

2013

Guide to
**Bold New Ideas for
Making Work Work**

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WORKS



2013 Guide to Bold New Ideas for Making Work Work

New Ideas and Promising Practices
from the 2012 Winners of the
Alfred P. Sloan Award for Excellence in
Workplace Effectiveness and Flexibility

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TABLE OF CONTENTS

Acknowledgements	1
Welcome to the Guide	2
About <i>When Work Works</i>	3
What's New? What's Newsworthy?	4
How Employers Were Selected	13
Key to Reading Employer Profiles and Scores	14
Best of Employers	16
Best in Overall Score	16
Best in Employee Score	16
Best in Employer Category Scores	16
• Culture of Flexibility	16
• Flex Careers	17
• Choices in Managing Time	18
• Caregiving Leave	19
• Time Off	20
• Reduced Time	20
• Flex Time and Place	21
• Health Care and Economic Security for Full- and Part-Time Employees	22
• The Impact of the Recession	22
• Support for Educational and Economic Opportunities	23
Employer Profiles	25
Indexes	146
By Worksite Location	146
By Employer Size	150
By Industry	153
By Business Issue	156
By Type of Flexibility	160
Honorable Mention Recipients	166

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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, Jennifer Koh and Kaitlyn Dowling 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 whose assistance has been invaluable in the creation of this Guide.

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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 not have 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.

Ellen Galinsky
Families and Work Institute

Mike Aitken, Shirley Davis and Lisa Horn
Society for Human Resource Management

WELCOME TO THE GUIDE

This Guide profiles promising and innovative practices from 352 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 *2013 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.

ABOUT WHEN WORK WORKS

Families and Work Institute (FWI) is a nonprofit, nonpartisan research organization that studies the changing workforce, family and community. As a preeminent think tank, FWI is known for being ahead of the curve, identifying emerging issues, and then conducting rigorous research that often challenges common wisdom and provides insight and knowledge. As an action tank, FWI conducts numerous studies that put its research into action and then evaluates the results. Its purpose is to create research to live by. For more information, visit www.familiesandwork.org and follow us on Twitter @FWINews.

The Society for Human Resource Management (SHRM) is the world's largest association devoted to human resource management. Representing more than 250,000 members in over 140 countries, the Society serves the needs of HR professionals and advances the interests of the HR profession. Founded in 1948, SHRM has more than 575 affiliated chapters within the United States and subsidiary offices in China and India. Visit SHRM Online at www.shrm.org.

When Work Works is a national initiative, led by the partnership of Families and Work Institute and the Society for Human Resource Management (SHRM), to help organizations of all sizes and types become more successful by transforming the way they view and adopt effective and flexible workplaces. *When Work Works* is one of the foremost providers of resources, rigorous research and best practices on workplace effectiveness and flexibility in the nation. The initiative administers the prestigious Alfred P. Sloan Awards for Excellence in Workplace Effectiveness and Flexibility annually, which recognize exemplary employers for using flexibility as an effective workplace strategy to increase business and employee success. Visit www.whenworkworks.org for more information.

Ellen Galinsky and Hank Jackson

The winners of the 2012 Alfred P. Sloan Awards for Excellence in Workplace Effectiveness and Flexibility confirm that leading employers are continuing the movement toward creating 21st century workplaces. Whether they are world-recognized large employers or small and mid-sized ones, known primarily in their own communities, they are replacing a command and control system of authority and a “time-at-work” gauge for assessing productivity with a focus on actual business results, on learning opportunities, on flexibility, and on fun and support.

Among the newest and most newsworthy trends we see this year are the following eight:

Trend One: Offering a Dazzling Array of Workflex Options. The Alfred P. Sloan Award for Excellence in Workplace Effectiveness and Flexibility assesses seven different categories of what we call workflex—flexibility that works for both the employer and the employee. These seven categories are:

- **Choices in Managing Time** includes control over an employee’s own schedule and agreeing that the schedule or shift meets his or her needs.
- **Flex Time and Flex Place** includes traditional flexibility, daily flexibility (short-notice schedule changes), compressed workweeks and working at home.
- **Reduced Time** includes full-timers who could arrange to work part time in their current position and part-timers who could arrange to work full time in their current position as well as part-year work.
- **Time Off** includes a lack of difficulty in taking time for personal or family matters; paid days off for personal illness; paid days off to care for sick children; time off for elder care without fear of losing one’s job; paid vacation time; paid holidays; time off for volunteering without the loss of pay; and caregiving leaves for birth, adoption and seriously ill family members.
- **Flex Careers** enable employees to dial up or dial down their careers by taking extended time off for caregiving or sabbaticals. They also enable employees to phase into retirement.
- **Dealing with Overwork** includes efforts to create reasonable work demands, to reduce unnecessary work and to create boundaries between life on and off the job.
- **Culture of Flexibility** includes not having to choose between advancement and devoting attention to family life, not having advancement jeopardized by asking for flexibility, and overall supervisor support when work-life issues arise.

When the Sloan Awards were launched in 2005, it would have been surprising to see employers excel in all seven categories; today, it is more commonplace. Bon Secours Health System—a seven-year winner of the Sloan Awards with two winning sites in 2012—offers a good example of the rich array of workflex possibilities that winners provide:

- The mission of Bon Secours Health System, a health care system with 21,000 employees in the U.S. and two winning sites in 2012, is to bring compassion to health care and to provide “good help” (the meaning of the term Bon Secours) to those in need. Their leaders find that flexibility helps employees take care of themselves so that they can deliver the best care possible. At Bon Secours, employees are now able to reduce their hours over the summer, and return to regular hours in the fall without any changes to their job status or benefits. Older employees can retire and then be rehired without jeopardizing retirement checks. They can also “retire” at age 65, but continue to work part time while collecting a pension check or work past 70 ½-years-old and begin receiving a pension check in April of the following year. In addition, Bon Secours provides part-time hours, job sharing, choice of shifts, flexible start and end times, and telecommuting. To reduce overwork, the patient mobility team also literally takes much of the heavy lifting out of nursing jobs, allowing employees to continue their jobs while shifting physically difficult tasks to others. ConnectCare, the company’s new electronic medical records system, also takes the guess work out of handwriting interpretation and is accessible through any mobile device with remote access. Conference calls, laptops, air cards, remote access and Smartphones also help employees maximize time spent working flexibly.

Another trend we see in the provision of flexibility is its adoption in industries where people say, “It can’t be done,” or “it would never work.” These include manufacturing organizations, call centers and the armed services. In fact, this year there are seven winners from Navy-affiliated organizations alone.

In addition, there are signature offerings, two of which we highlight below:

- Management Recruiters of Chattanooga-Brainerd in Tennessee, with 13 employees, has a signature “working families” program where employees can come in after they drop their children off at school, leave in time to pick them up or be there when they get home.
- At Cardinal of Minnesota in Rochester, Minnesota, with 70 employees, the “platinum rule” helps guide business decisions: treat others the way they want to be treated, even when it may cost the organization to do so. A Hardship Program permits employees to contribute their unused sick leave to a bank that can be used by employees having to take an unplanned emergency absence.

Another emerging trend is to move away from tracking time at all:

- Kentucky Employers Mutual Insurance in Lexington, Kentucky, with 197 employees, does not have a sick leave policy, thus enabling employees to take care of themselves and their loved ones without the constraint of set days and workplace penalties. The company finds that regardless of the unlimited nature of this initiative, employees average less than three days per year of absence due to personal illness, family illness and tardiness combined. The company leaders view this as a demonstration of respect and appreciation.

- FMYI, Inc., a social collaboration site with 10 employees in Portland, Oregon, has recently adopted a “No Limit Time Off” policy, giving their employees unlimited time off without banked limits. As long as deliverables are being fulfilled and there is agreement with teammates and management, employees can take time off as they need to.

Although employers are more likely to cover the spectrum of workflex options, there is less attention to creating a culture of flexibility than to providing flexible programs and policies. Likewise, there is less attention to dealing with overwork—which we think is an important area for employers to address in the coming years.

Trend Two: Focusing on Results. To some employers, focusing on results rather than time as a measure of productivity is seen as a way to reduce overwork. Ninety-eight percent of the 2012 winning employers describe employees’ accomplishments as very or extremely important. In contrast, 11% of 2012 Sloan Award winners describe the number of hours that employees spend at work as very or extremely important. Among the results-focused leaders is Ryan, LLC, a multi-service tax firm based in Dallas, TX with 793 U.S. employees and 17 winning sites this year.

- The history of flexibility at Ryan goes back to 2008. CEO Brint Ryan realized that things needed to change because of a loss of what he calls the “shining stars.” He realized the firm was creating a “sweat-shop reputation” and they needed to do “something truly radical.” The result is called myRyan. It enables employees to work wherever they want and whenever they want, as long as their work responsibilities are met. At Ryan, there is no defined organization-wide schedule, no minimum hours and no requirement that work be done in the office. Instead of tracking hours spent at work, employees are held responsible for their performance and results. By tracking client service scores, revenues, leadership, core competencies and other firm-wide initiatives through an online dashboard called myRyan Measures, employees can easily track their performance. Executive Vice President and Chief of Staff Delta Emerson says, “We focus completely on our people getting done what they’re supposed to be getting done. myRyan is built on results.” This focus on results, quantified by a “score,” means that Ryan employees are responsible for creating and managing their performance and their schedules. Maintaining a high score has replaced the need to work a certain number of billable hours, which is the traditional metric by which professional service firms are measured.

Another company with a results focus is the Building Construction Products Division of Caterpillar Inc., with 95 employees, based in Cary, North Carolina.

- The leadership of the Building Construction Products Division of Caterpillar Inc. realizes that flexibility is not only a necessity for employees to manage their personal and professional issues, it also helps the company attract new talent, ensuring that the company remains competitive in their field. Caterpillar Inc. focuses on results versus hours worked so

employees understand that as long as they get their work done, supervisors are able to support flexible work schedules without question.

Measuring organizational results as a result of workflex remains an inexact science. Most employers rely on self-reported or correlational data—the organization has provided workflex and business has grown or retention has increased, though the precise impact of workflex on these changes is uncertain. In this Guide, many winners cite results are better recruitment; development and retention of employees; increased employee engagement; lowered stress levels; and business growth.

Likewise, measuring individual and team results has even further to go, with employers testing dashboards, as they are doing at Ryan, as well as both carrots (rewards for achievement) and sticks (penalties for a lack of achievement). How to quantify organizational, individual and team results remains a challenge for the future.

Trend Three: Providing Learning Opportunities. For the most part, learning opportunities are seen as providing training and educational course work. In addition, however, there is a fresh focus on providing employees with time and space for self-directed and shared learning opportunities through buddies, mentors and coaches:

- The Arizona Small Business Association, with 10 employees in Phoenix, Arizona, provides a good example of this emerging approach. Its work is dedicated to helping small businesses succeed, but it, too, is a small business that works to practice what it preaches. ASBA focuses on results, not time spent in the office. Flexibility is made possible through cross-training employees. If one employee needs to be out of the office for the day, another employee can step in to take care of any responsibilities. The ASBA also trains and guides its young employees with a mentoring program and one-on-one coaching. In addition, the organization provides employees with a “green room” for brainstorming and relaxation.
- BDO USA, LLP, an accounting and consulting firm with 32 of its worksites as winners of 2012 Sloan Awards, assigns new employees a “buddy” in a similar job position to help them transition into their jobs. Career advisors are also assigned to younger employees.
- At CWS, a Website design, application programming and marketing solutions company with 17 employees in Rochester, Minnesota, ongoing education and mentoring help employees learn and grow in their jobs. If an employee reads a book relative to the company’s industry, he or she can receive compensation for writing up a “Book Report.”
- CivicPlus in Manhattan, Kansas, with 95 employees, brings innovative communication solutions to communities and holds monthly Lunch and Learn meetings, funded by the company. These provide a place where employees can share innovative ideas with their coworkers. From these meetings, teams can be formed to work on Innovation Projects. Once a month, an Innovation Project is chosen and team members receive one week away from their normal responsibilities to bring the project to life.

- MHBT Inc., an insurance provider in Dallas, Texas with 170 employees, has a Young Producer Development program for new employees as well as a Perpetuation Development Program for client service personnel.
- Access Sciences Corporation, an information management and technology consulting firm in Houston, Texas with 80 employees, has built learning into its career hierarchy and created a consulting career framework that gives employees landing spots at specific places within the organizational structure. For entry-level employees, the firm provides specific training for the first one or two years of their tenure until they declare a specialty. As employees progress, these landing spots give them the security they need to sometimes take a slower approach to work in order to take time for family and personal needs. The framework also provides positions in the organization for industry experts, which requires mature workers with great knowledge.

Trend Four: Connecting Employees through Technology. In virtually every winner, the technology options for being connected are omnipresent. These are seen as enabling flexibility as well as providing learning opportunities. The list of technology options is huge, from cloud computing to GoToMeeting, to Smartphones and remote access, to desktops and data files. Ernst & Young, an audit, consulting, financial advisory and tax service firm with 75,000 U.S. employees and four winning sites in 2012, provides a good example of the use of technology.

- Ernst & Young provides both formal flexible work arrangements and informal flexibility. For employees who worry that using flexibility could hurt their careers, more than 200 employees have been promoted to executive levels while on formal flexible work arrangements. Flexibility is greatly aided by technology. Laptops for all employees, monthly allowances to cover connectivity costs, 24/7 access to technical assistance, videoconferencing, call forwarding, shared team calendars and instant messaging help employees stay connected no matter where they're working from.
- The Dow Chemical Company in Houston, Texas with 715 employees uses technology—a Website called Flexibility@Dow—to provide tools and resources for employees wishing to learn more about their flexibility options. Technology also allows employees to access work documents, e-mail and phone calls remotely through laptops with VPN access, BlackBerry devices and cell phones.

Technology can solve problems, but it can also increase them. This is aptly illustrated by a quote in Leslie Perlow's 2012 book, *Sleeping with Your Smartphone*, where a professional says of his Smartphone, "I love the thing and I hate it at the same time. The reason that I love it is that it *gives* me so much power. And the reason that I hate it is that it *has* so much power over me."

Perhaps as an antidote to the always-connected world of today, there is increasing emphasis on having fun and on maintaining well-being.

Trend Five: Being Committed to Fun and Happiness. The word “happy” appears in employers’ write ups of their vision for the workplace 25 times this year, much more frequently than in the past. There are many creative ideas for providing fun in the Guide, including:

- At the Employer Solutions Group in Provo, Utah, with 43 employees, there are fun activities like birthday parties, making snow angels and the occasional marshmallow fight.
- Geonetric in Cedar Rapids, Iowa, with 70 employees, offers software solutions to health care companies and believes that supporting its employees directly affects the quality of the solutions it provides. Its leaders work to make their worksite fun. Snacks and beverages including cereal, seasonal fruit, and trail mix are available at all times; and during breaks employees can enjoy fresh popcorn from the company’s popcorn maker. The company also provides inventive company events such as scheduled ice cream truck arrivals, quarterly chair massages and onsite Halloween trick-or-treating as well as other recreational options such as a basketball hoop outside the office or lunches where employees order pizza and watch an episode of “The Office” together.

Trend Six: Promoting Wellness and Well-Being. In addition to providing fun activities at work, there is a greater emphasis on wellness and well-being than in the past. This increase is documented in Families and Work Institute’s 2012 National Study of Employers. In 2012, 63% of employers provided wellness programs for employees and their families, up from 47% in 2005.

Typically, wellness programs focus on exercise and diet.

- Express Employment Professionals, a staffing agency in Rochester, Minnesota with 15 employees, pays the \$75 membership fee to the Rochester Athletic Club for every employee. The average employee goes to RAC to work out during lunch 11 times each month. Employees say that being able to work out during the day relieves stress, helps them re-focus and increases their productivity.
- Climax Portable Machining & Welding Systems in Newberg, Oregon, with 156 employees, has a wellness program that has helped employees by removing unhealthy snack and beverage options from the facility and providing healthier options at company functions. In addition, they provide exercise classes like Zumba. As a result, a number of employees have stopped smoking and lost weight.
- WellStar, a health care company in Marietta, Georgia with 11,000 employees, provides personal health coaches to work with employees on their own health. Employees meet with health coaches to set goals and then continue to meet on a regular basis via private online message boards and on the phone for continued support.

A new direction in wellness programs is a focus on the whole employee’s well-being. Employers do so by helping employees set aside time for

personal development (or betterment as one firm calls it) and by helping employees set personal and not just professional goals.

- Serving 43 Indian reservations in Oregon, Washington and Idaho as well as numerous other Indian organizations throughout the nation, leaders at Northwest Portland Area Indian Health Board, with 53 employees, realize that their employees are not working typical nine to five jobs. Laptop computers with docking stations, cell phones and phones for teleconferencing help provide accessibility to company information for employees whether they are at home or in the field. Employees are able to bring their infants and pets to work and every employee is given 30 minutes of paid time daily to engage in a wellness activity of their choosing. Paid time is also available for American Indian cultural events such as canoe journeys, pow-wows, sun dances and tribal fairs. The Wellness Committee aims to bring out the best in employees through professional acknowledgements, birthday and anniversary celebrations, healthy eating and exercise programs.
- Service Express, Inc., a data center maintenance company with 194 employees in the U.S., relies more on employee engagement than the time clock to measure productivity and credits its flexibility practices for empowering employees. Vision Talks with managers help employees define personal, professional and career goals and create a place for them to access these goals on the Intranet so they can easily review, track and update these goals at any time.

It is clear that a focus on well-being is an emerging trend, one that we hope will continue to grow in the coming years.

Trend Seven: Emphasizing Service. Along with wellness and well-being, leading employers are emphasizing service—helping those in need—whether they are in their own organizations, in their communities or in the country as a whole.

As this country remains in the throes of a volatile economy, a number of employers help employees manage their own financial needs, as Amerisure Mutual Insurance Company in Farmington Hills, Michigan, with 360 employees, does.

- Amerisure Mutual Insurance Company provides emergency financial assistance in a variety of forms to its employees, including gas cards, security deposits and Christmas gifts—no request is ignored.

In addition, as 2 million more service men and women are expected to enter the civilian workforce by 2016, numerous employees provide special help to veterans. One example is Deloitte, an audit, consulting, financial advisory and tax services firm with 44,000 U.S. employees and 13 winning sites in 2012.

- Overseeing Deloitte's efforts on behalf of veterans and their families is its Armed Forces and Ability First Business Resource Groups and its Veteran Practitioner Program. The firm provides a liberal leave and benefits policy

that allows Deloitte practitioners who volunteer or are called for service to honor their military commitments. New hires are paired with experienced practitioners and a Deloitte buddy is assigned to each applicant to the Junior Military Officer Recruiting Program, introducing them to a forum of former JMOs working at the firm and offering chosen candidates positions within two days. Their customized and flexible model for career development—Mass Career Customization—serves all employees, including veterans, by using a lattice approach that gives employees options for how, when and where they work through decisions about pace, workload, schedule/location and roles in the workplace.

Another emphasis in serving diverse groups of employees is helping those with disabilities:

- KPMG, a firm providing audit, tax, and advisory services with 23,000 U.S. employees and 30 winning worksites in 2012, has an Abilities in Motion Network that focuses on fostering an inclusive work environment for people with disabilities, their caregivers and people living with or caring for someone with a chronic illness. The goal of this network is to promote awareness within the organization of the unique needs and talents of individuals with disabilities and ensure all employees feel accepted, valued and are treated fairly.

Employers have found that helping their own employees and helping others go hand in hand.

- Supporting the personal and professional needs of personnel is a high priority to Naval Support Activity Hampton Roads, with 410 employees. Former veterans looking for Government work are heavily recruited and when applying for Government employment within USAJOBS, veterans with disabilities are given higher priority for employment than veterans without disabilities. A Transition Assistance Program (TAP) helps returning veterans transition from military to civilian employment and Return and Reunion Seminars are available to all personnel returning from tours of duty away from their families. These seminars help personnel cope with a number of symptoms related to being away from their normal support system/family members. An Ombudsman assists the needs of military families and low-wage military members have access to many free/low-cost opportunities including Commissaries and Exchanges that have goods at lower prices with no tax included. The organization's Morale, Welfare and Recreation committee comes up with fun and innovative ways to relieve stress and participation in charitable causes and local schools is heavily supported. In 2011, the organization received two Together In Education (TIE) awards for its support of local schools.
- Leaders at Image One, a managed print services company in Oak Park, Michigan, know their team members are at the core of the company's success and that employees' individuality makes a difference in the company. The company has established annual goals to increase job satisfaction, including greater flexibility, profit sharing plans, training and

education, team activities, and a company goal of raising \$1,000,000 for autism by contributing a portion of revenue to the cause.

Trend Eight: Surfacing Good Ideas from Employees. Employers know that good ideas for improving products, services and the work environment come from employees and some have created concerted efforts to mine these ideas.

- Aribex, Inc., an x-ray and radiography technology manufacturer with 55 employees in Orem, Utah, has created a system to look for ideas from employees and implements one new idea each month. The selected employee receives a gift card as thanks.
- Microsoft Corporation, the information technology company with 56,654 U.S. employees and two winning sites in 2012, has developed an internal tool called Kudos. This tool enables employees to acknowledge other employees' efforts with a project or work assignment. Both the employees and their managers get copied, as well as the sender's manager.

Conclusion

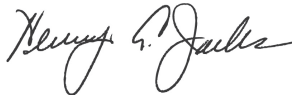
This is the eighth year Families and Work Institute (FWI), now in partnership with the Society for Human Resource Management (SHRM), the world's largest professional association dedicated to the HR profession, has given the Alfred P. Sloan Award for Excellence in Workplace Effectiveness and Flexibility. Each year, the Sloan Awards identify and recognize organizations that are executing exceptional policies and practices to create flexible and effective workplaces. This Guide has become the indispensable handbook to the best workplace practices that help employees meet their work and life needs and organizations achieve extraordinary business results—an imperative in today's uncertain economic environment!

As we conclude the second year of our partnership and look to 2013, we are extremely excited about the increased awareness, interest and adoption of effective and flexible workplaces. Our 2012 National Study of Employers indicates that flexibility has increased in significant ways since 2005. It also indicates that much work remains to be done in educating organizations about the value workflex can bring to both the employee *and* the employer.

Together, FWI and SHRM look forward to continuing to meet this challenge with 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

HOW EMPLOYERS WERE SELECTED

All of the employers included in this Guide are winners of the 2012 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, ***** a seven-time winner, and ***** an eight-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

 **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

Arizona Bar Foundation
BDO USA, LLP – National Office (Chicago, IL)
BDO USA, LLP – Raleigh, NC
Boly:Welch Consulting | Recruiting
BuzzBee Company
Cascade Employers Association
Humanix
Mediaura
Microsoft Corporation – Chicago, IL
Microsoft Corporation – Milwaukee, WI
Orchard Medical Consulting
Rose City Mortgage
Ryan LLC – Kansas City, MO
Ryan LLC – Ohio

Best in Employee Score

Boly:Welch Consulting | Recruiting
capSpire Inc.
Cascade Employers Association
Communities In Schools of NC, Inc.
Decision Toolbox
DesignHammer Media Group LLC
Humanix
Mediaura
Mom Corps
Orchard Medical Consulting
Rose City Mortgage
Ryan LLC – Kansas City, MO
Ryan LLC – Ohio
Verde Valley Sanctuary

Best in Employer Category Scores

Best in Culture of Flexibility

1-800 CONTACTS, Inc.
AAA Fair Credit Foundation
Adams County Workforce & Business Center
Arysta LifeScience North America
CivicPlus
Colorado Rocky Mountain Lions Club
Communities In Schools of NC, Inc.
Community Management Group
EDSI
Employer Solutions Group
Fleet Intelligence Training Center
Full Access
Greenleaf Hospitality Group
Harding, Shymanski and Company, P.S.C.
Hawthorne Auto Clinic Inc.
HCW Employee Benefit Services

Kentucky Employers Mutual Insurance (KEMI)
Lexmark International, Inc.
ManpowerGroup
MeetingMatrix International
Microsoft Corporation – Downer’s Grove, IL
Microsoft Corporation – Milwaukee, WI
National CASA Association
Navy Medicine Professional Development
Navy Operational Support Center – Lemoore, CA
Northwest Staffing Resources
Peckham, Inc.
Portland State University
Principal Financials Group
Ride Connection
RiverStar, Inc.
Rose City Mortgage
Unum
Valassis Inc. – Louisville, KY
Verde Valley Sanctuary
Western National Mutual Insurance Company

Best in Flex Careers

Alexander & Company, PSC
Bon Secours – Richmond, VA
Booz Allen Hamilton – Atlanta, GA
Booz Allen Hamilton – Dayton, OH
EDSI
Ernst & Young – Dallas, TX
Ernst & Young – Detroit, MI
Ernst & Young – Milwaukee, WI
Ernst & Young – Houston, TX
Hawthorne Auto Clinic Inc.
KPMG – Anchorage, AK
KPMG – Atlanta, GA
KPMG – Billings, MT
KPMG – Boise, ID
KPMG – Boston, MA
KPMG – Charlotte, NC
KPMG – Chicago, IL
KPMG – Dallas, TX
KPMG – Denver, CO
KPMG – Des Moines, IA
KPMG – Detroit, MI
KPMG – Hartford, CT
KPMG – Houston, TX
KPMG – Kansas City, MO
KPMG – Long Island, NY
KPMG – Los Angeles, CA
KPMG – Milwaukee, WI
KPMG – Minneapolis, MN
KPMG – Montvale, NJ
KPMG – New York, NY

KPMG – Philadelphia, PA
KPMG – Phoenix, AZ
KPMG – Portland, OR
KPMG – Providence, RI
KPMG – Salt Lake City, UT
KPMG – San Diego, CA
KPMG – Short Hills, NJ
KPMG – St. Louis, MO
KPMG – Stamford, CT
KPMG – Washington, DC
ManpowerGroup
Mediaura
Riverbed Technology
Shodor Education Foundation

Best in Choices in Managing Time

BuzzBee Company
Communities In Schools of NC, Inc.
Cornerstone Research Group Inc.
Durham Convention and Visitors' Bureau
Gallagher, Flynn & Company, LLP
Hawthorne Auto Clinic Inc.
KPMG – Anchorage, AK
KPMG – Atlanta, GA
KPMG – Billings, MT
KPMG – Boise, ID
KPMG – Boston, MA
KPMG – Charlotte, NC
KPMG – Chicago, IL
KPMG – Dallas, TX
KPMG – Denver, CO
KPMG – Des Moines, IA
KPMG – Detroit, MI
KPMG – Hartford, CT
KPMG – Houston, TX
KPMG – Kansas City, MO
KPMG – Long Island, NY
KPMG – Los Angeles, CA
KPMG – Milwaukee, WI
KPMG – Minneapolis, MN
KPMG – Montvale, NJ
KPMG – New York, NY
KPMG – Philadelphia, PA
KPMG – Phoenix, AZ
KPMG – Portland, OR
KPMG – Providence, RI
KPMG – Salt Lake City, UT
KPMG – San Diego, CA
KPMG – Short Hills, NJ
KPMG – St. Louis, MO
KPMG – Stamford, CT
KPMG – Washington, DC

Laughlin Constable
Machen McChesney & Chastain LLP
Mahoney Ulbrich Christiansen Russ PA
McKinney
Menlo Innovations LLC
National CASA Association
Naval Education and Training Command
Next Wave Systems LLC
Orchard Medical Consulting
Riney Hancock CPAs
Winona Workforce Center
Xylo Technologies, Inc.

Best in Caregiving Leave

Anvil Media Inc.
Arizona Small Business Association
BDO USA, LLP – Atlanta, GA
Booz Allen Hamilton – Dayton, OH
Colorado Rocky Mountain Lions Club
Creative Plan Designs, Ltd.
FMYI, Inc.
KPMG – Anchorage, AK
KPMG – Atlanta, GA
KPMG – Billings, MT
KPMG – Boise, ID
KPMG – Boston, MA
KPMG – Charlotte, NC
KPMG – Chicago, IL
KPMG – Dallas, TX
KPMG – Denver, CO
KPMG – Des Moines, IA
KPMG – Detroit, MI
KPMG – Hartford, CT
KPMG – Houston, TX
KPMG – Kansas City, MO
KPMG – Long Island, NY
KPMG – Los Angeles, CA
KPMG – Milwaukee, WI
KPMG – Minneapolis, MN
KPMG – Montvale, NJ
KPMG – New York, NY
KPMG – Philadelphia, PA
KPMG – Phoenix, AZ
KPMG – Portland, OR
KPMG – Providence, RI
KPMG – Salt Lake City, UT
KPMG – San Diego, CA
KPMG – Short Hills, NJ
KPMG – St. Louis, MO
KPMG – Stamford, CT
KPMG – Washington, DC
Open Software Integrators

Orchard Medical Consulting
Project Evolution
Winona Workforce Center

Best in Time Off

Cascade Employers Association
KPMG – Anchorage, AK
KPMG – Atlanta, GA
KPMG – Billings, MT
KPMG – Boise, ID
KPMG – Boston, MA
KPMG – Charlotte, NC
KPMG – Chicago, IL
KPMG – Dallas, TX
KPMG – Denver, CO
KPMG – Des Moines, IA
KPMG – Detroit, MI
KPMG – Hartford, CT
KPMG – Houston, TX
KPMG – Kansas City, MO
KPMG – Long Island, NY
KPMG – Los Angeles, CA
KPMG – Milwaukee, WI
KPMG – Minneapolis, MN
KPMG – Montvale, NJ
KPMG – New York, NY
KPMG – Philadelphia, PA
KPMG – Phoenix, AZ
KPMG – Portland, OR
KPMG – Providence, RI
KPMG – Salt Lake City, UT
KPMG – San Diego, CA
KPMG – Short Hills, NJ
KPMG – St. Louis, MO
KPMG – Stamford, CT
KPMG – Washington, DC

ManpowerGroup

markit

McKinney

The Nagler Group

Naval Support Activity – Hampton Roads, VA

NPC Research

P.W. Grosser Consulting, Inc.

PKF Texas

Recruit Training Command – Great Lakes, IL

Rochester Area Chamber of Commerce

Rose City Mortgage

Sheltering Arms Physical Rehabilitation Centers

Winona Workforce Center

Best in Reduced Time

Alexander & Company, PSC

Arizona Bar Foundation

Booz Allen Hamilton – Atlanta, GA
Booz Allen Hamilton – Dayton, OH
Colorado Rocky Mountain Lions Club
Cornerstone Research Group Inc.
CWS, Inc.
Decision Toolbox
Ernst & Young – Dallas, TX
Ernst & Young – Detroit, MI
Ernst & Young – Houston, TX
Ernst & Young – Milwaukee, WI
Home and Community Options, Inc.
ManpowerGroup
Menlo Innovations LLC
Naval Support Activity – Hampton Roads, VA
The Novo Group
Orchard Medical Consulting
Portland State University
Recruit Training Command – Great Lakes, IL
Riverbed Technology
Sability
Scottsdale Healthcare
Southeast Service Cooperative
Special Tree Rehabilitation

Best in Flex Time and Place

Adams County Workforce & Business Center
Alexander & Company, PSC
Architecture Technology Corporation
Arizona Bar Foundation
Arysta LifeScience North America
Bader Martin, P.S.
Brown & Brown of Detroit
BuzzBee Company
Cascadia Consulting Group
Central Consulting Group
Communities In Schools of NC, Inc.
Cross Gunter Witherspoon & Galchus P.C.
The Frontier Project, LLC
gDiapers
Hawthorne Auto Clinic Inc.
InGrid Design LLC
JA Counter
Machen McChesney & Chastain LLP
markit
McKinney
Mckinnon-Mulherin, Inc.
Mediaura
Menlo Innovations LLC
Michigan Occupational Safety and Health Administration
Mom Corps
NPC Research
Office Furniture Group

Orbit Logic Incorporated
Project Evolution
River Network
Sability
Southeast Service Cooperative
United Way of Olmsted County

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

Arizona Bar Foundation
Armao, Costa & Ricciardi, CPAs, P.C.
Averett Warmus Durkee Osburn Henning, P.A.
Boly:Welch Consulting | Recruiting
GoDaddy.com – Aurora, CO
GoDaddy.com – Iowa
GoDaddy.com – Scottsdale, AZ
Greenleaf Trust
Hawthorne Auto Clinic Inc.
Independent Actuaries, Inc.
Isler CPA LLC
JA Counter
Jakob Marketing Partners
KPMG – Milwaukee, WI
Mediaura
Merjent Inc.
Microsoft Corporation – Downer’s Grove, IL
Microsoft Corporation – Milwaukee, WI
National CASA Association
Northwest Energy Efficiency
Northwest Lineman College
Northwest Portland Area Indian Health Board
Open Software Integrators
Orbit Logic Incorporated
Stoel Rives – Boise, ID
Stoel Rives – Portland, OR
Stoel Rives – Sacramento, CA
Stoel Rives – Salt Lake City, UT
Winona Workforce Center

The Impact of the Recession

Architecture Technology Corporation
Arizona Bar Foundation
Birmingham Metropolitan YMCA
Bottom Line Systems, Inc.
BuzzBee Company
Cascade Employers Association
Community Management Group
Core Creative Inc.
Creative Plan Designs, Ltd.
Crossroads Rhode Island
Disabled Resources Center, Inc.
Durham Convention and Visitors’ Bureau
Eastwood Bank – Winona County
FosterThomas

Full Access
Greenleaf Hospitality Group
Humanix
Laughlin Constable
Matthews Benefit Group, Inc.
Mediascope, Inc.
MeetingMatrix International
Menlo Innovations LLC
Metropolitan Family Service
MHBT Inc.
Navy Medicine Professional Development
Netgain
Northwest Energy Efficiency Alliance
Northwest Lineman College
NPC Research
Oregon Partnership/Lines for Life
ProtectCell
Rochester Area Chamber of Commerce
Sikich LLP – Chicago, IL
Sikich LLP – Naperville, IL
Sturgill, Turner, Barker & Moloney, PLLC
United Way of Olmsted County
WICHE

Support for Educational and Economic Opportunities

Adams County Workforce & Business Center
BDO USA, LLP – Phoenix, AZ
Binkley & Barfield, Inc.
Cascade Employers Association
Climax Portable Machining & Welding Systems
Core Creative Inc.
CWS, Inc.
Ernst & Young – Dallas, TX
Ernst & Young – Detroit, MI
Ernst & Young – Houston, TX
Ernst & Young – Milwaukee, WI
First Alliance Credit Union
Fleet Intelligence Training Center – San Diego, CA
Frankfort Regional Medical Center
Frost, Ruttenberg & Rothblatt, P.C.
GoDaddy.com – Aurora, CO
GoDaddy.com – Iowa
GoDaddy.com – Scottsdale, AZ
Greenleaf Trust
Hawthorne Auto Clinic Inc.
HCW Employee Benefit Services
Kahn, Litwin, Renza & Co. Ltd.
McCauley Nicolas, CPAs & Advisors
Mediaura
MGIC Investment Corporation
Microchip Technology Inc.
MorganFranklin Corporation



Naval Education and Training Command
Netgain
Next Wave Systems LLC
OCLC
Peckham, Inc.
Pillar Technology
PKF Texas
Recruit Training Command – Great Lakes, IL
Riney Hancock CPAs
Sansiveri, Kimball & Co., LLP
Scottsdale Healthcare
Sheltering Arms Physical Rehabilitation Centers
Special Tree Rehabilitation System
University of Iowa Foundation
US Navy EODTEU TWO
Western National Mutual Insurance Company
Winona Workforce Center
Wist Office Products
Xvand Technology Corporation

**1-800 CONTACTS, Inc. *********59 | 72 | 68****Direct-to-Consumer Retail Contact Business****Winning Site: Draper, UT, 830 Employees****www.1800contacts.com**

1-800 CONTACTS has found a way to provide lots of flexibility within its organization, even to call center employees who, typically, aren't able to work from home or have much control over their schedules. The company has provided many call center employees with at-home workstations and offers over 200 shifts to call center employees who work onsite. Veterans receive extra flexibility and are allowed to work part time as they transition back into civilian life. The families of military members are given extra flexibility on a case-by-case basis and offered up to six weeks of personal leave upon request. Employees have access to subsidized meals, low cost medical plans and emergency financial assistance; these programs are especially helpful to low-wage employees. Video conferencing, laptops and Smartphones help employees work remotely. Summer family picnics, movie events and an associate fitness center have improved morale. Hundreds of employees enrolled in a personal finance training session offered last year. Leadership is convinced that these measures have had a positive impact on productivity and health insurance renewal rates. 1-800 CONTACTS rarely has to advertise open job positions—80% of applicants come from employee referrals.

AAA Fair Credit Foundation *******63 | 74 | 72****Nonprofit Credit Counseling****Winning Site: Salt Lake City, UT, 19 Employees****www.faircredit.org**

Leaders at AAA Fair Credit Foundation feel they are setting an example in its community about the importance of working in an overall healthy and happy work environment. Those who are able can telecommute from home and a company contingency plan is in place to keep the office operational in the event offices are physically inaccessible. Technology helps employees work flexibly, but the foundation does not expect employees to use it to stay connected to work 24/7. Military members' and their families' flexibility needs are responded to as needs arise. In addition, a number of initiatives exist to keep employees happy and healthy. The PEAK program gives each employee one paid hour each week to dedicate to his or her own personal betterment. All employees receive a paid holiday on their birthday and employees can recognize a job well done by giving their team members a Dollar Day voucher; eight vouchers can be turned in for a day off with the approval of a supervisor. An open door policy breeds a culture of trust and dedication among employees and leadership. Social events like an annual summer barbecue and potluck lunches support camaraderie among the staff. The foundation benefits from low turnover and has built a positive reputation among its clients within the community.

AASHE *****57 | 73 | 69****Association of Colleges and Universities****Winning Site: Denver, CO, 25 Employees****www.aashe.org**

The Association for the Advancement of Sustainability in Higher Education in Denver, Colorado understands that employees with lower levels of stress are able to perform at their jobs better and that flexibility keeps stress levels low. Most employees are able to work from home or another location; many take time to care for and visit family and bring their work with them. One staff member even works from his boat! AASHE staff members are encouraged to take vacation time and not to check their e-mail, allowing themselves to fully “turn off” from work. AASHE leadership believes this is important for employee well-being. Staff members appreciate the ability to work flexibly, and leadership believes this motivates employees to do even better work.

Access Sciences Corporation ******66 | 73 | 72****Technology Company****Winning Site: Houston, TX, 80 Employees****www.accesssciences.com**

This information management and technology consulting firm has created a consulting career framework which provides landing spots at specific places within the organizational structure, mainly to provide flexibility. This framework gives employees the security they need to sometimes take a slower approach to work to take time for family and personal needs. The framework also provides positions in the organization for industry experts, which requires mature workers with great knowledge. In addition, the framework provides positions for young employees. The firm provides specific training for the first one or two years of employees’ tenure until they declare a specialty. Various career tracks and traditional flexibility options are made possible through technology like remote access and the firm’s intranet. New mothers are also able to ease back into work after returning from maternity leave by working part-time hours. Wellness programs, service opportunities and zero-cost benefits all keep employees well and happy. The firm has enjoyed a decrease in absenteeism and benefits costs as well as low turnover.

Adams County Workforce & Business Center ****70 | 76 | 75****Government Workforce Agency****Winning Site: Brighton, CO, 48 Employees****www.co.adams.co.us**

Despite the difficulties of a slowed economy, Adams County Workforce & Business Center has met or exceeded all performance measurements for the past four years. Workplace flexibility programs such as telecommuting are made possible by access to mobile technology and remote access. Schedules and leaves for military family members and skill development and tuition reimbursement for low-skill workers have all contributed to high morale. Each year, this publicly funded workforce development system administers



an employee survey to measure morale and workplace satisfaction. This past year, the WBC scored high marks on job satisfaction, concern for peers and health and wellness. The WBC's organizational Cultural Competencies in areas of staff morale, well-being, teamwork, recognition and reward, continuous improvement, strengths and performance are established as benchmarks to ensure that commitments to flexible work and a positive work environment are upheld.

Aerzen USA Corporation

65 | 72 | 72

Manufacturing – Durable Goods

Winning Site: Coatesville, PA, 55 Employees

www.aerzenusa.com

As a Triple Bottom Line company, Aerzen USA Corporation is committed to employee development, employee contributions and sustainability practices. The company has engaged in a Lean Transformation initiative with the Delaware Valley Industrial Resource Council to train all employees on lean practices and interpersonal skills necessary for employees to take advantage of leadership opportunities. These opportunities are presented as employees are split into groups to address key business issues—each group is led by an employee who is NOT part of the management team. Courses and team meetings are scheduled during work hours and employees feel that they are able to directly contribute to improvements in their environment. All employees are able to take advantage of compressed workweeks including jobs that require continuous onsite presence. As part of its sustainability practices, Aerzen USA Corporation allows employees to bring recyclables to the office if their communities do not have recycling services. Onsite composting and a rechargeable battery program are also in place. The recycling program is handled by an employed member of the Camphill Community, a community dedicated to building programs valuing the contributions of individuals with disabilities. The partnership offers a two-way reward for both the company and the employee.

