics, LLC  
Southeast Service Cooperative  
Sport & Spine Physical Therapy of  
Winona Inc.  
Swift Collective  
Synergis  
The Tellennium Group  
Thompson Ostler & Olsen  
United Way of Olmsted county Inc.  
Verde Valley Sanctuary  
The VIA Group  
WithinReach  
Xvand Technology Corporation Provider  
of IsUtility  
Xylo Technologies, Inc.  
YES Community Counseling Center

### 50-99 Employees

ACS  
Aguirre Roden Inc.  
American Journal Experts, LLC  
Arapahoe/Douglas Works!  
Averett Warmus Durkee Osburn Henning  
AzulaySeiden Law Group  
Bader Martin P.S.  
Binkley & Barfield, Inc.  
Career Path Services  
Cornerstone Research Group  
Custom Alarm/Custom  
Communications, Inc.  
Dallas Convention & Visitor's Bureau  
Decision Toolbox  
DigiCert

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## By Employer Size (continued)

Early Learning Coalition of Brevard County, Inc.  
Families in Transition  
Fesnak and Associates  
Gallagher, Flynn & Company, LLP  
Harding Shymanski and Company PSC  
Health Dimensions Group  
Hiawatha Broadband Communications, Inc.  
Houston Academy of Medicine – Texas Medical Center Library  
Intermountain Financial Group, LLC  
Kolb+Co SC  
Louis T. Roth & Co.  
McCauley Nicolas, CPAs & Advisors  
MeetingMatrix International  
Miklos Systems, Inc.  
Navy Air Logistics Office  
Null-Lairson, P.C.  
The Novo Group  
Ocean Tomo, LLC  
P.W. Grosser Consulting, Inc.  
Perspectives, Ltd.  
PREM Group, Inc.  
Sanchez Daniels & Hoffman LLP  
Sebaly Shillito + Dyer  
Shumsky Enterprises, Inc.  
Southwest Institute of Healing Arts (SWIHA)  
Strothman & Company  
Sturgill, Turner, Barker & Moloney, PLLC  
Technomics, Inc.  
TitleOne Corporation  
TrainingSquadron Ten  
University of Minnesota Rochester  
Wist Office Products  
Work Skills Corporation

### 100-249 Employees

Alliance Title & Escrow Corp.  
American Heart Association  
Barling Bay, LLC  
Bottom Line Systems, Inc.  
Brower Insurance Agency LLC  
Christopherson Business Travel  
Delta Dallas  
Eastway Behavioral Healthcare  
Eastwood Bank  
Emergint Technologies  
Equitable Life & Casualty Insurance Company  
Farbman Group  
Frost, Ruttenberg & Rothblatt, P.C.  
Futura Industries  
Henry & Horne, LLP  
Kapnick Insurance Group  
Klotz Associates Inc.  
Laughlin Constable  
McKinney  
Metropolitan Family Service

MHBT Inc.  
Michigan Occupational Safety and Health Administration  
Mom Corps  
Mountain States Group, Inc.  
Oregon Research Institute  
Ounce of Prevention Fund  
PKF Texas  
Rhode Island Housing  
Rochester Public Library  
Service Express, Inc. (SEI)  
Skylla Engineering Ltd.  
Software Technology Group  
Technology Transfer Services  
True Partners Consulting  
U.S. Navy EODTEU TWO

### 250-499 Employees

Altair Engineering  
Cardinal of Minnesota, Ltd.  
Center for Seabees & Facilities Engineering  
Educational Data Systems Inc.  
Home and Community Options  
Merchants Bank  
MorganFranklin Corporation  
Peckham, Inc.  
Point B  
Pride, Inc.  
Radiance Technologies Inc.  
Rho, Inc.  
Rochester Community and Technical College  
Solix, Inc.  
TURCK Inc.  
Western National Mutual Insurance Company

### 500-999 Employees

1-800 CONTACTS  
American Institute for Certified Public Accountants (AICPA)  
Arizona Health Care Cost Containment System (AHCCCS)  
Aurora Mental Health Center  
Barco, Inc.  
Frankfort Regional Medical Center  
The Habitat Company  
MGIC  
Online Computer Library Center (OCLC)  
Rio Salado College  
Ryan LLC  
Stoel Rives LLP  
SunGard Public Sector

### 1000+ Employees

BDO USA, LLP  
Bon Secours  
Booz Allen Hamilton  
Brookhaven Science Associates, LLC  
Brown & Brown of Detroit

# INDEXES

## By Employer Size (continued)

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Bryan Cave, LLP	Molina Healthcare
Café Rio Mexican Grill	National Multiple Sclerosis Society
Capital One	NCH Marketing Services
Clifton Gunderson LLP	Personnel Detachment Afloat West
Cornell University	Portland State University
Courtyard by Marriott Melbourne	Prestige Healthcare
Deloitte	PricewaterhouseCoopers
Dorsey & Whitney LLP	Recruit Training Command
The Dow Chemical Company	Residence Inn by Marriorr
Ernst & Young	Robert W. Baird & Co.
George Mason University	Scottsdale Healthcare
GoDaddy.com	Turner Construction Company
ICF International	University of New Hampshire
Intel Corporation	University of Phoenix
Intermountain Healthcare	The University of Texas Health Science Center at Houston
Kforce Inc.	U.S. Environmental Protection Agency
KPMG	Vaco Richmond, LLC
Lexmark International	Valassis Communication Inc.
MacAulay-Brown, Inc.	VCU Health System
Manpower	Verizon Wireless
McDonalds USA LLC	Vinson and Elkins
McGladrey	Visteon Corporation
McKesson Corporation	Vivint, Inc,
Memorial Hermann Healthcare system	WellStar Health System
Microchip Technology Inc.	Winona Work-force Center
Microsoft Corporation	