Alexander & Company, PSC **

83 | 62 | 71

Certified Public Accounting and Consulting Firm

Winning Site: Owensboro, KY, 25 Employees

www.acocpa.net

Alexander & Company, PSC has experienced 88 years of success and believes it owes this success to workplace flexibility. The company believes that a flexible workplace lowers levels of stress and provides less conflict in managing work and family life. The company provides portable technology, allowing employees to access company files from any location. Employees are also able to alter their work schedules on a daily basis to take care of personal and family needs. Older workers are offered more flexible working hours and work-from-home arrangements while interns are frequently hired from local colleges and high schools. The company believes that these initiatives have led to decreased absenteeism, turnover and medical costs while resulting in higher productivity.

Professional Association**Winning Site: Durham, NC, 650 Employees****www.aicpa.org**

The American Institute of Certified Public Accountants may be a financial institution, but their greatest investment ends up being in their employees. This year, they began a program called “Grow the Ranks” that helps younger employees reach for management positions. Its dynamic intranet site, accessible to all employees from any location, gives employees the opportunity to work from home in addition to telecommuting options available through Flexible Work Arrangements. These arrangements include staggered start and end times, compressed workweeks, part-time employment with and without benefits, and telecommuting. Currently, laptops and flexible work arrangements are being issued for volume-centric jobs such as the e-mail and call center so that they can also enjoy these benefits. Understanding that more and more of their employees were busy in and outside of work, the American Institute of Certified Public Accountants launched a Health and Wellness program including Weight Watchers at work, free fitness memberships to easily-accessible locations throughout the area, CPR classes, monthly wellness seminars available online, subsidized Pilates classes and a Wellness Portal where employees can track their progress. In addition, parents who are interested in adoption have access to Adoption Expense reimbursement, offering expense reimbursements for qualified adoption-related expenses for foreign, domestic and foster care adoptions. All these initiatives have resulted in high retention rates and better customer service allowing the company to make further investments in employee-centric programs versus hiring and training costs.

Editing Services**Winning Site: Durham, NC, 91 Employees****www.journalexperts.com**

Leaders at American Journal Experts understand that the world is forever changing as they assist scientists toward publication in top science journals through editing and translation services. Its internal environment mirrors this philosophy by providing tools and creating resources that help its employees adapt to their ever-changing circumstances as well. As all company operations are web-based, employees and contractors are able to work remotely. This is especially helpful for new parents or parents who would like to keep working full time as they attend to the needs of their families. Children are also welcome in the office when the necessity arises. Company developers are in constant motion updating online processes, collaborating with departments to automate tasks and creating customized developmental tools to optimize performance. Working hours are at the discretion of employees as American Journal Experts understands that some employees work more optimally at different times of the day than others. Biweekly team meetings, quarterly company meetings, peer-nominated recognition programs and subsidized outings ensure that, in the midst of this liquid environment,



face-to-face community and teamwork are still fostered. The rapid growth of the company despite the economy shows that adapting to their employees' needs benefits everyone.

Amerisure Mutual Insurance Company *****

63 68 68

Insurance Company

Winning Site: Farmington Hills, MI, 360 Employees

www.amerisure.com

Amerisure Mutual Insurance Company managers work with employees to design schedules that fit the needs of employees and the needs of the business. Recent college graduates and professionals looking for a career change are offered three specific development programs that offer fast-track growth to accelerate employees' career advancement as insurance professionals. The company has provided emergency financial assistance in a variety of forms, including gas cards, security deposits and Christmas gifts—no request is turned away. Employees can work from home when needed by logging into the computer system remotely and having calls, voicemails and e-mails forwarded to their phones. Amerisure's Champions Through Excellence program recognizes employees who have gone above and beyond. Finalists and winners of the award are given a monetary reward and can attend the Champions Through Excellence Conference. In its most recent employee survey, Amerisure exceeded the benchmark scores in all eight categories.

Anvil Media Inc.

66 71 71

Digital Marketing

Winning Site: Portland, OR, 17 Employees

www.anvilmediainc.com

As a search engine marketing agency, leaders at Anvil Media know the power of technology. To provide flexibility for its employees, Anvil Media invested in laptops, remote access and e-mail from the web. Employees are able to work from home or on the road and fit family with their career. One director from the company was able to work from Memphis for an extended period to be with her family during the time of her father's death. Another employee became a new father and was able to reduce his hours so he could be at home more with his family. The reward for this flexibility, they have found, is greater employee engagement and greater productivity.

Arapahoe/Douglas Works! *****

72 66 70

Workforce Development Center

Winning Site: Centennial, CO, 90 Employees

www.adworks.org

Employee engagement and spirit levels are high at Arapahoe/DouglasWorks! This Colorado workforce center has a 50+ mature worker program, which notifies registrants of job openings within the county. Assistive technology is available for disabled employees and full services for disabled job seekers,



including case management, workshops and direct assistance in locating job leads. Veteran job seekers are given priority access to new job listings. An Employee Assistance Program is also available to veteran employees. Families of military members are also given access to the flexibility they need to care for their families while a loved one is deployed. Remote access, Smartphones, laptops and videoconferencing are available to better help employees manage their time. Employees can also work with their supervisors to find flexible work options, like telecommuting, that allow them to meet their work and family responsibilities.

Architecture Technology Corporation

67 | 68 | 70

Technology Architecture

Winning Site: Minneapolis, MN, 34 Employees

www.atcorp.com

Leaders of this software technology company find that employees are more productive and happy when they have flexibility in their workday. So the company provides a rare environment where employees set their own hours. No need to clock in or out. No need to get clearance from a supervisor. The only time employees are “required” to come into work is when a division is having a division meeting. This people first culture is accentuated by the company’s program, rewarding random acts of kindness.

Aribex, Inc.

72 | 69 | 72

X-Ray Products Manufacturing

Winning Site: Orem, UT, 55 Employees

www.aribex.com

This x-ray and radiography technology manufacturer in Orem, Utah has found a way to give its employees flexibility—even those employees who are directly involved in production. Mature workers and those with disabilities are given work that matches their physical capabilities and comfort level. A corporate university teaches leadership principles to management. All employees work a 9/80 compressed workweek—employees work 9 hours each day and receive every other Friday off. Two employees are also able to work from home thanks to technology and some key employees are able to use Smartphones to check in while away from the office. Despite the fact that most employees are not able to work remotely, Aribex strives to give them as much flexibility as possible. Some employees are even able to work split shifts to make time to attend school. The company also asks for suggestions from employees and implements one new idea each month. The selected employee receives a gift card as thanks. Any time an employee comes up with an idea that can save the business a significant amount of money they are acknowledged in the monthly meeting. The business has low voluntary turnover due in part to flexibility options.

Arizona Bar Foundation**82 | 81 | 83****Nonprofit Professional Association****Winning Site: Phoenix, AZ, 18 Employees****www.azbar.org**

In tough economic times, the Arizona Bar Foundation leadership found that employees can value flexible work options just as much as pay raises or bonuses. Young employees are mentored so that they learn not only their job, but how to be a professional. Smartphones, remote access and laptops allow employees to work remotely and make their own schedules. Kids and pets are even welcome in the office—a big relief for parents when their regular child care falls through. Employees are even encouraged to start their own creative workplace initiatives. When several employees decided they wanted to lose weight, they turned the training room into a workout room for once-per-week group exercise. Despite weathering tough economic circumstances and lay-offs and pay freezes, the Foundation has won the Sloan Award and Best Places to Work three years in a row. Flexibility and other fun initiatives have kept morale high and productivity up.

Arizona Health Care Cost Containment System *****72 | 72 | 72****Health Care Program Provider****Winning Site: Phoenix, AZ, 953 Employees****www.azahcccs.gov**

Arizona Health Care Cost Containment System has committed to flexible work as a way to help their employees during tough economic times. Despite hiring and budget freezes, AHCCCS has used flexibility to create the most positive employment experience possible. The organization also maintains “mature worker friendly” certification and advertises employment opportunities with professional associations of retired individuals. AHCCCS also advertises employment opportunities with professional associations for disabled individuals, veterans groups and veteran job fairs. The organization offers paid and unpaid internships and ensures that the work is substantial and aligns with the students’ interests. Technology like BlackBerry devices, wireless cards, and virtual office software allow employees to work from home occasionally or on a full-time basis. All of this has resulted in 90% of employees reporting that their flexible work environment helps them to better manage their work and family lives. AHCCCS explores each unique employee’s situation when deciding what type of flexible work option will best suit the needs of the employee and the needs of the organization. Turn over at AHCCCS has declined by 17% since implementing flexible work options while productivity has increased by 10%!

Business Membership Organization**Winning Site: Phoenix, AZ, 10 Employees****www.asba.com**

The Arizona Small Business Association may dedicate its work to helping small businesses succeed, but it, too, is a small business that needs to attract and retain the best and brightest employees. ASBA focuses on results, not time spent in the office. Employees are able to make up missed time, work externally and change their work schedules as needed. External work is facilitated by remote access, laptops and wireless cards. Flexible work schedules are also made possible through cross-training employees. If one employee needs to be out of the office for the day, another employee can step in to take care of any responsibilities. Providing employees with a “green room” for brainstorming and relaxation as well as recognizing victories big and small has resulted in high office morale. The ASBA also trains and guides its young employees with a mentoring program and one-on-one coaching. ASBA is a strong team of employees and it shows in their results—membership has more than doubled, from almost 5,000 to over 11,000 members.

Auditing, Tax and Financial Services**Winning Site: Garden City, NY, 30 Employees****www.acrcpa.com**

Leaders at Armao, Costa, & Riccardi, CPAs, P.C. say it is not your average accounting firm! A strong sense of camaraderie among partners, accountants and staff fosters honesty, support of flexibility and trust. The firm provides internships for college students that have led to employment as junior accountants. Technology allows employees to work remotely at any time of day. Employees are also able to work compressed workweeks. Year-round social events, including a birthday party for every employee, create what the firm calls a “home away from home” atmosphere. Flexibility has greatly reduced stress, allowing employees to work in the way that works best for them. The firm has a good retention rate, low absenteeism and high productivity. The firm also has a great reputation in its community—people often remark how nice employees are!

Chemical Company**Winning Site: Cary, NC, 70 Employees****www.arysta-na.com**

Flexibility and wellness work hand-in-hand at Arysta LifeScience, a privately held agrochemical company. Employees at all levels have the freedom to manage both their work and family life with no set hours or work schedules. A cross functional Wellness Council helps employees make healthier choices for themselves and their families, eliminating the need to raise

medical premiums. Within the workplace, an internal awards program has been introduced globally to help motivate performance excellence and spark friendly competition through peer nominations. This initiative has helped drive business results and allows employees to receive global recognition and rewards for their efforts. For the last three years, Arysta LifeScience was the only agrochemical business to be recognized in the Top 50 list of Family Friendly businesses by Carolina Parenting and has been awarded the Fit Friendly Award by the American Heart Association.

AT&T Payroll Office

74 | 70 | 72

Business Support Services

Winning Site: St. Louis, MO, 150 Employees

www.att.com

Leaders at AT&T Payroll Office learned the power of flexibility practices through firsthand experience. They discovered that many exempt managers were coming in late, leaving early and taking extended lunch breaks to attend to personal/family issues. Both exempt and nonexempt managers were also taking paid time off to attend to more serious life issues. The company hypothesized that these absences were more disruptive to the workplace than experimenting with alternate work schedules and telecommuting so they decided to run a trial with compressed workweeks for managers and flex time for employees. While the company was certain that flexible schedules would enhance work-life fit, there were concerns that those who did not participate in the program would be overburdened while others were out of the office. A survey at the end of the trial yielded much different results. Managers were more willing to cover for employees and communication had improved indicating that employees became more engaged. Being able to take care of personal lives allowed managers to be more present for the needs of their workplace. The success of the program throughout the location served as a model for managers across the organization and became the foundation of the company's proposed Flexible Workplace Policy. Now the company offers AT&T Connect that allows access to all meetings, presentations and shared resources from any computer at any time. The corporate telecommuting policy also defines resources available to telecommuters and allows employees to work from home. New managers now look forward to flexible work schedules while those who were "taken off" the policy for performance reasons, work hard to regain the flexibility. For employees with less flexible schedules, arrangements are made on a case-to-case basis to best customize a solution for the employee's need. These solutions include changes of schedule, remote work capabilities and transfer plans. Across the organization, these measures have increased performance and productivity proving that flexibility works.

Aurora Mental Health Center ****

66 | 71 | 71

Private, Nonprofit Community Mental Health Center
Winning Site: Aurora, CO, 90 Employees
www.aumhc.org

Leadership from Aurora Mental Health Center (AuMHC) see that flexibility improves employees' engagement and that, in turn, improves the services clients receive. Many employees are in a work rehabilitation program and are hired on as regular employees when possible. Low-wage workers are also offered free bus passes to help ease the burden of commuting costs. New employees receive clinical supervision and training to ensure the best care possible is delivered to clients. Employees are also encouraged to take part in a leadership program offered by the Chamber of Commerce. Many employees who have completed leadership training with AuMHC and offsite have gone on to management positions. Some employees are able to work when and where they choose due to technology like laptops and cell phones. Employees can further engage with their work and the needs of the Center by creating their own innovative projects that are eligible for funding. AuMHC has found that turnover and absenteeism have decreased, as a result the Center experiences higher engagement and productivity.

Autohaus Arizona, Inc. ***

62 | 70 | 69

Auto Parts Supplier
Winning Site: Tempe, AZ, 30 Employees
www.autohausaz.com

This online auto parts retailer understands innately how important technology is to the modern workforce, both in getting work done and getting it done in a way that works for employees. LANs and WANs allow employees to work from an alternative location. Laptops, BlackBerry devices, and iPad devices also help employees work remotely. Autohaus uses automation of many of its work processes to help increase productivity and efficiency while decreasing errors. Internally, all functional areas have been redesigned with internally written interfaces/software to allow for improved multi-tasking, better asset management and maximum flexibility. Many of Autohaus' young employees and interns are recruited from area colleges. Young employees are offered higher-than-average starting pay, on the job computer training and benefits not often offered to entry-level positions. Shipping employees, whose work prevents them from using traditional flexibility options, can earn an extra paid day off each month by having the lowest number of shipping errors. By utilizing technology and flexibility to better run its business and keep its employees satisfied, Autohaus Arizona has experienced year after year of increased sales and market share, as well as low absenteeism, tardiness and next to zero turnover.

Certified Public Accounting Firm**Winning Site: Orlando, FL, 82 Employees****www.awdoh-cpa.com**

Averett Warmus Durkee Osburn Henning leadership believes that as long as communication and accountability are maintained, employees should experience a great deal of flexibility to take care of their families and personal needs. Remote access allows employees to log in from home and employees are encouraged to manage their own time. The firm also encourages employees to spend more time with their families during slower periods and part-time schedules are available for employees who want more time with their children on a regular basis. Administrative staff benefit from flexibility practices through flexible start and stop times and lunch hours that are broken in half so that employees can take care of personal errands. The organization has also developed a Leadership Development Program that eligible employees participate in to increase their skill set. Although the organization has a policy that partners retire at age 65, retiring partners are encouraged to remain a presence in the firm by continuing insurance benefits and office space until they are 70. "Retired" partners from other firms are also hired due to their expertise and ability to contribute to the firm in a positive manner. Low turnover and high employee referral rates let the firm know that they are on the right track.

Certified Public Accountants and Business Advisors**Winning Site: Seattle, WA, 72 Employees****www.badermartin.com**

Leaders at this local CPA firm understand that flexibility offers their employees a better way to deal with the demands and deadlines of tax season. Bader Martin offers flexible stop and start times and 20 days of paid time off in the first year of employment. Unused time can be rolled over into the following year allowing employees the ability to take longer vacations during slower periods in the year. Compressed workweek options are available so that employees can enjoy the summer months and part-time schedules are available to individuals who want to work full time during the busy season and then scale back during the summer and winter. Remote access helps employees work from home if the need arises, although the company encourages that when employees are on vacation, they lay their work down. Recently, the company has implemented a time-off program outside of its regular paid time off policy to give employees the opportunity to volunteer at local organizations. The firm also volunteers on many occasions outside of individual volunteer time. In addition, a charitable matching program has been implemented and has proven largely successful.



BDO USA, LLP

Professional Services, Accounting, Consulting

2,780 Employees in the U.S.

www.bdo.com

Leaders at BDO, an accounting and consulting firm with multiple locations throughout the U.S., see flexibility as a key part of their business strategy. All employees are able to use flexibility, keeping in mind their needs and the needs of the business. Though they have faced some challenges in providing flexibility to employees in administrative roles, 70% of those employees reported last year that they have the ability to use flexibility to manage their work and life. BDO has leveraged its flex program to allow workers nearing retirement to work schedules that meet their needs, including reduced hours, part-year work, and converting to independent contractor status where legally applicable. Job openings at BDO are posted on the American Job Exchange, specifically targeting disabled job seekers. The firm also takes affirmative action to hire and promote qualified disabled individuals and veterans. Veterans are eligible for up to 26 weeks of unpaid leave for medical treatment for an injury incurred while serving. The firm also grants up to 12 weeks of unpaid leave to employees who are family members of service members during their deployment. Almost all employees are able to work remotely thanks to laptops, internal instant messaging, remote voice mail availability, free GoGo inflight Internet, an internal social network and synchronized file exchanges. New employees are assigned a “buddy” in a similar job position to help them transition into their new job. Career advisors are also assigned to young employees. Employees responsible for child and elder care benefit from subsidized back-up care and access to a Parent Network with online and in-person resources and events. This year, programs established under BDO Flex were reviewed and retooled to more specifically meet the needs of employees such as new hires, administrative employees, managers and business leaders. Programs targeting employees with high potential, a desire for further career development, mentoring opportunities and a chance to work in other locations were also refined. With the myriad of programs and initiatives the firm has implemented, it’s no wonder that 87% of employees reported last year that both their managers and firm leadership are supportive in their use of flexibility.

Winning Site: Atlanta, GA, 75 Employees *****	89	73	80
Winning Site: Austin, TX, 21 Employees ***	88	74	80
Winning Site: Bethesda, MD, 115 Employees **	88	69	78
Winning Site: Boston, MA, 93 Employees ***	88	68	77
Winning Site: Charlotte, NC, 68 Employees ***	88	76	82
Winning Site: Chicago, IL, 163 Employees **	88	68	77
Winning Site: Dallas, TX, 152 Employees *****	88	73	80
Winning Site: Houston, TX, 89 Employees ****	88	72	80



Winning Site: Las Vegas, NV, 22 Employees ***	87	73	80
Winning Site: Long Island, NY, 45 Employees ****	88	65	75
Winning Site: Los Angeles, CA, 163 Employees ****	88	69	78
Winning Site: Memphis, TN, 15 Employees ****	88	74	81
Winning Site: Miami, FL, 46 Employees ***	88	71	80
Winning Site: Michigan, 261 Employees *****	88	73	80
Winning Site: Milwaukee, WI, 39 Employees ****	88	62	73
Winning Site: Minneapolis, MN, 11 Employees	88	74	80
Winning Site: Nashville, TN, 30 Employees ****	88	73	81
Winning Site: National Office (Chicago),38 Employees ****	88	79	84
Winning Site: New York, NY, 459 Employees ****	88	68	77
Winning Site: Orange County, CA, 103 Employees **	88	64	75
Winning Site: Philadelphia, PA, 48 Employees ****	88	69	77
Winning Site: Phoenix, AZ, 36 Employees ***	89	72	79
Winning Site: Raleigh, NC, 26 Employees **	88	81	85
Winning Site: Richmond, VA, 23 Employees ****	88	63	74
Winning Site: San Diego, CA, 37 Employees ***	88	66	76
Winning Site: San Francisco, CA, 135 Employees ****	88	68	77
Winning Site: San Jose, CA, 63 Employees ***	88	66	76
Winning Site: Spokane, WA, 35 Employees ***	88	75	81
Winning Site: West Palm Beach, 22 Employees ****	88	74	80
Winning Site: Westchester, NY, 11 Employees	88	63	74
Winning Site: Wilmington, DE, 32 Employees	88	72	80
Winning Site: Woodbridge, NJ, 52 Employees ****	88	68	78

BECU ****	72	75	76
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Credit Union

Winning Site: Tukwila, WA, 417 Employees

www.becu.org

The business of this community credit union is to help people, starting with its own employees. The company strives to expand its workplace flexibility programs through remote work pilots, education reimbursement and employee development. While employees have always received 100% health coverage, BECU has begun partial coverage of dependent medical, dental and vision coverage. This has allowed for better health coverage for loved ones and has reduced the need to utilize less effective plans outside of the company. Managers have been provided 30's-style metal lunch boxes filled with



thank you cards and gift cards to provide on-the-spot recognition for the hard work of its employees. The company's Talent Management Initiative includes representatives from all over the organization and ensures that both hourly and salaried employees are able to receive tools that are of value to them.

Binkley & Barfield, Inc. ****

81 | 68 | 74

Consulting Engineers

Winning Site: Houston, TX, 84 Employees

www.binkleybarfield.com

At Binkley & Barfield, top management promotes taking care of family first so that employees can do their best work without worrying about personal matters. Experienced workers mentor young engineers. Some older workers, ready to ease into retirement, can move to a consulting role within the firm. Reserve member employees are paid while performing their duties and the firm is a member of the Society of Military Engineers. Professional development courses and tracking are also available to young employees. Binkley & Barfield pays 100% of medical plan costs—a big relief for workers! Flexibility options like compressed workweeks and telecommuting are made possible by laptops with remote access, mobile access and videoconferencing. Traffic engineers are also supplied with iPads that allow them to complete their work more efficiently. Management reports that employee stress levels have been reduced and the firm has reduced turnover and lower medical costs. Binkley & Barfield has increased its market share and additional inquiries about employment show that they are a great employer!

Birmingham Metropolitan YMCA ***

66 | 69 | 70

Nonprofit Community Services Organization

Winning Site: Birmingham, AL, 35 Employees

www.ymcabham.org

Leaders at this family-friendly health organization use their knowledge of the changing nature of families to help build better practices for their employees. The organization allows most employees to determine work schedules that help maintain work-life fit while Smartphones allow employees to manage their workload away from their desk. Birmingham Metropolitan YMCA also provides free facility usage, education stipends for books, paid exercise time and informative Human Resource Newsletters as well as paid time off for vacation, sick days and holidays. Younger employees enjoy flexible schedules, help with textbooks and support for academic endeavors; while military families are provided general upkeep and lawn service by the organization's maintenance crew along with free memberships.

Insurance Company**Winning Site: Chattanooga, TN, 4,457 Employees****www.bcbst.com**

This national health care provider understands that exceptional people equal an exceptional environment. So they strive to meet the needs of its employees through a variety of different resources. The company responded to increased employee interest in telecommuting options through an electronic filing and e-mail management system, iPads, SharePoint, Microsoft Live Meeting, 40 hoteling cubicles, an online phone directory, company Intranet for sharing resources and news with employees, and instant messaging. Other flexible work arrangements include compressed workweeks, job sharing and flex schedules. Employees can also take four weeks of unpaid leave every two years for educational pursuits, missionary work, professional sabbaticals and other personal matters. BCBS invests in career development through corporate-sponsored chapters of Toastmasters International, the International Association of Administrative Professionals and tuition reimbursement for other job-related studies. BlueUniversity provides monthly in-class instruction and includes an online curriculum of over 800 classes. The company's Employee Wellness Program also offers a wealth of health options including an onsite fitness center, clinic pharmacy, walking path, cafeteria, discounted membership rates at YMCAs across the state of Tennessee, Weight Watchers program reimbursement, onsite annual flu shots, and health screenings for employees and their families.

Recruiting and Consulting**Winning Site: Portland, OR, 25 Employees****www.bolywelch.com**

As a staffing and recruiting organization, Boly:Welch Consulting | Recruiting works to bring their business community together. Internally, it fosters a family-oriented atmosphere, taking into account the different needs of each of its employees. Flexible work hours and schedules are available to everyone and continuing education is encouraged for younger employees. Remote server access and Smartphones allow employees to take care of their families as they take care of business and a company car is available to make calls on clients if necessary. During the recent economic downturn, there were no layoffs and employees pulled together to maintain the company during those hard times. In addition, employees are offered two hours per week or 13 days per year on top of their paid time off to volunteer in the community. Up to 40 of those hours can be taken at one time for larger projects and employees are encouraged to share their experiences with others. The company is regularly recognized for their community philanthropy and volunteerism.

Bon Secours

Medical Services

21,000 Employees in the U.S.

www.bonsecours.com

Leaders at Bon Secours understand that health care can be a demanding, stressful job. Flexibility helps employees take care of themselves so that they can deliver the best care possible. For example, employees are now able to reduce their hours over the summer and return to regular hours in the fall without any changes to their job status or benefits. Bon Secours recruits from a variety of job fairs and has created a job-training program for individuals with autism spectrum disorders. Young employees are developed through a variety of training and leadership opportunities. Veterans benefit from an Employee Assistance Program and Bon Secours makes up employees' pay differential during military service. Mature workers benefit from being able to retire and then be rehired later without jeopardizing retirement checks. They can also "retire" at age 65, but continue to work part time while collecting a pension check or work past 70 ½-years-old and begin receiving a pension check in April of the following year, regardless of status. Patient mobility team also literally take much of the heavy lifting out of nursing jobs, allowing employees to continue their jobs while shifting physically difficult tasks to others. ConnectCare, the company's new electronic medical records system, takes the guess work out of handwriting interpretation and location and is accessible through any mobile device with remote access. Conference calls, laptops, air cards, remote access and Smartphones also help employees maximize time spent working flexibly. Options to work flexibly include part-time hours, job sharing, choice of shifts, flexible start and end time, and telecommuting. Wellness and education programs also benefit employees. Recent surveys reveal that employees are highly invested in their work; Bon Secours has a low turnover rate of 11.31%. The health care system has won the Sloan Award every year since 2006.

Winning Site: Hampton Roads, VA, 11,000 Employees ****	80	67	73
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Winning Site: Richmond, VA, 8,229 Employees *****	80	73	77
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Booz Allen Hamilton

Strategy and Technology Consulting

25,900 Employees in the U.S.

www.boozallen.com

Leadership at Booz Allen, a management and technology consulting business, works hard to help its employees meet their responsibilities to their work and to their families. Flexibility options like reduced workweeks, flexible hours, telecommuting and other informal options let employees work in the way that's best for them. Remote access, personal laptops provided by the company, instant messaging, remote desk phone access, virtual meetings, teleconferences, online time keeping and access to e-mail, calendars



and contacts from mobile devices or personal computers all help employees work remotely and stay in communication away from the office. In addition, employees have access to a 24/7 help hotline to troubleshoot on a variety of issues. A StayConnected program helps educate employees about all of these offerings. Mature workers lead the company's apprenticeship/mentorship programs that help develop workers with less experience and knowledge. Booz Allen also works with Emerging Leaders, an internship program for students with disabilities and a new Junior Employee Network in Booz Allen's Dayton office is helping employees with two or less years of work experience acclimate to the culture of the company and learn about career development. Fifty-five percent of the company's interns are hired full time after graduation. A comprehensive Military Recruitment Program actively targets military members and veterans, as well as their families and caregivers. While military members are on duty, Booz Allen continues their salaries for up to six months over a 12-month period. The company also offers continued insurance coverage for the military member's family while the employee is away on duty. An Employee Assistance Program offers a variety of services to military members and their families. Employee recognition helps keep morale high. A new program that relocates workers to offices nearest their own zip codes in an effort to reduce commuting has proven wildly popular and cited as one of the best elements of Booz Allen's work-life efforts. All of these efforts have paid off in the form of highly satisfied employees. In fact, 80% say their career manager cares about their individual success and 96% are proud of client focus and the quality of deliverables. Booz Allen has been recognized with several awards, including the Sloan Award.

Winning Site: Atlanta, GA, 270 Employees **** **82 | 72 | 77**

Winning Site: Dayton, OH, 452 Employees ***** **87 | 78 | 83**

Bottom Line Systems, Inc. *** **80 | 71 | 75**

Payment Services Company

Winning Site: Crescent Springs, KY, 148 Employees

www.onlinebls.com

As a health care consulting company, Bottom Line Systems has a special investment in effective workplace practices and its leaders work to give its associates the tools they need to operate at their best wherever they are. Flexible scheduling options, part-time hours, job sharing, telecommuting options, flexible start and stop times, remote access, laptops and other technological advances allow greater freedom, more control over scheduling options and the opportunity for associates to achieve a healthy fit between work and family. Older associates are also able to work as few as 16 hours per week. To help new associates and reward all employees for their contributions to the workplace, there is no waiting period for benefits upon employment and the same benefits package is available to both full- and part-time associates. Twenty-one days of paid time off is provided in place of designated vacation and sick days so that employees can use their time off however they choose. Any remaining balances can also be rolled over to the following



year. Educational opportunities include 40 hours of basic skills training and mentoring programs for newer employees. The company is also developing a more comprehensive training program so that candidates with no health care experience are also able to become a member of the Bottom Line Systems team. Quarterly Incentive Programs, contests, a three-tier employee recognition program and corporate sponsored “Fun Days” also help inspire greater productivity and a sense of family throughout the organization.

Brown & Brown of Detroit ****

73 | 72 | 74

Insurance Company

Winning Site: Sterling Heights, MI, 76 Employees

www.bbdetroit.com

As an employee benefit agency, Brown & Brown leaders strive to practice what they preach. The company offers discounts on items like insurance, cell phones and service plans, fitness centers and more. New employees receive one-on-one mentoring and a training log customized to their individual needs and job responsibilities. Though many employees receive iPads and Smartphones and are able to work remotely via the company Website, Brown & Brown encourages employees to “disconnect” during their personal time. The company stages Town Hall Meetings once per month, allowing employees to make suggestions and share their opinions. Flexible work schedules, wellness programs like Weight Watchers at Work and Zumba, company-wide social events, and service opportunities keep employees happy and engaged. Brown & Brown’s fitness initiatives have even helped reduce health care costs. Employees feel less stress at work and are less absent due to flexibility. Brown & Brown has won the Sloan Award three years previously!

Bryan Cave, LLP **

72 | 74 | 74

Law Firm

Winning Site: Edwardsville, IL, 105 Employees

www.bryancave.com

This law firm strives to provide an environment of learning and development for its employees. Remote access and onsite tools make flexibility practical. Employee recognition programs highlight those who have gone above and beyond. Members of firm leadership often report hearing that Bryan Cave is the best firm they have ever worked for. Employees enjoy their job and work environment and this has made the whole team at the firm stronger. Bryan Cave also encourages its business professionals to continue their personal growth and development through programs such as their educational assistance, technical and practical training, webinars, seminars, leadership training, and lunch and learn series.

Building Construction Products Division of Caterpillar Inc.**69 | 78 | 76****Manufacturing – Durable Goods****Winning Site: Cary, NC, 95 Employees****www.caterpillar.com**

Building Construction Products Division of Caterpillar Inc. has leaders who realize that flexibility is not only a necessity for employees to manage their personal and professional issues, it also helps the company attract new talent, ensuring that the company remains competitive in their field. Many of its employees travel extensively so the introduction of laptops, VPN and IP phone capabilities has helped increase effectiveness out in the field. Career and educational goals can be achieved with the aid of tuition assistance and many training opportunities available through Caterpillar's web-based learning management system. Caterpillar Inc. focuses on results versus hours worked so employees understand that as long as they get their work done, supervisors are able to support flexible work schedules without question. Caterpillar Inc.'s efforts in workplace flexibility have been rewarded through increased employee engagement and record profit and growth in recent years.

BuzzBee Company**84 | 80 | 83****Marketing Consulting****Winning Site: Seattle, WA, 22 Employees****www.buzzbee.biz**

This strategic marketing consulting firm's leaders understand that building a flexible culture addresses the diverse needs of its employees—from students to mothers returning to work to individuals dealing with unexpected life events. Heavy investments in technology allow employees flexibility to be productive from any location which, in turn, gives them the opportunity to fit work into their family life. Ergonomic workstations, flexible/reduced work schedules and time off for medical procedures are available for employees with disabilities while work shadowing, industry events, training opportunities and skill building projects are available for younger employees. The firm provides opportunities for employees at every level of the organization to be involved in key company initiatives—from marketing projects to strategic direction. This level of ownership inspires individual creativity and develops a strong sense of team unity.

capSpire Inc.**70 | 82 | 80****Consulting Services****Winning Site: Fayetteville, AR, 22 Employees****www.capspire.com**

capSpire has leaders who believe that employees are most productive and happy when given the autonomy to shape their work environment and efforts. In that spirit, the company provides a variety of benefits that include flexible work times and locations, laptops for remote work, empowerment to create and influence change within the organization, unlimited vacation and



time off, company paid lunches and retreats to engage employees in shaping the direction of the company, frequent charitable donations made on the behalf of employees, group volunteering initiatives during the holiday season and during work hours, and 100% company-paid health and dental care for employees and their families. Turnover has been greatly reduced as a result of these initiatives and the increase in company growth is attributed to the increased productivity of its happy employees.

Cardinal of Minnesota, Ltd. *****

79 | 68 | 74

Social and Community Services

Winning Site: Rochester, MN, 70 Employees

www.cardinalofminnesota.com

At Cardinal of Minnesota, the “platinum rule” helps guide business decisions: treat others the way they want to be treated, even when it may cost the organization to do so. Employees nearing retirement have the option of reducing their hours or transitioning into a different position. One employee moved to a new position while mentoring her successor and ensuring the transition went smoothly. Cardinal works with a local job placement agency to hire employees with disabilities. A Succession Planning Program ensures replacements are properly mentored and that all pertinent information about the job is passed from the leaving employee to the replacement. VPN access and cell phones are given to most of the management team, helping them work remotely. Additionally, e-mail and documents are hosted through Google Apps, giving managers easy access when they are away from the office. Multi-point video conferencing allows multiple employees to attend meetings while away from the office. Online training modules also enable employees to train from any computer. A Hardship Program permits employees to contribute their unused sick leave to a bank that can be used by employees having to take an unplanned emergency absence. An Employee Assistance Program and onsite fitness center also benefit employees. Each year, Cardinal conducts a survey of stakeholders. The 2011 results show that more than 93% of respondents are satisfied with the staff providing services and support.

Cascade Employers Association

84 | 85 | 86

Workforce Consulting

Winning Site: Salem, OR, 19 Employees

www.cascadeemployers.com

Cascade Employers Association is no stranger to building strong workforces, as it is their main field of expertise. Internally, internships are available to younger employees and reduced schedules and workloads are available to older employees. The company provides laptops, tablet computers, soft-phones, Smartphones, video conferencing and VPN/remote access to give its employees accessibility to company information at any time. The advantages to this accessibility include reduction in commuting time for the

employee, reduction in transportation cost for the company and greater responsiveness to their statewide client base. Employees are reimbursed for their accessibility by Smartphone and the company has invested in a separate flex space giving employees the chance to work closer to home. The company credits this flexibility for its employees increased ability to commit to their work—employees witness the company’s troubleshooting practices and willingness to invest in resources and show their appreciation by being more engaged and productive.

Cascadia Consulting Group *****

79 72 76

Environmental Consulting

Winning Site: Seattle, WA, 31 Employees

www.cascadiaconsulting.com

Cascadia Consulting Group leadership believe in providing innovative solutions to sustainability challenges, recognizing that providing solutions for employees is simple: encourage family life outside of the work environment. This is done through flexible work schedules, partially paid sabbaticals and arrangements that allow employees to work from home. Tuition assistance, mentoring and various training opportunities are available for younger employees. Older employees are allowed to phase into retirement and take advantage of flexible work schedules. Laptops, cell phones and Internet data cards providing remote access are provided to all employees and transportation assistance and reduced rate bus passes are also available for low-wage employees. In keeping with its values, the company encourages sustainability practices in their employees’ lives and is rewarded for its flexibility efforts through low turnover rates.

Catholic Charities *****

72 74 75

Nonprofit Social Service Agency

Winning Site: Winona, MN, 14 Employees

www.cwinona.org

Catholic Charities always asks for input from employees and does its best to keep communication open to respond to the ever-changing needs in employees’ work and family lives. The organization posts job advertisements in senior centers and on college Websites to recruit mature and young employees, respectively. It has also attended college recruitment fairs. Catholic Charities has worked with the state of Minnesota to get grants to help better accommodate its disabled employees. Employees are welcome to work from home or another remote location, or while traveling. They are able to access files, forms and respond to e-mails when away from the office. Military members and their families are able to adjust hours and leave when readying for or returning from deployment. The team works together to coordinate daily schedules, enabling all team members to work in the way that’s best for them and their families. Catholic Charities believes communication is a team approach to having flexibility at work!

**Central Baptist Hospital ****

67 | 67 | 69

Medical Facility**Winning Site: Lexington, KY, 2,697 Employees****www.centralbap.com**

Central Baptist Hospital works to continually invest in the well-being of its employees. Workspaces are redesigned for employees with disabilities and older employees and additional assistance is given whether it is through partnering with other employees to accomplish tasks or reducing schedules. Younger employees and low-wage employees are supported through a multitude of educational opportunities including college and career fairs, tuition reimbursement, scholarships, continued education and onsite educational opportunities. Technology allows remote access for managers to work on schedules and payroll while it allows employees to access paychecks/W-2s, view schedules and submit time off requests. Recently the company created a five-level educational program open to all employees. Courses include everything from basic finance to HR related concerns. The program concept is to better prepare employees for future career advancement and at levels two and three, a mentor is provided to help guide the employee through established goals.

Central Consulting Group

71 | 72 | 74

Software Consulting**Winning Site: Bloomington, MN, 25 Employees****www.centralconsultinggroup.com**

Central Consulting Group leaders believe that remote access and flexible scheduling is the key to their employees' happiness. The majority of its workforce operates from home offices. Employees enjoy a great deal of control over their daily schedule as long as they meet company objectives and goals. Flexible scheduling is also utilized with older workers, providing a way for these employees to work at their own pace. Younger employees are also trained and mentored on an ongoing basis. Due to its efforts, there is very little voluntary turnover at Central Consulting Group as employees appreciate the flexibility and take responsibility for their work.

Cerini & Associates, LLP ****

71 | 64 | 68

Public Accounting**Winning Site: Bohemia, NY, 37 Employees****www.ceriniandassociates.com**

Employees of Cerini & Associates appreciate their comfortable work environment. In fact, in an employee survey, the number one item ranked in importance to them was maintaining Cerini & Associates' unique corporate culture. This accounting firm encourages its staff to adjust their schedules to be able to attend more networking events and trainings. A mentorship program benefits employees at all levels and interns aid in firm work year-round. Management staff members are provided with Smartphones and all staff

accountants are provided with laptops. Every employee has remote access and video conferencing using Skype is becoming more commonly used. The firm has also created a client portal where clients can securely and easily swap files. Hours are flexible—face time inside the office is not as important as results. The firm removed its dress code and personal growth plans have helped bring out staffs interests and hobbies. The firm has an unlimited sick day policy to encourage prevention, which has resulted in low absenteeism. Cerini & Associates is easily able to attract new employees due to its unique and valued culture.

Chameleon Technologies, Inc.

60 | 73 | 70

Technical Staffing and Professional Services

Winning Site: Kirkland, WA, 11 Employees

www.chameleontechinc.com

Chameleon Technologies' leaders believe in supporting its people by investing in technology, having a total commitment to quality and building positive attitudes through positive motivation. Older employees are provided with flexible hours while younger employees can take advantage of mentoring and additional training. Recently, the company moved all its operations to a cloud-based network so that employees can have access to company files and information from home and cell phones. In the spirit of building positive attitudes, pets are allowed in the office and snacks are available for everyone. There is an in-house X-box system and basketball game as well as fun morale events including fine dining with the company founders, golf, limo rides, shows and wine tastings.