## By Industry

### Accounting, Auditing and Advising

Anneken Huey & Moser PLLC  
 Averett Warmus Durkee Osburn Henning  
 Bader Martin P.S.  
 BDO USA, LLP  
 Cerini & Associates, LLP  
 Clifton Gunderson LLP  
 Custom Accounting & Tax  
 Deloitte  
 Ernst & Young  
 Fesnak and Associates  
 Frost, Rittenberg & Rothblatt  
 Gallagher, Flynn & Company, LLP  
 Hancock Askew & Co., LLP  
 Harding Shymanski and Company PSC  
 Henry & Horne, LLP  
 Hoyman Dobson  
 Isler CPA  
 Kolb+Co SC  
 KPMG  
 Louis T. Roth & Co.  
 Mahoney Ulbrich Christiansen Russ PA  
 McCauley Nicolas, CPAs & Advisors  
 McGladrey  
 Null-Lairson, P.C.  
 PKF Texas  
 PricewaterhouseCooper  
 Ryan LLC  
 Strothman & Company  
 True Partners Consulting

### Advertising, Marketing and Communications

LaBreche  
 Laughlin Constable  
 McKinney  
 McKinnon-Mulherin, Inc.  
 Mediascope, Inc.  
 Mediaura  
 NCH Marketing Services  
 Red Sky Public Relations  
 Swift Collective  
 Valassis Communication Inc.

### Architecture, Design and Engineering

Abel Design Group, Ltd.  
 ACS, Inc.  
 Aguirre Roden Inc.  
 Binkley & Barfield, Inc.  
 Klotz Associates Inc.  
 Skylla Engineering Ltd.  
 Social Dynamics, LLC

### Business Consulting

Booz Allen Hamilton  
 EAGLE Registrations Inc.  
 NPC Research  
 Oregon Research Institute  
 Piemonte & Liebhauser, LLC  
 Point B  
 Public Policy Associates Inc.  
 Rho, Inc.

### Construction

Turner Construction Company

### Employee and Administrative Services

Creative Plan Designs, Ltc.  
 cSubs  
 Express Employment Professionals  
 Hill, Chesson & Woody Employee Benefit Services  
 Manpower Group  
 Perspectives, Ltd.  
 Solix, Inc.

### Energy and Utilities

American Geotechnics

### Environmental Organizations

Brookhaven Science Associates, LLC  
 Cascadia Consulting Group, Inc.  
 Fronterra Integrated Geosciences  
 Oregon Environmental Council  
 P.W. Grosser Consulting, Inc.  
 People for Puget Sound  
 River Network

### Event Planning

MeetingMatrix International

### Financial Services, Credit Unions and Banks

AAA Fair Credit Foundation  
 Bryson Financial Group  
 Capital One  
 Eastwood Bank  
 Heritage Wealth Advisors  
 Intermountain Financial Group, LLC  
 JA Counter & Associates, Inc.  
 Keats, Connelly and Associates, LLC  
 markit  
 Merchants Bank  
 Ocean Tomo, LLC  
 Omega Legal Systems, Inc.  
 Roert W. Baird & Co.  
 Rose City Mortgage  
 TitleOne Corporation

### Government Services, Public Administration and Safety

Michigan Occupational Safety and Health Administration  
 Rhode Island Housing  
 US Environmental Protection Agency  
 – RTP

### Health Care and Medical Services

Arizona Health Care Cost Containment System  
 Aurora Mental Health Center  
 Bon Secours  
 Bottom Line Systems, Inc.  
 Children's Dental Village  
 Frankfort Regional Medical Center  
 Greater Dayton Area Hospital Association

# INDEXES

## By Industry (continued)

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Health Dimensions Group  
Innovative Care Management, Inc.  
Intermountain Healthcare  
McKesson Corporation  
Memorial Hermann Healthcare System  
Molina Healthcare  
Scottsdale Healthcare  
Southwest Institute of Healing Arts  
Sport & Spine Physical Therapy of  
Winona, Inc.  
VCU Health System  
WellStar Health System  
WithinReach

### Insurance

Brower Insurance Agency LLC  
Brown & Brown of Detroit  
Equitable Life & Casualty  
Insurance Company  
Kapnick Insurance Group  
McQueary Henry Bowles Troy LLP  
MGIC  
Western National Mutual  
Insurance Company

### Legal Services

Arizona Foundation for Legal Services  
& Education  
AzulaySeiden Law Group  
Bryan Cave, LLP  
Dorsey & Whitney LLP  
Frank Haron Weiner  
Givens Pursley LLP  
Sanchez Daniels & Hoffman LLP  
Sebaly Shillito + Dyer  
Stoel Rives LLP  
Sturgill, Turner, Barker & Moloney, PLLC  
Thompson Ostler & Olsen  
Vinson and Elkins

### Manufacturing and Product Development

Futura Industries  
The Dow Chemical Company  
TURCK Inc.  
Visteon Corporation

### Media and Publishing

A.Miller Consulting Services, Inc.  
Abernethy Media Professionals  
American Journal Experts, LLC  
Northeast Editing, Inc.

### Membership Organization

American Institute for Certified  
Public Accountants  
Charleston Metro Chamber of Commerce  
Greater Louisville Inc.  
Metropolitan Milwaukee Association  
of Commerce  
Rochester Area Chamber of Commerce

### National Security

Azimuth Corporation

Center for Seabees & Facilities  
Engineering  
Navy Air Logistics Office  
PatchPlus Consulting, Inc.  
Personnel Detachment Afloat West  
Radiance Technologies Inc.  
Recruit Training Command  
Training Squadron Ten  
U.S. Navy EODTEU TWO

### Real Estate and Property Management

Alliance Title & Escrow Corp.  
Community Management Group  
Farbman Group  
PREM Group, Inc.  
The Habitat Company

### Recruiting and Career Management

Decision Toolbox  
Delta Dallas  
Humanix  
Mom Corps  
Technomics, Inc.  
The Novo Group  
Vaco Richmond, LLC  
Winona Work-force Center

### Restaurant and Food Services

Café Rio Mexican Restaurant  
La Strada  
McDonalds USA LLC

### Retail and Sales

1-800 CONTACTS  
gDiapers  
Infinicom  
LEXMARK INTERNATIONAL  
Shumsky Enterprises, Inc.  
Wist Office Products

### Schools, Libraries and Educational Services

Cornell University  
Early Learning Coalition of Brevard  
County, Inc.  
George Mason University  
Houston Academy of Medicine –  
Texas Medical Center Library  
MMP School, Inc.  
OCLC  
Portland State University  
Rio Salado College  
Rochester Community and  
Technical College  
Rochester Public Library  
Shodor Education Foundation, Inc.  
Southeast Service Cooperative  
The Center for American and  
International Law  
The University of Texas Health  
Science Center  
University of Minnesota Rochester  
University of New Hampshire  
University of Phoenix



## By Industry (continued)

### Social and Community Services

American Heart Association  
 Big Brothers Big Sisters of Utah  
 Cardinal of Minnesota Ltd.  
 Catholic Charities of the Diocese  
 of Winona  
 Eastway Behavioral Healthcare  
 Families in Transition  
 Full Access  
 Home and Community Options  
 Lyndon Fire Protection District  
 Mercy Corps  
 Metropolitan Family Service  
 Mountain States Group, Inc.  
 National Multiple Sclerosis Society  
 NPower Northwest  
 Operation Kindness  
 Ounce of Prevention Fund  
 Our House  
 Peckham, Inc.  
 Premier Community Health  
 Prestige Healthcare  
 Prevent Child Abuse Minnesota  
 Pride, Inc.  
 Ride Connection  
 United Way of Olmsted County Inc.  
 Verde Valley Sanctuary  
 YES Community Counseling Center

### Software, Web Development and Information Management

ContentActive, LLC  
 DigiCert  
 E-IT Professionals Corp.  
 Evanhoe & Associates Inc.  
 FMYI, Inc.  
 GoDaddy.com  
 Menlo Innovations LLC  
 Miklos Systems, Inc  
 OpenEye Scientific Software Inc.  
 Service Express, Inc.  
 Software Technology Group  
 Synergis

### Technology, Manufacturing and Services

Altair Engineering  
 Autodemo LLC  
 Autohaus Arizona, Inc.  
 Barco, Inc.  
 Barling Bay  
 Cornerstone Research Group  
 Custom Alarm/Custom  
 Communications, Inc.  
 Emergint Technologies  
 Hiawatha Broadband  
 Communications, Inc.  
 ICF International  
 Intel  
 KiZAN Technologies LLC  
 Macaulay Brown  
 Microchip Technology Inc.  
 Microsoft  
 Morgan Franklin Corporation  
 Netgain  
 Next Wave Systems LLC  
 SunGuard Public Sector  
 Technology Transfer Services  
 The Tellennium Group  
 The VIA Group  
 Verizon Wireless  
 Vivint, Inc.  
 Xvand Technology Coporation  
 Xylo Technologies, Inc.

### Tourism

Christopherson Business Travel  
 Courtyard by Marriott Melbourne  
 Dallas Convention & Visitor's Bureau  
 Durham Convention & Visitor's Bureau  
 Residence Inn by Marriott

### Workforce Development Agencies

Arapahoe/Douglas Works!  
 Career Path Services  
 Educational Data Systems, Inc.  
 Kforce Inc..

# INDEXES

## By Business Issue

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### **Improving Recruitment and Retention**

E-IT Professionals Corp.  
Ernst & Young  
Evanhoe & Associates Inc.  
Frost, Ruttenberg & Rothblatt, P.C.  
gDiapers  
George Mason University  
Greater Dayton Area Hospital Association  
Health Dimensions Group  
Hiawatha Broadband Communications, Inc.  
Kapnick Insurance Group  
KiZAN Technologies, LLC  
La Strada  
Louis T. Roth & Co.  
McCauley Nicolas, CPAs & Advisors  
Mediaura  
MeetingMatrix International, Inc.  
Memorial Hermann Healthcare System  
Menlo Innovations LLC  
Navy Air Logistics Office  
The Novo Group  
Null-Lairson P.C.  
OCLC  
Operation Kindness  
Our House  
PKF Texas  
Perspectives, Ltd.  
Point B  
Prevent Child Abuse Minnesota  
Rhode Island Housing  
Rochester Public Library  
Ryan LLC  
Sanchez Daniels & Hoffman LLP  
Sylla Engineering Ltd.  
Social Dynamics, LLC  
Solix Inc.  
Southeast Service Cooperative  
Swift Collective  
Technomics, Inc.  
University of Phoenix  
Xylo Technologies

### **Enhancing Employee Engagement and Satisfaction**

Custom Alarm/Custom Communications, Inc.  
Deloitte  
Delta Dallas  
Educational Data Systems, Inc.  
Fesnak and Associates  
Frank, Haron, Weiner  
Full Access  
Hancock Askew & Co., LLP  
Heritage Wealth Advisors  
Innovative Care Management, Inc.  
McKesson Corporation  
Metropolitan Family Service  
Metropolitan Milwaukee Association of Commerce

National Multiple Sclerosis Society  
NCH Marketing Services  
Northeast Editing Inc.  
OCLC  
Ocean Tomo  
OpenEye Scientific Software Inc.  
Ounce of Prevention Fund  
Our House  
Peckham Inc.  
Portland State University  
PricewaterhouseCoopers  
Rhode Island Housing  
Sanchez Daniels & Hoffman LLP  
Scottsdale Healthcare  
Service Express, Inc.  
Shodor Education Foundation  
Social Dynamics, LLC  
Solix Inc.  
University of Phoenix  
Valassis Communication Inc.  
Vinson and Elkins  
Western National Mutual Insurance  
Xylo Technologies