Children's Hospital Colorado

78 | 64 | 70

Medical Services

Winning Site: Aurora, CO, 4,400 Employees

www.childrenscolorado.org

As one of the nation's premier pediatric hospitals, Children's Hospital Colorado leadership understand that staff satisfaction drives patient satisfaction—and flexible work is helping to make that happen. Flexible self-scheduling is offered, as well as a personal leave program, onsite child care and Early Learning Center, a low cost backup care program, tuition assistance, and assistance with setting career goals and succession planning. Onsite yoga, a Weight Watchers group, immunization and flu shots, and employee health services all help Children's Hospital Colorado employees stay healthy so they can do their jobs better and live better. Project SEARCH, designed for area high school students with disabilities, provides employment and education opportunities based on students' career goals and interests. In addition, a two-year Medical Career Collaborative Program is designed to help high school students of diverse backgrounds explore career options in the medical field. The organization also provides relocation assistance for returning veterans and their families, an Employee Assistance Program, and mentors to ease the transition back to civilian life. Some employees are



provided with laptops, cell phones and other mobile devices. This enables telecommuting options, telemedicine consults and teleconferencing. Skype, cloud computing, Google Documents and Smartphones all allow employees to work remotely. Flexible scheduling options include trading shifts, picking up additional shifts, job share, and on-call and contract staff coverage. The Hospital is continually seeking internal feedback in the form of employee opinion surveys, as well as multi-disciplinary groups, committees and councils that provide input and aid in decision-making in many areas. High employee satisfaction scores contributed to the Hospital exceeding its 2011 financial, quality and service goals for its first Take it to Heart Incentive Program payout. The organization's voluntary turnover rate is also well below the industry's national average, at just 8.15%.

Christopherson Business Travel ****

71 | 71 | 73

Travel Agency

Winning Site: Salt Lake City, UT, 79 Employees

www.cbtravel.com

Utah's fastest-growing travel agency is committed to helping its employees work in whatever way is best for them—whether they want to work from home during nontraditional hours or come into the office 8:00 am to 5:00 pm. Over 20 years, turnover has stayed under 3%—far below the industry average of 20%. When one employee had to have his larynx removed the agency's IT team created a visual way for him to communicate with clients. It was such a success that now all employees use the program and the agency has trademarked the technology! Remote access, call forwarding and laptops and Smartphones provided to frequent travelers allow employees to work wherever they need to. This technology has also allowed the agency to hire the best employees from across the country. Employees are also able to relocate as needed and keep their jobs. The agency has grown from \$1 million to \$287 million over 22 years and has a corporate client retention rate over 95%.

CivicPlus

75 | 68 | 73

Technology Consulting

Winning Site: Manhattan, KS, 95 Employees

www.civicplus.com

CivicPlus brings innovative communication solutions to communities using advanced technology. For its own employees, the company provides the means for innovation by offering flexibility, support and room to grow. Internship to full-time employment and Individual Development Plans are available to younger employees. Flexible work schedules and remote work are available to employees from military families. Low-wage employees can receive payday advances and regular evaluation of compensation plans to ensure that they receive fair and better than living wage pay. iPads, iPhones, laptops and remote access give employees the opportunity to work from home and teleconferencing, go-to meetings and Skype connect employees to

foster collaboration. Monthly Lunch and Learn meetings, funded by the company, provide a place where employees can share innovative ideas with their coworkers. From these meetings, teams can be formed to work on Innovation Projects. Once a month, an Innovation Project is chosen and its team members receive one week away from normal duties to bring the project to life.

CliftonLarsonAllen LLP ***

71 69 72

Certified Public Accountants and Consultants
Winning Site: Indianapolis, IN, 95 Employees
www.cliftonlarsonallen.com

Voted one of the Best Places to Work in Indiana for the past two years, CliftonLarsonAllen understands the value of providing a supportive environment to employees. The firm offers flexible work arrangements, tuition assistance, professional certification assistance, additional paid time off, and an open door communication policy so that employees can easily share ideas with supervisors. Older employees are provided flexible work arrangements and can determine the numbers of hours they would prefer to work until they are ready to retire. Younger employees have the GROW training program to ensure they are set up for success. This training includes business etiquette, how to build client relationships and education in the field of accounting. A mentorship program is also available. CliftonLarsonAllen provides laptop computers and has created a paperless environment that lends itself to remote work. Voicemail has also been incorporated into e-mails so employees can be fully functional. Employees appreciate the flexibility in work arrangements and the firm is rewarded through increased productivity and a significant drop in turnover.

Climax Portable Machining & Welding Systems

75 68 72

Manufacturing – Durable Goods
Winning Site: Newberg, OR, 156 Employees
www.climaxportable.com

Climax Portable Machining & Welding Systems is making a series of investments: in new facilities, in new technology and in new ways to help their employees. Although its headquarters are located on the West Coast, the company has acquired an East Coast company, and is moving its offices to a new city. In order to keep commuting times down and retain current talent, the company is providing flexible options to work from home or reduce days spent in the office. Flexible working days and hours are also available to older employees so their invaluable knowledge can be passed on to less experienced workers. Recruitment and interviewing is done both domestically and internationally through Skype, Facetime or Video Teleconferencing and all technology options are being installed in their new East Coast facility to reduce travel time. Its “Gold Star” Community Campus program is a collaborative internship program, providing interns with business skills throughout 17 local companies and introducing them to different facets of the business community. This firsthand exposure also allows interns to bring new learning



and new ideas back into the company, improving its marketing, safety, hiring, employee morale and community service efforts. The company's recent wellness programs have helped employees by removing unhealthy snack and beverage options from the facility and providing healthier options at company functions. Employees have stopped smoking, lost weight, paid for onsite classes like Zumba; and as a result, health insurance premiums have dropped for everyone.

Colorado Rocky Mountain Lions Club

58 | 73 | 69

Nonprofit Member Organization
Winning Site: Aurora, CO, 28 Employees
www.e-clubhouse.org/sites/coloradormc/

Members of the Colorado Rocky Mountain Lions Club don't let conflict between work and family responsibilities keep them from improving their community. The club organizes via an online "e-clubhouse" so that members are able to contribute to the group during times that work best for them. Members don't need to travel to a physical location to attend meetings; they can either attend an in-person monthly meeting or keep in contact with the group through e-mail, video conferencing, an online message board and social networking sites like Twitter, Facebook and LinkedIn. Training seminars are also available online. Over the past year, the group has donated clothing and toiletries to the Denver Rescue Mission each month, donated to the American Diabetes Association, to International Hearing Dogs and to LCIF Measles Initiative/Coats for Colorado. The club has also assembled holiday food baskets and participated in the Aurora Highline Canal Cleanup with the city of Aurora. The Colorado Rocky Mountain Lions Club has been recognized as the most active in its zone, with participation in fundraisers and other activities having increased since introducing online organizing.

Communities In Schools of NC, Inc.

71 | 83 | 80

Nonprofit Education Support
Winning Site: Raleigh, NC, 15 Employees
www.cisnc.org

Empowerment is a huge theme with Communities In Schools of NC, Inc. Not only do they work to keep children in school and achieve, they also work to empower their employees through technology, autonomy, skill development and a flexible work schedule. Communities In Schools of NC, Inc. gifted iPads to their employees and created more programs on WebEx so that the training they provide to the 38 local affiliates they serve can be done more remotely, saving on gas costs and travel time. Frequent technology meetings are pivotal as greater online tools are constantly being developed to help further efficacy. Employees are also given the autonomy to alternate between leading and supporting different projects, testing their abilities as they develop them. Tuition reimbursement and professional development programs are subsidized by the organization and employees go down to a four-day workweek during the summer months as well as receiving generous time off during the holidays that is not counted toward their annual leave.

Community Management Group *******78 | 72 | 76**

Homeowner and Condominium Associations Management
Winning Site: Charleston, SC, 25 Employees
www.cmgcharleston.com

This Charleston-based real estate group has leadership who strongly believe in the power of flexibility. Through network cloud-based data storage, online access to all required software and services, portable scanners, remote access to voicemail and other technology, employees are able to work from any location which lowers stress, elevates service levels and improves lifestyles. The company's open door policy invites comments, observations and criticism from all levels of the company, building better feelings of trust and loyalty from employees. The company also finds that employees are better engaged when they are able to take care of personal needs and express needs as they arise. Additional work time off and work-from-home opportunities are available for military families and zero-interest loans are available to all employees as needed.

Core Creative Inc.**72 | 67 | 70**

Marketing Consulting
Winning Site: Milwaukee, WI, 28 Employees
www.corecreative.com

This marketing communication and brand identity organization thrives and grows on the strength of employee relationships with customers and one another. Employees at Core Creative Inc. believe that the most valuable, attractive brands inspire both customers and employees. Their focus on relationships and involving all stakeholders has led to the use of schedule flexibility to keep its employees engaged and inspired. Technology has allowed employees to get work done within a schedule that works for both their personal and professional needs. In addition, Core Creative implemented an "All-stars" program where employees were recognized on a weekly basis for promoting the agency's values. The employee would then earn points based on this recognition and could cash points in for valuable prizes. The program was highlighted in The Business Journal. The agency has also created a quarterly cause program called Coregives where time is spent volunteering and/or participating in walks for various causes. The agency's blog on Yammer helps to encourage internal discussions and the celebration of team successes. Not only have these initiatives resulted in reduced turnover, employees are also willing to work additional hours when needed.

Cornerstone Research Group, Inc. ******80 | 73 | 77**

Research and Development
Winning Site: Dayton, OH, 60 Employees
www.crgroup.com

Several "visits from the stork" prompted Cornerstone Research Group toward implementing flexible work. When a number of management-track employees became pregnant, the research and development service company knew



that to retain these new parents it would need to expand their part-time options to allow for more flexibility when returning from maternity leave. Technology like company-provided laptops, printers, VPN access and cell phones keep employees connected no matter where they're working from. Instant messaging, e-mail, texting and video conferencing also keep communication easy and open. A Part-time Fixed working option enables employees to choose to work reduced hours while still receiving benefits and promotions. Even managers have used this option while maintaining (or even increasing!) their leadership roles. Mature employees are recruited to the firm regularly because of their wealth of experience and knowledge. The company has worked with disabled employees to accommodate their physical needs, as well as their individual needs for work flexibility. Despite the slow economy, CRG has been listed as one of the fastest growing companies the last five years and has previously won the Sloan Award, among other workplace excellence recognitions.

Creative Plan Designs, Ltd. ***

80 | 78 | 80

Retirement Consulting Firm

Winning Site: East Meadow, NY, 18 Employees

www.cpdltd.com

Like many employers in the U.S., Creative Plan Designs is still feeling the effects of a slowed economy. Unable to provide increased pay or bonuses, the firm has increased its flexible work options. Internship programs are offered to students and continuing education and training opportunities benefit staff, both those who are new and experienced. To help one employee in a difficult living situation, the firm paid the security deposit for her home, enabling her to move her children to a better environment. Creative Plan Designs also encourages ride sharing to reduce transportation costs. The firm often buys lunch for employees during busy times and offsite social events boost morale. Remote access, tech support and webinars help employees telecommute and work flexible hours. The office has been designed to be low-stress—employees can depend on each other to help share the workload and solve tough problems. As a result, absenteeism and turnover are almost non-existent. Creative Plan Designs has an excellent reputation in its industry, which it attributes to its engaged and productive staff.

Cross Gunter Witherspoon & Galchus P.C.

80 | 79 | 81

Law Firm

Winning Site: Little Rock, AR, 35 Employees

www.cgwg.com

Cross Gunter Witherspoon & Galchus leaders understand that workplace flexibility increases both employee and management effectiveness and realize that there are no “cookie cutter” solutions. By providing Smartphones and paying for their monthly charges for attorneys and managers, the firm enables employees to answer e-mails conveniently and keep up with client requests without sacrificing quality time with their families. The firm

also provides laptops and partial reimbursement for iPads to increase telecommuting capabilities. Employees have onsite massages available once a month and have access to a wide variety of personal services and amenities to cope with the demands of daily life. Services include couriers who run personal errands, computer assistance for personal home computers, free parking and use of the facility for personal events. The firm provides access to flexibility, flexible hours and alternate workweek schedules that result in three-day weekends every other week. Recently, the firm removed billable hour requirements from attorneys to allow more personal flexibility. While the firm is not covered by the Family Medical Leave Act, it voluntarily follows FMLA guidelines to allow 12 weeks of leave. The flexibility provided by both the company and fellow employees allows for employees with serious medical conditions to have proper coverage if they need to extend their absence and reduced schedules to help transition back to work if they wish to return. Associates on the Partner track can work reduced schedules without jeopardizing their position and paralegals can work from home as much as possible. A myriad of different options are also available for continued education, financial assistance through goods/services and reduced hours. The company works hard to customize requests and help its employees achieve personal satisfaction in work-life fit.

Crossroads Rhode Island

76 | 70 | 73

Nonprofit Homeless Services

Winning Site: Providence, RI, 80 Employees

www.crossroadsri.org

Homeless service organization Crossroads Rhode Island provides 24/7 assistance to homeless Rhode Islanders on their journey toward a better quality of life. Employees at Crossroads apply the core values of safety, respect and effectiveness to both their work with clients and their work with one another. By fostering flexible work arrangements—such as flex or reduced scheduling to meet family needs—employees at Crossroads have experienced positive outcomes including improved overall wellness, increased morale and reduced turnover rates. Innovative policies include a FUN Committee that sponsors contests, social activities, special programs and events to keep work fun, and a Rejuvenation Day where employees may take up to one day per year solely for the purpose of taking care of themselves.

CWS, Inc.

86 | 70 | 76

Marketing Solutions and Website Design

Winning Site: Rochester, MN, 17 Employees

www.cws.net

CWS, a Website design, application programming and marketing solutions company in Rochester, Minnesota has leaders who see flexibility not just as something to work at, but as core to the culture of the company. Ongoing education and mentoring help young employees learn and grow in their jobs, while mature employees are able to work flexible hours and scale down their



workload as they near retirement. The ability to work from home helps low-wage employees cut down on commuting costs. Laptops, use of Google Docs, and VPN access video conferencing allow employees to work remotely when they want. If an employee reads a book relative to the company's industry, he or she can receive compensation for writing up a "Book Report." Employees also receive monthly massages and if an employee is asked to come in to deal with an emergency, his or her spouse is sent a thank you gift! CWS' market share is three times larger than any competitor's and revenue has grown at a rate of 50% over two years! Flex is working for everyone at CWS.

Decision Toolbox ***

79 | 83 | 83

Recruitment Service Provider

Winning Site: Irvine, CA, 75 Employees

www.dtoolbox.com

Decision Toolbox takes the flexibility of working from home to a whole new level. Employees' home offices serve as their only office as ALL work is done virtually. The company also develops all of its own web-based technology, bypassing the restrictions of packaged software. Employees are able to benefit from technology more customized to their professional needs and management can track progress without micromanaging teams. Even though all employees work remotely, Decision Toolbox is able to foster a more centralized community through virtual water cooler discussions, weekly team meetings, ongoing training and all-staff gatherings. Employees make additional connections through webinars or in-person gatherings. Other initiatives include a JobPoint System that leads to monthly awards, a Certification process to ensure proper job-related training, a Wish List that helps generate improvement of company processes, weekly internal "News Flash" e-newsletters, solution brainstorming sessions called "Cockroach Hunting" and a unique practice called "Sit and Sing" that encourages respect for other employees' time. The last late person to join a conference call or meeting must sing a few lines of a song to the rest of the group. Employees report being twice as productive working for Decision Toolbox then they have been in previous jobs.

Deloitte

Audit, Consulting, Financial Advisory and Tax Services

44,000 Employees in the U.S.

www.deloitte.com

Deloitte celebrates the diversity of its workforce throughout the year through its Heritage & History Month profile series. This series profiles Latino, Black, Asian/Pacific, LGBT, disabled and women professionals at all levels of the organization. Deloitte also offers a scholarship for students with disabilities at Chicago's DePaul University College of Commerce. Deloitte supports its military member employees by paying the differential between an employee's regular salary and their military pay for up 18 months per tour when an employee is called up for duty. The firm's Armed Forces Community connects military members within Deloitte and in the outside community. Deloitte



has made a number of investments in technology that allow the firm to cut back on the need to be away from home without sacrificing collaboration or connection. Telesuites and videoconferencing rooms increase the firm's capacity for virtual meetings; call forwarding has been set up so employees can access work calls from their home phones; and mobile apps enable people to quickly access key Deloitte information and learning opportunities while on the go. Overseeing Deloitte's efforts on behalf of veterans and their families is its Armed Forces and Ability First Business Resource Groups and its Veteran Practitioner Program. The firm provides a liberal leave and benefits policy that allows Deloitte practitioners who volunteer or are called for service to honor their military commitments. New hires are paired with experienced practitioners and a Deloitte buddy is assigned to each applicant to the Junior Military Officer Recruiting Program, introducing them to a forum of former JMOs working at the firm and offering chosen candidates positions within two days. Their customized and flexible model for career development—Mass Career Customization—serves all employees, including veterans, by using a lattice approach that gives employees options for how, when and where they work through decisions about pace, workload, schedule/location and roles in the workplace. Another flexibility program, PERC (Personalize, Enrich, and Reward your Career), helps employees and supervisors find flexibility options to alleviate personal stress and work-life strain. Some PERCs have included fixed-end work times two days per week and extended lunch breaks twice per month to allow for volunteering. Flexibility options like these have contributed to Deloitte's earning numerous awards, including the Catalyst Award, *Working Mother Magazine's* "Seven Wonders of the WorkLife World," and the Alfred P. Sloan Award for Excellence in Workplace Effectiveness and Flexibility. Harvard Business Press also asked then-Chief Talent Officer Cathy Benko to co-author a book on Deloitte's MCC program, *Mass Career Customization: Aligning the Workplace with Today's Nontraditional Workforce*. Together, Deloitte's flexibility programs represent the varied ways of when, where and how today's employees work. They also have been named by *DiversityInc Magazine* as one of the "Top 10 Companies for People with Disabilities" in 2011.

Winning Site: Arizona, 219 Employees **	81	70	76
Winning Site: Boise, ID, 50 Employees **	82	71	77
Winning Site: Chicago, IL, 3,490 Employees *****	83	71	77
Winning Site: Dayton, OH, 162 Employees ***	81	71	77
Winning Site: Durham, NC, 143 Employees	81	73	78
Winning Site: Jericho, NY, 159 Employees **	81	71	77
Winning Site: Louisville, KY, 37 Employees **	83	70	77
Winning Site: Michigan, 977 Employees **	84	71	78
Winning Site: Milwaukee, WI, 304 Employees ***	83	63	73
Winning Site: Oregon, 140 Employees	81	67	75



Winning Site: Richmond, VA, 233 Employees	81	74	78
Winning Site: Salt Lake City, UT, 102 Employees **	81	70	76
Winning Site: Twin Cities, MN, 767 Employees **	81	72	78

DesignHammer Media Group LLC	69	82	79
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Website Design and Development

Winning Site: Durham, NC, 10 Employees

www.designhammer.com

DesignHammer Media Group LLC has leaders who believe that one of the keys to their success is trusting employees to set their own schedules and determine their own work processes. As long as quality work is being performed, it does not matter where it happens. A web-based project management system is accessible to employees from any location and high-quality wireless conference speakerphones allow any room to become a conference room. Employees have access to a well-stocked pantry and kitchen as well as company supplied drinks, snacks and meals alleviating the burden of having to store food from home or leave the office. This has led to more productive employees who are publicly recognized at company-wide staff meetings multiple times per month. In response to staff requests, a co-working facility is being subsidized by the company so that work can be done closer to home without having to work at home. Absenteeism and turnover have never been an issue.

DigiCert, Inc. **	66	80	77
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Technology Services

Winning Site: Lindon, UT, 60 Employees

www.digicert.com

DigiCert is serious about keeping its employees happy and productive and its commitment shows! Employees receive one paid day per year to work at the charity of their choice, three paid maternity/paternity days, a paid day off for their birthdays (and an office party and gift!), one paid floating holiday, an annual paid trip to Disneyland for employees and their families, and a one week expenses-paid trip for each full-time employee that does not count against PTO to a destination of the employee's choosing. In addition, quarterly social events like game nights and service projects build camaraderie within the company. Young employees are recruited at university job fairs and the company offers an internship program. An internal wiki page helps employees access company information and problem solve technical issues. Technologies like Salesforce and call/voice mail forwarding have improved productivity and efficiency—especially for those employees who telecommute. Many employees are also given company-owned cell phones, allowing greater flexibility. Professional development is supported by quarterly reviews, seminars, and events in the office and offsite. Education assistance, financial planning advice and a wellness program that includes a “Biggest Loser” competition, softball team and reimbursement for gym memberships assist employees. As a result of treating its employees so well, DigiCert has

an excellent reputation in their field and high levels of productivity. Stress and conflict in the office is low, there is virtually no turnover and sales are up due to high productivity. Market share has also increased—DigiCert is now the third largest provider of high-assurance SSL certificates.

Disabled Resources Center, Inc.

69 | 76 | 75

Independent Living Facility

Winning Site: Long Beach, CA, 15 Employees

www.drcinc.org

Disabled Resources Center's leadership believe that providing flexibility for employees with disabilities not only builds a strong, committed workforce, it also helps other individuals with disabilities overcome fear of discrimination or becoming independent. Employees of various backgrounds are trained by the Department of Rehabilitation and recruited by the company. Internships are also available to younger employees and seniors are offered part-time work. With the help of an Assistive Technology Coordinator and Assistive Technology Assistant, employees can identify what adaptive software would help them perform their job and receive assistance with software education at any time. Desktop computers, adaptive devices and other adaptive furniture help employees build workspaces where they can perform at their best. The company promotes the idea of family-at-work by having individual birthday parties, Thanksgiving dinners and special retreat days away from the office. Employees are also encouraged and enabled to put their own family first.

Dominion Digital

81 | 79 | 82

Technology Consulting

Winning Site: Glen Allen, VA, 65 Employees

www.dominiondigital.com

This technology solutions company is committed to ensuring its employees are kept healthy and engaged so as to deliver top-notch service to its clients. The company supports employees in taking time to complete courses and seminars and reimburses associated costs. Team members are able to manage their own schedules and the company provides each employee with his or her own laptop, VPN access and reimburses the cost of home Internet access. Dominion Digital's generous benefits package includes a wellness and technology allowance, a self-managed training/development budget, one week of paid maternity/paternity leave and a matching gift program. To prevent burnout, the company monitors paid time off use and encourages employees to take breaks from billable work. Innovation Time gives employees five hours each week to devote to projects and ideas not necessarily tied to billable work. This morale-boosting program has resulted in the development of personal software projects and even the building of several mobile applications. Average turnover rates are below industry average at 12%. The firm's average annualized new hire rate exceeds 35%, with plans to increase its size by 50% by the end of 2012!

Law Firm**Winning Site: Minneapolis, MN, 581 Employees****www.dorsey.com**

Dorsey & Whitney LLP leadership is proud of the flexible environment that they have created. A comprehensive Flexible Working Arrangement (FWA) policy allows attorneys to opt for reduced hours, a flexible full-time schedule or telecommuting—some Dorsey & Whitney attorneys telecommute exclusively. Through technology, attorneys are able to serve client needs from the office, from home or anywhere else around the globe. The firm also offers a generous parental leave policy for attorneys, reduced rate health insurance for non-attorney staff, subsidized metro transit cards and financial counseling through their Employee Assistance Program. In addition to offering flexible work arrangements for older employees, veterans, military families and employees with disabilities, Dorsey & Whitney is committed to investing in its younger employees as well. The firm recruits younger attorneys through programs such as New Lawyer Training, mentoring programs and Dorsey U—the firm’s in-house professional development department. These young attorneys also participate in an employment/mentoring program through the Cristo Rey Network, a program designed to provide a quality education to urban youth who live in communities with limited educational options. Dorsey & Whitney’s attorneys appreciate the flexibility that the firm’s technological advancements allow in terms of managing work and family obligations. In fact, the firm has been recognized repeatedly for its workplace flexibility and employee-friendly policies.

Chemical Company**Winning Site: Houston, TX, 715 Employees****www.dow.com**

The Dow Chemical Company leadership understands that flexibility is essential to helping employees manage the demands of global business while providing the flexibility to better manage work and life responsibilities. Through its program Late Stage Career Planning, experienced workers are able to work part time, job share and telecommute while receiving the same salary and benefits as full-time employees. Dow recruits veterans with the help of more than 20 organizations, agencies and Websites. And an Employee Assistance Program is available to aid military member employees and their families. Time off is generally granted to veteran employees and their families as they transition into civilian life after deployment. Employees enjoy flexible work schedules, an onsite staffed workout facility, an onsite clinic with a nurse, a mentoring program for new employees, and on-line and classroom training programs. Flexibility@Dow is Dow’s Website that provides tools and resources for employees wishing to learn more about their flexibility options. Technology allows employees to access work documents, e-mail and phone calls remotely through laptops with VPN access, BlackBerry devices and cell

phones. Data from a recent employee survey shows that 85% agree that their leader provides flexibility within managing work and personal life. Dow has also won the Sloan Award three years previously—a testament to its commitment to flexibility.

Durham Convention and Visitors' Bureau ****

73 | 77 | 77

Tourism

Winning Site: Durham, NC, 17 Employees

www.durham-nc.com

Flexibility and constant innovation are core values that drive this destination marketing organization. Through technology, staff has access to the entire office network as well as a wealth of web applications, scheduling and tele-conference tools, instant messaging, laptops and a new cloud phone system that enables staff the ability to answer and call their office phone from any location. Telecommuting subsidies are also provided including funds for Smartphones, home Internet service and personal computer usage. Staff are also offered free training, attend industry conferences, and receive active coaching and mentoring by senior management. Through staff meetings and trainings, critical thinking, efficiency and effectiveness are nurtured and techniques are taught to empower employees to express their needs. With fully paid medical, dental and vision coverage, a \$1,000 annual contribution to each staff member's health savings account and a retirement match twice more than the employee requirement, Durham Convention and Visitors' Bureau ensures the quality of life for their people. This is reflected in the fact that most employees have remaining paid time off at the end of the year and there has been zero turnover in two years.

Dynamic Edge, Inc. **

73 | 72 | 74

Technology Service Provider

Winning Site: Ann Arbor, MI, 30 Employees

www.dynedge.com

Dynamic Edge is a small organization and uses this advantage to better enable staff members and management leaders to find solutions that allow everyone to work in a way that works for them. The company is planning on hiring several of its interns upon graduation and has implemented new hiring practices to reflect its core values like excellent communication and discipline. Nearly all employees use Smartphones, laptops, IP phones and remote capabilities to work from home for an extended period of time. Aware that supervisors can sometime subconsciously send the message that employees should be on call and connected day and night, Dynamic Edge is exploring using better methods of communication. Staff members are recognized for their hard work—there is even a Honey Badger award for tenacious problem solving! Team bonuses also encourage employees to help each other and work together. These initiatives have improved employee effectiveness and allow the company to better serve its clients.

Eastwood Bank

Financial Services, Credit Unions, Banks

175 Employees in the U.S.

www.eastwoodbank.com

Eastwood Bank instituted flexibility options to achieve a number of goals—to better the workforce, create higher engagement, keep turnover low and help the community by participating in volunteer events. When volume increased in the bank’s lending department, the bank allowed employees to go home in the evenings to spend time with their families and then log back on using bank-provided laptops to finish work from home. Technology has also allowed employees to work from home or other bank locations closer to their home during times of inclement weather. Employees are able to phase into retirement. College students can work flexibly around their class schedule and tuition reimbursement is offered. Non-officers are also granted four paid hours per quarter to perform community service. Officers are able to volunteer four paid hours each month to perform service. The bank also increased its already generous bereavement from five days to 10 days off with pay for the death of a spouse. Wellness initiatives like encouraging taking breaks, eating healthy and being active have been introduced. The bank has also added float coverage staff to help alleviate the stress that can come with unplanned time off. An employee survey shows that 75% of employees are engaged with their work and in response to the open-ended question, “What is the one thing I like about Eastwood Bank?” 17 respondents answered “flexibility.” Many job candidates have heard about the bank’s flex policies and even know it has won the Sloan Award!

Winning Site: Rochester, MN, 119 Employees ** 67 | 70 | 71

Winning Site: Winona County, MN, 27 Employees 68 | 73 | 73

EDSI ** 76 | 71 | 74

Workforce Development Solutions and Management Consulting

Winning Site: Dearborn, MI, 28 Employees

www.edsisolutions.com

This workforce development solutions organization focuses on developing its employees and enabling employees to work in ways that suit their personal strengths. This approach has led to high job satisfaction and quality work. All employees may request schedule and job position accommodations based on their current personal situations or career goals. Many of EDSI’s employees are in the reserves. The company makes up the pay differential between the employee’s salary at EDSI and his or her military salary. In some cases, EDSI has also helped cover additional expenses resulting from military service. Veteran employees are able to transition back to work in the case of disability incurred during service. Many of EDSI’s interns have gone on to become highly successful employees. The CEO and directors take special care to train top young talent for potential leadership roles. Videoconferencing has allowed many employees to cut back on travel and remote access enables employees to work offsite. Management employees



use Smartphones to stay connected to the office while away and webinars and online training help develop employees at all levels. Leadership supports flexibility and it shows—90% of employees use some kind of flexible work arrangement. One employee now works out-of-state due to her husband's job relocation. Community service and fun events like laser tag and bowling keep employees' morale up. The company experiences very low turnover and absenteeism, as employees can work outside of traditional arrangements. Customers are kept happy and are always willing to give recommendations to potential new customers.

Employer Solutions Group ****

78 66 72

Human Resources Services

Winning Site: Provo, UT, 43 Employees

www.esghr.com

This professional employer organization in Provo, Utah keeps its employees happy and productive through flexibility programs, acknowledgement and fun social programs. Career development is offered to all entry-level employees and the ESG giving back program helps employees in times of financial need. Cross training and technology like GoToMeeting services, laptops and Smartphones allow employees to work more flexibly. Flexibility arrangements available include part-time work, job sharing and telecommuting. In addition, ESG offers generous PTO and paid bereavement. Employees who are unable to take advantage of typical flexibility are still able to control what shifts they work. An extensive list of volunteer projects that occur throughout the year gives employees lots of options for getting involved and have brightened ESG's reputation within its community. The company's wellness program covers the cost of a gym membership, as long as the employee goes to the gym at least 10 times each month. Fun activities like birthday parties, making snow angels and the occasional marshmallow fight keep the mood in the office relaxed. In exit interviews, employees have said that they valued the flexibility options offered. The company experiences low absenteeism, tardiness and turnover and has an excellent reputation within the community. This is ESG's fourth Sloan Award!

ENC Strategy

68 76 75

Marketing and Public Relations Firm

Winning Site: McLean, VA, 18 Employees

www.encstrategy.com

Flexibility is one of the core values of this strategic communication company. Teleconferencing, e-mail, Skype and other technologies allow employees to stay in constant contact and conduct remote meetings as necessary. The workplace is casual when not meeting with clients and, while expected to meet all mission requirements and attend all collaborative sessions, employees enjoy setting their own hours. ENC Strategy realizes that working as an effective team and delivering what clients need is not synonymous to micromanaging people for micromanagement's sake. This approach has helped the company achieve 112% growth in the past year.



Ernst & Young

Audit, Consulting, Financial Advisory and Tax Services

75,000 Employees in the U.S.

www.ey.com

Ernst & Young's leadership believes strongly in flexibility, strong teamwork, expansive learning opportunities, competitive pay and benefits, and two-way communication with leaders that come together in an engaged, cohesive culture in which its people thrive. Formal flexible work arrangements and informal flexibility are common in the firm. Though employees can sometimes worry that using flexibility could hurt their careers, EY employees are succeeding at their jobs and taking on greater responsibility while working flexibly. To date, more than 200 employees have been promoted to executive levels while on formal flexible work arrangements. Laptops for all employees, monthly allowances to cover connectivity costs, 24/7 access to technical assistance, videoconferencing, call forwarding, shared team calendars and instant messaging all help employees stay connected no matter where they're working. EY is also an employer of choice for those with disabilities. The company recruits and shares leading practices on recruiting individuals with disabilities. EY also collaborates with the National Business & Disability Council's Emerging Leaders internship program and careers fairs for students with disabilities. Campus recruiting and internship programs support young people's career development and extensive career coaching and development supports EY employees at all stages. EY is a member of 100,000 Jobs Mission, which pledges to collectively hire 100,000 veterans by the end of 2020. The Ernst & Young Veterans Network supports veteran employees and provides professional development, community service and peer-to-peer mentoring to its members. EY Assist, the company's employee assistance and life management services program, also offers a variety of services to veteran employees and their families. Subsidized back-up child care, tuition reimbursement and an initiative to help same-sex domestic partners' health benefits be more equitable also benefit employees. Ernst & Young has high employee retention, revenue and brand favorability. The company has used flexibility as a way to attract and retain the best employees and achieve its status as a top choice for professional services both in the U.S. and in global emerging markets.

Winning Site: Dallas, TX, 1,615 Employees ***	80	73	77
Winning Site: Detroit, MI, 525 Employees ***	80	71	76
Winning Site: Houston, TX, 1,098 Employees ***	80	71	76
Winning Site: Milwaukee, WI, 188 Employees *****	80	65	72

Express Employment Professionals ****68 | 74 | 73**

Staffing and Human Resource Solutions
Winning Site: Rochester, MN, 15 Employees
www.expresspros.com

Leadership at this staffing agency in Rochester understands that flexibility not only helps the business, but can also help ensure the livelihood, satisfaction and fulfillment of all employees. Employees are able to select their own schedules out of a set of shifts. All shifts must be covered, but the team is responsible for handling coverage. Web-based applications, a cell phone reimbursement plan, webinars and VPN access allow employees to work from different locations and during non-traditional hours. Certification, training programs and online classes on a variety of topics are available to employees free of charge. This year, Express has focused on its popular new wellness initiative, which gives all employees a paid extended lunch break (1.5 hours) to work out. Express pays the \$75 membership fee to the Rochester Athletic Club for every employee. The average employee goes to RAC to work out during lunch 11 times each month and collectively staff members have lost 55 pounds since the initiative was implemented. Employees say that being able to work out during the day relieves stress, helps them re-focus and increases their productivity. This initiative helps employees feel better overall and has made Express the envy of many Rochester workers!

Farbman Group *******73 | 78 | 78**

Commercial Real Estate Management and Brokerage
Winning Site: Southfield, MI, 150 Employees
www.farbman.com

Farbman Group has seen its flexible work options increase its ability to attract and retain the brightest employees in its field. Technology allows employees to work more flexibly. The company is always open to new options and to work with employees to create programs that fit their needs. The company also provides low- and no-interest loans. Leadership reports flexibility has resulted in decreased turnover—much lower than rates that would have resulted from offering wage increases alone. Absenteeism has also decreased. Involvement in the community is also an important priority for Farbman Group. Through various Farbman Cares events, such as food and clothing drives and various walk-a-thons, they support the community around them in addition to their employees.

First Alliance Credit Union ******68 | 68 | 70**

Credit Union
Winning Site: Rochester, MN, 41 Employees
www.firstalliancecu.com

Leadership at First Alliance Credit Union puts it best when they say, “As organizations look to become resilient and agile, they have to start with having a creative and resilient workforce.” The credit union has moved employees nearing retirement into less stressful non-managerial jobs. Young



employees are encouraged to join networking and professional development groups. Cell phones are provided to all managers and employees who need to work away from the office are issued laptops. iPads and iPhones have replaced credit union-issued laptops in some cases. Although front-line workers have set schedules, the team works together to ensure proper coverage when employees need to attend to family responsibilities like picking up children from school, taking a parent to a doctor's appointment or attending a school function. Some employees, who were working more than 40 hours per week, have been encouraged to take time for themselves by taking some half days. Though skeptical at first, these employees now look forward to their time away from the office and have become happier and more relaxed. Overall, the organization has lowered turnover rates and stress. The credit union is also growing steadily at 7-12% each year and adding 100 members each month.

Fleet Intelligence Training Center

66 | 73 | 71

Military Training

Winning Site: San Diego, CA, 52 Employees

www.facebook.com/pages/Fleet-Intelligence-Training-Center/124295930944866

Fleet Intelligence Training Center leadership understands that by providing the best for its personnel, it will get the best from its personnel. The organization's family-friendly environment permits an alternative work schedule involving nine-hour days (versus eight) while taking a day off every other week. This has proven to lower time off requests for family appointments and personal errands. With its execution of a Virtual Desktop Environment and experiments with cloud networking, personnel experience savings in time, ease in storage of their documents and ease in executing their lessons. The initiative also decreases the number of mobile training teams required of instructors, allows more time at home with families, decreases stress from traveling with sensitive materials and reduces stress related illnesses. Recognition initiatives include Civilian of the Year, the Hard Charger Award, SPOT Awards, Time Off Awards, performance appraisals and handwritten letters of approval from their Commanding Officer. These award programs show personnel their value within the command and motivate all to achieve their best. The organization also supports continuing education through subsidized trainings and tuition reimbursement. Personnel are provided with many leadership opportunities and the organization leads the Navy's Information Dominance Corps in innovation, job satisfaction and workplace flexibility.

FMYI, Inc. **

80 | 78 | 81

Social Collaboration Software

Winning Site: Portland, OR, 10 Employees

www.fmyi.com

FMYI, Inc.'s online collaborative tool provides a dynamic way for people to work together. This is no better illustrated than in the company itself. Recently, it has adopted a "No Limit Time Off" policy, giving their employees unlimited time off without banked limits. As long as deliverables are

being fulfilled and there is agreement with teammates and management, employees can take time off as they need to. The company's online product also helps to make these absences seamless as all information and project developments are readily available. This recent institution is another step in the evolutionary chain first envisioned by founder and President Justin Yuen. He created the company with workplace flexibility as a driving factor and wanted to create an environment based on effective communication and trust in the workplace. FMYI, Inc. also enables employees to work from home and follow their spouses/partners to other locations. Not only does this help employees fulfill their personal needs, it also helps the company retain proven talent and attract new talent.

FosterThomas

51 74 69

Human Resources Solutions

Winning Site: Annapolis, MD, 24 Employees

www.fosterthomas.com

FosterThomas' employees are used to thinking on their feet, providing complete HR solutions for other companies. Employees are able to work from home, select their work schedules and receive flexibility from the management team as needed. They are also helped if relocation occurs, if family emergencies arise or if they need to work with the schedules of their children. In addition to remote access of company files and e-mails, the company installed a phone that operates over the Internet in a home office so employees don't incur the cost of company-related calls on their home phone. These options help employees work from any location and take care of the needs of their families. Telecommuting options also help the company bring aboard additional resources without worrying about workspace restraints or retain talent due to relocation. In addition to flexible hours, employees are able to reduce their work schedule to spend more time with their children during the summer months. FosterThomas supports employees who maintain their professional certifications and hold quarterly meetings to update the staff on the status of the company/new initiatives. The company's willingness to support their employees not only fosters greater productivity, it also fosters a sense of community as employees work to ensure that employees with more restricted schedules are able to enjoy flexibility.

Frankfort Regional Medical Center ****

80 70 75

Health and Medical Services

Winning Site: Frankfort, KY, 458 Employees

www.frankfortregional.com

Frankfort Regional Medical Center credits staff attitude and engagement as the primary reason for their success and accolades. But FRMC leaders also have been key in creating a positive and productive work environment. They utilize technology as a way to achieve workplace flexibility—for example, via electronic staffing software that assists managers, supervisors and employees with flexible scheduling—and also to make day to day operations more



effective—their electronic medication system helps them achieve an error rate of 1 in 10,000 compared with the national rate of 1 in 100, their e-pom system allows physicians to place orders for labs and prescriptions quickly, and their digital radiology system allows physicians and nurses to view x-ray film onsite or from home). FRMC also piloted and helped build a new electronic health record system that will be initiated throughout the entire company nationally. They work specifically to recruit and retain older employees, employees with disabilities, and returning veterans and military families through the Army Pays program, as well as recruit and train a younger workforce. They also help employees who are experiencing financial hardship via their application-based Hope Fund (to which many employees donate). And they engage employees via an Employee Advisory Group, through which they garner and implement ideas. FRMC also awards quarterly incentive bonuses, hosts an annual service awards banquet and offers benefits such as reduced child care rates through Sitter City. It's not surprising that this medical center is growing quickly—it has opened a Level II nursery, cardiac rehab center and wound care clinic in just the last few years—and enjoys a low turnover rate, having won numerous accolades, including #1 Best Place to Work in Kentucky, the Alfred P. Sloan Award and the Magnet Nurse Quality Award.