### **Reducing Absenteeism**

Creative Plan Designs, Ltd.  
Frost, Ruttenberg & Rothblatt, P.C.  
Hoyman Dobson  
Louis T. Roth & Co.  
Lyndon Fire Protection District  
MeetingMatrix International, Inc.  
Merchants Bank  
National Multiple Sclerosis Society  
NPC Research  
Ocean Tomo  
Our House  
Sebaly Shilito + Dyer  
Southeast Service Cooperative  
Sturgill, Turner, Barker & Moloney, PLLC  
United Way of Olmsted County  
YES Community Counseling Center

### **Providing Exceptional Client Service**

Innovative Care Management, Inc.  
Klotz Associates Inc.  
McGladrey  
Microchip Technology Inc.  
NPower Northwest  
Ounce of Prevention Fund  
Pannell Kerr Forster of Texas  
Personnel Detachment Afloat West  
Radiance Technologies  
Vinson and Elkins  
Western National Mutual Insurance

### **Reducing Business Costs**

Microsoft Corporation  
Scottsdale Healthcare  
Southeast Service Cooperative

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## By Business Issue (continued)

### Enhancing Productivity and Profitability

cSubs  
Dallas Convention & Visitors' Bureau  
Delta Dallas  
gDiapers  
The Habitat Company  
Hancock Askew & Co., LLP  
JA Counter & Associates, Inc.  
Mediascope, Inc.  
Menlo Innovations LLC  
Merchants Bank  
Microchip Technology Inc.  
Navy Air Logistics Office  
Northeast Editing Inc.  
NPC Research  
OCLC  
Ocean Tomo  
Omega Legal Systems Inc.  
OpenEye Scientific Software Inc.  
Our House  
PKF Texas  
People for Puget Sound  
Personnel Detachment Afloat West  
Perspectives, Ltd.  
PricewaterhouseCoopers  
Robert W. Baird & Co.  
Sebaly Shilito + Dyer  
Solix Inc.  
YES Community Counseling Center

### Unlocking Innovation and Creativity

GoDaddy.com  
KPMG  
NCH Marketing Services  
Omega Legal Systems Inc.  
OpenEye Scientific Software Inc.  
Oregon Environmental Council  
Personnel Detachment Afloat West  
PricewaterhouseCoopers  
Red Sky Public Relations

### Addressing Generational Differences

Dorsey & Whitney LLP  
The Dow Chemical Company  
Durham Convention & Visitors' Bureau  
MacAulay-Brown, Inc.  
McCauley Nicolas, CPAs & Advisors  
Shodor Education Foundation  
Solix Inc.  
Sport & Spine Physical Therapy of  
Winona Inc  
Sturgill, Turner, Barker & Moloney, PLLC  
Turner Construction Company  
University of New Hampshire

### Leveraging Technology

Custom Accounting & Tax  
EAGLE Registrations Inc.  
Emergint Technologies  
Ernst & Young  
Frankfort Regional Medical Center

Mahoney Ulbrich Christiansen Russ PA  
Microsoft Corporation  
Miklos Systems, Inc.  
MMP School, Inc.  
Mom Corps  
MorganFranklin Corporation  
Navy Air Logistics Office  
NCH Marketing Services  
Netgain  
Next Wave Systems LLC  
Northeast Editing Inc.  
NPower Northwest  
Null-Lairson P.C.  
OCLC  
Ocean Tomo  
Oregon Environmental Council  
Oregon Research Institute  
Ounce of Prevention Fund  
PKF Texas  
PatchPlus Consulting, Inc.  
Peckham Inc.  
Piemonte & Liebhauser  
PricewaterhouseCoopers  
Pride, Inc.  
Recruit Training Command  
Ride Connection  
River Network  
Ryan LLC  
Service Express Inc.  
Shodor Education Foundation  
Shumsky Enterprises, Inc.  
SunGuard Public Sector  
Swift Collective  
Synergis  
The Tellenium Group  
Training Squadron Ten  
Turner Construction Company  
The University of Texas Health Science  
Center at Houston  
WellStar Health System

### Developing Staff

cSubs  
Custom Accounting & Tax  
Custom Alarm/Custom  
Communications, Inc.  
Dorsey & Whitney LLP  
Families in Transition  
Farbman Group  
Greater Louisville Inc.  
Harding Shymanski and Company PSC  
Henry & Horne, LLP  
Hill, Chesson & Woody Employee  
Benefit Services  
Home and Community Options  
Intel Corporation  
ManpowerGroup/Manpower Inc.  
McDonalds USA LLC  
McGladrey  
Mediascope, Inc.  
Merchants Bank

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## By Business Issue (continued)

Mom Corps  
Navy Air Logistics Office  
The Novo Group  
Null-Lairson P.C.  
OCLC  
PKF Texas  
Peckham Inc.  
Point B  
Premier Healthcare  
PricewaterhouseCoopers  
Public Policy Associates  
P.W. Grosser Consulting, Inc.  
Recruit Training Command  
Red Sky Public Relations  
Residence Inn by Marriott  
Rho, Inc.  
Rio Salado College  
River Network  
Rochester Area Chamber of Commerce  
Rochester Community and  
Technical College  
Ryan LLC  
Service Express, Inc.  
Software Technology Group  
Solix Inc.  
Southeast Service Cooperative  
Strothman & Company  
Thompson Ostler & Olsen  
Title One Corporation  
Training Squadron Ten  
True Partners Consulting  
Turner Construction Company  
USN Explosive Ordnance Disposal  
Training and Evaluation Unit Two\*\*  
United Way of Olmsted County Inc.  
The University of Texas Health Science  
Center at Houston  
VCU Health System  
Vaco Richmond, LLC  
Valassis Communication Inc.  
Verizon Wireless  
WellStar Health System  
Work Skills Corporation

### Promoting Health and Wellness; Reducing Stress

Custom Alarm/Custom  
Communications, Inc.  
Eastway Behavioral Healthcare  
Equitable Life & Casualty  
Insurance Company  
Express Employment Professionals  
Futura Industries  
Givens Pursley LLP  
The Habitat Company  
Hill, Chesson & Woody Employee Benefit  
Services  
Houston Academy of Medicine –  
Texas Medical Center Library  
Humanix  
Intel Corporation

Louis T. Roth & Co.  
McQueary Henry Bowles Troy LLP  
Merchants Bank  
MGIC  
Microchip Technology Inc.  
Mountain States Group, Inc.  
Navy Air Logistics Office  
Next Wave Systems LLC  
OCLC  
Open Eye Scientific Software Inc.  
Oregon Research Institute  
Ounce of Prevention Fund  
Our House  
Portland State University  
Premier Healthcare  
Pride, Inc.  
P.W. Grosser Consulting, Inc.  
Radiance Technologies  
Rho, Inc.  
Rhode Island Housing  
Rochester Public Library  
Rose City Mortgage  
Ryan LLC  
Shumsky Enterprises, Inc.  
Social Dynamics, LLC  
Southeast Service Cooperative  
Southwest Institute of Healing Arts  
Sport & Spine Physical Therapy of  
Winona Inc  
Title One Corporation  
Training Squadron Ten  
TURCK, Inc.  
U.S. Environmental Protection Agency  
USN Explosive Ordnance Disposal  
Training and Evaluation Unit Two  
University of New Hampshire  
Visteon Corporation  
Western National Mutual Insurance  
Company  
WithinReach

### Reducing Environmental Impact

gDiapers  
ICF International  
Intermountain Healthcare  
Isler CPA  
Klotz Associates Inc.  
Laughlin Constable  
Lexmark International  
Mercy Corps  
Next Wave Systems LLC  
The Novo Group  
Oregon Environmental Council  
PKF Texas  
U.S. Environmental Protection Agency

### Making Work Fun

DigiCert  
Eastwood Bank  
FMYI, Inc.  
Fronterra Integrated Geosciences

## By Business Issue (continued)

GoDaddy.com  
 Hoyman Dobson  
 Infincom  
 Kolb+ Co SC  
 KPMG  
 McKinney  
 Mediaura  
 NCH Marketing Services  
 Omega Legal Systems Inc  
 Oregon Environmental Council  
 Ounce of Prevention Fund  
 People for Puget Sound  
 Perspectives, Ltd.  
 PREM Group, Inc.  
 Sebaly Shilito + Dyer  
 Southeast Service Cooperative  
 Southwest Institute of Healing Arts  
 Strothman & Company  
 True Partners Consulting  
 U.S. Environmental Protection Agency  
 Verde Valley Sanctuary  
 Xylo Technologies

### **Emphasizing Communications with Staff**

Decision Toolbox  
 DigiCert  
 The Dow Chemical Company  
 Durham Convention & Visitors' Bureau  
 Navy Air Logistics Office  
 Netgain  
 Null-Lairson P.C.  
 PKF Texas  
 PatchPlus Consulting, Inc.  
 People for Puget Sound  
 Public Policy Associates  
 Rochester Area Chamber of Commerce  
 Technomics, Inc.  
 The Tellenium Group

### **Seeking Employee Input**

Families in Transition  
 Frankfort Regional Medical Center  
 Keats, Connelly and Associates LLC  
 markit  
 Mediaura  
 Netgain  
 The Novo Group  
 NPower Northwest  
 PKF Texas  
 People for Puget Sound  
 PREM Group, Inc.  
 PricewaterhouseCoopers  
 Rochester Public Library  
 Ryan LLC  
 SunGuard Public Sector  
 The Tellenium Group  
 TURCK, Inc.  
 Valassis Communication Inc.  
 Vinson and Elkins  
 Vivint, Inc.

### **Helping Employees Manage Transportation Costs**

Creative Plan Designs, Ltd.  
 Dallas Convention & Visitors' Bureau  
 George Mason University  
 GoDaddy.com  
 ICF International  
 Isler CPA  
 Lexmark International  
 Mercy Corps  
 Michigan Occupational Safety and Health Administration (MIOSHA)  
 The Novo Group  
 U.S. Environmental Protection Agency

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Brookhaven Science Associates, LLC  
Clifton Gunderson LLP  
Custom alarm/custom communications  
Dorsey & Whitney LLP  
The Dow Chemical Company  
Frost, Rittenberg & Rothblatt, P.C.  
Henry & Horne, LLP  
MacAulay-Brown, Inc.  
McDonald's  
McGladrey  
Merchants Bank  
Navy Air Logistics Office  
Rochester Community and  
Technical College  
Rochester Public Library  
Sturgill, Turner, Barker & Moloney, PLLC  
TURCK  
University of New Hampshire  
Winona Work-Force Center

#### **Sabbaticals**

Alliance Title & Escrow Corporation  
Autodemo LLC  
Cascadia Consulting Group, Inc.  
Deloitte  
Givens Pursley  
McDonald's  
McKinnon-Mulherin, Inc.  
Menlo Innovations  
Open Eye Scientific Software Inc.  
Ounce of Prevention Fund  
PricewaterhouseCoopers  
Stoel Rives LLP  
Synergis  
TURCK Inc.