The Frontier Project, LLC

69 73 74

Consulting Services

Winning Site: Richmond, VA, 24 Employees

www.thefrontierproject.com

The Frontier Project is a consulting firm specializing in innovative thought across a number of different markets. Within the company itself, this leadership is shown through the ability to forego traditional pathways toward productivity so that their employees can attain a more balanced lifestyle. A wireless environment composed of laptops, iPhones, Droids, iPads and a shared file server with remote access capabilities help employees connect from any location. Employees engage in monthly skill-building sessions and are encouraged to attend professional community conferences subsidized by the company. Cross-functional learning not only provides increased learning for younger employees, it also provides the ability for all employees to enjoy a flexible work environment—especially those whose jobs require more hands-on interaction on a daily basis. Consultants have an unlimited vacation policy, inspiring employees to maintain high standards of productivity and excellence so they can play hard when they are off the clock. This element of play is further cultivated in the company as they schedule time to play chess, checkers or cards with each other during the day to help employees return to their work energized and creative.

Accounting Firm**Winning Site: Deerfield, IL, 108 Employees****www.fronline.com**

This accounting and tax services firm is always looking for new ways to help its employees reduce stress and better manage their responsibilities by listening and responding to their needs. Frost, Ruttenberg & Rothblatt has demonstrated a strong commitment to supporting mature employees as they transition into retirement by reducing their work hours. As these employees transition, they are able to retain their benefits, including health insurance. Most of FR&R's hiring is at the college level and is boosted by an intern program that allows flexibility for college students to complete their internships while maintaining their normal class and exam schedules. Technology is crucial in enabling employees to work flexibly away from the office. Cloud computing, VOIP (voice over IP), Smartphones and a Terminal Server give employees the ability to use their home computers for work. IT staff members are able to resolve issues for employees working outside of the office thanks to remote software. Training sessions are also available online and can be accessed anywhere. These technologies help make reduced and flexible schedules practical for employees. A variety of wellness programs, employee recognition, fun activities and charity work build teamwork and improve morale. Turnover at the firm is low and retention rates are high—20% of employees have been with the firm for more than 20 years! Absenteeism is a non-issue and productivity is high. Clients are also highly satisfied—in the 2012 Client Care Survey, the firm was rated 3.7 out of 4.0 on the attribute, "FR&R makes me feel like I/my business matters."

Nonprofit Social Services Organization**Winning Site: Eugene, OR, 35 Employees****www.fullaccess.org**

As a business, Full Access provides services and resources to adults with developmental disabilities. As a workplace, Full Access provides services and resources to their employees so that their employees can fit work into their lives, not the other way around. Flexible work schedules, overtime arrangements, predictable scheduling and shift break schedules are highly important to employees. In addition, part-time work, job shares, phased retirement and remote work arrangements help employees toward higher engagement and greater productivity. Employee involvement in decision-making has led to better decisions and broader thinking in the installation of solar panels and upgraded lighting in their facility. Full Access also encourages employees to identify and develop their interests. This led to the development of their social media presence—driven by the interests and distinct talents of younger employees.

Gallagher, Flynn & Company, LLP ****79 | 69 | 74****Accounting and Financial Services****Winning Site: South Burlington, VT, 55 Employees****www.gfc.com**

Gallagher, Flynn & Company recently won the honor of being one of the “Best Companies to Work for in Vermont” and the company attributes this success to their employee flexibility practices. Whether an employee is requesting leave time to be with their newborn child or needs to transfer to a part-time schedule as an hourly employee, the company has never denied a request. Even in the instance where one employee had to take extensive leave time to adopt a baby from Ethiopia, the company asked if other employees were interested in donating time and the response far exceeded her needs. In addition to requests, the company provides laptops and remote access to allow employees to work from home during the busy season and videoconferencing to reduce travel time to its sister division half an hour away. A quarterly, peer-driven recognition program rewards employees for best representing company values. Winners not only have the nominations read in their presence, they also receive a personalized gift basket. An annual community project gives employees the chance to give back to the community and the Donations Committee distributes \$2,700 a year based on employee requests. Significant contributions are also made to the United Way and other charitable organizations.

gDiapers ****77 | 74 | 78****Direct-to-Consumer Retail Diaper Business****Winning Site: Portland, OR, 18 Employees****www.gdiapers.com**

As their main product supports young families as well as the environment, gDiapers’ leadership believes that the key to attracting and maintaining a high performance organization is to provide family-centric benefits for their employees. Not only do they 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. The addition of Skype for videoconference has also cut down on travel time and the company continues to increase workplace arrangements in response to increased schedule demands from children getting older. The reward for their efforts is almost zero turnover and high productivity.

Geonetric**70 | 77 | 76****Technology Solutions****Winning Site: Cedar Rapids, IA, 70 Employees****www.geonetric.com**

Geonetric offers software solutions to health care companies and its leaders believe that supporting their employees directly affects the quality of the solutions they provide. Flexible schedules enable employees to create a schedule



that works for their life—from coordinating child care drop offs to working around fitness training. Work-from-home options also help employees attend to sick children, deal with early school dismissals or avoid traffic during severe weather conditions. VPN technology creates a coordinated working experience by providing remote access and ways for teams to collaborate together. While employees are encouraged to take vacations, the company understands that plans are sometimes put on hold due to overwhelming to-do lists. In response to this, the company provides sabbaticals and an extra week of paid leave every two years, so that employees can come back refreshed and full of new ideas. Snacks and beverages including cereal, seasonal fruit, trail mix and drinks are available at all times; and during breaks employees can enjoy fresh popcorn from the company’s popcorn maker. The company provides inventive company events such as scheduled ice cream truck arrivals, quarterly chair massages and onsite Halloween trick-or-treating as well as other recreational options such as a basketball hoop outside the office or lunches where employees order pizza and watch an episode of “The Office” together. The Wellness Committee also organizes a Couch to 5k program and Wii bowling tournaments. Geonetric recently created Innovation Days where employees can work on fun work-related projects during regular hours. These projects not only give employees a chance to work on projects that constantly get pushed to the bottom of the to-do list, it also encourages cross-departmental collaboration. This spirit of collaboration is also evident in job sharing efforts to ensure flexibility for everyone and the company is presently working on enhancing its company-wide health and wellness initiatives.

GoDaddy.com

Web Hosting

3,000 Employees in the U.S.

www.godaddy.com

Web hosting company Go Daddy is serious about making sure its employees enjoy their work, but at the center of the company is a commitment to four core values: take care of the customer above all else, hard work and individual accountability, never be satisfied, and working at Go Daddy means being a part of something special. These values are also reflected in Go Daddy’s many flexible work options and programs that are intended to bring out the best in employees. Go Daddy has sponsored virtual and in-person career fairs geared toward veterans. The company uses workforce management software to forecast customer service call volume, enabling the company to adequately schedule call center employees. Employees who are able to work remotely are provided with iPads, laptops, live streaming video, cell phones and webcams to match their technical needs. VPN access has also allowed more employees the ability to work from home and on the road. Along with its many programs for career development, employee-driven recognition and online education, the company also has its own “ThinkTank” Program where employees can submit ideas for new products and services. Office parties celebrate holidays and achievements with Go Daddy’s annual Holiday Party offering a bonanza of generous prizes for top performers with taxes subsidized by the company. Employee Appreciation Initiatives also promote team



building through excursions such as whitewater rafting trips, spa days and indoor skydiving. The company provides flexible work options and wellness programs including generous paid time off, sick leave, paid maternity and paternity leave, onsite flu shots and biometrics screening, health coaching, short-term counseling, nutritious subsidized meals, onsite exercise and relaxation centers, and referral services. Many employees are able to work from the office location and hours of their choice, reducing commuting times. These initiatives have had a positive impact on the lives of employees. Each year, Go Daddy conducts an Employee Experience Survey. This past year, 89% of respondents said they intend to stay with Go Daddy for the next several years. The same percent said they feel they are able to satisfy both their job and personal responsibilities. Employees are happy—95% say they feel they belong at Go Daddy and are proud to work for the company!

Winning Site: Aurora, CO, 78 Employees **	68	74	73
Winning Site: Hiawatha, IA **	67	66	68
Winning Site: Scottsdale, AZ **	66	67	69

Greenleaf Hospitality Group	66	72	73
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Hospitality and Hotels

Winning Site: Kalamazoo, MI, 800 Employees

www.hcareers.com/seeker/employer-profiles/greenleaf-hospitality

Greenleaf Hospitality Group has recently expanded its flexibility offerings to include extended personal leave needed for education, family responsibilities, illness or military duties. In addition, the company has been able to offer more health care options for part-time employees. Employees are able to work from home as needed and can work flexible hours. The company retains mature workers by allowing them to work shorter hours. Greenleaf Hospitality also hosted a veteran career fair at one of its properties. Masters programs, job shadows, cross training and semi-annual success dialogues serve to develop young employees. Department sharing can help employees gain more work hours—if business volume decreases in one area, the company can help them find hours in another unit. An annual health fair provides free flu shots to employees and their families. Employee satisfaction scores have continued to increase, according to annual surveys.

Greenleaf Trust	78	75	79
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Wealth Management

Winning Site: Kalamazoo, MI, 81 Employees

www.greenleaftrust.com

Greenleaf Trust, a trust-only bank in Kalamazoo, Michigan, allows employees to work from home on a regular or as-needed basis via remote access. Greenleaf Trust's benefits are generous and include fully-paid health insurance and a 401k matching plan. Workgroups within the business address issues in certain topic areas. For example, the Communications and Culture workgroup has initiated programs like team building, employee recognition,

a Fall Celebration, new hire welcome events, a summer barbeque and more. Training, coaching and annual employee polling help develop employees and aid the business in better understanding how it can better serve employees. A wellness program covers up to \$600 per year for fitness-related expenses like a gym membership or exercise classes. Absenteeism at the company is less than 1% and turnover is low at just 7.6%. The average tenure of Greenleaf Trust employees is seven years.

Hancock Askew & Co., LLP ****

75 | 73 | 76

Accounting Firm

Winning Site: Savannah, GA, 58 Employees

www.hancockaskew.com

One of the largest and oldest accounting firms in Savannah, Georgia, Hancock Askew & Co. has used flexibility to grow its business while serving its people. As an accounting firm, parts of the year are much busier than others. To help ease stress during the busy season, the firm provides lunch, dinner, coffee and ice cream every day. In the summer, when business is not as busy, the firm gives all employees four flex days and encourages them to take several long weekends. Year-round flexibility is made possible through laptops with remote access and wireless, videoconferencing, cell phones, BlackBerry devices and iPhones as appropriate. The firm also reimburses child care costs. Employees who do not normally receive flexibility due to the constraints of their jobs are also offered other flex arrangements. For example, administrative personnel are offered two days off after the busy season ends. One assistant will volunteer to cover those two days, and then is given two alternative days off. Employees who need to attend work events on evenings or weekends are given the option to come in late the following morning. Flexibility is given to veterans and their family members. When another firm merged with Hancock Askew & Co., each person was assigned a “merger buddy” to help ease the transition for all involved. Leadership at the firm believes these initiatives have had a positive impact on employees and on the firm as a whole. The firm has experienced low turnover, medical costs and absenteeism. The firm’s reputation has also increased for the better and leadership members believe it was the firm’s reputation that led to a successful merger.

Harding, Shymanski and Company, P.S.C. ***

71 | 71 | 73

Accounting Firm

Winning Site: Louisville, KY, 22 Employees

www.hsc CPA.com

Increasing the number of employees on flexible work schedules is part of Harding, Shymanski and Company’s strategy to help employees meet their families’ needs while continuing to progress in satisfying careers, as well as to retain these valuable employees. They listen to and invest in their employees. Their People Initiative Committee (PIC) is an employee committee designed to make suggestions on benefit and professional programs. PIC



also has created a mentoring program, provided employee surveys and focus groups, successfully advocated for new benefits and policies and investigated ways that company locations can be more environmentally responsible. The firm invests in its employees by paying for the Becker CPA Review course for eligible employees who wish to become CPAs and also by reimbursing employees for first-time CPA state exam fees. CPA candidates also are given paid time off to take the CPA exam and employees who are CPAs or who hold other professional positions within the firm are given a minimum of 40 hours of continuing professional education each year, for which the firm pays for course fees and travel costs. Other benefits include meals and chair massage during the busy tax season, and a family-friendly benefits package that offers employees who work full-time during the busy tax season the same level of coverage during less than full-time hours during the rest of the year, enabling employees to spend more time with their families during the summer and fall months. Harding, Shymanski and Company also invests in its community and has received accolades and awards for its philanthropic efforts, as well as for its wellness programs for their employees.

Hawthorne Auto Clinic Inc.

84 | 75 | 79

Auto Repair

Winning Site: Portland, OR, 13 Employees

www.hawthorneauto.com

While repairing vehicles does not lend itself to traditional flexibility practices such as working remotely, Hawthorne Auto Clinic shows that it is still possible to build a committed workforce through numerous support services and policies that help respond to employee's individual needs. These services include: full medical coverage for employees and dependents, group term life insurance, paid time off for vacation and holidays, personal days, bereavement leave, tuition and wage reimbursement for work related education, pay increases for certification completion, a monthly tool stipend, dependent care reimbursements, credit union services, an Employee Assistance Program, a monthly grooming allowance, a subsidized monthly transportation pass or bike stipend, and an IRA with a company match. The company also has a 20-year internship program with local community colleges and works to respond to individual circumstances as they arise.

HCW Employee Benefit Services

72 | 78 | 78

Employee Benefits Consulting

Winning Site: Chapel Hill, NC, 48 Employees

www.hcwbenefits.com

Who better to understand the necessity of a strong employee benefit package than a company that specializes in building them for other companies? HCW Employee Benefit Services leadership understand the need for flexibility as they provide access to their company software and servers so that their employees can work from any location they choose. Professional development programs allow employees to map their own careers within the company or

team with executives to nurture their abilities. Employees are also able to acquire coaching to pursue any skill as well as participate in holistic health and wellness programs or charitable giving programs. Due to their efforts, HCW Employee Benefit Services has experienced low turnover over the past ten years and it is currently working on expanding its teleworking capabilities in order to retain existing talent.

Henry & Horne, LLP *****

77 69 74

Certified Public Accountants

Winning Site: Tempe, AZ, 116 Employees

www.hhcpa.com

All team members at Henry & Horne, LLP have partners who are responsible for mentoring them in developing their professional skills. This program is complimented by a Professional Development Program and customer service skills training. Military family members benefit from additional time off so they can spend as much time with their family members before or after a deployment. As a paperless firm, most Henry & Horne employees are able to access files remotely. One employee even lives in and works from Virginia due to her spouse's work transfer. Every employee at Henry & Horne is eligible to work flexibly, even if it takes some thinking outside the box. Employees report that they value their flexibility options immensely. Productivity is on the rise and the firm's turn over rate of 13% is far below the industry average of 25%.

Hiawatha Homes

68 64 68

Nonprofit Social Services Organization

Winning Site: Rochester, MN, 380 Employees

www.hiawathahomes.org

Hiawatha Homes provides long- and short-term residential care for individuals with disabilities. Employees are able to manage their home, work, school and personal lives by flexing their schedules as their needs change. Since the agency has positions available 24 hours per day and 365 days per year, employees are able to work a variety of schedules that fit their needs. Employees are able to shift between part-time, full-time, on-call and seasonal hours. Professional development opportunities benefit all employees and exempt employees are able to work flexibly to fit with educational opportunities. Some exempt administrative staff and non-exempt managers and supervisors are able to work from home. Employees are able to take care of all of their work via the agency's Website. Employee recognition and appreciation, safety and wellness awareness programs, and social events throughout the year keep employees healthy and happy. Thanks to a new safety initiative that rewards safe behavior, on-the-job injuries have decreased.

Nonprofit Social Services Organization**Winning Site: Winona, MN, 380 Employees****www.hco.org**

Home and Community Options provides support and residential services to people with developmental disabilities in order to enable individuals to live as full members of their communities. The facility makes arrangements with older employees to meet their social and health needs and works with Winona Occupational Rehabilitation Center to hire individuals with developmental disabilities. Students at area universities and colleges make up a large part of the workforce. HCO works with these students in response to their class schedules and educational needs. A Competency Based Training Curriculum helps employees deliver the best care to clients. An e-mentor program provides additional resources for high school students and the facility provides education opportunities for its low-wage employees. Employees are able to access their worksite material from home and through smart home technology nursing and on-call staff can interact with clients/homes from any secure connection. Flexible schedules are available; for example, parents are able to alter their work schedules during the summer months when children are home from school and workers with elder care responsibilities are able to take time to attend to those needs during regular working hours. HCO takes excellent care of its employees and its patients—the average length of employment for leadership positions is 14.7 years and 96% of job applicants come to HCO by word of mouth.

Recruiting Firm**Winning Site: Spokane, WA, 16 Employees****www.humanix.com**

In an industry where staff retention tends to average under two years, Humanix—a staffing and recruiting company of 25 plus years—enjoys an average staff tenure of over 8.5 years. Humanix puts their staff first by providing customized work schedules and benefits that impact work and home. Flexibility options include the ability to work remotely, Skype in for conference calls, flex start/finish times, reduce hours, and even bring kids and pets to the office. They also have implemented cross training and backup support to offer more flexibility for switchboard and front office staff who tend to have less flexibility. Humanix also supports their staff through non-interest loans to help reduce financial stresses at home, as well as wellness, stress reduction and financial literacy initiatives. They also model the power of paying it forward through regular nonprofit support and by encouraging staff members to take advantage of their 20-hours of paid volunteer time each year.

Image One ****71 | 71 | 73****Printing Services and Supplies****Winning Site: Oak Park, MI, 46 Employees****www.imageoneway.com**

This managed print services company has leaders who know their team members are at the core of their success and that their individuality makes a difference in the company. The company has established annual goals to increase job satisfaction, including greater flexibility, profit sharing plans, training and education, team activities and a company goal of raising \$1,000,000 for autism by contributing a portion of revenue to the cause. Many employees have been able to adjust their work to part-time hours or to work from home. Owners, managers and technicians stay connected via home work stations, video conferencing, remote access and Smartphones. The company has experienced reduced turnover, improved employee retention, stronger cohesiveness and higher productivity. Image One has also won several awards for workplace excellence.

Incepture**73 | 76 | 77****Staffing Consulting****Winning Site: Jacksonville, FL, 80 Employees****www.incepture.com**

This Florida-based staffing and recruitment agency's leadership believes in promoting a dynamic company culture of honesty, commitment to excellence, team-focused fun and community involvement through work-life fit and flexibility. The company has built strong programs that foster and recruit employees with disabilities and returning veterans. Mentoring programs help the career development of younger employees. To provide access from Smartphones and any desktop, investments have been made in remote access. This increased access helps employees function whether they are traveling, working from home or in any other circumstances. Cross-functioning teams also allow for all members of the company to enjoy flexible work arrangements. Fun and team building are fostered through Really Random events including Valentine's Candygram fundraisers, Barbeque western lunches, Hubbard House Domestic Violence Awareness "Wear Purple" Day and Breast Cancer Awareness "Wear Pink" Day. Full-day events begin with employee excellence awards and end with beach Olympics or a baseball game. Finally, monthly "All Hands" meetings provide business updates, additional recognition opportunities and direct communication with leadership. In a company survey, 92% of employees showed that they were highly satisfied with the company's programs and benefits—a great indicator that Incepture is fulfilling its people and its goals.

Actuarial Services**Winning Site: Beaverton, OR, 20 Employees****www.independentactuaries.com**

Independent Actuaries has increased its flexible workplace arrangements by moving the company toward a “paperless” environment and providing remote access to employees. With this move, employees are able to better optimize their time between work and family. As retirement plan professionals, multiple retirement benefits are offered for older employees on top of flexible work schedules, part-time employment and a personal leave of absence for employees who have been with the company for five years. For younger employees, there are many cross-training opportunities that not only enrich their skill sets but allow them to help out other employees whose schedules do not lend themselves to traditional flexibility practices. One initiative open to all employees is the “8 hour project.” All employees are given eight paid work hours to work on a project of their choosing. This creative idea is mutually beneficial in that employees get a chance to pursue something of personal interest and many of the projects become initiatives that benefit the company. Each employee is able to choose a schedule that works best for them (i.e., full time, part time, half days and compressed workweeks) and a policy is in place for times when employees need time off for family related issues. All of the company owners have families and understand the importance of managing work and family.

Printing and Copying Solutions**Winning Site: Tempe, AZ, 48 Employees****www.infincomaz.com**

Infincom works to create a work environment that nurtures a culture of cooperation, mutual trust and support, and the sharing of common goals that center on integrity and customer service. Company leadership trusts employees to meet their work responsibilities without micromanagement. Employees of all ages and experience receive mentoring opportunities with their direct supervisors. The president is also involved in mentoring young employees. All employees are provided with a laptop and have remote access to the company’s network, public files and e-mail. Field service representatives are also given iPhones capable of accessing the company’s internal computer network. They are also able to manage their own daily schedules and are assigned customers in their geographical region to help reduce commuting times. Fun events, charity involvement, games and employee recognition have all contributed to low levels of stress in the office. Infincom has low rates of turnover and absenteeism and high levels of performance. They have won several awards, including the Sloan Award in 2010 and 2011.

InGrid Design LLC

60 | 77 | 73

Graphic Design**Winning Site: Louisville, KY, 11 Employees****www.ingriddesign.com**

InGrid Design LLC's leaders believe that flexibility is key to its success and that freedom gives employees the wings to grow as professionals. They have found their employees to be much more productive when operating within their own time preferences and have found that clients benefit as well, given that the variability in staff work hour preferences means that staff typically responds any time of day or night. Flexibility is achieved through cell phones, laptops and VPN access; employees with children, in particular, appreciate the flexibility to work from home rather than take a personal day off when a child is sick. Wellness also is promoted through the option to participate in fitness activities ranging from weekly sessions with a trainer to yoga. As a result, InGrid Design LLC recently has received accolades such as the GLI Emerging Minority Business Award and the NAWBO Woman Business Owner of the Year Award.

Intermountain Financial Group *****

69 | 78 | 76

Financial Services**Winning Site: Salt Lake City, UT, 50 Employees****www.intermountainfinancialgroup.com**

Leadership at Intermountain Financial Group works hard to create an environment with a strong work ethic while providing ways for employees to better manage their work and life responsibilities. For example, when employees began to feel that meetings were running too long and pushing into their time at home, leadership found ways to redesign meetings and consolidate information. The firm has a paid internship program and many interns are hired full time upon graduation. Although no formal policy exists, employees are able to work from home and bring their children to work when needed. The paperless work environment and remote Intranet access enable employees to work from home. The firm also provides continuing career education, philanthropic opportunities and networking group participation. Stress and conflict in the office is minimal and camaraderie among employees is plentiful.

Isler CPA LLC **

69 | 68 | 69

Certified Public Accounting Firm**Winning Site: Eugene, OR, 33 Employees****www.islercpa.com**

The key to Isler CPA's success is its family-friendly atmosphere and community participation. They work to hire new graduates from the University of Oregon and train them so that they can achieve a professional level as a CPA. Recently, they have moved all their applications and files to a cloud provider giving employees access to applications and work files from any location. Employees and management work together to ensure work quality



given this additional flexibility. Flexibility with workplace options also allows for employees to be more active in the community, resulting in happier and more engaged employees. They have received recognition from several organizations in addition to the Alfred P. Sloan Foundation for their employee practices, community service and sustainability practices.

JA Counter ***

77 | 80 | 80

Financial and Insurance Services

Winning Site: New Richmond, WI, 15 Employees

www.jacounter.com

Employees at JA Counter, an insurance and securities firm, are devoted to providing exceptional service to their clients in a flexible and responsive manner. That dedication is apparent in their descriptions of the kinds of employees that thrive at JA Counter. The company’s Website not only advertises the existence of flexibility but makes an appreciation of flexibility a key employee characteristic along with things like creativity, customer-service orientation and a love of continuous learning. Employees at this firm report being especially proud of working in an environment that focuses on results and accomplishments as opposed to “face-time”. As a result, employees have control over their work schedules, have a greater sense of responsibility over their work and feel more trusted by their managers.

Jakob Marketing Partners

77 | 70 | 75

Marketing Consulting

Winning Site: Holladay, UT, 12 Employees

www.jakobmp.com

When Julie Jakobs founded Jakob Marketing Partners, she knew she wanted to give her employees flexibility like she had experienced at her previous job in corporate America. The firm develops its young employees through mentorship, training programs and seminars. As most customer interactions happen virtually, the firm depends on technology like e-mail and cloud-based technology to complete its work and stay in touch. Employees are able to work from home whenever they need to and are not expected to work traditional hours. Work can be stressful, but daily fitness breaks, fun contests and offsite events keep employees happy and motivated. For the first three years after hiring its first employee, the firm had no turnover and absenteeism is not an issue. Jakob Marketing Partners is growing quickly—in 2011 it was the 29th fastest-growing company in Utah!

Jumpstart for Young Children

77 | 68 | 73

Nonprofit Early Education Organization

Winning Site: Boston, MA, 55 Employees

www.jstart.org

Jumpstart for Young Children embraces workplace flexibility in order to show appreciation for the hard work of its employees and retain valuable employees across generations. Flexible work hours, telecommuting, comp time and



early-release Fridays are just some of the ways that employees can manage their work life while they manage their families. The company's online resources also help employees work remotely and manage benefits. These resources include an integrated online talent management system, Intranet, company database and financial software. Employees are also able to connect socially over the company's online systems.

Kahn, Litwin, Renza & Co., Ltd.

83 69 76

Certified Public Accountants and Advisory Services
Winning Site: Providence, RI, 120 Employees
www.kahnlitwin.com

Accounting, tax and advisory service firm Kahn, Litwin, Renza & Co., Ltd. is deeply committed to helping employees successfully manage their lives while providing exceptional service to their clients. Workplace flexibility is a core value. All employees, both full-time and part-time, are eligible to participate in workplace flexibility programs, which center around the use of technology (i.e., remote access, laptops, cell phones, PDAs). The firm also puts wellness activities at the forefront, offering programs such as individual wellness coaching, health screenings, yoga and massage therapy. Subsequently, Kahn, Litwin, Renza & Co., Ltd. has maintained an 11% average turnover rate—half of the national average of 22% for public accounting firms. Recruiting and supporting a diverse workforce also is a priority. The firm actively recruits older employees, employees with disabilities, military personnel and younger employees via an active mentoring program. It also offers leave packages, both for those serving in the military and military caregivers.

Keats Connelly *****

74 70 74

Financial Planning
Winning Site: Phoenix, AZ, 38 Employees
www.keatsconnelly.com

When employees have had family emergencies outside of the country, they've been able to work remotely while attending to these family responsibilities. Brown bag lunch trainings by other employees, cross-training, outside training and schooling opportunities help promote professional growth for employees at all career stages. Daily flexibility and telecommuting are strongly supported by company leadership and help keep employees happy, healthy and engaged in their work and family lives. Even the receptionist can work flexibly through compressed workweeks. Leadership believes this commitment to the health and wellness of their employees has resulted in lower stress and higher productivity.

Insurance Company**Winning Site: Lexington, KY, 197 Employees****www.kemi.com**

Kentucky Employers Mutual Insurance encourages work-life fit in its own policies. Liberal vacation and holiday policies are provided and the company encourages employees to spend time completely away from work, maximizing quality time with family and friends. The absence of a sick leave policy allows employees to take care of themselves and their loved ones without the constraint of set days and workplace penalties. The company leadership finds that regardless of the unlimited nature of this initiative, employees average less than three days per year of absence due to personal illness, family illness and tardiness combined. This is a demonstration of respect and appreciation. For employees whose jobs do not lend themselves to remote work, rotating schedules are built between units to ensure that everyone can take advantage of flexible hours or compressed workweeks. Occasional employee appreciation events, annual health fairs, employee game week with prizes and interactive board games provide a sense of fun and camaraderie across the organization. Employees are also given 16 hours of paid time to volunteer during normal business hours, enabling employees to get involved and give back to the community.

Technology Company**Winning Site: Louisville, KY, 32 Employees****www.kizan.com**

As a high technology company, KiZAN is inherently attuned to using technology to improve employee effectiveness and efficiency. Employees have remote access to servers and workstations from almost anywhere, and a Sharepoint portal allows employees to access everything from the time-entry system to benefit information to client information. Remote access and phone/LiveMeeting conferencing technologies allow employees to work and collaborate from any location, and they consider all employees—from developer to CFO—as being able to achieve workplace flexibility. Employee performance assessment is based on job effectiveness, not on hours worked or how often employees are in the office. Because so many employees work remotely, KiZAN frequently hosts “Just Because” events that allow employees to get together outside of the workplace to foster teamwork. These efforts have cultivated a loyal workforce and a company with a reputation for being a very positive place to work, a continual stream of family and friend job applicants, and a steadily decreasing turnover rate since 2005.

Accounting and Financial Services
Winning Site: Brookfield, WI, 90 Employees
www.kolbco.com

This public accounting firm believes that its nurturing, family-friendly environment is what keeps its employees happy and engaged. Employees are able to adjust their work schedules with approval from their manager and a rotating holiday schedule allows equal time off around the holidays for everyone. All employees also have the option of reduced schedules without hindering their careers. Laptops and remote access allow employees access to client files and increase their ability to work from home. Higher-level staff are also issued company cell phones and iPads. In addition to its flexible work arrangements, Kolb+Co has invested in lunch and learn sessions to improve employees' careers, mentoring programs to develop careers and personal lives and monthly volunteer events including a firm action day where the firm closes down for half a day and volunteers at a camp. Kolb+Co finds that its practices have resulted in reduced absenteeism and increased productivity.

KPMG

Audit, Tax and Advisory Services
23,000 Employees in the U.S.
www.kpmg.com

KPMG emphasizes a culture of flexibility in which employees have the ability to manage their personal and work responsibilities. This is apparent through the multitude of programs offered to recruit and retain all employees. Older employees serve as advocates, mentors and role models for younger professionals. Flexible work schedules, telecommuting, back-up elder/adult care services for employees and partners in all U.S. offices, and long term care insurance all enable KPMG's employees to better manage work and family care responsibilities. KPMG works with state organizations to hire veterans and assists veterans looking for jobs more broadly by providing resume writing and interview practice. KPMG's Abilities in Motion Network focuses on fostering an inclusive work environment for people with disabilities, their caregivers and people living with or caring for someone with a chronic illness. For new employees, on-boarding associates are assigned to new hires to help them with everything from benefits enrollment to expense reporting. To stay connected while away from the office, KPMG employees use online meeting software, PDAs, laptops, a Virtual PC application, online collaboration tools and teleconferencing. Wireless aircards are also given to employees who work remotely so that they can have reliable and fast access to KPMG's network. These technologies enable employees to take advantage of a wide range of alternative work arrangements, such as full-time hours, compressed workweeks, flex time that enables eligible employees to alter their start and end work times with their managers' approval, telecommuting from an alternative location one or two days per week, job sharing, phased return from leave, reduced workload/part-time work, and other individualized informal flex options. In addition, KPMG has developed many support



programs such as Global Training, National Diversity Networks, Employee Career Architecture and People Management Leaders to ensure that employees can seamlessly transition into different aspects of their careers and the company. Various community service programs and award recognition programs also allow employees the opportunity to give back to their communities and be recognized for their contributions to the company. KPMG employees are happy—and becoming even more happy! Employee morale survey data shows that morale has continuously improved as KPMG has implemented its various flexible work initiatives. More than two-thirds of employees surveyed say that KPMG is a great place to work and build a career.

Winning Site: Anchorage, AK, 75 Employees	88	69	77
Winning Site: Atlanta, GA, 1,084 Employees ****	88	70	78
Winning Site: Billings, MT, 13 Employees **	88	68	77
Winning Site: Boise, ID, 36 Employees ****	88	71	78
Winning Site: Boston, MA, 705 Employees ****	88	69	78
Winning Site: Charlotte, NC, 282 Employees ***	88	72	79
Winning Site: Chicago, IL, 1,794 Employees *****	88	70	78
Winning Site: Dallas, TX, 1,310 Employees *****	88	71	79
Winning Site: Denver, CO, 387 Employees	88	71	78
Winning Site: Des Moines, IA, 77 Employees ***	88	73	80
Winning Site: Detroit, MI, 296 Employees ****	88	68	76
Winning Site: Hartford, CT, 177 Employees **	88	72	79
Winning Site: Houston, TX, 918 Employees *****	88	70	78
Winning Site: Kansas City, MO, 284 Employees **	88	70	78
Winning Site: Los Angeles, CA, 802 Employees **	88	71	78
Winning Site: Melville, NY, 127 Employees *****	88	65	75
Winning Site: Milwaukee, WI, 88 Employees *****	88	67	76
Winning Site: Minneapolis, MN, 388 Employees ****	88	70	78
Winning Site: Montvale, NJ, 1,536 Employees	88	71	78
Winning Site: New York, NY, 3,473 Employees ****	88	68	77
Winning Site: Philadelphia, PA, 899 Employees ***	88	69	77
Winning Site: Phoenix, AZ, 147 Employees	88	73	79
Winning Site: Portland, OR, 208 Employees ***	88	72	79
Winning Site: Providence, RI, 78 Employees *****	88	74	80
Winning Site: Salt Lake City, UT, 103 Employees **	88	67	76
Winning Site: San Diego, CA, 190 Employees	88	70	78



Winning Site: Short Hills, NJ, 479 Employees *****	88	72	80
Winning Site: St. Louis, MO, 228 Employees ***	88	72	79
Winning Site: Stamford, CT, 246 Employees ***	88	68	77
Winning Site: Washington, DC, 1,663 Employees *****	88	71	79

LaBov & Beyond	58	74	70
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Marketing, Communications and Training
Winning Site: Fort Wayne, IN, 27 Employees
www.labov.com

This marketing and communication company has developed a number of committees and programs that provide greater flexibility for employees. The Employee Engagement Committee finds new ways to locate and implement meaningful changes through company-wide training sessions, social gatherings and surveys. The company's new Flex time Fridays is one of the initiatives that emerged from the committee's efforts. This program enables employees to choose their Friday work hours so that they can manage their responsibilities and leave work early. Some employees work permanent flexible schedules that allow them to tailor schedules for personal needs or family responsibilities. Additional time off is available to take care of family as well. A new Website called LULU (Labov University for Learning & Utilization) encourages employees to continue learning and to share their knowledge with other employees. During the process, employees gain points that not only help the company measure the employee's commitment to learning, it is also used as a guideline when employees request to attend outside seminars or programs. ELBEE (Extraordinary LaBov & Beyond Employee Engagement) also helps reward employees who exceed expectations on a monthly basis. In addition, a new Employee Room with comfortable furniture has been established so employees can meet with other employees, relax or work. Employees are provided laptops and Smartphones to work remotely and GoToMeeting and Skype help employees connect with others who work from home or from other offices.

Laughlin Constable

Advertising, Digital and Public Relations
197 Employees in the U.S.
www.laughlin.com

Laughlin Constable, a full-service advertising agency with offices in Chicago, Milwaukee and New York, uses workplace flexibility as a management tool to enhance workplace effectiveness while contributing to employees' success and improving their quality of life. Technology allows business to continue as usual when employees are away from the office. Some employees receive compensation for their Smartphone costs, while a WFH Internet access portal and e-mail that can be accessed remotely and offsite voicemail recovery allow employees to work from outside of the office. These technologies enable a variety of flexible work options, including flexible work hours, flexible



summer hours, part-time work, and the ability to ease back into work after sick, FMLA or maternity leave. Cross training also allows employees the ability to enjoy more time with their family and loved ones and builds a deeper base of talent within different teams. Laughlin Constable maintains strong relationships with area colleges and universities and invites students to visit the company. The agency offers internships to college students and many times these students are hired full time upon graduating. Fun spaces, free breakfast on Wellness Wednesdays and free yoga classes once per week all keep morale high and employees healthy. Employees are also able to tailor their company benefits, manage their health care costs and choose from a list of voluntary benefits such as AFLAC and Voluntary Life Plans. Laughlin Constable enjoys low turnover, low absenteeism and high productivity thanks in part to its commitment to flexible work and has won several awards for workplace excellence.

Winning Site: Chicago, IL, 48 Employees ***** 71 | 70 | 72

Winning Site: Milwaukee, WI, 140 Employees ***** 71 | 63 | 68

Lexmark International, Inc. ***** 79 | 68 | 73

Printing and Imaging Products

Winning Site: Lexington, KY, 3,138 Employees

www.lexmark.com

As Lexmark International creates the peripherals that help make computer work dynamic, its employees experience the same comprehensive approach to their workplace flexibility options. As more concern is given to skills, individuals are recruited regardless of age and younger employees are placed in Lexmark’s Technical Rotation Program to develop their skills and expose them to opportunities within the company. Returning veterans and military families receive support through the Veteran’s Association of Lexmark: Organized to Recognize and Respect (VALORR). This group is also part of Lexmark’s extensive Diversity Network and provides insights to other employees to encourage respect and recognition for veterans. Employees have a variety of benefits including flexible work hours, work-from-home arrangements, telecommuting, adoption assistance, child care, elder care, flexible spending accounts, lactation programs, cafeteria style benefits, alternative career tracks for parents or employees with long-term family-care issues, tuition assistance, leadership development programs, floating religious holidays, personal holidays to be used at the employee’s discretion, vacation time, sick leave and three days of paid volunteer time off. New initiatives include an onsite child care center and wellness center providing additional ways for employees to take care of their families and themselves.

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. MacAulay-Brown provides laptops so employees can work remotely, with access to web-based e-mail, shared document collaboration and other mobile technologies that allow employees to work securely anywhere and anytime. MacAulay-Brown has numerous reduced hour options available for employees to find a schedule that works within their needs and interests. For example, retired civil servants can serve as “on call” subject matter experts and part-time options that work well for many students. 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.

Certified Public Accountants and Consultants**Winning Site: Auburn, AL, 25 Employees****www.mmcfirm.com**

Leaders at Machen McChesney & Chastain understand that as an accounting firm, long, strenuous work hours are to be expected during tax season. To address this expectation, the firm has put in place flexibility practices to avoid employee burnout and enable employees to spend quality time with their families. To reduce this seasonal stress, additional part-time employees allow regular full- and part-time employees to continue having the flexible schedules they have during non-peak times. Full-time employees are able to work additional hours on one day and work reduced hours on another. Part-time employees are able to shift their “normal” hours as frequently as they wish in order to meet child/family needs and take vacation. From May to August, full-time employees are able to work up to nine-hour days Monday through Thursday in order to take Friday afternoons off. This enables employees to take care of personal errands without interfering with their weekends. Cross training and additional staffing also enable administrative assistance the opportunity to take advantage of flexibility practices. Smartphones, laptops and remote access enable employees the opportunity to work from home when family emergencies arise and Machen McChesney & Chastain finds that its practices result in quality work and better time between work and home, even in the busiest of seasons.

Certified Public Accountants**Winning Site: Saint Paul, MN, 45 Employees****www.mucr.com**

This financial services company continually adapts and changes as its employees communicate their needs. The flexibility provided by the company not only emphasizes employee well-being, it also becomes an attractive benefit for future talent. Young talent is also supported through mentoring programs, significant levels of continuing education onsite and offsite, subsidized exam costs, and funding and resources for participating in the community. All employees enjoy a great deal of autonomy through a sophisticated paperless system, technology that allows work to be done remotely and an expanding teleworking system. Even the administrative team is empowered to “manage themselves,” making sure that all necessary tasks are covered if anyone needs time off. One team member was even able to take a two-month medical leave without the company having to hire additional staff. The leaders learned from this example that empowering people through trust and a fair system of rewards leads to great results for everyone. Employees are encouraged to serve on committees that plan activities and volunteering opportunities; supported by the company with financial resources, time off and recognition on the company Website. Web-based training programs allow for flexible training and development schedules, and an investment in these programs along with big screen televisions and comfortable conference facilities have proven to be very successful. In return for these investments in their people, the company experiences high productivity, no increases in medical costs over the last two years, and low turnover and absenteeism.

Executive and Management Search Firm**Winning Site: Chattanooga, TN, 13 Employees****www.mrichatt.com**

Leaders at Management Recruiters of Chattanooga-Brainerd understand that turnover is high in the industry of recruiting. So the company makes every effort to provide a place where its employees are given control over how, when and where they get their work done. Technology is considered a key to this success. In addition to flexible schedules, employees have remote access to their work computer and company files from any computer or Smartphone. The company has a signature working families program where employees can come in after they drop their children off at school, leave in time to pick them up or be there when they get home. While it is not a direct policy, the company encourages employees to “turn off” during family time (vacation, meals, events, etc.). The productivity of employees due to these initiatives has allowed the company to surpass revenue goals, improve its market share and increase its standing within the MRI organization.