#### **Caregiving Leave (including maternity, paternity, adoption, elder care, or for a seriously ill family member)**

American Institute for Certified Public  
Accountants (AICPA)  
Clifton Gunderson LLP Deloitte  
Early Learning Coalition of Brevard  
County, Inc.  
Ernst & Young  
gDiapers  
GoDaddy.com  
Hill, Chesson & Woody Employee  
Benefit Services  
Intermountain Healthcare  
KPMG  
Laughlin Constable  
Lexmark International  
Lyndon Fire Protection District  
McGladrey  
McKinnon-Mulherin, Inc.  
Menlo Innovations  
Mountain States Group, Inc.  
Oregon Research Institute

Portland State University  
PricewaterhouseCoopers  
Ryan LLC  
TURCK Inc.  
Vinson & Elkins

### [Choices in Managing Time](#)

#### **Control Over Work Schedule**

American Geotechnics  
Arizona Foundation for Legal Services  
& Education  
Bottom Line Systems, Inc.  
Bryson Financial Group  
Children's Dental Village  
Custom Accounting & Tax  
Decision Toolbox  
Dorsey & Whitney LLP  
Evanhoe & Associates Inc.  
Express Employment Professionals  
Frankfort Regional Medical Center  
Full Access  
Futura Industries  
The Habitat Company  
Intermountain Healthcare  
Klotz Associates Inc.  
KPMG  
La Strada  
McQueary Henry Bowles Troy LLP  
Mediaura  
MeetingMatrix International, Inc.  
Metropolitan Family Service  
Miklos Systems, Inc.  
National Multiple Sclerosis Society  
Next Wave Systems LLC  
NPC Research  
NPower Northwest  
Null-Lairson P.C.  
Ocean Tomo  
Omega Legal Systems Inc.  
PFK Texas  
PatchPlus Consulting Inc.  
Peckham  
Point B  
Premier Community Health  
PricewaterhouseCoopers  
Pride, Inc.  
Radiance Technologies  
Residence Inn by Marriott  
Ride Connection  
Robert W. Baird & Co.  
Rochester Area Chamber of Commerce  
Rochester Public Library  
Ryan LLC  
Sanchez Daniels & Hoffman  
Southeast Service Cooperative  
Sport & Spine Physical Therapy  
of Winona  
Technology Transfer Services  
Thompson Olster & Olsen

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USN Explosive Ordnance Disposal  
Training and Evaluation Unit Two  
University of Minnesota-Rochester  
University of Phoenix  
VCU Health System  
The VIA Group  
Work Skills Corporation  
Xvand Technology Corporation

### Control Over Shift

Express Employment Professionals  
Futura Industries  
GoDaddy.com  
Operation Kindness

### Time Off

#### For Personal Illness

Brower Insurance Agency LLC  
Cornell University  
Equitable Life & Casualty  
Insurance Company  
Laughlin Constable  
Mountain States Group, Inc.

#### To Care for Sick Children

Laughlin Constable  
Mountain States Group, Inc.  
NPower Northwest  
Radiance Technologies  
Ryan LLC  
WithinReach

#### For Elder Care Responsibilities

Laughlin Constable  
Portland State University  
TURCK, Inc.  
Vinson & Elkins

#### Vacation Time/Holidays

Cascadia Consulting Group, Inc.  
Creative Plan Designs, Ltd.  
DigiCert  
Early Learning Coalition of Brevard  
County, Inc.  
Equitable Life & Casualty  
Insurance Company  
gDiapers  
GoDaddy.com  
La Strada  
markit  
Menlo Innovations LLC  
MorganFranklin Corporation  
Mountain States Group, Inc.  
NPower Northwest  
Open Eye Scientific Software Inc.  
Prevent Child Abuse Minnesota  
PricewaterhouseCoopers  
Rhode Island Housing  
USN Explosive Ordnance Disposal  
Training and Evaluation Unit Two

### For Volunteer Work

Alliance Title & Escrow Corporation  
Brown & Brown of Detroit  
Cerini & Associates, LLP  
Creative Plan Designs, Ltd.  
Eastwood Bank  
Gallagher, Flynn & Company, LLP  
Harding Shymanski and Company PSC  
Intermountain Financial Group, LLC  
Kolb+ Co SC  
KPMG  
McKinnon-Mulherin, Inc.  
Molina Healthcare  
Navy Air Logistics Office  
NPC Research  
Personnel Detachment Afloat West

### PTO (Paid Time Off)

Azimuth Corporation  
Bader Martin P.S.  
BDO USA, LLP  
Bottom Line Systems, Inc.  
Bryan Cave, LLP  
Clifton Gunderson LLP  
Creative Plan Designs, Ltd.  
Eastwood Bank  
The Habitat Company  
Health Dimensions Group  
Houston Academy of Medicine –  
Texas Medical Center Library  
Infocom  
Intermountain Financial Group, LLC  
Intermountain Healthcare  
McKinney  
MeetingMatrix International, Inc.  
Mercy Corps  
Molina Healthcare  
Operation Kindness  
Our House  
Pannell Kerr Forster of Texas  
P.W. Grosser Consulting, Inc.  
Software Technology Group  
Strothman & Company  
University of Phoenix  
VCU Health System  
The VIA Group  
Vinson and Elkins

### Reduced Time

#### Part Time

AAA Fair Credit Foundation  
American Geotechnics  
American Institute for Certified Public  
Accountants (AICPA)  
Anneken Huey & Moser PLLC  
Barling Bay, LLC  
Booz Allen Hamilton  
Bottom Line Systems, Inc.  
Capital One  
Cascadia Consulting Group, Inc.

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Home and Community Options  
Humanix  
Intel Corporation  
Laughlin Constable  
Louis T. Roth & Co.  
McDonalds USA LLC  
McGladrey  
Menlo Innovations LLC  
Mom Corps  
Next Wave Systems LLC  
Ounce of Prevention Fund  
Residence Inn by Marriott  
Rhode Island Housing  
Stoel Rives  
U.S. EPA

### Job Sharing

Binkley & Barfield, Inc.  
Bon Secours  
Booz Allen Hamilton  
Bottom Line Systems, Inc.  
Charleston Metro Chamber of Commerce  
The Dow Chemical Company  
Fesnak and Associates  
George Mason University  
Intermountain Healthcare  
Laughlin Constable  
McDonalds USA LLC  
McGladrey  
Menlo Innovations LLC  
Merchants Bank  
Microsoft Corporation  
Next Wave Systems LLC  
Stoel Rives  
Work Skills Corporation

### Part Year

Bon Secours

## Flex Time and Place

### Traditional Flex Time

Abel Design Group, Ltd.  
Abernethy Media Professionals  
American Institute for Certified Public Accountants (AICPA)  
Autodemo LLC  
AzulaySeiden Law Group  
Bon Secours  
Bottom Line Systems, Inc.  
Bryan Cave, LLP  
Capital One  
Career Path Services  
Cascadia Consulting Group, Inc.