Mango Salon

Hair Salon

80 Employees in the U.S.

www.mangosalon.com

Mango Salon leadership believes in fresh concepts for both clients and employees. One of their core values is that if their team is taken care of, the business will take care of itself. Many of their programs and initiatives were built with employee input, helping them feel heard and a part of positive change within the company. Managers are seen more as coaches and quarterly coaching sessions help employees manage their schedules, review career goals through the organization's CareerPathing program and avoid burnout. VPN remote access is available so that employees can look at their schedules from any location and request to come in late or leave early if their schedules are not booked. A team portal also gives employees access to company information and educational opportunities, especially with Mango Academy's advanced onsite education program that keeps employees up to speed on current trends and techniques. The management works to respond to all schedules, allowing their employees to take care of themselves and their families. Some employees have been able to utilize paid time off in advance of their accrual in order to meet their personal needs and mothers returning from maternity leave are provided part-time schedules in order to have more time with their newborn children. A paid half hour break can be taken at the employee's discretion and the company provides paid time off days versus sick, vacation and personal time so that employees have more control over how their time off is used. Mango Me Healthy provides resources and contests toward maintaining a healthy lifestyle and an extra paid time off day is given to employees if they go six months without a sick day or family emergency. In addition to these benefits, the company offers medical, dental, life, vision, long-term disability, AFLAC programs, and a 401k with profit sharing—an unusual offering in the salon business.

Winning Site: Glen Allen, VA, 21 Employees 69 | 70 | 72

Winning Site: Richmond, VA, 54 Employees 69 | 78 | 77

ManpowerGroup *** 89 | 65 | 75

Employment Services

Winning Site: Milwaukee, WI, 750 Employees

www.manpowergroup.com

As a staffing agency, being a contemporary employer is at the heart of ManpowerGroup's DNA. The company's leaders constantly reevaluate their practices to ensure that they are meeting the needs of their employees, focusing on innovative practices to keep employees engaged and attract new talent. Mobile devices, VPN, Internet, webinars, conference calls, virtual chat rooms and video conferencing are all crucial to enabling employee flexibility. The company is implementing development/leadership rotational programs and internships for younger employees and has a diversity strategy that allows



the company to target, recruit and retain employees with disabilities. Recently, the company has included reduced hours, longer periods of leave and early retirement to its flexible workplace arrangements to meet its employees' needs and help with budgetary constraints. The company also promotes social responsibility through company-wide engagement, volunteer activities and partnerships with organizations such as Junior Achievement, Toys for Tots and Hunger Task Force.

Margolin Winer & Evens **

73 | 64 | 69

Certified Public Accountants and Business Advisors

Winning Site: Garden City, NY, 175 Employees

www.mwellp.com

Margolin, Winer & Evens (MWE) is a full-service business advisory firm that has succeeded in part through a path of organic growth. Similarly employees have dynamic careers where they can work in multiple disciplines and gain a broad array of experiences. This dedication to broad and varied experiences also influences employees' approach to work, fostering a belief that "The achievement of true professional success rests not only on solid business training and expertise, but also on varied, well-rounded life experiences." Company employees participate in a variety of community service and philanthropic initiatives including the American Cancer Society's "Making Strides Against Breast Cancer WALK," the JPMorgan Chase Corporate Challenge, and the Long Island Volunteer Enterprise (LIVE). The organization also sponsors various employee activities including sports teams, holiday and other functions and employee events. MWE maintains a very active mentoring program in order to foster a working environment that encourages open communication and sharing of experiences at all levels.

MarketReach, Inc.

63 | 68 | 68

Marketing Services

Winning Site: Goffstown, NH, 11 Employees

www.mreach.com

Respecting and trusting employees is an integral part of successful workplace flexibility and leadership at MarketReach in Goffstown, New Hampshire agrees. Employees are able to use flexibility as they need it—to make appointments, work from home during bad weather or when a child is sick. VPN access and conference calls make remote work possible and employees are encouraged to meet with supervisors one-on-one to arrange flexible work schedules. The company has worked to improve flexibility over the past year and is now seeing a marked difference in employee morale. Employees rarely use all six of their sick days and turnover is low.

Marketing

Winning Site: Rochester, MN, 11 Employees

www.markit.com

This marketing firm in Rochester, MN increased its flexible working arrangements to better retain and attract talented employees. Employees can choose what hours they want to work and where they want to work. Laptops, cell phones and Skype keep everyone connected no matter where they are. There are no set number of sick days or vacation days, so employees are able to take the time off they feel they need. To encourage personal growth and development, the owner of markit conducts one-on-one “grow” meetings once every six weeks with each employee. Staff members also participate in community service projects that help young students learn to read and help ESL students learn English. There has been a decrease in turnover and absenteeism and the firm has doubled its business over two years! markit is committed to flexibility as evidenced by winning the Sloan Award two previous years.

Actuarial Services and Retirement Planning

Winning Site: St. Petersburg, FL, 29 Employees

www.eerisa.com

As a group that provides education to the CPA and financial planning industry, leaders at Matthews Benefit Group value the importance of education for their employees. As the company begins to pilot its remote access capabilities to increase workplace flexibility, it invests in professional development to provide greater opportunities for employees down the road. Every employee has been introduced to training, supervision and coaching through the company’s Comprehensive Training Program. A specialized performance plan includes the professional development goals for each employee, including supervisors, and a variety of programs in Retirement Plan Administration and management skills are available to achieve these goals. As employees learn, they pass their knowledge back and forth between employees and managers, creating a symbiotic environment. The company’s Professional Certification Program allows employees to work toward leading credentials in the industry and 100% of employees participated in this voluntary program despite initial concerns around study time and test-taking anxiety. The pride and accomplishment reported by employees as they passed their exams soon outweighed their concerns. In addition, the company provides flexible solutions for employees’ needs through work-from-home arrangements whether it is for personal health reasons or for the care of a family member. Leaders at Matthews Benefit Group believe in both corporate and charitable giving and have formed a relationship with the St. Petersburg Free Clinic. Not only does the clinic benefit from the donations of the employees, they also benefit from direct employee participation on their Board of Directors. This initiative helps employees give back to their community and provides a change of pace.

**McCauley Nicolas, CPAs & Advisors *********71 | 70 | 72****Certified Public Accountants and Advisors****Winning Site: Jeffersonville, IN, 52 Employees****www.mnccpa.com**

Flexibility is a core value for public accounting firm McCauley Nicolas, CPAs & Advisors. Over 50% of staff (not including owners) has been with the firm 10 or more years and 20% for 20 or more years. Their turnover rate for the past four years is 11%, compared with an industry standard of around 20%. Their leaders attribute this loyalty to their commitment to giving employees as much control over their time as possible. They are extremely supportive of the unique needs of employees with young children and maintain a “culture of trust,” in which they believe that employees will make wise decisions when it comes to managing client service and personal need. McCauley Nicolas, CPAs & Advisors also recognizes that the deadline-oriented nature of their business is stressful and offer personal care onsite benefits such as massage therapy, flu shots, dry cleaning pickup/delivery, healthy eating initiatives, professional development initiatives such as a formal mentoring program and educational opportunities, and social/community events such as firm picnics and parties and involvement in philanthropic events such as the Big Brothers Big Sisters annual Accountants Bowl For Kids’ Sake and ACS’ Making Strides Against Breast Cancer walk. McCauley Nicolas, CPAs & Advisors subsequently makes a positive impact both in their office and community, and have ranked among Louisville’s Top Workplaces for 2011 and 2012.

McKinney ****77 | 74 | 77****Advertising Agency****Winning Site: Durham, NC, 189 Employees****www.mckinney.com**

As an advertising and marketing company, leaders at McKinney are used to harnessing the power of creative thinking. They turn that thinking inwards to build a framework of flexibility that empowers employees at home, at work, and in their communities. Through desktop technology and open communication with managers, telecommuting and teleconferencing arrangements can always be made to respond to personal needs such as doctor appointments and child care arrangements. The McKinney 10% program gives employees the power to develop innovative work projects that they feel passionately about. Projects from this program have received recognition by the Webby Awards, an international award for excellence across the Internet. In partnership with Urban Ministries of Durham, McKinney created an on-line game called SPENT that challenges users to survive poverty. This year, McKinney’s Triangle Corporate Battle of the Bands campaign will raise funds to support KidzNotes, an organization that provides instruction in classical orchestral music to East Durham’s poorest neighborhoods. These creative campaigns and McKinney’s overall benefits help attract top talent.

McKinnon-Mulherin, Inc. *******63 73 71****Communication and Design****Winning Site: Salt Lake City, UT, 11 Employees****www.mckinnon-mulherin.com**

Employees are offered several ways to work better at McKinnon-Mulherin. All employees work virtually and stay in communication thanks to the Internet. Salaried employees are given laptops and cell phones. Within reason, employees are able to work whatever hours they like as long as client needs are addressed in a timely manner. One employee, whose husband is in the military, has been able to keep her job while moving between three different countries. Men and same-sex couples are encouraged to take time off for the birth or adoption of a child. Salaried employees receive health and dental benefits, vacation time, holidays, sick time, personal time, and profit sharing as well as one paid hour per week to volunteer. Long-term employees can take advantage of a sabbatical program. Project-based employees are able to set their own hours within reason and can apply for health benefits if they average 30 hours of work per week. McKinnon-Mulherin has won the Sloan Award previously, in addition to many other awards.

Mediascope *******67 79 76****Mailing, Bindery and Fulfillment Services****Winning Site: Winona, MN, 21 Employees****www.mediascopeinc.com**

Mediascope's philosophy is that if you are a happy person, you can be a happy and productive employee. To keep its employees happy, Mediascope enables occasional telecommuting for most employees through e-mails, voicemail and files that can be accessed remotely. The company even has one part-time employee who works exclusively away from the office. Mediascope promotes innovative thinking by offering bonuses to employees who improve efficiencies and reduce production time. The addition of a second shift of work has allowed employees greater control over scheduling. Mediascope leaders believe that if employees are happy they will do good work and produce a quality product for customers—making customers happy and helping the business thrive. The company has been able to expand over the past two years and has added new service areas. These new services have bolstered its reputation as a provider of quality services.

Mediaura ****82 85 86****Marketing Services****Winning Site: Louisville, KY, 22 Employees****www.mediaura.com**

Mediaura is committed to workplace diversity, flexibility and work-life fit. They actively recruit older employees, employees with disabilities and active or veteran military personnel. Their high school/college intern program recruits younger workers and introduces them to interactive technology and



helps develop skills. Employees are able to flex hours and work from home as needed, communicating via Skype and utilizing online project management software remotely in order to also tend to personal needs. Mediaura also has implemented monthly team outings and offices are equipped with televisions, Xboxes, ping-pong tables and other entertainment in order to enable employees to take breaks as needed. Collectively, these efforts have decreased absenteeism, eliminated turnover, and increased productivity. Employees also have reported improved home life and lower stress levels in general.

MeetingMatrix International ***

75 | 75 | 76

Event Planning Products and Services

Winning Site: Portsmouth, NH, 30 Employees

www.meetingmatrix.com

MeetingMatrix International has created a unique program fully integrated into the culture of its business to manage workplace flexibility. Task Inspired Management Environment (T.I.M.E.) dictates that work is not about going to a place, but about completing tasks. Thus, all employees are free to work when they want, where they want and in the way they want. There is no vacation or sick time; employees are expected to communicate honestly and plan ahead for their absences by designating someone as their “back up” so that others’ work isn’t impeded by their time off. Almost all meetings are optional if the employee submits his or her input ahead of time and reviews meeting minutes afterward. In addition, any employee can attend any internal meeting. Out of respect for everyone’s schedules, meetings start and end promptly at designated times. Results are the most important factor of employees’ work—not when or where work gets done. Due to T.I.M.E., turnover is almost nonexistent. Leaders find that employees are glad to work in an open and honest atmosphere.

Menlo Innovations LLC *****

84 | 73 | 78

Information Technology Company

Winning Site: Ann Arbor, MI, 13 Employees

www.menloinnovations.com

Leadership at Menlo Innovations describes their workplace as a joyous place where people are highly satisfied. Team members are paired up to foster greater collaboration and enable continuing mentoring. This collaborative process results in happier workers who produce better work for clients. When mistakes are made, employees are encouraged to address them directly and quickly. This increases organizational learning and is valuable to the individual and to the business. The notion “It takes a village to raise a child” informs Menlo Innovations’ policy that allows parents to bring children to work, including mothers of newborns. Employees are not asked or expected to take work home with them. Their workplace culture has resulted in higher productivity and engagement, better ideas and low turnover and absenteeism. Menlo Innovations has won many awards that focus on creating a positive workplace culture.

Merjent Inc.**80 | 73 | 78****Environmental Consulting****Winning Site: Minneapolis, MN, 38 Employees****www.merjent.com**

Merjent Inc. specializes in construction and operational compliance for energy based projects. Employees at Merjent are committed to a culture that embodies teamwork, openness, an entrepreneurial spirit, and promoting an environment where people and projects can succeed. Merjent's leaders support the ascent of younger employees through a mentoring program and "Merjent U" training and development program and they foster a culture of trust and respect through their flexibility programs. Social and wellness initiatives encourage employees to interact with their co-workers and build office camaraderie.

Metropolitan Family Service ****79 | 74 | 77****Nonprofit Social Services Organization****Winning Site: Portland, OR, 78 Employees****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 their own organization. Flexibility through schedules, telecommuting and mentorship programs provide employees enriching work regardless of where they are. Recently, they have expanded their workplace options to include compressed workweeks (four ten-hour days). Another creative initiative is the revision of job expectations to respond to employees challenged by personal circumstances—while responsibilities are reduced for a period of time, wages and benefits are not. Metropolitan Family Service celebrates families of all kinds and offers benefits to employees that may not have family members, as defined by blood ties or the law. Employee satisfaction has resulted in low utilization of traditional health care benefits, but employees take full advantage of the organization's preventative and alternative care health plan options such as acupuncture, naturopaths, chiropractors and massage therapists.

MGIC Investment Corporation ****75 | 65 | 70****Insurance Company****Winning Site: Milwaukee, WI, 697 Employees****www.mgic.com**

MGIC Investment Corporation is committed to work-life fit as an organization. Scheduling, programs and benefits are aligned with employees' needs in mind. Its long tenure, low turnover workforce reflects its success in creating a culture highly conducive to an employee's need for work-life fit. Special initiatives include a subsidized onsite fitness center that is available for employees to use 24/7, an additional week of paid time off awarded on significant anniversary years, the flexibility to take up to six same-day absences per



year, the ability to take up to five unpaid days off (or ten unpaid half days) for eligible employees, the ability to work at home in certain situations and the provision of technology that aids in communication when away from the office. In today's environment where employees are seeing an increase in their share of health insurance costs, MGIC employees have the opportunity to have their health plan premium waived through full participation in the Health Rewards Program. Not only does this benefit the employee financially, it has also led to the reward of improved health and well-being with a collective loss of 2,000 pounds as a company.

MHBT Inc. *****

71 | 74 | 75

Insurance Company

Winning Site: Dallas, TX, 170 Employees

www.mhbt.com

As an insurance provider, MHBT Inc. works to support the wellness of its clientele. As an employer, the company continuously seeks ways to impact flexibility to provide better work-life fit for its employees. Current initiatives include a phone consultation system for medical questions, an Employee Assistance Program, wellness programs, work-from-home opportunities, and flexible start and end times. MHBT's paperless environment gives exempt employees remote access to company files enabling the use of remote work arrangements. There is no retirement age at MHBT and retirees are often re-hired in a part-time capacity. To assist younger employees with their career goals, a Young Producer Development program is available as well as a Perpetuation Development Program for client service personnel. Recently, the company introduced an onsite medical clinic, cutting down on travel time and increasing wellness options for its employees.

Michigan Occupational Safety and Health Administration *****

73 | 71 | 72

State Government Agency

Winning Site: Lansing, MI, 227 Employees

www.michigan.gov/miosha

MIOSHA's flexibility arrangements have been so successful that the organization's leaders have been asked to share its policies with other government agencies and to help them introduce more flex options for their employees. Employees of MIOSHA can work compressed workweeks or telecommute. Some employees are also able to flex their start and end times and supervisors work with employees to informally change work hours to respond to personal and family needs on a case-by-case basis. Secretaries who would not normally be able to work flexibly can trade off with staff from another division to alter start and end work times. Project-based telecommuting also enables employees to work from home on a project basis, arranging remote work for a number of hours or days. Remote work is made possible through the use of wireless Internet, laptops and tele-/video- conferencing. After an influx of new employees, MIOSHA used the opportunity to conduct a culture survey and is using the results to improve its training and orientation programs.

Veterans, military members and their families are allowed extra flexibility to attend to family and personal needs. Flexibility has had a positive impact on employees throughout the organization and has resulted in very low turnover and favorable productivity as compared to other federal OSHA and state-run OSHA programs.

Microchip Technology Inc. *****

68 | 74 | 73

Technology Company

Winning Site: Chandler, AZ, 1,100 Employees

www.microchip.com

Employees are Microchip Technology's greatest strength and it shows in their commitment to flexibility. The company offers tuition reimbursement, works directly with veteran recruiting agencies, and makes accommodations for disabled employees and applicants as needed. More than 220 online training courses are offered through the Microchip Learning Center, enabling employees to learn from the comfort of their own homes. All employees enjoy computer access that allows them to work away from the office and manage their benefits quickly and remotely. An onsite medical clinic, paid time off, an annual wellness benefit, an Employee Assistance Program, long-term care, retirement savings and telecommuting all keep employees highly satisfied with their jobs. Supervisors are extensively trained to be dynamic leaders for their teams and to support a workplace culture of flexibility. An annual Guiding Values survey of employees found that more than 80% of employees feel inspired and motivated to perform to the best of their abilities and it shows in its less than 1% turnover and the multiple awards it's won for workplace excellence.

Microsoft Corporation

Information Technology

56,654 Employees in the U.S.

www.microsoft.com

Microsoft leaders see flexibility as a way to retain high value employees and to improve its image and competitiveness as a great place to work. The software company's Flexible Work Arrangement program enables employees to utilize a variety of flex options including job sharing, part-time work, flex time, compressed workweeks, remote work and home office work. Laptops provided by the company include software that allows employees to manage conference calls and video conferencing remotely and 24/7 access to the company network. Company-provided Smartphones are also helping to increase communication between employees in and out of the office. An internal tool called Kudos enables employees to acknowledge other employee's efforts with a project or work assignment. Both the employee and their manager get copied, as well as the sender's manager. Older employees are able to transition to job-share arrangements, flexible work-from-home options and mentorship opportunities. Newer employees benefit from mentorship



options, training programs and career development tools. Employees anecdotally report enjoying flex options and the company leaders believe these programs have improved job satisfaction and morale.

Winning Site: Downer's Grove, IL, 502 Employees ** 84 | 80 | 84

Winning Site: Milwaukee, WI, 39 Employees ** 82 | 80 | 83

Milestone Systems, Inc. 68 | 76 | 75

Technology Consulting

Winning Site: Beaverton, OR, 31 Employees

www.milestonesystems.com

Milestone Systems, Inc., a software manufacturer for video systems, has five main values: reliability, openness, innovation, independence and flexibility. It believes that the relationship between management and employees is a two-way street and that open communication and honesty allows for everyone to get what they need. While other companies rely on FMLA for maternity/paternity leave, Milestone Systems, Inc. provides paid time off. Sick time is also provided for employees taking care of family members. Most employees have laptops, cell phones, web conferencing and connectivity to the company's network systems so they are able to work according to their schedules, fulfilling the needs of the company while they manage their own needs. Employees understand and can feel that flexibility and happiness are priorities in the company and this results in low sick time usage and low attrition.

Mom Corps *** 61 | 85 | 79

Placement Firm

Winning Site: Atlanta, GA, 10 Employees

www.momcorps.com

Mom Corps, a professional staffing firm that specializes in flexible workplace solutions, offers that same flexibility to its own employees. Such a commitment to flexibility has enabled employees to find a healthy synthesis between their work and personal lives. This has resulted in a happy and loyal workforce with less stress and conflict at work and at home. The company is 100% virtual and all employees are able to work from home thanks to robust technology. Various software suites from Microsoft store documents centrally so that all employees can reach them and provide e-mail, instant messaging, video chat, web conferencing, call forwarding and shared calendars. Employees are also encouraged to manage their work hours by taking time off after a large time-consuming project is over. Flexibility has been instrumental in helping Mom Corps achieve its business goals. The company has grown to include 18 franchises and was named to the Inc. 500/5000 list for fastest growing companies in the U.S.

MorganFranklin Corporation ****72 | 73 | 74****Business and Technology Solutions****Winning Site: McLean, VA, 388 Employees****www.morganfranklin.com**

MorganFranklin Corporation has received repeated recognition for its workplace flexibility and health practices from organizations such as the Alliance for Workplace Excellence, the American Heart Association and the Alfred P. Sloan Foundation. Examples of its practices include flexible scheduling arrangements, tuition reimbursement, personal days, floating holidays, jury leave, bereavement leave and technology that enable employees to work from any location. In 1998, MorganFranklin Corporation began its commitment to bettering the communities of clients and employees through community involvement and assistance with health issues, specifically cancer and heart health. But after years of growth, its corporate social responsibility (CSR) efforts grew unwieldy. The company recognized the need to better define its company's CSR program and align the program with its corporate culture and philosophy. Its efforts have led to a program that includes an annual corporate giving program, contributions of nearly \$175,000 to support more than 40 organizations, an employee volunteer program, Gift Programs, and programs that focus on women's issues and development. Employees are encouraged to participate in annual food and clothing drives, various walks and runs, care packages for deployed soldiers and programs that teach youths fundamental skills for successful careers. The company's flagship CSR endeavor is the annual MorganFranklin Golf Classic benefiting the Wounded Warrior Project. This popular, sold-out event in addition to generous cash donations, help the men and women of the armed forces who have been severely injured in conflicts around the world. MorganFranklin's CSR program fosters a strong charitable culture that attracts and retains employees who are passionate about volunteerism.

Morrison & Associates CPAs *****64 | 79 | 76****Accounting Firm****Winning Site: Phoenix, AZ, 17 Employees****www.maacpa.com**

Leaders at this construction accounting firm in Phoenix, Arizona understand that each individual employee has his or her own needs when it comes to flexibility. And often, it's not difficult to respond to requests in a way that still enables work to get done. When one employee took extended time off to have a baby, a part-time position was added to make her needs feasible. Another employee was able to move and continue working full time in Oregon thanks to increased remote access capabilities. A retiring employee was able to slowly reduce her working hours to part-time status. Hands-on training and tuition reimbursement help young employees increase their education in and out of the office. Remote access, video conferencing and iPads for management all help employees stay in touch and allow them to work from home when the need arises. Leaders understand they can attend to the needs



of employees while providing a high-quality client experience. Openness to change and creative problem solving really helps flexibility go the extra mile for employees. This commitment to supporting employees showed in the annual satisfaction survey: Employees reported an average satisfaction level of 3.8 out of five points. In 2011, the firm’s voluntary turnover rate was 0%. Having created a great place to work has made Morrison & Associates CPA an employer of choice with an excellent reputation in its industry.

The Nagler Group

77 | 80 | 81

Staffing Agency

Winning Site: Bedford, NH, 17 Employees

www.naglergroup.com

Leadership at this staffing agency not only listens to what employees need from their employer, but also takes actions based on feedback. The agency recruits young employees from local colleges and has made accommodations for disabled employees, including audio and visual enhancements like larger computer monitors and dual headphones. The company offers a comprehensive benefits package including stress management, family care resources, flexible PTO and 40 hours of paid volunteer time. Benefits coverage is available to all family types, including domestic partnership and same-sex marriages. In some hardship situations, leadership has made arrangements for flexible pay. Employees are able to work remotely thanks to technology. In addition, employees are able to bring their children to work in the case of no school days (i.e., teacher workshops). Employees are welcome to break out the coloring books and Goldfish crackers to keep children busy while parents are able to get their work done. The agency has achieved record growth and won several awards for workplace excellence.

National CASA Association ****

73 | 67 | 71

Nonprofit Child Advocacy Organization

Winning Site: Seattle, WA, 25 Employees

www.casaforchildren.org

National CASA Association works to support the rights of neglected and abused children. The association also works to support the needs of its employees through strong flexibility practices. BlackBerry devices and laptops with VPN are provided to staff who travel or work from home; teleconferencing services from conference rooms and laptops also support connection and collaboration. All employees, including administrative and accounting employees, have VPN access and enjoy flexible scheduling arrangements to meet personal or family needs. The company has a “Bring Your Infant to Work” policy and pets and children are welcome in the office. Annual interviews provide one-on-one time for individual staff to ensure that flexibility practices meet their needs and to work on suggestions for improvement. Potential employees are attracted to the company’s workplace flexibility, and being a winner of the Sloan Award communicates that the company is a leader in its practices.

National Multiple Sclerosis Society – Michigan Chapter ** 70 72 73****Nonprofit Social Services Organization****Winning Site: Southfield, MI, 18 Employees****www.nationalmssociety.org/mig**

The flexibility plan developed at the Michigan Chapter of the National Multiple Sclerosis Society has been so effective that it is now being rolled out in chapters across the country! The chapter's "Employer of Choice" committee meets regularly to discuss workplace issues and bring suggestions and questions to leadership. The chapter's flex policy enables all employees in good standing to flex their hours in order to better meet their family responsibilities. All employees are given laptops and access to VPN for easier flexibility. Many of the chapter's employees are disabled, as the chapter actively recruits people with disabilities via an employment firm specializing in placing disabled job seekers. Twenty-seven percent of employees have been diagnosed with MS, for example. Flexibility options have made it easier for employees to get work done and take care of their needs outside of work. Morale has increased, turnover is down and use of personal time has fallen dramatically.

Naval Education and Training Command ** 73 72 73**Navy Command****Winning Site: Pensacola, FL, 157 Employees****www.netc.navy.mil**

Naval Education and Training Command (NETC) has not only built a comprehensive curriculum to being a part of the Navy, it has also built a way for sailors to invest in their personal lives as well. Due to increased requests, NETC has boosted its teleworking capabilities and availability, giving sailors more flexibility to attend to their family lives. Other flexible work arrangements include flexible start and stop times, compressed work schedules, leave carry-over, credit hours and leave transfer. To boost morale and maintain talent there are health/wellness programs, morale and recreation staff events, good pay and, to benefit lower-paid employees, subsidized goods. Special emphasis observances such as NETC's Diversity Festival help sailors better understand their diversity and commonality. NETC's elaborate professional development programs empower and assist the needs of returning veterans, people with disabilities, and retired and young sailors alike. Command Ombudsman, "all-hands" meetings and Admiral's suggestion boxes also facilitate communication and promote improvement in the workplace.

Naval Support Activity – Hampton Roads, VA 78 65 71**Military Support****Winning Site: Hampton Roads, VA, 410 Employees****www.cnmc.navy.mil/norfolk/index.htm**

Supporting the personal and professional needs of personnel is a high priority to Naval Support Activity Hampton Roads. The organization now has three facilities and enables personnel to transfer among these facilities to reduce travel commute time, fulfill professional requirements/training and attend to



health related family emergencies. Social media also helps the organization communicate with the community and receive feedback on how to increase flexibility and effectiveness. Former veterans looking for Government work are heavily recruited and when applying for Government employment within USAJOBS, veterans with disabilities are given higher priority for employment than veterans without disabilities. A Transition Assistance Program (TAP) helps returning veterans transition from military to civilian employment and Return and Reunion Seminars are available to all personnel returning from tours of duty away from their families. These seminars help personnel cope with a number of symptoms related to being away from their normal support system/family members. An Ombudsman assists the needs of military families and low-wage military members have access to many free/low-cost opportunities including Commissaries and Exchanges that have goods at lower prices with no tax included. The organization's Morale, Welfare and Recreation committee comes up with fun and innovative ways to relieve stress and participation in charitable causes and local schools is heavily supported. In 2011, the organization received two Together In Education (TIE) awards for its support of local schools.

Navy Medicine Professional Development

70 | 67 | 70

Military Training

Winning Site: Bethesda, MD, 274 Employees

www.med.navy.mil/sites/navmedmpte/Pages/default.aspx

With the use of flexibility practices, Navy Medicine Professional Development was able to solve two problems at once. As office space was needed to support the Defense Base Closure and Realignment Commission (BRAC) and Wounded Warriors relocating from Walter Reed Hospital, personnel was granted increased telework capabilities. This move not only allowed for the organization to continue with business while it supported military initiatives, it also provided greater work-life fit for personnel. VPN remote access and Common Access Cards allow access to company files and personnel have expressed their appreciation for commuting less and having lower expenses. In addition, Navy Medicine Professional Development provides an Ombudsman to help returning veterans and military families as well as providing support for low-wage employees through a variety of assistance programs provided by the Fleet and Family Service Center and The Navy Marine Corps Relief Society.

Navy Operational Support Center – Lemoore, CA

67 | 73 | 72

Military Support

Winning Site: Lemoore, CA, 16 Employees

www.cnmc.navy.mil/lemoore/

The Navy Operational Support Center works to emphasize personal development and family health for its employees. In addition to free support resources such as financial counseling, family counseling, medical assistance and career counseling, the organization has implemented time built

into the workday for employees to work out as well as flexible work hours to ensure employees are able to take care of their families. The organization has even invested in onsite fitness equipment for personnel who are unable to leave to go to a nearby gym. In addition, awards are given to top performers with employee of the quarter and employee of the year recognition at three different levels. These awards include benefits such as extra days off and points toward advancement. Recently, the organization received a Retention Excellence Award that indicates that employees are more willing to continue to work for the overall organization after having worked at this particular work site.

NCH Marketing Services – A Valassis Company **

70 | 72 | 72

Marketing Services

Winning Site: Deerfield, IL, 150 Employees

www.nchmarketing.com

NCH Marketing Services, a leading coupon settlement services provider, uses flexibility as a practical way to retain its talented employees by helping them manage their varied work and family responsibilities. Smartphones, laptops and VPN access allow some employees to stay on top of work while working from home or when traveling. Senior leadership sets an excellent example by using flexibility themselves. Flex options include varied start and end times, paid vacation, vacation purchase, the ability to work from home as needed and compressed workweeks. Non-exempt employees are also able to take advantage of flexibility by choosing their start and end work times and can change their schedules over the course of the year. NCH Marketing Services also posts job openings on Direct Employer, a national site for veterans, and sends care packages to troops serving overseas. Internships for college students, attendance at college job fairs and a Performance Management Process bring young people into the company. Retention at the company is high—70% of associates have more than five years of experience. NCH Marketing Services has been rewarded for its commitment to flexibility through numerous awards, including the Sloan Award in 2011 and 2012.

Netgain ***

72 | 72 | 74

Technology Company

Winning Site: St. Cloud, MN, 57 Employees

www.netgainhosting.com

Netgain is all about connectivity. For clients, they provide hosted technology solutions, and for its employees, laptops and cell phones provide remote access so employees can access their work from anywhere. Flexible work practices also extend to the office. Employees can opt to take long lunches rather than use their paid time off for personal appointments and if they need to leave early for personal reasons, work time can be made up with approval from a supervisor. Netgain also cultivates a balanced work environment and sense of community through an employee lounge that can be used to play video games, watch videos or relax. The company also supports



an employee-driven Work-Life Balance Task Force that implements onsite initiatives. The company offers a Healthy Head Start initiative to encourage good nutrition and wellness and encourages employees to recognize one another through its Peer Accolade Program. Community involvement is also encouraged through quarterly campaigns for nonprofits. These initiatives have led to a very low turnover rate, a high volume of job applicants and an invested workforce.

Next Wave Systems LLC ***

71 | 75 | 76

Engineering and Technology

Winning Site: Borden, IN, 14 Employees

www.nextwavesys.com

The leaders at this engineering and technology company understand that supporting their staff not only retains top talent, it also attracts top talent. Next Wave Systems offers full health benefits at no cost to the employee. This includes health insurance, short and long-term disability, vision, dental, a generous 401k matching policy and a \$100,000 life insurance policy. Paid time off is also provided for vacation, sick days and holidays; and bonuses recognize exceptional work. Employees are given company computers, cell phones and other technology needed for the job; and they are able to utilize remote work options and flexible work arrangements to attend to family and personal responsibilities. These provisions also help employees avoid dangerous commutes when the weather is bad. Employees are encouraged to attend classes to keep ahead of technology and are offered tuition reimbursement and eight hours of paid study time.

Northeast Delta Dental **

80 | 75 | 78

Administration of Dental Programs

Winning Site: Concord, NH, 172 Employees

www.nedelta.com

Support and flexibility are built into Northeast Delta Dental's philosophy. The health care provider provides benefit programs that create a financial safety net for employees, flexible schedules, compressed workweeks, part-time work, excellent training and employee recognition. Sign language interpreters assist a deaf employee. Northeast Delta Dental recruits at job fairs that target veterans and has extended as much flexibility as needed to an employee whose husband has been deployed a number of times. Young employees benefit from tuition reimbursement, management coaching and mentoring. Financial counseling, interest-free loans for the purchase of personal computers, an Employee Assistance Program and emergency fund help employees better manage their finances. The provider also covers 100% of health, dental, vision, short- and long-term disability and life insurance. Employees can work from home when necessary, such as in the case of bad weather. Northeast Delta Dental has very low voluntary and involuntary turnover and retains 97% of its customers. The biannual employee survey reveals that 86% of employees are satisfied with their work overall.

Northwest Energy Efficiency Alliance

65 | 72 | 71

Nonprofit Environmental Organization**Winning Site: Portland, OR, 67 Employees****www.neea.org**

Northwest Energy Efficiency Alliance has two core values: a supportive work environment and sustainability. The company leaders find that employees are much happier and productive when they can create their schedules around their personal lives. Compressed workweeks and flexible scheduling options enable employees to participate in triathlons, pick their kids up from school or coach their childrens' teams. Two additional paid days off give even greater flexibility to do volunteer work or participate in outside interests. An extensive array of technology is available to employees so they can work productively from any location and the company offers customization of workstations with a special emphasis on lighting options. Employees report that this feature alone has reduced the frequency of headaches and eye-strain. As most employees either bike or take mass transit to work, the company, in keeping with its emphasis on sustainability, provides alternative transportation benefits. A unique bicycle parking area—complete with maps, patch kits and a tire pump—has been established in the office as well as an office bicycle that anyone can check out to use during the day for both personal and work purposes. “Zip Cars” are also available to transport larger items.

Northwest Lineman College

82 | 75 | 79

Education and Higher Learning**Winning Site: Meridian, ID, 41 Employees****www.lineman.edu**

When leaders at Northwest Lineman College realized their staff was growing faster than they could create space, workplace flexibility provided the solution. Enabling some staff to work from home freed up physical office space while maintaining the staffing level necessary. This flexibility has grown and made it easier for employees to work remotely as needed. Telecommuting is supported by VPN access and computers provided by the college. The college also recruits retired lineman workers, as they are ideal candidates for on-call instructor positions. A special training program helps young employees prepare for management positions. Employees are also provided with a gym membership and clothing allowance, and are invited to provide their input into office decor and set-up. Low turnover and little absenteeism keep things running smoothly at the college. Opinion surveys confirm what leadership expects: employees are satisfied not only with their compensation, but with their jobs and work environment.

Northwest Orthopaedic Specialists, PS

64 | 69 | 70

Medical Services**Winning Site: Spokane, WA, 160 Employees****www.nwos-spokane.com**

Dedicated to delivering cutting edge orthopaedic care to help people maintain active lifestyles, Northwest Orthopaedic Specialists offers customized treatment for their patients and their employees. Northwest Orthopaedic Specialists promotes a working culture where as long as business needs are covered, flexibility is an option, whether through shortened work weeks, schedules under 40 hours a week or the technological tools (i.e., laptops, smart phones and remote access to medical records) to allow for telecommuting; the practice has a very successful commute trip reduction program. Northwest Orthopaedic Specialists also implements flexible scheduling options for older employees who are transitioning into retirement as well as for employees with disabilities. They also include younger employees in succession planning and offer training and education for these employees. The combination of flexibility options plus a customized approach to each employee's schedule and personal needs has resulted in high employee retention, a loyal and committed staff, and fewer absences.

Northwest Portland Area Indian Health Board

72 | 77 | 77

Nonprofit Health Services**Winning Site: Portland, OR, 53 Employees****www.npaihb.org**

Servicing 43 Indian reservations in Oregon, Washington and Idaho as well as numerous other Indian organizations throughout the nation, leaders at Northwest Portland Area Indian Health Board realize that their employees are not working typical nine to five jobs. Laptop computers with docking stations, cell phones and phones for teleconferencing help provide accessibility to company information for employees whether they are at home or in the field. Employees are able daily to bring their infants and pets to work and every employee is given 30 minutes of paid time to engage in a wellness activity of his or her choosing. Paid time is also available for American Indian cultural events such as canoe journeys, pow-wows, sun dance and tribal fairs. This enables employees to sustain contact with their tribal heritage or learn firsthand about the cultures and values that the organization supports. There is great emphasis on professional development and a wide variety of workshops and trainings are available that range from vocational training to retirement and long-term investing. The Wellness Committee brings out the best in employees through professional acknowledgements, birthday and anniversary celebrations, healthy eating and exercise programs, and entertainment discounts. The Board's executive director also models an attitude of inclusiveness for all upper management to participate in decision-making processes. Employees are aware of the healthy work environment that has been established and those who leave the company tend to return.

Northwest Staffing Resources

79 | 68 | 73

Staffing Agency**Winning Site: Portland, OR, 14 Employees****www.nwstaffing.com**

Northwest Staffing Resources is in the business of matching employees and employers together, and therefore has a solid grasp on the value of aligning personnel with the right environment. This three-decade-old organization is proud to have retained a number of employees for several years—some have left to pursue other interests and then returned. The organization's generous paid time off policy enables employees to manage their personal responsibilities and take time out to unplug and reboot.

The Novo Group ****

74 | 79 | 79

Recruiting Services**Winning Site: Chicago, IL, 26 Employees****www.thenovogroup.com**

Leaders at this recruiting and outplacement services company believe they have some of the hardest working people and they believe this is a result of an environment of support and flexibility. Employees support each other through in-training and mentorship programs they've created themselves while management fosters an open door policy. When employees are faced with a work or life challenge, they are almost always able to work together with their managers to find a solution that works for everyone. These policies have made it easier to retain its top talent. Novo's reputation as a workplace supportive of employees has also helped attract new employees.

NPC Research **

79 | 74 | 77

Research, Evaluation and Training**Winning Site: Portland, OR, 20 Employees****www.npcresearch.com**

As an organization that provides research for public policy and program development, NPC Research leadership strives to create an internal environment that enables 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 make their own schedules is what helps build its community. Employees can work from home at almost anytime with the understanding that high-quality work and timely delivery is still expected. Space is provided for onsite child care and employees are able to bring children into their offices during work hours. In addition, NPC Research's philanthropic efforts include volunteering opportunities with the Oregon Food Bank, a monthly delivery to the same institution with an employer match and an employer match for natural disaster relief. Employee successes and birthdays are also celebrated, adding to this family-friendly environment.

Online Information Resource**Winning Site: Dublin, Ohio, 860 Employees****www.oclc.org**

OCLC works to connect libraries throughout the world and within the organization, employees are connected with the needs of their families through a variety of workplace flexibility options. All full-time and part-time employees are offered vacation time which can be rolled over to the following year, sick leave which can also be rolled over or used for the care of a sick family member, maternity leave which doesn't depend on the length of employment or FMLA eligibility, and paternity leave where new fathers can use up to 80 hours of accrued sick leave. Alternative work schedules include, but are not limited to, flexible hours, compressed workweeks, reduced work hours, job sharing, "flex place" and telecommuting. These arrangements are available with the help of remote access capabilities, company laptops, BlackBerry devices and videoconferencing. For the health and wellness of employees, management supports usage of the onsite Fitness Center, partial gym membership dues, quarterly blood drives through the American Red Cross, flu shots, reflexology appointments, health education materials and participation in national and local charity walks/runs. OCLC leaders realize that employees are their biggest resource and employees show their appreciation through positive survey feedback, higher productivity and a significant number of job referrals.

Office Furniture Group**Retail Furniture****Winning Site: Irvine, CA, 20 Employees****www.ofgo.com**

From the company owner downwards, Office Furniture Group employees have a family first mindset. Employees are supported in caring for their families and are given the ability to work wherever and whenever they want so that they can meet family and work demands. Remote access to company information, laptops and Smartphones build the foundation for flexibility in workspace. Currently, the company has an employee recuperating from foot surgery. She is able to perform all of her duties from home, enabling her to recuperate without the added stress and fear of losing her job, position or good standing at work. The company leadership finds that flexibility inspires employees to be more productive and makes it easier to recruit and retain high-caliber talent.

The Oliver Group**Executive Coaching and Consulting****Winning Site: Louisville, KY, 18 Employees****www.olivergroup.com**

As a company whose mission is to help deliver essential management tools and support to optimize performance of individuals and companies, it's no surprise that The Oliver Group is growing exponentially. For three years running, The Oliver Group has been named a Fast 50 fastest growing private

company; since 2011, they have expanded to four additional cities while experiencing turnover decrease of 50%. The Oliver Group leaders know that a flexible workplace is vital to the fast-paced, innovative culture of the company and makes flexibility possible via remote access and Skype. They also offer benefits such as a generous vacation policy, an onsite car detailer, onsite Pilates and frequent catered meals. The company also fosters a collaborative culture via a company garden with plants paid for by the company, and with employee teams managing the care and harvest. They also provide volunteer opportunities for employees, such as Salvation Army fundraising and shopping during the holidays, Walk for the Cure, Bowling for Kids' Sake for Big Brothers/Sisters and efforts for veterans.

OpenEye Scientific Software Inc. **

55 | 80 | 74

Software Development

Winning Site: Santa Fe, NM, 27 Employees

www.eyesopen.com

Leaders at OpenEye Scientific Software Inc. understand that the best way to nurture creativity and focus on their employees is to provide flexibility to take care of work and personal/family life. All employees can participate in flexibility benefits including administrative assistants. The company leaders believe that offering the same benefits to all employees helps create unity within the company. Quarterly meetings of all software developers allow for greater learning and networking opportunities as well as subsidized Tech Lunches that are held onsite every Wednesday. OpenEye Scientific offers 20 days of vacation per year for the first five years of service, an additional five days for the next five years of service and 30 days of vacation for employees after ten years of service. Sabbaticals are also available for full-time employees after five years of service. The company also provides maternity AND paternity leave to new parents, profit sharing in the form of direct contributions to 401k plans, an onsite recreation room, access to onsite medical consults twice a week and consultants who are available for company management or 401k advice. Home computers, laptops, remote access and subsidized home Internet access enable employees to work from home and take care of the needs of their families.

Open Software Integrators

85 | 76 | 81

Software Consulting

Winning Site: Durham, NC, 22 Employees

www.osintegrators.com

Open Software Integrators provides consulting services and course development for Open Source Software vendors. They actively reach out to returning veterans through career fairs and believe in fostering young talent through robust internship programs. Employees report that OSI provides an atmosphere that encourages growth and innovation. Management's processes are open and transparent, further emphasizing a culture of trust. As a small organization, much of their flexibility is informal, and their employees feel no hesitation requesting the flexibility that they need.

Orbit Logic Incorporated

71 | 76 | 75

Aerospace Consulting**Winning Site: Greenbelt, MD, 10 Employees****www.orbitlogic.com**

Aerospace is a small industry dominated by some of the largest corporations. Orbit Logic leaders understand that great employees make their survival possible and best flexibility practices help the company retain top talent. The company pays above average salaries, provides profit sharing and covers all insurance premiums. Smaller amenities such as free beverages, filtered water and snacks are provided daily and monthly Lunch and Learns cover a variety of interesting topics for employees. Remote access to company files, instant messaging and remote phone capabilities enable employees to connect whether they are home or on the road. Employees are not required to answer calls and/or e-mails during non-working hours unless they are in possession of a pager. Pager duty is voluntary and comes with a monetary bonus. Employees are expected to attend scheduled meetings but have the ability to call in if they are feeling under the weather or caring for a sick family member. Work is scheduled around personal appointments and, in annual surveys, employees cite schedule flexibility as the company's top benefit—including monetary benefits.

Orchard Medical Consulting **

83 | 85 | 87

Medical Consulting**Winning Site: Phoenix, AZ, 25 Employees****www.orchardmed.com**

Leadership at Orchard Medical Consulting in Phoenix, Arizona believes that their nurses should be spending less time at their desks and more time helping patients. In addition to providing industry certification training programs, incentives for continued training and education, and tuition reimbursement for work-related studies, the company goes above and beyond to support the work done by nurses. A strong administrative team and dictation services vendor are responsible for clerical tasks like sending letters and composing case management reports, which enables nurses to spend more time helping patients and feel less stressed and more satisfied with their work. In fact, Orchard Medical Consulting is known in the health care industry for having plenty of administrative staff so that nurses don't get bogged down with clerical work.

Oregon Partnership/Lines for Life

72 | 75 | 76

Nonprofit Social Services Organization**Winning Site: Portland, OR, 31 Employees****www.linesforlife.org**

Oregon Partnership/Lines for Life is a place where positivity is essential. As an organization that works to prevent substance abuse and suicide, the culture is dedicated to this mission and the organization works to provide maximum flexibility in response to this loyalty, encouraging attention to family

issues and needs. The roles of younger employees and returning military veterans are especially highlighted as their unique experiences in teen outreach programs and in combat allow a more intimate connection with clients who are teens, returning veterans and military families. In addition to a flexible work schedule, the company works to foster a positive environment with weekly staff meetings and morale building events such as boat cruises and Halloween parties. These activities provide a place where individuals can share significant events in their lives and bond with their teammates in a family-like environment.

Our House **

79 | 74 | 78

Nonprofit Medical Services

Winning Site: Portland, OR, 60 Employees

www.ourhouseofportland.org

Voted one of the 100 Best (mid-sized) Nonprofits to work for in Oregon for the last three years, Our House stands out among their peers due to their commitment to people living with AIDS and their employees. Our House tailors employees' schedules to their personal needs whether they are going to school, taking care of children or helping elderly parents. To avoid overtime by regular employees when other employees are not able to work, an on-call nursing staff is utilized. During regular work hours, the on-call staff is able to attend to personal issues. The organization also hosts monthly diversity forums where employees are able to freely express their opinions on a wide variety of topics. The positive effect of these policies is seen in a decrease in absenteeism, decrease in turnover and increase in productivity.

Partnership for Nonprofit Excellence

67 | 76 | 75

Nonprofit Coalition

Winning Site: Richmond, VA, 15 Employees

www.pnerichmond.org

Partnership for Nonprofit Excellence strives to enhance the quality of life in Greater Richmond by strengthening nonprofits, promoting civic engagement, sharing information and building community knowledge. The company leaders internalize this energy by fostering leadership opportunities for their employees and creating programs that promote wellness and community. On a quarterly basis, innovative trainers on relevant professional development topics are brought in to speak. Employees are encouraged to lead initiatives such as monthly lunchtime gatherings where staff can teach a craft, play games or share life skills/stories. The company's recently launched Health and Wellness was spearheaded by an AmeriCorps volunteer who also serves as the program's overall coordinator. This initiative includes weekly e-mails with fun and engaging information and tools to help support office wellness. Monthly yoga sessions are available and individual progress in a variety of movement/exercise options is captured on an oversized tracker. Employees are also encouraged to become Volunteer Leaders, connecting staff with the community and providing leadership for organizations and businesses that would like to be involved in more volunteering efforts.

Nonprofit Social Services Organization
Winning Site: Lansing, MI, 325 Employees
www.peckham.org

This nonprofit vocational rehabilitation organization provides job training opportunities for people with significant disabilities and other barriers to employment. The organization uses veteran talent banks, the VA, state rehabilitation agencies and social media to recruit veterans, individuals with disabilities and young people. Military families and veterans are given extra time off and additional flexibility to ease the transitions between military and civilian work life. Emergency funds, subsidized meals and resources that help find low-cost housing and transportation are available to employees facing financial hardship. Technology like Smartphones, laptops, iPads and VPN access are provided to employees as needed. There are no formal flexibility arrangements. Instead, employees are encouraged to think about their personal needs and then the organization does its best to meet those needs. Last year, Peckham bought a large piece of land to start its own sustainable farm. Every two weeks, employees lead a healthy meal preparation demonstration. If employees like the meal, they can opt to take home the prepared ingredients to cook for their families—just \$4 for four servings! Turnover at the nonprofit is at an all-time low and employee satisfaction is at an all-time high. Peckham's visibility and reputation in its community continue to rise.

Employee Assistance Programs Provider
Winning Site: Chicago, IL, 55 Employees
www.perspectivesltd.com

Perspectives, a workplace resources company in Chicago, Illinois, works with clients to implement Employee Assistance Programs (EAP), health care and work-life initiatives, among other services. It's no surprise that it delivers these same programs to its own employees. Perspectives posts job openings on veteran-specific job recruiting sites and has an EAP for returning veterans and their families to assist in the transitions between military service and civilian life. Twenty percent of employees work from home thanks to laptops, cell phones, and a virtual IT solution that enables them to access e-mail and documents remotely. An Employee Intranet also keeps employees connected to the company when away from the office. Employee satisfaction surveys indicate that flexibility initiatives have reduced stress. In addition, a new call center staffing strategy has greatly improved employee job satisfaction. This commitment to flexibility also shows in client satisfaction—Perspectives has a customer retention rate of greater than 95% per year.

Technology Company**Winning Site: Columbus, OH, 45 Employees****www.pillartechnology.com**

Pillar Technology is a small company, but that doesn't present a problem for offering flexibility to its employees. Flexible hours, telecommuting and compressed workweeks—when client work allows—are available to employees. Additionally, the company does not require its employees to work overtime. Laptops, cell phones and tablet devices also help some employees better work remotely. Accommodations have been made for a partially deaf employee and a few autistic employees. An individualized approach to all of these situations has resulted in each employee having the resources he or she needs in a work environment that is most comfortable for that individual. Despite the fact that Pillar Technology has not formalized many of its flex policies, leadership makes sure that employees are able to take time for themselves and their families when needs arise. Leadership hears consistently from employees that they appreciate working for a company that allows them to manage their work and life responsibilities. The company has been rewarded with low absenteeism and high productivity.

Certified Public Accountants and Professional Advisors**Winning Site: Houston, TX, 122 Employees****www.pkftexas.com**

At PKF Texas employees are the driving force behind flexibility. The Staff Advisory Committee, composed of employees of all ages and career stages, pursued participation in the Flexible Workplace Initiative's educational events in Houston. The committee now serves as a forum for employees and management to discuss progress being made in flexibility initiatives, among other business issues. The firm leaders have also recently implemented more formalized flexible workplace guidelines to emphasize consideration of the needs of PKF Texas, its employees and its clients to achieve what it calls "Flexibility with Accountability." Campus recruiting, an internship program and scholarships for college students in accounting aid young people. Extensive skills and leadership training, professional development, task force involvement and charity work help involve employees at all career levels in the firm. An Employee Assistance Program is available for all, including military employees and their families. In addition, special requests for extra flexibility are considered for military employees and their loved ones. Technology makes flexible work arrangements possible through firm-provided laptops, monitors, portable scanners, high-speed connectivity allowance, cell phone/Smartphone allowance and Skype. Webinars, videoconferencing, web meeting software and web-based training helps support clients when employees are away from the office. All programs needed to conduct business are available through the firm's VPN or the Internet. Voluntary turnover at the firm is about half the industry's average and "boomerang employees" who left



for jobs at other firms return to PKF at high rates due, leaders believe, to the firm's flexibility policies. During 2011, PKF returned to growth of net revenue and anticipates continued growth. The firm has received several awards for workplace excellence, including the Sloan Award.

Portland State University **

76 | 70 | 74

Education and Higher Learning

Winning Site: Portland, OR, 3,669 Employees

www.pdx.edu

Portland State University is committed to providing a wide variety of support so that employees can maintain work-life fit in their personal and professional lives. Returning veterans not only return to the jobs that they leave, they also receive any salary increases and additional accruals they would have received had they not been on military leave. Older employees are offered reduced or flexible hours, a reduction in workload and job-share options. Websites are developed and modified for disabled employees along with a disability resource center, a diversity and inclusion department and ADA accommodations. Low-wage employees are offered significant discounts for mass transit and child care as well as a food pantry where they can receive food or warm clothing. There is flexibility in work scheduling, teleconferencing capabilities, teleworking, programs that take faculty and staff abroad, seminars on health, finances, retirement, child care, and lactation support. There is also an online information system covering topics including adoption services, elder care programs, social resources and local information.

Prestige Healthcare ****

75 | 63 | 69

Long-Term Care Services

Winning Site: Louisville, KY, 2,500 Employees

www.prestigehcm.com

Headquartered in Louisville, Kentucky, Prestige Healthcare 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.

Principal Financials Group ****73 | 67 | 70****Financial Services Provider****Winning Site: Spokane, WA, 155 Employees****www.principal.com**

Principal Financials Group credits their longevity—they have been in business for 132 years—and success to the talent and dedication of their employees. And they know that supporting their employees through workplace flexibility and ongoing personal and professional development makes employees happier and more productive in all aspects of their lives. Indeed, employee surveys demonstrated that the company's flexibility offerings have led to higher job satisfaction, productivity and energy levels and lower stress; their wellness program has saved the organization more than \$14 million over the course of seven years. Principal Financials Group also is committed to nurturing young talent through mentorship, coaching and training programs, supporting older workers through a program that allows retirees to get paid for working after retirement while still earning a pension from the company, and recruiting and supporting employees with disabilities. They also are deeply committed to recruiting and supporting active and retired military personnel. They participate in and help host local job fairs for members of the military returning from active duty and initiated a Hire Our Heroes program in Des Moines, Iowa, where the company is headquartered. They offer a competitive military leave policy as well as a wide array of programs for returning veterans that provide support services and flexibility—personal leave, PTO, part-time work, alternate schedules, etc.—to ease their transition back to the workplace. Military families have access to support services as well as generous PTO, Bought Time Off, Volunteer Time Off and flexible work arrangements. Principal Financials Group's efforts have resulted in a number of accolades, such as being named to *Working Mother's* 100 Best Companies for Working Mothers, the Top 50 Companies for Executive Women by the National Association for Female Executives and *Computerworld Magazine's* 100 Best Places to Work in IT. For their exceptional support of military employees, they also received the Iowa Employer Support of the Guard and Reserve (ESGR) Governor's Award and the 2011 Secretary of Defense Employer Support Freedom Award.

Professional Solutions Plus, Inc.**69 | 72 | 73****Auditing and Consulting Services****Winning Site: Traverse City, MI, 11 Employees****www.professionalsolutionsplus.com**

Employees at Professional Solutions Plus are able to flex their work hours to attend to personal and family needs without using PTO. This has helped reduce employee stress—especially for parents of young children. Leadership believes absenteeism has fallen and productivity has increased as a result of flexible work options. Employees are happy too, and express their appreciation for flex regularly!

Project Evolution

69 | 82 | 79

Website Design and Development**Winning Site: Providence, RI, 11 Employees****www.projectevolution.com**

Project Evolution, a web design and development firm based in Providence, Rhode Island, is dedicated to establishing a culture of team work and individual excellence. Each team member is an individual contributor who has the sole responsibility of governing what and how long a task will take to accomplish. Subsequently, flex time is the norm and each team works to manage their own processes and projects. Web based communication tools are the bread and butter of daily operation and flexibility, and the firm maintains a “take it when you need it” vacation policy. The firm has found that productivity is increased due to a shared commitment to get better as a team.

ProtectCell

76 | 72 | 75

Retail Wireless Insurance**Winning Site: Novi, MI, 59 Employees****www.protectcell.com**

Leaders at this wireless insurance provider encourage their employees to live a “whole life,” which includes home, work, family and community. Trust is key to letting employees manage how and when work gets done. Employees are able to work from home, rearrange their hours and work flexible schedules. Weekly town hall meetings enable employees to bring up any topic or concern without fear of retribution. The executive team at ProtectCell also takes advantage of flexibility to positively model to the rest of the staff. Employees are encouraged to take up to 20 hours yearly to perform service work and another 20 hours for self-improvement activities, like taking a class. A wellness program also provides monthly reimbursement for wellness expenses, such as yoga or new running shoes. Employees can often be heard saying that staff members feel like family. Revenue has increased from \$27 million in 2010 to \$49 million in 2011—something leadership believes could not have happened without a strong employee base.

Public Policy Associates ****

76 | 66 | 71

Policy Research Consulting**Winning Site: Lansing, MI, 27 Employees****www.publicpolicy.com**

Public Policy Associates embraces flexible business practices because its leaders believe they are the best for its employees and organization. The organization offers up to \$5,250 per year in tuition reimbursement and each employee reviews his or her career development plan with a supervisor yearly—both of which make Public Policy Associates a great place to work for young professionals. Cloud computing, webinars, teleconferencing and remote access help employees work from home. Managers are also provided with Smartphones and laptops are available to employees who need them.

Training opportunities from informal brown bag lunches to 36 hours of offsite diversity and inclusion training have helped develop employees. Turnover and absenteeism are both low and more than two-thirds of employees have been with the company for more than five years. Productivity is up, which led to the organization having its most successful year yet. Employees were even offered mid-year profit sharing bonuses.

P.W. Grosser Consulting, Inc. **

69 72 74

Environmental Engineering

Winning Site: Bohemia, NY, 58 Employees

www.pwgrosser.com

Employees at P.W. Grosser Consulting are glad to have CEO Paul W. Grosser be so supportive of workplace flexibility at this firm. Grosser offers a flexible and friendly environment. New employees enjoy a robust starting salary, training seminars, tuition reimbursement and certification testing. In addition, PWGC has a partnership with Suffolk County and Long Island Housing Partnership (LIHP) to participate in the Employer Assisted Housing Program. PWGC provides a \$5,000 forgivable loan to any technical team member to participate in the program that assists team members in buying a home on Long Island by providing down payment and rehabilitation assistance. Six team members have taken advantage of this unique opportunity. Applicable employees also get great assistance like payment of professional registration fees and dues for professional/technical organizations. The firm participates in a number of community services, like career days at local middle and high schools. Technology has enabled faster, more efficient work. Telecommuting and continuing employment for employees who have had to move out of state make work easier for many employees. The firm has won several awards for workplace excellence and has low absenteeism and turnover and high productivity.

Recruit Training Command – Great Lakes, IL **

84 67 75

National Security

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

www.bootcamp.navy.mil/

The Navy's only recruit training facility puts its recruits and their families first. Spousal support programs aid military husbands and wives. Flexible working hours, paid parental leave, fully-paid convalescent leave for injured and sick service members, full medical and dental care, life insurance, family relocation advocates and extra assistance to families with children with special needs all help ease the stress that can come with military service. For service members, leadership classes, 100% tuition assistance for college, on-base college classes, a Transition Assistance Program to ease the transition to civilian life and a career counselor help carve out career paths. These programs and initiatives aid in recruiting new sailors and help keep retention numbers high. These programs also help reduce stress placed on Navy families and sailors as they serve our country.

Rho, Inc. **

73 | 79 | 79

Clinical Research Organization**Winning Site: Chapel Hill, NC, 333 Employees****www.rhoworld.com**

Innovation is a pivotal tool in this clinical research organization, especially in technology. As part of a bonus package, all employees are given iPads so that they can remotely connect into the company network. An internal instant messaging system was created allowing employees faster communication and the ability to receive voicemails or missed calls from their phone. Flat screen televisions and computers have been installed in all conference rooms to take away the need to reserve laptops or projectors for meetings and Rho, Inc.'s extensive VPN system allows employees to contribute while taking care of personal matters at home. Telecommuting and teleconferencing provide a seamless way for employees to contribute from home and incoming talent often comment that they want to work at Rho, Inc. due to their efforts toward creating a family-friendly organization.

Rhode Island Housing *****

74 | 68 | 71

Government Agency**Winning Site: Providence, RI, 172 Employees****www.rhodeislandhousing.org**

Rhode Island Housing leaders not only strive to help members of the state afford homes, they also strive to provide well for their employees. They allow older employees flexible scheduling via reduced or part-time hours, provide resources and flexible work schedules for employees with disabilities, support younger employees via tuition reimbursement programs (as well as covering conferences, training and certificate programs to advance their training) and assist low-wage employees with lower-rate family health insurance plans. Their flexibility program includes options such as flextime, telecommuting via remote access, reduced hours and the ability to bring kids to work when their child care falls apart. The benefits are generous as well—all employees have access to financial management training, a generous vacation time and sick time policy, and a good maternity leave policy and parent leave benefit for fathers. As a result, Rhode Island Housing employees have shown increased morale, job satisfaction, productivity and general well-being—all of which have contributed to their receipt of the Providence Chamber of Commerce for our Worksite Wellness Award.

Ride Connection **

79 | 71 | 75

Nonprofit Transportation Services**Winning Site: Portland, OR, 38 Employees****www.rideconnection.org**

Ride Connection's purpose is to provide accessible transportation options to those in need; its leaders also work to provide better work options for their employees. When one of its call center employees needed to relocate

to care for an ailing family member, the company decided to work with her to help build teleworking capabilities for jobs requiring high contact with clients. Investments in laptops and company networks were pinpointed as the solution and now employees are able to work from wherever they are. This is additionally helpful during severe weather conditions when commuting can be especially risky, for employees who cannot make it back to the office between client interactions and for clients who can enjoy seamless service regardless of the conditions. Supervisors also work with individuals to create alternative work solutions through floater holidays and condensed and flexible workweeks in addition to teleworking possibilities. In return for this investment, employees are more engaged and willing to go above and beyond the call of duty.

Riney Hancock CPAs **

73 | 72 | 75

Certified Public Accountants

Winning Site: Owensboro, KY, 22 Employees

www.rineyhancock.com

Leadership at this full-service financial services firm understands that the investment made in employees enhances all aspects of workplace performance. They believe that the family-friendly atmosphere in the office is a direct result of strong flexibility practices. Virtual office technology and equipment for professional and support staff allow work to be done from home or other locations. In addition, flexible work schedules and compensation arrangements enable employees to take care of their families while they take care of work responsibilities. The lower levels of stress and conflict that result from these measures create a positive atmosphere and cohesive group that genuinely care about one another. Coworkers go out of their way to assist others with their flexible schedules.

Rio Salado College **

72 | 70 | 72

Education and Higher Learning

Winning Site: Tempe, AZ, 2,080 Employees

www.riosalado.edu

Employees who retire are able to come back to work part time if they want. Job openings at the college are advertised to organizations that support veterans re-entering the workforce and a veteran's center on campus is available for students and employees. An Employee Assistance Program provides ten free sessions to employees and their families who need financial or emotional support. Remote access, and audio and video conferencing enable employees to work from home. Health and wellness are incorporated into flexible work initiatives and trainings and employees have access to a fitness center they can use during the day. It's not surprising Rio Salado College was voted the Valley's Healthiest Employer in 2010 and 2011!

River Network ****60 | 74 | 71****Environmental Organization****Winning Site: Portland, OR, 11 Employees****www.rivernetnetwork.org**

River Network's leaders' commitment to the communities that protect Oregon's rivers is rivaled only by their commitment to the families of their employees. Web conferencing technology is heavily used for biweekly staff meetings and client meetings, while remote access enables employees to access 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 so that they can spend more time with their kids or their personal projects. River Network not only has a low turnover rate due to their flexibility practices, their leaders also hear from candidates for recent openings that the organization's flexibility is what makes them more attractive over other employers.

Riverbed Technology**82 | 77 | 80****Technology Consulting****Winning Site: San Francisco, CA, 500 Employees****www.riverbed.com**

Providing computer support throughout the Sacramento area, Riverbed Technology leaders know the power of technology. For its employees, they provide the flexibility to work remotely through company laptops, VPN access, softphone software and headsets, e-mail, Internet access, subsidized phones and phone service, and, in some cases, subsidized home Internet connections. Riverbed Human Resources now provides online employee self-service transactions so that employees can make time off, sick day or leave time requests 24/7 by logging into the system. They also provide online benefits enrollment so that employees are able to make personal changes to their benefits; add or delete dependents on medical, dental, vision and life plans; review benefit plan details to learn more about supplemental services paid for by Riverbed; or request assistance at any time. Riverbed Payroll now offers online expense reimbursements so that employees can submit requests for reimbursement at any time and have the approved expense reports deposited directly into employees' checking or savings accounts. The company's online site also provides employees with specific compensation, benefit, wellness and retirement details for each individual employee so they can see the value of their employment with Riverbed Technology.

RiverStar Inc.**81 | 63 | 71****Fulfillment and Supply Chain Management****Winning Site: Winona, MN, 61 Employees****www.riverstarinc.com**

RiverStar Inc., an order fulfillment distributor based in Winona, Minnesota, continually upgrades its technology to provide staff and customers with great service. Training is also vital to keeping business running smoothly.

RiverStar works hard to retain its staff through positive attitudes and its team-centered approach to work. RiverStar is also an active and supportive participant in the communities where its employees live and work. The company and its affiliates support more than thirty nonprofit and community organizations throughout southeastern Minnesota. Some of the organization's community service activities include packing more than 100,000 meals in the Rotary Club's "Feed My Starving Children" event and a "10 Days of Giving" campaign.

Rochester Area Chamber of Commerce **

81 | 71 | 78

Business Membership Association

Winning Site: Rochester, MN, 11 Employees

www.rochestermnchamber.com

The Rochester Area Chamber of Commerce uses flexibility to create a positive and energized work environment. All employees are able to submit personalized flexible work arrangements for approval by supervisors. Twenty percent are currently using some kind of flexible work arrangement, like altering their start and end work times or telecommuting a few days each week. The Chamber conducts a leadership development program for the community that employees can attend at no charge. Laptops are provided to employees who need them for their jobs, and all employees can connect to the Chamber's network via VPN access from their personal computers. Hourly employees are also able to flex their hours just like salaried employees. Many events happen after regular business hours and require extensive prep time. Employees are trusted to take the time needed to complete the project, and then reduce their hours on other days. During a time when many Chambers have suffered membership losses, the Rochester Chamber has grown, expanding its programs and initiatives!

Rose City Mortgage **

86 | 84 | 86

Mortgage Broker

Winning Site: Portland, OR, 14 Employees

www.rosecitymtg.com

Rose City Mortgage has experienced no employee turnover for the last four years and foresees 2012 as their highest grossing year in five years. How are they able to achieve this in today's economy? Their leaders believe that flexibility is the key to their success. Their employees are able to work wherever and whenever they want, enabling them to be present for their families and pursue the own goals. A back-up system for employees with less flexible jobs has been established so that everyone is able to take care of his or her lives. Younger employees are provided training, mentoring and work schedules customized around their school schedules. The company also focuses on personal growth and goals and participates in a donation program toward a nonprofit organization. This contributes to having the employees feel like they are contributing to something bigger than themselves, helping to change the world.

Ryan LLC

Tax Services

793 Employees in the U.S.

www.ryan.com

This multi-site professional tax services firm has demonstrated a deep commitment to workplace flexibility for its employees that goes back to 2008. CEO Brint Ryan realized that things needed to change because of a loss of what he calls the “shining stars.” He realized the firm was creating a “sweatshop reputation” and they needed to do “something truly radical.” The result is called myRyan. It enables employees to work wherever they want and whenever they want, as long as their work responsibilities are met. At Ryan, there is no defined organization-wide schedule, no minimum hours and no requirement that work be done in the office. Instead of tracking hours spent at work, employees are held responsible for their performance and results. By tracking client service scores, revenues, leadership, core competencies and other firm-wide initiatives through an online dashboard called myRyan Measures, employees can easily track their performance. Executive Vice President and Chief of Staff Delta Emerson says, “We focus completely on our people getting done what they’re supposed to be getting done. myRyan is built on results.” This focus on results, quantified by a “score,” means that Ryan employees are responsible for creating and managing their performance and their schedules. Maintaining a high score has replaced the need to work a certain number of billable hours, which is the traditional metric by which professional service firms are measured. All employees are given laptops, access to phone conference bridges, WebEx meeting tools, voice mail, video conferencing and other technology tools that allow them to work with total flexibility. Ryan has also taken a number of steps to improve work for young employees, employees nearing retirement and for military members and their families. Ryan recently implemented an 18-month development track for senior consultants, usually in their 20’s, who wish to transition to more senior management roles within the firm. At the other end of the career spectrum, employees nearing retirement have the option of slowly reducing the number of hours they work per week. And for employees serving in the military, Ryan pays the salary differential between employee and military pay and keeps employees’ benefits in tact while on duty. When military members return from duty, they are allowed whatever flexibility they need as they transition back into civilian life. Flexibility is also sought for support staff. Executive assistants work with their executives to identify days that they can work from home, for example, when an executive is traveling or when an assistant is working on a project that could be completed remotely. These flexibility options have resulted in a more positive and comfortable work environment—turnover is low, employee satisfaction has increased, the cost of benefits is lower than average and revenues and client satisfaction scores are high. Ryan is currently involved in a research program with Boston College and Life Meets Work to further improve its flexibility program by equipping managers with better workplace flexibility training. Ryan has



also demonstrated its commitment to philanthropy—since 2005, employees have donated over \$4 million dollars to various charities and the company recently formed the Ryan Foundation, a 501(c)(3) focused on helping organizations that address health, poverty and distress, and educational needs.

Winning Site: Atlanta, GA, 36 Employees ****	80	78	80
Winning Site: Austin, TX, 60 Employees ****	80	75	78
Winning Site: Boston, MA, 24 Employees ***	80	80	81
Winning Site: California, 43 Employees ****	80	76	79
Winning Site: Chicago, IL, 12 Employees ****	80	70	73
Winning Site: Chicago, IL, 24 Employees	80	80	81
Winning Site: Colorado, 10 Employees **	82	79	80
Winning Site: Dallas, TX, 250 Employees ****	80	77	79
Winning Site: Detroit, MI, 19 Employees ****	77	74	76
Winning Site: Houston, TX, 81 Employees ****	80	75	78
Winning Site: Kansas City, MO, 11 Employees ****	80	84	83
Winning Site: New York, NY, 12 Employees	80	75	78
Winning Site: Ohio, 16 Employees ***	80	85	84
Winning Site: Phoenix, AZ, 35 Employees ***	80	78	80
Winning Site: Pittsburgh, PA, 20 Employees ****	80	75	78
Winning Site: St. Louis, MO, 10 Employees **	80	81	82
Winning Site: Washington, DC, 17 Employees ***	80	80	81

Sability	83	77	81
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Workforce Management Software Consulting

Winning Site: Duluth, GA, 20 Employees

www.sability.com

Sability, a company specializing in workforce management, has leaders who believe the road to productivity and success is through workers with maximum workplace flexibility. Employees are able to work from home as much as they desire and set their own hours as long as client needs are met. Technology enables workers to address client needs electronically and most implementations are done without meeting the client in person. VoIP WebEx, an internal social media product and an instant messenger service also help employees work remotely. In addition, Sability recruits mature employees, job seekers with disabilities and veterans through networking and targeted job advertisements. Clients and employees report being happy and the business has doubled in size in the last nine months and expects to do so again over the next nine months.

Accounting and Business Consulting**Winning Site: Providence, RI, 44 Employees****www.sansiveri.com**

Flexibility is an essential ingredient in Sansiveri, Kimball, & Company's business philosophy. The firm makes significant investments in technology—such as laptops, cell phones, PDAs, iPads, and file transfer systems such as LeapFile and the paperless DocIt system—that allow employees to work remotely when necessary. They also recently moved from a traditional vacation and sick time program to a system of Paid Time Off that affords a more flexible arrangement for time away from work. Many employees are working parents and parents with elder care responsibilities who are able to continue their careers because their flexible work schedules allow them to meet the demands of their job while also allowing them to be there for their families. Sansiveri, Kimball, & Company also helps employees continue to grow through their performance and career development process (PACE), which serves to keep communication between employees and supervisors open. PACE facilitates discussions on personal and career goals and provides a structure to set goals that meet both the needs of the employees and the firm. Sansiveri, Kimball, & Company leaders believe that understanding and meeting their employees' needs has increased employee retention and allows them to attract qualified caring employees.

Advanced Engineering Company**Winning Site: Charleston, SC, 650 Employees****www.scires.com**

Employees of Scientific Research Corporation know that the company not only provides technology solutions, it provides people solutions as well. Events such as a death in the family, major illness in the family or any similar problems are completely supported by management. To work with employee needs, the company offers different types of employment status: Full time (40 hour/week), Modified Full time (30 hour/week) and Part time (less than 30 hour/week). Remote access, Internet, Intranet, electronic data collection software and other software applications allow employees to manage their work responsibilities with their family lives. The company recognizes superior work and offers "Spot Awards" as well as bonuses. A company newsletter publicly recognizes hard work and successes of its employees and other rewards are available including peer recognition, financial rewards and promotions.

Hospital and Healthcare Services**Winning Site: Scottsdale, AZ, 6,700 Employees****www.shc.org**

Personalized careers help all employees at Scottsdale Healthcare thrive. The healthcare organization has increased its efforts to retain Baby Boomer employees through flexible scheduling, special recognition for service milestones and generous benefits like matching 403(b) contributions. The organization also ensures that all interview venues are accessible to interviewees with physical disabilities. Several employees with sight impairment are able to telecommute from home and have been outfitted with special computer workstations. Employees, who may not be disabled, but have physical limitation, can work with the organization to shift their responsibilities to something more manageable. Veterans are actively recruited into the organization through training programs offered by Scottsdale Healthcare and through community organizations and career counselors. An Employee Assistance Program also helps military members and their families. Benefits are also available to part-time employees and include paid time off, flexible work schedules, compressed workweeks, job sharing, many telecommuting options, health insurance, tuition assistance, onsite child care, subsidized back-up child and elder care, subsidized in-home care for sick children, a nursing mothers' program and lactation station, help for commuters with free bus passes, a guaranteed ride home program, van pools, car pools, secure bike locks, and showers. Scottsdale Healthcare University also offers onsite degree and certificate programs and career/internship placement. It's not surprising that in the annual Employee Opinion Survey, more than 92% of employees said that they are proud of their work, are satisfied with their jobs, and that they would like to still be working for Scottsdale Healthcare three years from now!

Law Firm**Winning Site: Dayton, OH, 53 Employees****www.ssdlaw.com**

This law firm's leaders understand attorneys and their support staff work hard, but they also understand that employees need time for themselves and their families and that flexibility is the best way to deliver that. Summer law clerks are often offered full-time employment after graduation from law school. A mentoring system for young attorneys and tuition reimbursement go a long way in helping new hires. Flexplace is aided by VPN access, laptops, workplace e-mail accessible from home, VOIP telephone systems, BlackBerry devices, iPhones and wireless Internet. Flexibility is often used by attorneys and their support staff after a trial is over. They may have spent many late nights working, but are able to take extra time off after the workload decreases. The firm has almost no absenteeism and low turnover. Sebaly Shillito + Dyer has been rated a Best Place to Work three years in a row and



has won the Sloan Award twice before. Despite a tough economy, the firm has opened a new office that has, so far, been a very successful venture.

Senn Dunn Insurance

65 | 69 | 69

Insurance Company

Winning Site: Greensboro, NC, 90 Employees

www.senndunn.com

Specializing in commercial and personal insurance as well as employee benefits, Senn Dunn Insurance leaders take their expertise and apply it to their own employees. Increased flexible workplace arrangements better respond to their employee’s needs and extra time off is provided for military families. Employees describe Senn Dunn Insurance as having a “family culture” where employees and management take care of one another and support each other. When an emergency arises, employees at this company have been known to donate time off to those who need it or cover each other’s work. Many of Senn Dunn’s new hires become interested in the company because they know someone who is already an advocate of the agency and its reputation as an employer of choice.

Service Express, Inc.

Onsite Hardware Maintenance

194 Employees in the U.S.

www.seiservice.com

Service Express, Inc. is a results-driven organization, focusing on the satisfaction of its customers and its employees. The company relies more on employee engagement than the time clock to measure productivity and credits its flexibility practices for empowering employees. Vision Talks with managers help employees define personal, professional and career goals and create a place for them to access these goals on the Intranet so they can easily review, track and update these goals at any time. The company also relies on employee feedback and the innovative thinking that comes from their unique experiences to help add automation, technology and proven processes that are meaningful. Laptops, Droids and Tablets allow employees to access on-line tools that enhance their work from home or in the field. These tools include a company Intranet and employee dashboards allowing real-time access to tasks and employee information; access to inventory, the Internet and technical manuals while employees are at customer sites or on the road; online technical libraries to avoid large printed materials for reference that quickly become dated; and flexibility with work hours and locations. Not only do these measures have a direct impact on the companies’ customers, they also have an impact on employees’ families. The best comments the companies receive are from employees’ spouses who say that their husband/wife is like a new person since working at Service Express, Inc...in a good way!

Winning Site: Indiana, 17 Employees **

63 | 81 | 77

Winning Site: Ohio, 25 Employees **

64 | 77 | 75

Nonprofit Physical Rehabilitation**Winning Site: Mechanicsville, VA, 496 Employees****www.shelteringarms.com**

As a physical rehabilitation center, Sheltering Arms' leaders understand that one solution does not fit all needs. Internally, solutions are created through a flexible work environment, investment in the education and health of their employees, technology, and programs crafted from employee feedback. Flexible work arrangements include compressed workweeks, part-time schedules with flexible days and hours, and on-call work and weekend shifts with higher pay. These shifts are especially helpful for young professionals who are pursuing educational opportunities or managing family care. Team members can change their work status at any time without altering their tenure with the organization. Employees are encouraged to pursue higher education through funding for staff development, continued education, tuition reimbursement and professional memberships. In return, the Center leadership makes the sole request that employees pass what they've learned on to teammates through organized trainings. The Center also provides career path discussions, cross-training opportunities, a leadership development program and onsite clinical workshops to cut down on travel for their employees. Mentorship programs are available for younger employees and internship possibilities are researched for employees with disabilities. Recently, free membership to surrounding gyms, discounted prices on personal training services and free teammate training were offered as part of the center's Wellness program. The Center also looks after the well-being of its employees through its Gold Leaf employee recognition program, an Employee Assistance Program and Fund for Folks—a program designed to support team members experiencing financial hardship through direct financial assistance, referrals to community programs or a donation of paid time off. Sheltering Arms has also made investments in technology to provide remote access to patient records, timekeeping systems, online learning and performance modules, performance management systems, and an electronic benefits management system that allows employees access to their policies so they can make more informed choices. Sheltering Arms enjoys the unique distinctions of having 100% of young mothers return to work after they have their children and, for a fourth year in a row, health care premiums have not been increased.

Nonprofit Education Services**Winning Site: Durham, NC, 30 Employees****www.shodor.org**

Technology has provided a way for Shodor Education Foundation to ignite excitement and achievement in the field of computational science. It also provides a way for the organization to give their employees the freedom that they need to achieve work-life fit. Staff are provided with laptops, utilize various messaging systems and use video conferencing to take care of their professional needs whether they are working from home or on the road. Shodor



Education Foundation also works to create opportunities within the organization. The Foundation has received recognition for their program identifying internships for returning veterans. Their curriculum for younger employees has earned them a reliable workforce—a third of them began their careers as Shodor interns! Flex and comp time, a dynamic (yet low-stress) environment, comprehensive benefits, and paid time off around the holidays also ensure that older employees remain at the organization despite offers from other companies with higher salaries.

Sikich LLP

Auditing, Tax and Advisory Services

422 Employees in the U.S.

www.sikich.com

Sikich, a company that provides business consulting services, has leaders who understand that without dedicated, motivated and appreciated employees, they wouldn't have clients. That's why Sikich is dedicated to ensuring employees are given the flexibility and support they need. Employees are able to do their client work thanks to remote access, Smartphones and electronic files. Employees are able to maintain a high level of client satisfaction even when taking advantage of flexibility programs like part-time work, seasonal work or variable schedules—peak hours during the busy season and fewer hours during the off season. Sikich has retained its mature employees by offering part-time work and project-based work that enable these employees to perform the amount of work that fits with their needs. A job shadow program is available to young people interested in Sikich's work and an internship program serves as an apprenticeship program for college students, working them toward full employment upon graduation. Low-wage employees are offered overtime to bolster their paychecks. "Sikich University" houses the company's many training and career development programs. Programs on financial wellness, health and well-being, the opportunity for each employee to have his or her own garden plot onsite, and a 1.1-mile track surrounding the office keep spirits high and overall health as a top priority. Sikich has received several awards for workplace excellence, has low turnover rates compared with other companies in the industry and has continued to grow despite the slowed economy.

Winning Site: Chicago, IL, 22 Employees

80 | 77 | 80

Winning Site: Naperville, IL, 171 Employees

79 | 73 | 77

Skylla Engineering Ltd. **

78 | 74 | 77

Engineering Consultants

Winning Site: Humble, TX, 175 Employees

www.skyllaeng.com

Leadership at this engineering firm has fostered a culture that supports a team focused on excellence. An affirmative action plan helps recruit older employees and the firm recruits veterans directly from military bases and via

veteran organizations' job boards. Tuition assistance is available for employees wishing to continue their professional development and Skylla sends its employees to certification trainings. Returning veterans have support from the firm to reenter work at their own pace. The firm also attempts to relocate military spouses as they follow their active duty spouse from location to location. The firm leaders have offered relocation expenses to low-income families attempting to move and accept special flexibility requests for low-wage employees. Conference calls, video chats, e-mail and text messaging help employees keep in touch with one another and with clients wherever they are. These technologies also support flexibility policies like flexible work hours, flex place, flexible leave time and job sharing. These policies are instrumental in attracting, recruiting and retaining high-quality employees. The firm has enjoyed consecutive growth year over year, as well as below-average attrition rates for the industry. The company has, thus, gained a reputation as a great place to work!