Center for Seabees & Facilities Engineering  
Charleston Metro Chamber of Commerce  
Clifton Gunderson LLP  
Cornell University  
Cornerstone Research Group  
Deloitte  
Equitable Life & Casualty Insurance Company  
Fesnak and Associates  
Frank, Haron, Weiner  
George Mason University  
Hiawatha Broadband Communications, Inc.  
Hill, Chesson & Woody Employee Benefit Services  
Houston Academy of Medicine – Texas Medical Center Library  
Humanix  
ICF International  
Infocom  
Intel Corporation  
Intermountain Financial Group, LLC  
Isler CPA  
JA Counter & Associates, Inc.  
Kforce Inc.  
KiZAN Technologies, LLC  
Klotz Associates Inc.  
Kolb+Co SC  
KPMG  
Laughlin Constable  
Lexmark International  
Louis T. Roth & Co.  
Mahoney Ulbrich Christiansen Russ PA  
McDonalds USA LLC  
McGladrey  
McKesson Corporation  
Michigan Occupational Safety and Health Administration (MIOSHA)  
Microchip Technology Inc.  
Microsoft Corporation  
MMP School, Inc.  
Molina Healthcare  
Navy Air Logistics Office  
Northeast Editing Inc.  
NPC Research  
NPower Northwest  
OCLC  
Omega Legal Systems Inc.  
OpenEye Scientific Software Inc.  
Residence Inn by Marriott  
Rho, Inc.  
Rochester Community and Technical College  
Shodor Education Foundation

### Daily Flex Time

Averett Warmus Durkee Osburn Henning  
BDO USA, LLP  
Career Path Services



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La Strada  
markit  
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National Multiple Sclerosis Society  
NCH Marketing Services  
Northeast Editing Inc.  
The Novo Group  
Null-Lairson P.C.  
Ocean Tomo  
Operation Kindness  
Oregon Research Institute

**Compressed Workweeks**  
Abel Design Group, Ltd.  
American Institute for Certified Public Accountants (AICPA)  
Arizona Foundation for Legal Services & Education  
Aurora Mental Health Center  
Bader Martin P.S.  
Barco, Inc.  
Bon Secours  
Bottom Line Systems, Inc.  
Capital One  
Career Path Services  
The Center for American and International Law  
Center for Seabees & Facilities Engineering  
Cornell University  
Cornerstone Research Group  
Creative Plan Designs, Ltd.  
Educational Data Systems, Inc.  
Equitable Life & Casualty Insurance Company  
Fronterra Integrated Geosciences  
George Mason University  
McDonalds USA LLC  
McGladrey  
McKesson Corporation  
Memorial Hermann Healthcare System  
Microsoft Corporation  
Molina Healthcare  
NCH Marketing Services  
Operation Kindness  
Residence Inn by Marriott  
Sturgill, Turner, Barker & Moloney, PLLC  
Turner Construction Company  
WellStar Health System  
Wist Office Products  
WithinReach

**Flex Place (including telecommuting)**  
A. Miller Consulting Services  
Abel Design Group, Ltd.  
Abernethy Media Professionals  
ACS, Inc. (Affiliated Construction Services)  
American Institute for Certified Public Accountants (AICPA)  
American Journal Experts, LLC  
Anneken Huey & Moser PLLC  
Arizona Foundation for Legal Services & Education  
Arizona Health Care Cost Containment System (AHCCCS)  
Autodemo LLC  
Autodemo Arizona, Inc.  
Averett Warmus Durkee Osburn Henning Barco, Inc.  
Big Brothers Big Sisters of Utah  
Binkley & Barfield, Inc.  
Bon Secours  
Booz Allen Hamilton  
Bottom Line Systems, Inc.  
Brookhaven Science Associates, LLC  
Brower Insurance Agency LLC  
Brown & Brown of Detroit  
Bryan Cave, LLP  
Bryson Financial Group  
Career Path Services  
Cascadia Consulting Group, Inc.  
Center for Seabees & Facilities Engineering  
Cerini & Associates, LLP  
Charleston Metro Chamber of Commerce  
Christopherson Business Travel  
Clifton Gunderson LLP  
Community Management Group  
ContentActive, LLC  
Cornell University  
Cornerstone Research Group  
Creative Plan Designs, Ltd.  
Custom Accounting & Tax  
Dallas Convention and Visitor's Bureau  
Decision Toolbox  
Deloitte  
Delta Dallas  
DigiCert  
Dorsey & Whitney LLP  
The Dow Chemical Company  
Durham Convention and Visitors Bureau  
EAGLE Registrations Inc.  
Educational Data Systems, Inc.  
E-IT Professionals Corp.  
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Association  
Greater Louisville Inc.  
The Habitat Company  
Hancock Askew & Co., LLP  
Health Dimensions Group  
Henry & Horne, LLP  
Heritage Wealth Advisors  
Hiawatha Broadband  
Communications, Inc.  
Hill, Chesson & Woody Employee  
Benefit Services  
Houston Academy of Medicine –  
Texas Medical Center Library  
Hoyman Dobson  
Humanix  
ICF International  
Infincom  
Innovative Care Management, Inc.  
Intermountain Healthcare  
Keats, Connelly and Associates LLC  
LaBreche  
Lexmark International  
MacAulay-Brown, Inc.  
Mahoney Ulbrich Christiansen Russ PA  
McDonalds USA LLC  
McGladrey  
McKinnon-Mulherin, Inc.  
McQueary Henry Bowles Troy LLP  
Mediascope, Inc.  
Mediaura  
Memorial Hermann Healthcare System  
Metropolitan Family Service  
Metropolitan Milwaukee Association  
of Commerce  
Michigan Occupational Safety and  
Health Administration (MIOSHA)  
Microsoft Corporation  
Miklos Systems, Inc.  
Mom Corps  
MorganFranklin Corporation  
NCH Marketing Services  
Next Wave Systems LLC  
NPC Research  
NPower Northwest  
OCLC  
Ocean Tomo  
Omega Legal Systems Inc.  
OpenEye Scientific Software Inc.  
Operation Kindness  
Oregon Research Institute  
Ounce of Prevention Fund  
Peckham  
Portland State University

Prestige Healthcare  
Prevent Child Abuse Minnesota  
P.W. Grosser Consulting, Inc.  
Residence Inn by Marriott  
Rho, Inc.  
Rose City Mortgage  
Turner Construction Company  
The University of Texas Health Science  
Center at Houston  
Western National Mutual  
Insurance Company  
Xvand Technology Corporation

## Economic Security

### **Tuition Reimbursement**

1-800 CONTACTS  
Altair Engineering  
Bon Secours  
Brookhaven Science Associates, LLC  
Brower Insurance Agency LLC  
Clifton Gunderson LLP  
Henry & Horne, LP  
Hiawatha Broadband  
Communications, Inc.  
Home and Community Options  
Innovative Care Management, Inc.  
Intel Corporation  
Merchants Bank  
Navy Air Logistics Office  
Recruit Training Command  
Rio Salado College  
Rochester Community and Technical  
College  
Rochester Public Library  
Southeast Service Cooperative  
Turner Construction Company  
United Way of Olmsted County  
University of Phoenix  
Valassis Communication Inc.  
WellStar Health System

### **Retirement Planning**

Abel Design Group, Ltd.  
Autohaus Arizona, Inc.  
Bottom Line Systems, Inc.  
Cardinal of Minnesota, Ltd.  
Christopherson Business Travel  
DigiCert  
Hiawatha Broadband  
Communications, Inc.  
McKesson Corporation  
McQueary Henry Bowles Troy LLP  
Mercy Corp  
Mountain States Group  
Navy Air Logistics Office  
OCLC  
Rochester Community and  
Technical College  
Rochester Public Library  
Sturgill, Turner, Barker & Moloney, PLLC

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### Support for Employees

#### **Support for New Parents**

BDO USA, LLP  
Clifton Gunderson LLP  
Deloitte  
Ernst & Young  
gDiapers  
Intel Corporation  
Laughlin Constable  
McGladrey  
McKinney  
The Novo Group  
OpenEye Scientific Software Inc  
Ounce of Prevention Fund  
Pricewaterhouse Coopers  
WithinReach

#### **Support for Veterans and Military Families**

Eastway Behavioral Healthcare  
McKinnon-Mulherin, Inc.  
MorganFranklin Corporation  
Navy Air Logistics Office  
PatchPlus Consulting Inc.  
Radiance Technologies  
Residence Inn by Marriott

Rio Salado College  
Rochester Community and  
Technical College  
Synergis  
Technology Transfer Services  
Training Squadron Ten  
University of New Hampshire  
Winona Work-force Center

#### **In Times of Need or Emergencies**

1-800 CONTACTS  
ACS, Inc. (Affiliated Construction  
Services)  
Arizona Foundation for Legal Services  
& Education  
Bon Secours  
Cardinal of Minnesota, Ltd.  
The Center for American and  
International Law  
Cornell University  
Equitable Life & Casualty Insurance  
Company  
Gallagher, Flynn & Company, LLP  
Houston Academy of Medicine –  
Texas Medical Center Library  
Humanix  
KPMG  
McGladrey  
Memorial Hermann Healthcare System  
Oregon Research Institute

## HONORABLE MENTION RECIPIENTS

### Arizona

Neonatology Associates, Ltd.  
Valassis – Phoenix, AZ

### *At-Large*

Association for the Advancement of  
Sustainability in Higher Education  
BECU  
Cardinal Health, Inc.  
NAVSCIATTS - Stennis Space Center MS  
Quisenberry Marketing & Design  
Talaris Institute  
TeleCommunication Systems, Inc.  
Valassis – Durham, NC

### Boise

Idaho Housing and Finance Association

### Charleston

KFR Services, Inc.  
Levelwing  
Scientific Research Corporation  
Telogical Systems  
Thomas & Hutton

### Chicago

Hill & Knowlton, Inc.

### Dayton

Dayton Area Chamber of Commerce

### Georgia

Cobb EMC  
Delta Airlines

### Houston

Access Sciences Corporation  
Houston-Galveston Area Council  
Jones & Carter, Inc.

### Long Island

Albrecht, Viggiano, Zureck &  
Company, P.C.  
American Institute of Physics  
Jackson Lewis

### Louisville

The CMOOR Group

### Melbourne-Palm Bay

SCB Marketing

### Michigan

Leader Dogs for the Blind

### Milwaukee

Herzing University  
St. Francis Children's Center  
Valassis Direct Mail

### Morris County

Fein, Such, Kahn & Shepard, P.C.  
Ross, Rosenthal & Co., LLP

### Oregon

Green Building Services, Inc.

### Providence

Homefront Health Care

### Rochester

Eastwood Bank

### Winona

Winona National Bank

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[www.shrm.org](http://www.shrm.org)

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- John C. Parry Jr.  
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- G. Brint Ryan  
CEO, Ryan LLC  
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