Software Technology Group **

70 | 80 | 78

Custom Software Applications

Winning Site: Salt Lake City, UT, 151 Employees

www.stgutah.com

Employees are loyal to Software Technology Group and leadership feels this is because of the culture of the company, which is based on respect and a desire to recognize and support each employee. To stay in touch and allow remote work, employees use laptops and some employees are given a mobile phone allowance. New employees are assigned a mentor and given training. Salaried employees receive either overtime pay or extra PTO for all overtime worked and each employee is given a cumulative \$100 anniversary educational stipend. One employee brings her dogs to work and every Wednesday employees get together in the kitchen to make waffles. Salaried employees who are not currently participating in billable client-based work are compensated by STG and are given the opportunity to gain additional training and skills. The average length of tenure at the company is more than five years and the company has continued to grow despite the slow economy.

Southeast Service Cooperative ***

75 | 78 | 78

Educational and Administrative Support Services Provider

Winning Site: Rochester, MN, 13 Employees

www.ssc.coop

Southeast Service Cooperative is a public, nonprofit cooperative of over 80 public and private school districts, cities, counties, and other member organizations dedicated to maximizing resources and increasing value through collaboration. Leadership at the organization knows life outside of work can have a huge impact on life on the job and that flexibility can help keep employees focused and working efficiently. Employees can work from home, flex their hours, work compressed workweeks or request a unique arrangement from management. Young employees are able to flex their schedules around



classes and exams and are offered tuition reimbursement. Mature employees are also able to flex their hours and phase into retirement by slowly reducing their hours. Nearly all employees are given laptops with VPN access and employees who aren't given laptops can request to use one when the need arises. Many employees are also given Smartphones to help them stay connected. Webcams and teleconferencing also help people work away from the office. With these tools, employees are able to get just as much work done as if they were working in the office. The organization's wellness initiative is very popular, with 80%-100% of employees participating in events like yoga, T'ai Chi, health forums and classes, and outdoor activities. The organization has a low rate of turnover, greatly reduced absenteeism, and high productivity and efficiency.

Southwest Institute of Healing Arts **

73 | 71 | 73

Healing Arts Education

Winning Site: Tempe, AZ, 90 Employees

www.swiha.edu

The Southwest Institute of Healing Arts leadership not only sees flexibility as good business sense, but as part of creating an ethical workplace. The education facility has also worked on a one-on-one basis with older employees to reduce their working hours and to make accommodations for their health needs. The facility is also equipped to accommodate employees and students with physical disabilities. SWIHA also has an onsite employee dedicated to working with veterans applying for jobs at the Institute and enrolling in its programs. All employees are offered either full scholarship or partial tuition reimbursement for enrolling in classes offered on campus and for some trainings off campus. SWIHA's focus on flexibility has resulted in a low rate of absenteeism, higher completion of goals, low employee stress and an overall more positive workplace. All of this has helped the facility maintain a strong reputation in the education community.

Special Tree Rehabilitation System

83 | 69 | 76

Rehabilitation Services

Winning Site: Romulus, MI, 17 Employees

www.specialtree.com

This rehabilitation health care system has introduced flexibility arrangements to suit the needs of its employees dealing with moving, going to school and going through pregnancy. Technology allows employees to work from home when necessary and allows employees to stay in touch with the office while away. The organization uses flexible scheduling and matches employees' strengths to the job. Training courses and tuition reimbursement help develop employees' unique skills. All employees participate in a documentation contest and those with the best documentation protocol win prizes. These measures have improved overall performance and system management. Since 2011, Special Tree Rehabilitation System has grown from 27 clients to 57.

Physical Therapy**Winning Site: Winona, MN, 13 Employees****www.sportspine.com**

Since Sport & Spine Physical Therapy is a medical facility, it needs to have continuity of care for its patients and accessibility for appointments. Their leaders allow employees to bring children to work in certain situations when alternative child care isn't available. Work hours can also be flexed when an absence is planned. Employees are encouraged to volunteer in the community, which serves as a great team-building exercise. When conflicts arise, team members are encouraged to work out a solution themselves and then present it to a supervisor for approval. A strong sense of camaraderie keeps the work environment upbeat. Leadership believes employees feel less stressed and are using fewer sick days. The provider's client base has increased due to word of mouth and some patients have even asked if jobs are available because they want to work for Sport & Spine Physical Therapy!

Staffing Solutions Enterprises**Recruitment Solutions****Winning Site: Mayfield Heights, OH, 20 Employees****www.staffsol.com**

Staffing Solutions Enterprises introduced its first flexible work arrangement back in 1995 when an employee had her second child. After approaching the company with her desire to keep working, she was able to work 30 hours a week in three ten-hour days. She became one of the company's most productive Business Development Representatives and rose to the role of President in 2009. This example of workplace flexibility became the template for many other employees and Staffing Solutions Enterprises was able to witness firsthand the increase in employee engagement and loyalty that ensued. To expand its flexibility practices, the company invested in technology and web hosting to increase teleworking opportunities. Employees can now access their work through Smartphones lending greater flexibility to take care of family needs. Call center employees also enjoy flexibility through cross-trained staff and cell phones where calls can go directly to them versus the main office. Staffing Solutions Enterprises leaders also realize the need for fun and camaraderie in the office and rely on their "Fun Team" to plan quarterly events including picnics, potlucks, ice cream socials, baby and wedding showers, a corn-hole tournament, a fondue luncheon, and pancake breakfasts.

Stoel Rives**Law Firm****864 Employees in the U.S.****www.stoel.com**

Though law firms can be high stress places where working long hours is necessary, Stoel Rives uses flexibility to make work "work" for its employees. Attorneys are able to check out BlackBerry devices and laptops to enable



them to work from the road or home. Remote access software allows employees to access their desktops even when they're not at the office. The firm is also in the process of moving to electronic file storage that will make all files available electronically. 24/7 IT support ensures that employees are never kept from doing their jobs when technical issues arise. Employees nearing retirement are able to "phase down," working part time as they ease into retirement. A Diversity and Inclusion Committee ensures that the firm is taking steps to recruit and hire lawyers of many different backgrounds. This initiative has resulted in the firm consistently exceeding the national average for comparable law firms in terms of percentage of attorneys with disabilities. Several training and mentoring programs for entry-level attorneys and a summer associate program for law students help to immerse new lawyers and law students in firm culture. Military members and their families are provided extra time off and flexibility on a case-by-case basis. To make sure daily flexibility and firm work run smoothly, an Office Administrator is responsible for managing the practice assistants and acting as a liaison between staff and attorneys to get everyone the support they need daily. Support staff members are also able to work non-traditional schedules. A Parenting Circle, reduced schedules, sabbaticals and paid time off for family leave all help the attorneys better manage their work and family responsibilities. Employee recognition, health and wellness initiatives, volunteerism and charity events, and fun office events like a Halloween costume contest keep spirits high. These efforts are seen in the loyalty of staff—100% of the firm's legal practice assistants have been with the firm for more than eight years. The firm, overall, has experienced a decrease in turnover, has low absenteeism and has been recognized with several different awards.

Winning Site: Anchorage, AK, 19 Employees	68	67	70
Winning Site: Boise, ID, 39 Employees	71	66	69
Winning Site: Portland, OR, 250 Employees **	70	65	68
Winning Site: Sacramento, CA, 46 Employees	68	68	70
Winning Site: Salt Lake City, UT, 135 Employees	70	68	70

Strothman & Company ****	77	69	73
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Certified Public Accountants and Advisors
Winning Site: Louisville, KY, 53 Employees
www.strothman.com

Leaders at public accounting firm Strothman & Company have found that the key to helping employees achieve a work-life fit is to strategize hiring and staffing throughout the year. The firm hires effectively and works diligently to achieve even work-flow throughout the year, which results in a staff that works fewer hours than other comparable companies during tax season and negates the need to hire extra staff during the busy season and then let them go once the season is over. They use laptops and remote access to help employees achieve flexibility and allow administrative and technology members to rotate the nights and weekends they work to provide time off

while still making sure the office is well staffed. Strothman & Company also offers incentives such as regularly covered meals during the busy tax season, bonuses and extra time off to those who have to work extended hours, and a generous amount of paid time off as well as extra time off for meeting goals throughout the year. Morale is kept high via regular employee recognition awards, office celebrations and family-friendly events.

Sturgill, Turner, Barker & Moloney, PLLC ****

63 69 69

Law Firm

Winning Site: Lexington, KY, 47 Employees

www.sturgillturner.com

Sturgill, Turner, Barker & Moloney's priority is family and the firm invests in technology so that all employees can spend time and take care of their families. Remote access to the firm's computer network enables employees to work from home or on the road. Smartphones keep employees in touch by accessing company e-mails. The firm is working on a paperless environment as more people work from home and iPads are the next device to be provided to employees. Recently, the firm expanded its remote work arrangement to include IT staff. It was previously felt that these employees had to be hands on in the office every day, but through the purchase of software that gives them the ability to take control of an employee's desktop remotely, IT staff are able to resolve issues without having to physically be in the office. Compressed workweeks are also another popular way for employees to have more family time and take care of personal errands without having to take off work. The firm also has job sharing, part-time employment, work hour reduction options to help employees ease into retirement, and a law clerk program that helps expose employees finishing law school to the world of being an attorney. These benefit practices have made the firm an eight-time winner of the Best Place to Work in Kentucky and a three-time winner of the Sloan Award.

SunGard Public Sector **

81 73 77

Technology Consulting

Winning Site: Lake Mary, FL, 350 Employees

www.sungardps.com

SunGard Public Sector provides software solutions for its customers and its leaders use technology to provide work-life solutions for their employees. Smartphones, remote voice access and remote access to company files enable employees to work from home. Even support staff is able to utilize these benefits and still provide continuity throughout their workday. The company has a successful internship program that includes access to a full line of online and face-to-face educational opportunities. A week-long employee conference also allows employees to engage in continuous learning, address a variety of topics from financial planning to the latest features of new products and pass on knowledge to other employees. Managers use the information from the conference to better understand flexibility tools and allow for better team management.

Takeda

64 | 68 | 68

Pharmaceutical Company**Winning Site: Chicago, IL, 1,431 Employees****www.takeda.us**

Leadership at this pharmaceutical company takes the health of the people who use their products and the overall health and well-being of its employees seriously. Flexible work options like compressed workweeks and telecommuting are available. In addition, several onsite amenities like a free shuttle from the commuter train to the office, a no-fee ATM, dry cleaning drop off and pick up, complimentary beverages and even a convenience store are available to employees. Technologies like laptop computers with remote connectivity for most employees help them work remotely. An electronic travel-tracking tool lets the company and employees' loved ones see where traveling employees are. This tool proved invaluable in tracking down Takeda employees during the 2010 earthquake and tsunami in Japan. The tool allowed the company to quickly account for all travelers and provide them instruction for getting home. The company also posts jobs on Websites geared toward disabled job seekers and veterans transitioning into civilian work. To help parents, Takeda provides onsite child care up through six years of age, as well as a certified kindergarten program. Employees qualify for discounted child care rates as well as up to 20 days of back-up child care each per year. According to employee engagement surveys, employees are proud to work for Takeda and are willing to go above and beyond what is required to help the company succeed.

The Texas Medical Center Library

59 | 73 | 70

Higher Education and Library**Winning Site: Houston, TX, 59 Employees****www.library.tmc.edu**

As a major online and print medical library, Texas Medical Center Library (TMC) is used to providing services for the medical community in Texas. As an employer, 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, 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. 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, 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. TMC also holds fitness challenges with prizes to encourage employees to take care of their health.

Train Signal

74 | 81 | 80

Technology Training

Winning Site: Schaumburg, IL, 38 Employees

www.trainsignal.com

Train Signal leaders understand that they can meet their company goals, attract top talent and help their employees better manage their work and family lives by offering flexible work options. VPN technology, the ability to answer phones remotely and teleconferencing all enable employees to work where they need to. Certification fees are reimbursed and each employee is able to take eight paid hours per quarter to perform community service. Train Signal has found employees are more productive when they aren't stressed about how they are going to take care of themselves and their families and meet their responsibilities at work. The company has been named to the Inc. 5000 list for the last four years and has been able to attract top talent due to its culture of flexibility.

True Partners Consulting ***

76 | 73 | 76

Tax Advisory

Winning Site: Chicago, IL, 87 Employees

www.tpctax.com

Apart from just offering flexibility to its employees, True Partners Consulting provides a dynamic and exciting work experience where its people truly grow and develop. Employees tend to be more focused on their work because they are not stressed out about struggling to meet the needs of their families. True Partners utilizes an apprenticeship model to train new employees and help them acclimate to the culture of the firm and develop their careers. Non-exempt employees are able to take advantage of overtime and work toward earning extra paid time off. Employees don't complain about feeling overworked and the firm is able to use flexibility as a tool in recruiting top-notch employees.

Turner Construction Company *****

71 | 67 | 71

Construction

Winning Site: Chicago, IL, 160 Employees

www.turnerconstruction.com

Leaders at this construction company in Chicago, Illinois have created a culture that supports employees in their work, their career development and in their personal lives. Employees who are ready can be promoted regardless of whether or not a job opening is available and training, mentoring and feedback help create customized careers for each employee of Turner Construction. In addition, a Development Appraisal Program provides structured



feedback for employees. For employees in the armed forces and national guard, compensation and benefit continuation during service helps military families. Turner also makes up the pay differential between employees' military base pay and Turner pay. An Employee Assistance Program provides help for military members and their families. Despite the fact that client needs can be demanding in the construction business, Turner leaders ensure that employees are able to work flexibly through telecommuting, flex time, compressed workweeks, job sharing and compensation days as appropriate. Wellness programs and charitable work help keep morale high. Project management software designed specifically for Turner enables employees to access data and documents anywhere at any time. The Turner Knowledge Network also enables employees to access directories, webcasts, manuals, forms, Turner news and benefits information remotely. Turner employees are proud of their work and this shows through high retention rates, low turnover, a high volume of work and high morale.

United Airlines – North Houston Reservations

75 | 63 | 69

Transportation

Winning Site: Houston, TX, 1,300 Employees

www.united.com

United Airlines contact center for North Houston reservations builds its work processes around its employees being able to work morning, noon and night with the flexibility to change their start and stop times, trade shifts, and work in 27 different states. Just like customers expect flexibility from the airline, United leaders provide flexibility to their employees. Employees with disabilities are helped by programs that assist with transportation needs, tailoring work stations and computer equipment, and adjusting disabled employees' schedules to accommodate their needs for extra time for breaks or more time off during the day. One unique development tool benefits younger employees. When a management position is going to be left vacant, a junior employee is trained to assume the role until it is filled permanently. United's We Care fund is an internal charity that assists employees in great times of need and is funded through fundraisers conducted by the company. Technology allows front-line employees to work from home in a total of 27 different states. VPN access allows managers to access their desktops from any computer, enabling them to work remotely. BlackBerry devices also help keep them in touch when away. United's Staff Management tool allows employees to adjust their start and stop work times; post, pick up and trade shifts; request paid and unpaid vacation time; request training; and request briefings with their managers among other tasks. United leadership believes that they way employees and management treat each other will be reflected in the quality of care customers receive. Attrition rates are just 5%—well below the contact center industry average of 25-50%. In addition, since implementing these flexibility options, it has been easier to increase staffing due to unforeseen need; their leaders believe it's because employees are willing to also flex to the need of the business.

United Way of Olmsted County, Inc. *****72 | 71 | 74****Nonprofit Social Services Organization****Winning Site: Rochester, MN, 14 Employees****www.uwolmsted.org**

United Way of Olmsted County leadership is working to improve and promote its employee and workplace effectiveness and flexibility. The organization uses a program called Experience Works, which allows for on-the-job training for older employees to develop their skillset. Young employees are encouraged to get involved with community programs and to take advantage of leadership courses. Employees are able to check e-mail through a remote desktop application and receive phone messages away from their desks. Some employees are also given a cell phone allowance. United Way's Take a Walk wellness program encourages employees to walk during work hours. Employees are encouraged to be offline during non-work hours, which gives them the freedom to focus on their families and themselves while away from the office.

University of Iowa Foundation**70 | 67 | 70****Nonprofit Fundraising****Winning Site: Iowa City, IA, 193 Employees****www.uifoundation.org**

This mission of this fundraising foundation is to help advance the university and the communities that it serves. In order to accomplish this goal, the foundation leadership uses flexibility practices to meet the needs of its staff and help them maintain family- and work-life fit. In addition to health and wellness activities, various flexible work options enable employees to lower stress and increase their productivity. These options include reduced hours in the summer, flexible start and end times on a daily/weekly basis, compressed work hours, part-time options and work from home on a part-time basis. Laptops, Smartphones and remote access help make these options possible by providing access to company files and e-mails from any location. Time off through the Family Medical Leave Act is available to returning veterans and military families and a catastrophic illness option enables staff to donate time to those in need based on certain qualifications. The foundation's efforts have led to low turnover and a very dedicated employee base.

Unum ****83 | 72 | 77****Financial Services****Winning Site: Chattanooga, TN, 2,528 Employees****www.unum.com**

As an insurance and benefit provider, Unum leadership knows that the route to an engaged workforce is ensuring their personal and professional wellness. Flexible scheduling, increased teleworking opportunities, career development opportunities and employee recognition programs help provide



a solid foundation for this successful relationship. Remote access, e-mail, videoconferencing and conference calling enable several hundred employees the opportunity to work remotely full time and many more who work remotely at random times. All employees have a performance and development plan which gives them access to a wide range of internal training programs and other developmental opportunities. The needs of low-wage employees are met through child care subsidies, lower-cost cell phone plans and laptops, a rideshare program, and the opportunity to work remotely to save on commuting costs. Once a year, top customer service providers win the opportunity to attend an all expense paid conference called ASPIRE at Walt Disney World where they attend training sessions, participate in hands-on exercises, get to spend time with senior leaders, have fun and are treated like “royalty.” When they return, they share their learning and experience with their peers. The conference inspires all employees to go the extra mile for customers.

US Navy EODTEU TWO ***

70 | 71 | 73

Navy Command

Winning Site: Virginia Beach, VA, 127 Employees

www.navy.mil

Protecting the country is a 24/7 job and training sailors to meet that need can be just as demanding. The organization leadership understands the commitment and dedication necessary for the job and works to provide flexibility and incentive for its personnel to rise to the occasion. Technological advancements enable personnel to provide real-time training, automate processes to decrease the paper trail, synchronize trainings on different coasts, allow for professional development training for top-notch officers/enlisted men and help personnel project training evolutions so that flexibility can be provided in scheduling. With a flexible leave and time off policy, all employees are able to commit time to both their families and their workloads. The organization recognizes hard work and dedication through awards such as Senior Sailor of the Quarter and Year and Junior Sailor of the Quarter and Year. Personnel also receive impact awards for accomplishments that go above and beyond their job description. Educational opportunities are encouraged as well as the benefits of personal health. The organization’s Health and Wellness program authorizes time off during working hours to participate in personal training and fitness. These flexibility practices have led to 100% retention of contractors and government employees.

Recruiting Firm**Winning Site: Richmond, VA, 27 Employees****www.vaco.com**

Leaders of this consulting and executive search firm believe that providing an environment that is open to change and individual interests creates a place where people feel free to be themselves, striving to be the best they can be. In the past year, Vaco provided networking and corporate team building events such as picnics, tickets to local baseball games, young professional networking events and incentive trips for top producers to increase the comfort level of employees with the community around them. Employees are given a day of paid time off to volunteer in the charity of their choice and catered Lunch-n-Learn programs have been implemented to concentrate on personal wellness and stress reduction. The company adopted a new customer relationship management system to streamline daily tasks, opened a new satellite office and invested in additional technological resources to retain talent regardless of location. To promote a team environment and ensure that hourly employees are able to enjoy flexibility benefits, Vaco provides reimbursement for personal phones that are also used for business. More training opportunities are also available for marketing and administrative teams and reimbursement is offered for educational courses that are relevant to daily responsibilities. Finally, to make it possible for hourly employees to participate in team events, the company outsources administrative employees to keep the office running in their absence.

Valassis Inc.**Marketing Services****4,900 Employees in the U.S.****www.valassis.com**

This direct mail and marketing services company has leaders who understand the importance of managing work and life as they relate not only to the employees, but to business. The company recruits new disabled, mature and veteran employees from targeted job fairs and its relationships with community organizations. In addition, Valassis conducts a summer intern program and has mentoring programs. Families of service members are provided extra time before a deployment to spend time together and the company assembles care packages for troops. In light of today's economy, technology plays a key role in making flexibility practical. Tools such as video conferencing, phone conferencing and remote access help employees work remotely and help the company save on travel and commuting expenses. Employees in management positions attend monthly videoconference or web-based presentations called Leadership Toolkits. Most employees are able to work remotely and salaried exempt and non-exempt workers are offered a 37.5-hour workweek, which gives them 2.5 hours each week to



attend to personal needs. Employees on all levels are given an opportunity to participate in Diversity Committees and the company’s Executive Council, discussing matters that are of interest and importance to all employees across the organization. Employee incentives and awards include a performance bonus for top performers, The Biggest Loser Weight Loss Challenge and a trip to an exotic location. Valassis leadership also goes the extra mile for its employees through active giving programs such as car seats for associates having their first child, care baskets for students of associates going to college and bereavement boxes for associates who have experienced the loss of a loved one. Various committees, charity events and a partnership with The Center for Missing and Exploited Children let employees give back to the community as well. Valassis’ missing child program “Have You Seen Me?” is heavily invested in by employees and is responsible for the recovery of 150 children. Valassis’ commitment to becoming a great place to work shows in decreased turnover and absenteeism in addition to the many awards it has received for workplace excellence.

Winning Site: Houston, TX, 235 Employees	66	68	69
Winning Site: Louisville, KY, 12 Employees ***	65	77	75

Verde Valley Sanctuary ***	78	82	82
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Human Service Nonprofit

Winning Site: Sedona, AZ, 24 Employees
www.verdevalleysanctuary.org

As a sanctuary that provides shelter and services to victims of domestic violence, Verde Valley Sanctuary needs a team that is compassionate and strong to provide the best services. Dealing with great pain and difficult situations can take a toll on staff; they need to be able to have time to themselves and with their families while knowing they are supported by their colleagues. Being able to take time off enables employees to come back refreshed and ready to help. The workplace mantra of “family first” encourages employees to take time with their spouses and children away from work to keep them from becoming drained. Even employees whose jobs do not lend themselves to typical flexibility options are able to change shifts and apply for other positions within the organization. The sanctuary leadership also understands the value of having a diverse workforce and sees flexibility as a way to recruit and retain both younger and older employees. Positions are available part-time and hourly, and many are filled by mature retired employees who prefer a reduced schedule. Flexible work options at Verde Valley Sanctuary attract younger employees who are finishing degree programs or who have children at home. The Sanctuary supports development of job skills so that low-wage employees are able to move to higher-paid positions or work more hours within the organization. On occasion, cash advances and emergency aid have been provided to workers in need. Technology allows some employees to work offsite while maintaining the same level, or sometimes a better level,

of communication with staff and supervisors onsite. Overall, both salaried and hourly workers are satisfied with the flexibility options open to them. The organization has low turnover and minimal absenteeism. The high quality of services the organization provides shows in its public and private funding and the satisfaction of the women it serves.

The VIA Group *****

60 77 73

Communications Technology

Winning Site: The Woodlands, TX, 35 Employees

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 give 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.”

Visteon Corporation *****

69 65 67

Global Automotive Supplier

Winning Site: Van Buren Township, MI, 1,000 Employees

www.visteon.com

This automotive supply company has leaders who take pride in offering flexible work options for its employees. The company has offered flexibility to one retiring employee to allow time to train the employee’s replacement. Veterans are offered an Employee Assistance Program and the company works to place them in positions similar to the ones they left. Gateway to Visteon is a web-based application that enables employees to access the company Intranet from any computer with Internet access. Many employees are also issued laptops. An onsite fitness center is offered at no charge and several classes and chair massages are offered as an added benefit. Weight Watchers at Work and a walking program also help keep employees healthy and active. Flexibility has increased retention and decreased stress and absenteeism.

Vital Choice Wild Seafood, Inc.

64 | 75 | 73

Retail Trade**Winning Site: Bellingham, WA, 22 Employees****www.vitalchoice.com**

Vital Choice Wild Seafood, Inc. promotes health and wellness through natural, sustainably-harvested seafood products. For its employees, the company leaders support workplace effectiveness and flexibility practices to promote the health and wellness of their workforce. Most employees work from home and enjoy a flexible schedule. The company supports work arrangements that enable employees to take care of family needs and address unexpected circumstances through remote work or modified job tracks that better suit the employee's needs. E-mail, Smartphones, remote access, company provided laptops/tablet computers, teleconferencing and Vital Choice, the company's wiki and Website portal facilitate communication and support the company's work-from-home arrangements. Temporary help covering peak periods as well as vacations and contracted call centers provide flexible options for employees whose jobs require a more continuous presence. Employees are also offered Vital Choice products at discounted prices, a generous health insurance package, paid Service Days for volunteering opportunities and encouragement to embrace lifestyle choices that increase personal wellness and vitality.

Warner Norcross & Judd LLP **

76 | 76 | 77

Law Firm**Winning Site: Grand Rapids, MI, 379 Employees****www.wnj.com**

Warner Norcross & Judd leadership sees flexibility as an essential element in attracting and retaining the brightest minds. Job sharing, flexible start and end times, and benefits for part-time employees who work more than 18.75 hours per week help people work in a way that fits with their needs. Mature employees are able to reduce their hours and can work with HR to ensure there is no negative impact on their benefits. Administrative employees are also able to use flexibility by opting to work in teams that provide coverage for one another. A three-year corporate development plan for new attorneys helps their transition from law school into firm life. The firm also pays the study and certification exam fees for legal secretaries. Job-share and internship programs are available to middle school students up through college students. Laptops are given to most employees and all employees are able to borrow firm laptops to work on projects remotely. Remote access helps everyone stay connected no matter where they're working. Financial planning assistance, an Employee Assistance Program and a wellness program keep employees in good shape physically, emotionally and financially. Service projects like Holiday Aid, kids food baskets and blood drives help the firm's communities. Since implementing flexibility options, voluntary turnover at the firm has dropped to under 5%. Medical benefit costs have also decreased.

Nonprofit Health Organization**Winning Site: Marietta, GA, 11,000 Employees****www.wellstar.org**

As a health care provider, it takes some innovative thinking to make flexibility available to all employees. WellStar leadership has accomplished this with its FlexWorks program. Nurses, who in the past have lacked access to much schedule control or traditional flexibility, are now able to schedule themselves via an online tool. This enables teams to work together to ensure proper coverage and has taken scheduling pressure off of managers—a win-win situation. WellStar has also created a Website dedicated to flexibility that includes trainings, toolkits and resources for team members and leaders. WellStar has also partnered with AARP to better recruit and retain mature workers and with the Tommy Nobis Center for People with Disabilities to recruit and retain employees with disabilities. A Career Development Center offers career counseling to WellStar employees at all stages of their careers. The health system recently added 120 hours of paid parental leave for full-time employees, 60 hours for part-time staff and has doubled adoption assistance from \$10,000 to \$20,000. A wellness program, personal health coaches, financial planning and tax preparation assistance all benefit employees personal and financial health. WellStar has had great benefits since formalizing its flexibility program—turnover is below industry average at 10.07%; vacancy rates are below average; patient satisfaction has increased; and the health system is now ranked in the top quartile of its industry for employee engagement.

Insurance Company**Winning Site: Twin Cities, MN, 304 Employees****www.wnins.com**

The tagline for Western National Mutual Insurance Company is “the Relationship Company.” The company leadership stands by this claim by providing a rewarding work experience as well as financial security. Older employees are able to reduce hours, participate in temporary assignments or transition to independent contractor status while younger employees are hired as interns and given fast-track education goals. Facility accommodations are made for employees with disabilities in addition to reduced hours and other customized return to work measures. Returning veterans and military families are also offered pay and benefits beyond what is required by the Uniformed Services Employment and Reemployment Rights Act (USERRA). A Shared Leave Program is available to all employees and allows for paid time off donations from employees with emergency needs. Wellness programs have had a positive impact on medical costs while the company’s generous benefit programs play a key role in keeping turnover to a minimum. The company also promotes serving the community, offering paid volunteer time and matching charitable contributions given by employees.

WICHE

64 | 76 | 73

Education Services**Winning Site: Boulder, CO, 37 Employees****www.wiche.edu**

The Western Interstate Commission for Higher Education's (WICHE) flexible working options have resulted in a turnover rate of just 10%. On average, employees of WICHE have served more than eight years! Employees are given remote access and WICHE recently invested in video conferencing technology that allows employees to work and attend meetings from home. A culture of trust between management and employees creates an environment of flexibility where responsibilities to work are met and exceeded.

Winona Workforce Center *****

87 | 74 | 81

Career Resource Center**Winning Site: Winona, MN, 11 Employees****www.positivelyminnesota.com/JobSeekers/WorkForce_Centers/See_All_WorkForce_Center_Locations/WFC_-_Winona/index.aspx**

The Winona Workforce Center leaders believe that great employees deserve the flexibility they need to provide great service to the public. Employees at this employment agency feel less stressed and are able to deliver excellent public service as a result of managers who believe that it is a priority for employees to take care of personal and family needs with the security and knowledge that their position within the organization will not be jeopardized. Respect and trust are two of the standards employees at this agency value most and see exhibited on a regular basis. Winona Workforce Center has a reputation as one of the best workforce centers in the state and always receives positive feedback from the public.

Wist Office Products *****

75 | 72 | 74

Retail Business**Winning Site: Tempe, AZ, 55 Employees****www.wist.com**

Wist Office Products' leaders understand that each individual employee has different flexibility needs and that those needs can change from year to year. That's why the company focuses on positively promoting each of its employees. Team programs like a green initiative and charity work have also helped bring the company together. In addition, military family employees are provided flexible work hours and time off as needed. This positive culture has resulted in low turnover and little conflict—employees and the company are invested in using flexibility to help each other succeed.

Health and Nutrition Referral**Winning Site: Seattle, WA, 37 Employees****www.withinreachwa.org**

As a winner of the Alfred P. Sloan Award for the past five years, WithinReach leadership understands that workplace flexibility is vital to the health of its employees and to the company. Flexibility not only enables the company to retain top talent, it also serves as a way for the company to attract future talent. The company constantly works to expand its practices so that all employees can benefit. This year, the company was able to invest in laptops with VOIP capabilities to allow Call Center staff the ability to work from home. Most WithinReach employees can already work from home using remote access to the network or the Website housing the client database. The company also offers flexible hours and additional health programs.

Workforce Development Agency**Winning Site: Brighton, MI, 55 Employees****www.wskills.com**

Work Skills Corporation leadership believes that flexible schedules and technological advancements not only strengthen the work-life fit of its existing employees, it also helps strategically recruit and retain high caliber candidates. An open door policy facilitates collaborative problem solving while monthly team meetings keep employees informed of upcoming initiatives. Remote desktop capabilities, Skype, VOIP (voice over Internet phones) and Smartphones enable employees to maximize their work time so that they can maximize their family time. Even front-line and management staff are able to work from home part time which was not possible in the past. The company's TEAM (Together Everyone Achieves More) committee develops motivational and morale building activities and conducts surveys to keep a pulse on employee satisfaction and suggestions for improvements in the workplace. Activities include Employee of the Month awards, barbeques, community charity events, onsite quarterly massages and blood drives during regular work hours. The company also offers benefits such as child care reimbursement, health care reimbursement, leaves of absence, flexible vacations, the ability to borrow and carry over vacation time, in-service training on health and wellness, and discounted medical programs.

Xvand Technology Corporation **

56 | 73 | 69

Technology, Manufacturing and Services**Winning Site: Houston, TX, 17 Employees****www.xvand.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! made it possible for 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 **

80 | 68 | 74

Technology, Manufacturing and Services**Winning Site: Rochester, MN, 30 Employees****www.xylotechnologies.com**

By implementing flexible work schedules, comprehensive benefit plans, personal time to attend to family needs, sabbatical programs, a parental care program and ongoing education programs for all employees, Xylo Technologies has created a work atmosphere that its leaders believe is inspirational and employee-friendly. Even employees whose jobs don't easily lend themselves to flexibility are able to work reduced hours and work remotely with laptops and Smartphones. An online portal gives employees access to the documents and programs they need to get their work done from any place at any time. Xylo Technologies was led to increase its flexibility due to employees requesting a better way to work and meet family responsibilities and the ability to pursue higher education. The company recruits mature employees and offers part-time flexible hours to meet their needs. This commitment to flexibility has resulted in lower-than-average turnover and a 50% increase in placement ratio.

Nonprofit Community Counseling Services
Winning Site: Massapequa, NY, 40 Employees
www.yesccc.org

Leaders at YES Community Counseling Center respect and acknowledge the personal issues that emerge for its employees. This not only improves their personal well-being, but enhances their performance. The Center serves more than 10,000 people each year so it's important that the staff be cohesive and responsive to the needs of clients. The Center has much lower turnover than average for the human services industry and they believe this is due to its flexible work options. Flexible schedules, liberal time off and sensitivity to emergency issues all allow employees to meet their family and work needs. Leadership at the Center believes flexibility and open communication have had positive effects on staff morale and the work environment.

BY WORKSITE LOCATION

Alabama

Birmingham Metropolitan YMCA
Machen McChesney & Chastain LLP

Alaska

KPMG – Anchorage, AK
Stoel Rives – Anchorage, AK

Arizona

Arizona Bar Foundation
Arizona Health Care Cost Containment System
Arizona Small Business Association
Autohaus Arizona, Inc.
BDO USA, LLP – Phoenix, AZ
Deloitte – Arizona
GoDaddy.com – Scottsdale, AZ
Henry & Horne, LLP
Infincom
KeatsConnelly
KPMG – Phoenix, AZ
Microchip Technology Inc.
Morrison & Associates CPAs
Orchard Medical Consulting
Rio Salado College
Ryan LLC – Phoenix, AZ
Scottsdale Healthcare
Southwest Institute of Healing Arts
Verde Valley Sanctuary
Wist Office Products

Arkansas

capSpire Inc.
Cross Gunter Witherspoon & Galchus P.C.

California

BDO USA, LLP – Los Angeles, CA
BDO USA, LLP – Orange County, CA
BDO USA, LLP – San Diego, CA
BDO USA, LLP – San Francisco, CA
BDO USA, LLP – San Jose, CA
Decision Toolbox
Disabled Resources Center, Inc.
Fleet Intelligence Training Center
KPMG – Los Angeles, CA
KPMG – San Diego, CA
Navy Operational Support Center – Lemoore, CA
Office Furniture Group
Riverbed Technology
Ryan LLC – California
Stoel Rives – Sacramento, CA

Colorado

AASHE
Adams County Workforce & Business Center
Arapahoe/Douglas Works!
Aurora Mental Health Center
Children's Hospital Colorado
Colorado Rocky Mountain Lions Club

GoDaddy.com – Aurora, CO
KPMG – Denver, CO
Ryan, LLC – Colorado
WICHE

Connecticut

KPMG – Hartford, CT
KPMG – Stamford, CT

Delaware

BDO USA, LLP – Wilmington, DE

District of Columbia

KPMG – Washington, DC
Ryan LLC – Washington, DC

Florida

Averett Warmus Durkee Osburn Henning, P.A.
BDO USA, LLP – Miami, FL
BDO USA, LLP – West Palm Beach, FL
Incepture
Matthews Benefit Group, Inc.
Naval Education and Training Command
SunGard Public Sector

Georgia

BDO USA, LLP – Atlanta, GA
Booz Allen Hamilton – Atlanta, GA
Hancock Askew & Co., LLP
KPMG – Atlanta, GA
Mom Corps
Ryan LLC – Atlanta, GA
Sability
WellStar Health System

Idaho

Deloitte – Boise, ID
KPMG – Boise, ID
Northwest Lineman College
Stoel Rives – Boise, ID

Illinois

BDO USA, LLP – Chicago, IL
BDO USA, LLP – National Office (Chicago, IL)
Bryan Cave LLP
Deloitte – Chicago, IL
Frost, Ruttenberg & Rothblatt, P.C.
KPMG – Chicago, IL
Laughlin Constable – Chicago, IL
Microsoft Corporation – Downer's Grove, IL
NCH Marketing Services Perspectives, LTD
Recruit Training Command – Great Lakes, IL
Ryan LLC – Chicago, IL
Ryan LLC – Chicago, IL
Sikich LLP – Chicago, IL
Sikich LLP – Naperville, IL
Takeda
The Novo Group

BY WORKSITE LOCATION (continued)

TrainSignal
True Partners Consulting
Turner Construction Company

Indiana

CliftonLarsonAllen LLP
LaBov & Beyond
McCauley Nicolas, CPAs & Advisors
Next Wave Systems LLC
Service Express, Inc. – Indiana

Iowa

Geonetric
GoDaddy.com – Hiawatha, IA
KPMG – Des Moines, IA
University of Iowa Foundation

Kansas

CivicPlus

Kentucky

Alexander & Company, PSC
Bottom Line Systems, Inc.
Central Baptist Hospital
Deloitte – Louisville, KY
Frankfort Regional Medical Center
Harding, Shymanski and Company,
P.S.C.
InGrid Design LLC
Kentucky Employers Mutual Insurance
(KEMI)
KiZAN
Lexmark International, Inc.
Mediaura
The Oliver Group
Prestige Healthcare
Riney Hancock CPAs
Strothman & Company
Sturgill, Turner, Barker & Moloney, PLLC
Valassis Inc. – Louisville, KY

Maryland

BDO USA, LLP – Bethesda, MD
FosterThomas
Navy Medicine Professional
Development
Orbit Logic Incorporated

Massachusetts

BDO USA, LLP – Boston, MA
Jumpstart for Young Children
KPMG – Boston, MA
Ryan LLC – Boston, MA

Michigan

Amerisure Mutual Insurance Company
BDO USA, LLP – Michigan
Brown & Brown of Detroit
Deloitte – Michigan
Dynamic Edge, Inc.
EDSI
Ernst & Young – Detroit, MI
Farbman Group
Greenleaf Hospitality Group

Greenleaf Trust
Image One
KPMG – Detroit, MI
Menlo Innovations LLC
Michigan Occupational Safety and
Health Administration
National Multiple Sclerosis Society –
Michigan Chapter
Peckham Inc.
Professional Solutions Plus, Inc.
ProtectCell
Public Policy Associates, Inc.
Ryan LLC – Detroit, MI
Special Tree Rehabilitation System
Visteon Corporation
Warner Norcross & Judd LLP
Work Skills Corporation

Minnesota

Architecture Technology Corporation
BDO USA, LLP – Minneapolis, MN
Cardinal of Minnesota, Ltd.
Catholic Charities
Central Consulting Group
CWS, Inc.
Deloitte – Twin Cities, MN
Dorsey & Whitney LLP
Eastwood Bank – Olmsted County
Eastwood Bank – Winona County
Express Employment Professionals
First Alliance Credit Union
Hiawatha Homes
Home and Community Options, Inc.
KPMG – Minneapolis, MN
Mahoney Ulbrich Christiansen Russ PA
markit
Mediascope, Inc.
Merjent Inc.
Netgain
RiverStar, Inc.
Rochester Area Chamber of Commerce
Southeast Service Cooperative
Sport & Spine Physical Therapy of
Winona, Inc.
United Way of Olmsted County Inc.
Western National Mutual Insurance
Company
Winona Workforce Center
Xylo Technologies, Inc.

Missouri

AT&T Payroll Office
KPMG – Kansas City, MO
KPMG – St. Louis, MO
Ryan LLC – Kansas City, MO
Ryan LLC – St. Louis, MO

Montana

KPMG – Billings, MT

Nevada

BDO USA, LLP – Las Vegas, NV

BY WORKSITE LOCATION (continued)

New Hampshire

MarketReach, Inc.
MeetingMatrix International
The Nagler Group
Northeast Delta Dental

New Jersey

BDO USA, LLP – Woodbridge, NJ
KPMG – Montvale, NJ
KPMG – Short Hills, NJ

New Mexico

OpenEye Scientific Software Inc.

New York

Armao, Costa & Ricciardi, CPAs, P.C.
BDO USA, LLP – Long Island, NY
BDO USA, LLP – New York, NY
BDO USA, LLP – Westchester, NY
Cerini & Associates, LLP
Creative Plan Designs, Ltd.
Deloitte – Long Island, NY
KPMG – Long Island, NY
KPMG – New York, NY
Margolin Winer & Evens
P.W. Grosser Consulting, Inc.
Ryan LLC – New York, NY
YES Community Counseling Center

North Carolina

American Institute of Certified Public Accountants
American Journal Experts
Arysta LifeScience North America
BDO USA, LLP – Charlotte, NC
BDO USA, LLP – Raleigh, NC
Building Construction Products Division of Caterpillar, Inc.
Communities In Schools of NC, Inc.
Deloitte – Durham, NC
DesignHammer Media Group LLC
Durham Convention and Visitors' Bureau
HCW Employee Benefit Services
KPMG – Charlotte, NC
McKinney
Open Software Integrators
Rho, Inc.
Senn Dunn Insurance
Shodor Education Foundation

Ohio

Booz Allen Hamilton – Dayton, OH
Cornerstone Research Group Inc.
Deloitte – Dayton, OH
MacAulay-Brown, Inc.
OCLC
Pillar Technology
Ryan LLC – Ohio
Sebaly Shillito + Dyer
Service Express, Inc.
Staffing Solutions Enterprises

Oregon

Anvil Media Inc.
Boly:Welch Consulting | Recruiting
Cascade Employers Association
Climax Portable Machining & Welding Systems
Deloitte – Oregon
FMYI, Inc.
Full Access
gDiapers
Hawthorne Auto Clinic Inc.
Independent Actuaries, Inc.
Isler CPA LLC
KPMG – Portland, OR
Metropolitan Family Service
Milestone Systems Inc.
Northwest Energy Efficiency Alliance
Northwest Portland Area Indian Health Board
Northwest Staffing Resources
NPC Research
Oregon Partnership/Lines for Life
Our House
Portland State University
Ride Connection
River Network
Rose City Mortgage
Stoel Rives – Portland, OR

Pennsylvania

Aerzen USA Corporation
BDO USA, LLP – Philadelphia, PA
KPMG – Philadelphia, PA
Ryan LLC – Pittsburgh, PA

Rhode Island

Crossroads Rhode Island
Kahn, Litwin, Renza & Co., Ltd.
KPMG – Providence, RI
Project Evolution
Rhode Island Housing
Sansiveri, Kimball & Co., LLP

South Carolina

Community Management Group
Scientific Research Corporation

Tennessee

BDO USA, LLP – Memphis, TN
BDO USA, LLP – Nashville, TN
BlueCross BlueShield of Tennessee
Management Recruiters of Chattanooga-Brainerd
Unum

Texas

Access Sciences Corporation
BDO USA, LLP – Austin, TX
BDO USA, LLP – Dallas, TX
BDO USA, LLP – Houston, TX
Binkley & Barfield, Inc.
The Dow Chemical Company

BY WORKSITE LOCATION (continued)

Ernst & Young – Dallas, TX
Ernst & Young – Houston, TX
KPMG – Dallas, TX
KPMG – Houston, TX
MHBT Inc.
PKF Texas
Ryan LLC – Austin, TX
Ryan LLC – Dallas, TX
Ryan LLC – Houston, TX
Skylla Engineering Ltd.
The Texas Medical Center Library
United Airlines – North Houston
Reservations
Valassis Inc.
The VIA Group
Xvand Technology Corporation

Utah

1-800 CONTACTS, Inc.
AAA Fair Credit Foundation
Aribex, Inc.
Christopherson Business Travel
Deloitte – Salt Lake City, UT
DigiCert, Inc.
Employer Solutions Group
Intermountain Financial Group
Jakob Marketing Partners
KPMG – Salt Lake City, UT
McKinnon-Mulherin, Inc.
Software Technology Group
Stoel Rives – Salt Lake City, UT

Vermont

Gallagher, Flynn & Company, LLP

Virginia

BDO USA, LLP – Richmond, VA
Bon Secours – Hampton Roads, VA
Bon Secours – Richmond, VA
Deloitte – Richmond, VA
Dominion Digital
ENC Strategy
The Frontier Project, LLC
Mango Salon – Glen Allen, VA
Mango Salon – Richmond, VA
MorganFranklin Corporation
Naval Support Activity – Hampton
Roads, VA
Partnership for Nonprofit Excellence
Sheltering Arms Physical Rehabilitation
Centers
US Navy EODTEU TWO
Vaco Richmond, LLC

Washington

Bader Martin, P.S.
BDO USA, LLP – Spokane, WA
BECU
BuzzBee Company
Cascadia Consulting Group
Chameleon Technologies, Inc.
Humanix
National CASA Association
Northwest Orthopaedic Specialists, PS
Principal Financials Group
Vital Choice Wild Seafood, Inc.
WithinReach

Wisconsin

BDO USA, LLP – Milwaukee, WI
Core Creative Inc.
Deloitte – Milwaukee, WI
Ernst & Young – Milwaukee, WI
JA Counter
Kolb+Co
KPMG – Milwaukee, WI
Laughlin Constable – Milwaukee, WI
ManpowerGroup
MGIC Investment Corporation
Microsoft Corporation – Milwaukee, WI

BY EMPLOYER SIZE

10-49 Employees

AAA Fair Credit Foundation
AASHE
Alexander & Company, PSC
Anvil Media Inc.
Arizona Bar Foundation
Arizona Small Business Association
Armao, Costa, & Riccardi, CPAs, P.C.
Autohaus Arizona, Inc.
Boly:Welch Consulting | Recruiting
BuzzBee Company
capSpire Inc.
Cascade Employers Association
Cascadia Consulting Group
Catholic Charities
Central Consulting Group
Cerini & Associates, LLP
Chameleon Technologies, Inc.
Colorado Rocky Mountain Lions Club
Communities In Schools of NC, Inc.
Community Management Group
Core Creative Inc.
Creative Plan Designs, Ltd.
Cross Gunter Witherspoon &
Galchus P.C.
CWS, Inc.
DesignHammer Media Group LLC
Disabled Resources Center, Inc.
Durham Convention and Visitors' Bureau
Dynamic Edge, Inc.
ENC Strategy
Express Employment Professionals
First Alliance Credit Union
Fleet Intelligence Training Center
FMYI, Inc.
FosterThomas
The Frontier Project, LLC
Full Access
gDiapers
Hawthorne Auto Clinic Inc.
HCW Employee Benefit Services
Humanix
Image One
Independent Actuaries, Inc.
Infincom
InGrid Design LLC
Isler CPA LLC
JA Counter
Jakob Marketing Partners
Keats Connelly
LaBov & Beyond
Machen McChesney & Chastain LLP
Mahoney Ulbrich Christiansen Russ PA
Management Recruiters of Chattanooga-
Brainerd
MarketReach, Inc.
markit
Matthews Benefit Group, Inc.
McKinnon-Mulherin, Inc.
Mediascope

Mediaura
Menlo Innovations LLC
Merjent Inc.
Mom Corps
Morrison & Associates CPAs
The Nagler Group
National CASA Association
Next Wave Systems LLC
Northwest Staffing Resources
Office Furniture Group
The Oliver Group
OpenEye Scientific Software Inc.
Open Software Integrators
Orbit Logic Incorporated
Orchard Medical Consulting
Oregon Partnership/Lines for Life
Partnership for Nonprofit Excellence
Professional Solutions Plus, Inc.
Project Evolution
Public Policy Associates
Ride Connection
Riney Hancock CPAs
River Network
Rochester Area Chamber of Commerce
Rose City Mortgage
Sability
Sansiveri, Kimball & Co., LLP
Shodor Education Foundation
Southeast Service Cooperative
Sport & Spine Physical Therapy of
Winona, Inc.
Staffing Solutions Enterprises
Sturgill, Turner, Barker & Moloney, PLLC
Train Signal
United Way of Olmsted County, Inc.
Verde Valley Sanctuary
The VIA Group
Vital Choice Wild Seafood, Inc.
WICHE
WithinReach
Xvand Technology Corporation
Xylo Technologies
YES Community Counseling Center

50-99 Employees

Access Sciences Corporation
Adams County Workforce & Business
Center
Aerzen USA Corporation
American Journal Experts
Arapahoe/Douglas Works!
Architecture Technology Corporation
Aribex, Inc.
Averett Warmus Durkee Osburn
Henning, P.A.
Bader Martin, P.S.
Cornerstone Research Group, Inc.
Decision Toolbox
DigiCert, Inc.
Dominion Digital

BY EMPLOYER SIZE (continued)

Employer Solutions Group
Gallagher, Flynn & Company, LLP
Geonetric
Greenleaf Trust
Hancock Askew & Co., LLP
Harding, Shymanski and Company,
P.S.C.
Intermountain Financial Group
KiZAN
Kolb+Co
Mango Salon
McCauley Nicolas, CPAs & Advisors
MeetingMatrix International
Milestone Systems, Inc.
Netgain
Northwest Energy Efficiency Alliance
Northwest Lineman College
Northwest Portland Area Indian Health
Board
The Novo Group
NPC Research
Our House
Perspectives, LTD
Pillar Technology
ProtectCell
P.W. Grosser Consulting, Inc.
RiverStar Inc.
Sebaly Shillito + Dyer
Southwest Institute of Healing Arts
Strothman & Company
The Texas Medical Center Library
Wist Office Products
Work Skills Corporation

100-249 Employees
Arysta LifeScience North America
Binkley & Barfield, Inc.
Bottom Line Systems, Inc.
Christopherson Business Travel
CivicPlus
Climax Portable Machining & Welding
Systems
Crossroads Rhode Island
Eastwood Bank
Farbman Group
Frost, Ruttenberg & Rothblatt, P.C.
Henry & Horne, LLP
Jumpstart for Young Children
Kahn, Litwin, Renza & Co., Ltd.
Kentucky Employers Mutual Insurance
(KEMI)
Laughlin Constable
Margolin Winer & Evens
McKinney
Metropolitan Family Service
MHBT Inc.
Michigan Occupational Safety and
Health Administration
Northeast Delta Dental
Northwest Orthopaedic Specialists, PS

PKF Texas
Principal Financials Group
Rhode Island Housing
Senn Dunn Insurance
Service Express, Inc.
Skylla Engineering Ltd.
Software Technology Group
True Partners Consulting
University of Iowa Foundation
US Navy EODTEU TWO

250-499 Employees

Aurora Mental Health Center
Cardinal of Minnesota, Ltd.
EDSI
Hiawatha Homes
Home and Community Options, Inc.
MorganFranklin Corporation
Naval Support Activity – Hampton
Roads, VA
Navy Operational Support Center –
Lemoore, CA
Peckham, Inc.
Rho, Inc.
Sheltering Arms Physical Rehabilitation
Centers
Sikich LLP
Warner Norcross & Judd LLP
Western National Mutual Insurance
Company

500-999 Employees

American Institute of Certified Public
Accountants
Amerisure Mutual Insurance Company
Arizona Health Care Cost Containment
System
Birmingham Metropolitan YMCA
Frankfort Regional Medical Center
Greenleaf Hospitality Group
Incepture
MGIC Investment Corporation
Navy Medicine Professional
Development
OCLC
Ryan LLC
Special Tree Rehabilitation System
Stoel Rives
SunGard Public Sector
Visteon Corporation

1000+ Employees

1-800 CONTACTS, Inc.
AT&T Payroll Office
BDO USA, LLP
BECU
BlueCross BlueShield of Tennessee
Bon Secours
Booz Allen Hamilton
Brown & Brown of Detroit

BY EMPLOYER SIZE (continued)

Bryan Cave, LLP
Building Construction Products Division
of Caterpillar Inc.
Central Baptist Hospital
Children's Hospital Colorado
CliftonLarsonAllen LLP
Deloitte
Dorsey & Whitney LLP
The Dow Chemical Company
Ernst & Young
GoDaddy.com
KPMG
Lexmark International, Inc.
MacAulay-Brown, Inc.
ManpowerGroup
Microchip Technology Inc.
Microsoft Corporation
National Multiple Sclerosis Society –
Michigan Chapter
Naval Education and Training Command
NCH Marketing Services – A Valassis
Company
Portland State University
Prestige Healthcare
Recruit Training Command – Great
Lakes, IL
Rio Salado College
Riverbed Technology
Scientific Research Corporation
Scottsdale Healthcare
Takeda
Turner Construction Company
United Airlines – North Houston
Reservations
Unum
Vaco Richmond, LLC
Valassis Inc.
WellStar Health System
Winona Workforce Center

BY INDUSTRY

Arts, Entertainment and Recreation

Birmingham Metropolitan YMCA

Association-Professional/Trade

AASHE

American Institute of Certified Public Accountants

Arizona Small Business Association

National CASA Association

Biotech

OpenEye Scientific Software Inc.

Rho, Inc.

Business Support Services

AT&T Payroll Office

GoDaddy.com

Image One

markit

NCH Marketing Services – A Valassis Company

Riney Hancock CPAs

Service Express, Inc.

Xvand Technology Corporation

Construction, Mining, Oil and Gas

Turner Construction Company

Consulting

Anvil Media Inc.

Boly:Welch Consulting | Recruiting

Booz Allen Hamilton

Bottom Line Systems, Inc.

BuzzBee Company

capSpire Inc.

Cascade Employers Association

Cascadia Consulting Group

Central Consulting Group

Dominion Digital

ENC Strategy

FosterThomas

The Frontier Project, LLC

Independent Actuaries, Inc.

Kahn, Litwin, Renza & Co., Ltd.

Keats Connelly

Merjent Inc.

MorganFranklin Corporation

The Oliver Group

Open Software Integrators

P.W. Grosser Consulting, Inc.

Pillar Technology

Public Policy Associates

Ryan LLC

Sability

Vaco Richmond, LLC

Xylo Technologies

Educational Services

Fleet Intelligence Training Center

Jumpstart for Young Children

Navy Medicine Professional

Development

Northwest Lineman College

Partnership for Nonprofit Excellence

Portland State University

Rio Salado College

Shodor Education Foundation

Southeast Service Cooperative

Southwest Institute of Healing Arts

The Texas Medical Center Library

University of Iowa Foundation

US Navy EODTEU TWO

WICHE

Finance

AAA Fair Credit Foundation

BECU

Cerini & Associates, LLP

Eastwood Bank

First Alliance Credit Union

Frost, Rutenberg & Rothblatt, P.C.

Greenleaf Trust

Machen McChesney & Chastain LLP

Principal Financials Group

Rose City Mortgage

Sansiveri, Kimball & Co., LLP

True Partners Consulting

Government/Public Administration – State/Local

Adams County Workforce & Business Center

Arapahoe/Douglas Works!

Michigan Occupational Safety and Health Administration

Rhode Island Housing

Winona Workforce Center

Government/Public Administration – Federal

Naval Education and Training Command

Naval Support Activity – Hampton Roads, VA

Navy Operational Support Center – Lemoore, CA

Recruit Training Command – Great Lakes, IL

Health Care and Social Assistance

Arizona Health Care Cost Containment System

Aurora Mental Health Center

Bon Secours

Cardinal of Minnesota, Ltd.

Central Baptist Hospital

Children's Hospital Colorado

Crossroads Rhode Island

Disabled Resources Center, Inc.

Frankfort Regional Medical Center

Full Access

Hiawatha Homes

Home and Community Options, Inc.

National Multiple Sclerosis Society – Michigan Chapter

Northwest Orthopaedic Specialists, PS

BY INDUSTRY (continued)

Orchard Medical Consulting
Oregon Partnership/Lines for Life
Our House
Peckham, Inc.
Prestige Healthcare
Scottsdale Healthcare
Sheltering Arms Physical Rehabilitation Centers
Special Tree Rehabilitation System
Sport & Spine Physical Therapy of Winona, Inc.
Verde Valley Sanctuary
WellStar Health System
WithinReach

High Tech

Access Sciences Corporation
CivicPlus
Cornerstone Research Group, Inc.
CWS, Inc.
DigiCert, Inc.
FMYI, Inc.
Geonetric
Mediaura
MeetingMatrix International
Menlo Innovations LLC
Microchip Technology Inc.
Microsoft Corporation
Netgain
OCLC
Project Evolution
Riverbed Technology
Software Technology Group
SunGard Public Sector
Train Signal
YES Community Counseling Center

Insurance

Amerisure Mutual Insurance Company
BlueCross BlueShield of Tennessee
Brown & Brown of Detroit
HCW Employee Benefit Services
Intermountain Financial Group
JA Counter
Kentucky Employers Mutual Insurance (KEMI)
Matthews Benefit Group, Inc.
MGIC Investment Corporation
MHBT Inc.
Northeast Delta Dental
Senn Dunn Insurance
Unum
Western National Mutual Insurance Company

Manufacturing – Durable Goods

Aerzen USA Corporation
Aribex, Inc.
Building Construction Products Division of Caterpillar Inc.

Climax Portable Machining & Welding Systems
Visteon Corporation

Manufacturing – Non-Durable Goods

gDiapers
Milestone Systems, Inc.

Other Services

Arizona Bar Foundation
Arysta LifeScience North America
Bryan Cave, LLP
Catholic Charities
Christopherson Business Travel
Colorado Rocky Mountain Lions Club
Communities In Schools of NC, Inc.
Community Management Group
Deloitte
Dorsey & Whitney LLP
The Dow Chemical Company
Durham Convention and Visitors' Bureau
EDSI
Hawthorne Auto Clinic Inc.
Infocom
Jakob Marketing Partners
Kolb+Co
LaBov & Beyond
Laughlin Constable
Lexmark International, Inc.
ManpowerGroup
McKinney
McKinnon-Mulherin, Inc.
Metropolitan Family Service
PKF Texas
Professional Solutions Plus, Inc.
River Network
Rochester Area Chamber of Commerce
Scientific Research Corporation
Stoel Rives
Sturgill, Turner, Barker & Moloney, PLLC
Valassis Inc.
Work Skills Corporation

Pharmaceutical

Takeda

Real Estate, Rental, Leasing

Farbman Group

Religious, Grant-Making, Civic, Professional and Similar Organizations

United Way of Olmsted County, Inc.

Retail/Wholesale Trade

1-800 CONTACTS, Inc.
Autohaus Arizona, Inc.
Office Furniture Group
Vital Choice Wild Seafood, Inc.
Wist Office Products

Services – Accommodation, Food and Drinking Places

Greenleaf Hospitality Group

BY INDUSTRY (continued)

Services – Professional, Scientific and Technical

Alexander & Company, PSC
American Journal Experts
Architecture Technology Corporation
Armao, Costa, & Riccardi, CPAs, P.C.
Averett Warmus Durkee Osburn
Henning, P.A.
Bader Martin, P.S.
BDO USA, LLP
Binkley & Barfield, Inc.
Chameleon Technologies, Inc.
CliftonLarsonAllen LLP
Core Creative Inc.
Creative Plan Designs, Ltd.
Cross Gunter Witherspoon &
Galchus P.C.
Decision Toolbox
DesignHammer Media Group LLC
Dynamic Edge, Inc.
Employer Solutions Group
Ernst & Young
Express Employment Professionals
Gallagher, Flynn & Company, LLP
Hancock Askew & Co., LLP
Harding, Shymanski and Company,
P.S.C.
Henry & Horne, LLP
Humanix
Incepture
InGrid Design LLC
Isler CPA LLC
KiZAN
KPMG
MacAulay-Brown, Inc.
Mahoney Ulbrich Christiansen Russ PA
Management Recruiters of Chattanooga-
Brainerd
Mango Salon
Margolin Winer & Evens
MarketReach, Inc.
McCauley Nicolas, CPAs & Advisors
Mediascope
Mom Corps
Morrison & Associates CPAs
The Nagler Group
Next Wave Systems LLC
Northwest Portland Area Indian Health
Board
Northwest Staffing Resources
The Novo Group
NPC Research
Orbit Logic Incorporated
Perspectives, LTD
Sebaly Shillito + Dyer
Sikich LLP
Skylia Engineering Ltd.
Staffing Solutions Enterprises
Warner Norcross & Judd LLP

Telecommunications

ProtectCell
The VIA Group

Transportation and Warehousing

Ride Connection
RiverStar Inc.
United Airlines – North Houston
Reservations

Utilities

Northwest Energy Efficiency Alliance
Strothman & Company

BY BUSINESS ISSUE

Improving Recruitment and Retention

American Institute of Certified Public Accountants
Armao, Costa, & Riccardi, CPAs, P.C.
Ernst & Young
Frost, Ruttenberg & Rothblatt, P.C.
Humanix
Image One
Kahn, Litwin, Renza & Co., Ltd.
Navy Operational Support Center – Lemoore, CA
NCH Marketing Services – A Valassis Company
Northwest Orthopaedic Specialists, PS Perspectives, LTD
Prestige Healthcare
Principal Financials Group
Recruit Training Command – Great Lakes, IL
Sansiveri, Kimball & Co., LLP
Skylla Engineering Ltd.
True Partners Consulting
Turner Construction Company
US Navy EODTEU TWO
Visteon Corporation

Enhancing Employee Engagement

Anvil Media Inc.
Arapahoe/Douglas Works!
AT&T Payroll Office
Aurora Mental Health Center
Brown & Brown of Detroit
Building Construction Products Division of Caterpillar Inc.
Cascade Employers Association
Community Management Group
Core Creative Inc.
Creative Plan Designs, Ltd.
Dominion Digital
Eastwood Bank
Frankfort Regional Medical Center
Full Access
Isler CPA LLAccC
Keats Connelly
Kolb+Co
LaBov & Beyond
ManpowerGroup
Menlo Innovations LLC
Ride Connection
Service Express, Inc.
Staffing Solutions Enterprises
Takeda
Unum
WellStar Health System

Reducing Absenteeism

Access Sciences Corporation
Alexander & Company, PSC
Armao, Costa, & Riccardi, CPAs, P.C.
Aurora Mental Health Center
Autohaus Arizona, Inc.
Cerini & Associates, LLP
Creative Plan Designs, Ltd.
DesignHammer Media Group LLC
EDSI

Employer Solutions Group
Farbman Group
Frost, Ruttenberg & Rothblatt, P.C.
Greenleaf Trust
Hancock Askew & Co., LLP
Infincorm
Jakob Marketing Partners
Kolb+Co
Laughlin Constable
Mahoney Ulbrich Christiansen Russ PA
markit
Mediaura
Menlo Innovations LLC
Northwest Lineman College
Our House
Pillar Technology
Professional Solutions Plus, Inc.
Public Policy Associates
P.W. Grosser Consulting, Inc.
Sebaly Shillito + Dyer
Southeast Service Cooperative
Southwest Institute of Healing Arts
Stoel Rives
Valassis Inc.
Verde Valley Sanctuary
Visteon Corporation

Providing Exceptional Client Service

American Institute of Certified Public Accountants
EDSI
Frost, Ruttenberg & Rothblatt, P.C.
McCauley Nicolas, CPAs & Advisors
Perspectives, LTD
Prestige Healthcare
Ryan LLC
Sikich LLP

Reducing Business Costs

Alexander & Company, PSC
Binkley & Barfield, Inc.
Brown & Brown of Detroit
Cascade Employers Association
Hancock Askew & Co., LLP
Mahoney Ulbrich Christiansen Russ PA
Ryan LLC
Valassis Inc.
Warner Norcross & Judd LLP
Western National Mutual Insurance Company

Enhancing Productivity and Profitability

1-800 CONTACTS, Inc.
Alexander & Company, PSC
Anvil Media Inc.
Architecture Technology Corporation
Arizona Bar Foundation
Arizona Health Care Cost Containment System
Armao, Costa, & Riccardi, CPAs, P.C.
AT&T Payroll Office
Aurora Mental Health Center
Autohaus Arizona, Inc.
Bottom Line Systems, Inc.
capSpire Inc.

BY BUSINESS ISSUE (continued)

Cascade Employers Association
CliftonLarsonAllen LLP
Creative Plan Designs, Ltd.
CWS, Inc.
Decision Toolbox
DesignHammer Media Group LLC
DigiCert, Inc.
Employer Solutions Group
Ernst & Young
Express Employment Professionals
FosterThomas
Frankfort Regional Medical Center
The Frontier Project, LLC
Frost, Ruttenberg & Rothblatt, P.C.
Full Access
gDiapers
Henry & Horne, LLP
Image One
InGrid Design LLC
Keats Connelly
Kolb+Co
Laughlin Constable
Mahoney Ulbrich Christiansen Russ PA
Management Recruiters of Chattanooga-
Brainerd
Mediascope
Mediaura
Menlo Innovations LLC
Michigan Occupational Safety and
Health Administration
Northwest Energy Efficiency Alliance
NPC Research
OCLC
Office Furniture Group
Our House
Pillar Technology
PKF Texas
Principal Financials Group
Professional Solutions Plus, Inc.
Project Evolution
ProtectCell
Public Policy Associates
P.W. Grosser Consulting, Inc.
Rhode Island Housing
Ryan LLC
Sabity
Service Express, Inc.
Southeast Service Cooperative
Staffing Solutions Enterprises
Train Signal
University of Iowa Foundation

Unlocking Innovation and Creativity

Arizona Bar Foundation
BuzzBee Company
CivicPlus
Dominion Digital
Durham Convention and Visitors' Bureau
First Alliance Credit Union
Fleet Intelligence Training Center
The Frontier Project, LLC
Geonetric
JA Counter
McKinney
Milestone Systems, Inc.

Morrison & Associates CPAs
NPC Research
OpenEye Scientific Software Inc.
Open Software Integrators
Rho, Inc.

Addressing Generational Differences

Arizona Health Care Cost Containment
System
Binkley & Barfield, Inc.
Bon Secours
Booz Allen Hamilton
Catholic Charities
Central Baptist Hospital
Central Consulting Group
CliftonLarsonAllen LLP
Climax Portable Machining & Welding
Systems
Dorsey & Whitney LLP
Frankfort Regional Medical Center
Independent Actuaries, Inc.
Jumpstart for Young Children
KPMG
Microsoft Corporation
Northwest Orthopaedic Specialists, PS
Rhode Island Housing
Shodor Education Foundation
Sikich LLP
Southeast Service Cooperative
United Way of Olmsted County, Inc.
Verde Valley Sanctuary
Western National Mutual Insurance
Company

Developing Staff

Access Sciences Corporation
American Institute of Certified Public
Accountants
Aurora Mental Health Center
Autohaus Arizona, Inc.
BECU
Birmingham Metropolitan YMCA
BlueCross BlueShield of Tennessee
Boly:Welch Consulting | Recruiting
Bon Secours
Bottom Line Systems, Inc.
Brown & Brown of Detroit
Building Construction Products Division
of Caterpillar Inc.
BuzzBee Company
Bryan Cave, LLP
Cardinal of Minnesota, Ltd.
Cascadia Consulting Group
Central Baptist Hospital
Chameleon Technologies, Inc.
Children's Hospital Colorado
CliftonLarsonAllen LLP
Colorado Rocky Mountain Lions Club
Creative Plan Designs, Ltd.
Cross Gunter Witherspoon & Galchus P.C.
CWS, Inc.
Decision Toolbox
DigiCert, Inc.
Disabled Resources Center, Inc.
Dominion Digital

BY BUSINESS ISSUE (continued)

Dorsey & Whitney LLP
The Dow Chemical Company
Durham Convention and Visitors' Bureau
EDSI
Express Employment Professionals
Fleet Intelligence Training Center
Frost, Ruttenberg & Rothblatt, P.C.
GoDaddy.com
Greenleaf Hospitality Group
Greenleaf Trust
Harding, Shymanski and Company, P.S.C.
Hawthorne Auto Clinic Inc.
Henry & Horne, LLP
Hiawatha Homes
Home and Community Options, Inc.
Humanix
Image One
Independent Actuaries, Inc.
Intermountain Financial Group
Jakob Marketing Partners
Keats Connelly
KPMG
LaBov & Beyond
Laughlin Constable
Machen McChesney & Chastain LLP
Mahoney Ulbrich Christiansen Russ PA
Mango Salon
Margolin Winer & Evens
Matthews Benefit Group, Inc.
McCauley Nicolas, CPAs & Advisors
Merjent Inc.
Michigan Occupational Safety and Health Administration
Microchip Technology Inc.
Microsoft Corporation
Morrison & Associates CPAs
Northeast Delta Dental
Northwest Lineman College
Northwest Orthopaedic Specialists, PS
Northwest Portland Area Indian Health Board
The Novo Group
Orchard Medical Consulting
Peckham, Inc.
PKF Texas
Principal Financials Group
Public Policy Associates
P.W. Grosser Consulting, Inc.
Rhode Island Housing
Rio Salado College
RiverStar Inc.
Rose City Mortgage
Ryan LLC
Scottsdale Healthcare
Sheltering Arms Physical Rehabilitation Centers
Sikich LLP
Software Technology Group
Southwest Institute of Healing Arts
Special Tree Rehabilitation System
Stoel Rives
SunGard Public Sector
Turner Construction Company
United Airlines – North Houston Reservations
United Way of Olmsted County, Inc.
Unum
US Navy EODTEU TWO
Vaco Richmond, LLC
WellStar Health System
Western National Mutual Insurance Company
Xylo Technologies

Promoting Health and Wellness; Reducing Stress
AASHE
Access Sciences Corporation
Adams County Workforce & Business Center
Alexander & Company, PSC
American Institute of Certified Public Accountants
Armao, Costa, & Riccardi, CPAs, P.C.
Arysta LifeScience North America
Binkley & Barfield, Inc.
BlueCross BlueShield of Tennessee
Bon Secours
Brown & Brown of Detroit
Climax Portable Machining & Welding Systems
Community Management Group
Creative Plan Designs, Ltd.
Crossroads Rhode Island
Deloitte
DigiCert, Inc.
Dominion Digital
Eastwood Bank
Employer Solutions Group
Express Employment Professionals
First Alliance Credit Union
Fleet Intelligence Training Center
Frost, Ruttenberg & Rothblatt, P.C.
Geonetric
GoDaddy.com
Greenleaf Trust
Hancock Askew & Co., LLP
Harding, Shymanski and Company, P.S.C.
HCW Employee Benefit Services
Hiawatha Homes
Humanix
Inficom
InGrid Design LLC
Intermountain Financial Group
Kahn, Litwin, Renza & Co., Ltd.
Keats Connelly
Laughlin Constable
Lexmark International, Inc.
Machen McChesney & Chastain LLP
Mediaura
Merjent Inc.
MHBT Inc.
Microchip Technology Inc.
Mom Corps
The Nagler Group
Naval Education and Training Command
Naval Support Activity – Hampton Roads, VA
Netgain
Northwest Portland Area Indian Health Board

BY BUSINESS ISSUE (continued)

OCLC
Office Furniture Group
Orchard Medical Consulting
Partnership for Nonprofit Excellence
Perspectives, LTD
Principal Financials Group
Professional Solutions Plus, Inc.
ProtectCell
Recruit Training Command – Great
Lakes, IL
Rhode Island Housing
Riney Hancock CPAs
Rio Salado College
Riverbed Technology
Sheltering Arms Physical Rehabilitation
Centers
Shodor Education Foundation
Sikich LLP
Southeast Service Cooperative
Stoel Rives
Southwest Institute of Healing Arts
Sport & Spine Physical Therapy of
Winona, Inc.
The Texas Medical Center Library
Train Signal
True Partners Consulting
Turner Construction Company
United Way of Olmsted County, Inc.
University of Iowa Foundation
Unum
US Navy EODTEU TWO
Vaco Richmond, LLC
Visteon Corporation
Vital Choice Wild Seafood, Inc.
Warner Norcross & Judd LLP
WellStar Health System
Western National Mutual Insurance
Company
Winona Workforce Center
Work Skills Corporation

Making Work Fun

Arizona Bar Foundation
Bottom Line Systems, Inc.
Chameleon Technologies, Inc.
Crossroads Rhode Island
DigiCert, Inc.
EDSI
Employer Solutions Group
Frost, Rutenberg & Rothblatt, P.C.
Geonetric
GoDaddy.com
Incepture
Infincom
Jakob Marketing Partners
Kentucky Employers Mutual Insurance
(KEMI)
Laughlin Constable
Naval Support Activity – Hampton
Roads, VA
Partnership for Nonprofit Excellence
Staffing Solutions Enterprises
Stoel Rives
Unum
Valassis Inc.

Emphasizing Communications with Staff

AT&T Payroll Office
Averett Warmus Durkee Osburn
Henning, P.A.
Catholic Charities
CliftonLarsonAllen LLP
Cornerstone Research Group, Inc.
Dynamic Edge, Inc.
Ernst & Young
FMYI, Inc.
Greenleaf Trust
Incepture
Mahoney Ulbrich Christiansen Russ PA
Margolin Winer & Evens
McKinney
MeetingMatrix International
Milestone Systems, Inc.
Naval Education and Training Command
Rho, Inc.
River Network
Sansiveri, Kimball & Co., LLP
Verde Valley Sanctuary
Vital Choice Wild Seafood, Inc.
YES Community Counseling Center

Seeking Employee Input

Aribex, Inc.
Brown & Brown of Detroit
Catholic Charities
Children's Hospital Colorado
CivicPlus
CliftonLarsonAllen LLP
Climax Portable Machining & Welding
Systems
Frankfort Regional Medical Center
Geonetric
GoDaddy.com
Harding, Shymanski and Company, P.S.C.
Mango Salon
MeetingMatrix International
National CASA Association
National Multiple Sclerosis Society –
Michigan Chapter
Naval Education and Training Command
Northwest Lineman College
Prestige Healthcare
Work Skills Corporation

Helping Employees Manage Transportation Costs

Aurora Mental Health Center
Cascade Employers Association
Cascadia Consulting Group
Communities In Schools of NC, Inc.
Creative Plan Designs, Ltd.
Hawthorne Auto Clinic Inc.
Navy Medicine Professional
Development
Northwest Energy Efficiency Alliance
Scottsdale Healthcare
Takeda
United Airlines – North Houston
Reservations
Unum

BY TYPE OF FLEXIBILITY

Flex Careers

Phase Retirement

Averett Warmus Durkee Osburn
Henning, P.A.
BDO USA, LLP
Binkley & Barfield, Inc.
Bon Secours
Cardinal of Minnesota, Ltd.
Cascadia Consulting Group
CWS, Inc.
Eastwood Bank
First Alliance Credit Union
Frost, Ruttenberg & Rothblatt, P.C.
Full Access
Independent Actuaries, Inc.
ManpowerGroup
MHBT Inc.
Northwest Orthopaedic Specialists, PS
Principal Financials Group
Ryan LLC
Southeast Service Cooperative
Stoel Rives
Sturgill, Turner, Barker & Moloney, PLLC

Sabbaticals

BlueCross BlueShield of Tennessee
Cascadia Consulting Group
Geonetric
McKinnon-Mulherin, Inc.
OpenEye Scientific Software Inc.
Stoel Rives
Xylo Technologies

Caregiving Leave (including maternity, paternity, adoption, elder care, or for a seriously ill family member)

1-800 CONTACTS, Inc.
Access Sciences Corporation
Adams County Workforce & Business Center
BDO USA, LLP
BlueCross BlueShield of Tennessee
Cornerstone Research Group, Inc.
Cross Gunter Witherspoon & Galchus P.C.
Dominion Digital
Dorsey & Whitney LLP
gDiapers
GoDaddy.com
Laughlin Constable
Mango Salon
McKinnon-Mulherin, Inc.
OCLC
OpenEye Scientific Software Inc.
Recruit Training Command – Great Lakes, IL
Rhode Island Housing
Scientific Research Corporation
WellStar Health System

Choices in Managing Time

Control Over Work Schedules

Adams County Workforce & Business Center
Alexander & Company, PSC
Amerisure Mutual Insurance Company
Arizona Bar Foundation
Arizona Small Business Association
Arysta LifeScience North America
AT&T Payroll Office
Birmingham Metropolitan YMCA
Boly:Welch Consulting | Recruiting
Bottom Line Systems, Inc.
Brown & Brown of Detroit
Building Construction Products Division of Caterpillar Inc.
BuzzBee Company
Cascadia Consulting Group
Catholic Charities
Central Baptist Hospital
Central Consulting Group
CivicPlus
Communities In Schools of NC, Inc.
Core Creative Inc.
Cross Gunter Witherspoon & Galchus P.C.
Deloitte
DesignHammer Media Group LLC
Dominion Digital
The Dow Chemical Company
EDSI
FosterThomas
Frost, Ruttenberg & Rothblatt, P.C.
Geonetric
Harding, Shymanski and Company, P.S.C.
Hiawatha Homes
Home and Community Options, Inc.
Humanix
Independent Actuaries, Inc.
Infincom
JA Counter
Kolb+Co
KPMG
LaBov & Beyond
Machen McChesney & Chastain LLP
Management Recruiters of Chattanooga-Brainerd
Mango Salon
MarketReach, Inc.
McCauley Nicolas, CPAs & Advisors
Metropolitan Family Service
NCH Marketing Services – A Valassis Company
Northeast Delta Dental
Northwest Energy Efficiency Alliance
Northwest Orthopaedic Specialists, PS
NPC Research
Orbit Logic Incorporated

BY TYPE OF FLEXIBILITY (continued)

Oregon Partnership/Lines for Life
Our House
ProtectCell
Riney Hancock CPAs
Rose City Mortgage
Ryan LLC
Sansiveri, Kimball & Co., LLP
Scottsdale Healthcare
Southeast Service Cooperative
The Texas Medical Center Library
The VIA Group
Vital Choice Wild Seafood, Inc.
WellStar Health System
Work Skills Corporation
Xvand Technology Corporation
Xylo Technologies
YES Community Counseling Center

Control Over Shift

1-800 CONTACTS, Inc.
Aribex, Inc.
Bon Secours
Children's Hospital Colorado
Employer Solutions Group
Express Employment Professionals
Full Access
Mediascope
Prestige Healthcare
United Airlines – North Houston
Reservations
Verde Valley Sanctuary

Time Off

For Personal Illness

Birmingham Metropolitan YMCA
Bottom Line Systems, Inc.
Kentucky Employers Mutual Insurance
(KEMI)
MarketReach, Inc.
markit
McKinnon-Mulherin, Inc.
MeetingMatrix International
Sport & Spine Physical Therapy of
Winona, Inc.

To Care for Sick Children

FosterThomas
Geonetric
InGrid Design LLC
McCauley Nicolas, CPAs & Advisors
Our House
Scottsdale Healthcare

For Elder Care Responsibilities

Home and Community Options, Inc.
Lexmark International, Inc.
Portland State University
Sansiveri, Kimball & Co., LLP

Vacation Time/Holidays

AAA Fair Credit Foundation
Birmingham Metropolitan YMCA
capSpire Inc.

Communities In Schools of NC, Inc.
The Frontier Project, LLC
Hawthorne Auto Clinic Inc.
Kolb+Co
Lexmark International, Inc.
Mango Salon
McKinnon-Mulherin, Inc.
MorganFranklin Corporation
NCH Marketing Services – A Valassis
Company
Next Wave Systems LLC
OCLC
The Oliver Group
Project Evolution
Rhode Island Housing
United Airlines – North Houston
Reservations
Vital Choice Wild Seafood, Inc.
Work Skills Corporation

For Volunteer Work

Bader Martin, P.S.
BlueCross BlueShield of Tennessee
Boly:Welch Consulting | Recruiting
capSpire Inc.
Colorado Rocky Mountain Lions Club
Core Creative Inc.
Eastwood Bank
EDSI
Farbman Group
Hancock Askew & Co., LLP
Humanix
Kentucky Employers Mutual Insurance
(KEMI)
Kolb+Co
Mahoney Ulbrich Christiansen Russ PA
Margolin Winer & Evens
markit
McKinney
MorganFranklin Corporation
Northwest Energy Efficiency Alliance
Partnership for Nonprofit Excellence
ProtectCell
P.W. Grosser Consulting, Inc.
Sport & Spine Physical Therapy of
Winona, Inc.
Stoel Rives
The Texas Medical Center Library
Vaco Richmond, LLC
Vital Choice Wild Seafood, Inc.
Western National Mutual Insurance
Company
PTO (Paid Time Off)
AT&T Payroll Office
Bader Martin, P.S.
Boly:Welch Consulting | Recruiting
CliftonLarsonAllen LLP
DigiCert, Inc.
Employer Solutions Group
FMYI, Inc.

BY TYPE OF FLEXIBILITY (continued)

GoDaddy.com
Harding, Shymanski and Company,
P.S.C.
Kentucky Employers Mutual Insurance
(KEMI)
Mango Salon
markit
MeetingMatrix International
Milestone Systems, Inc.
Northwest Staffing Resources
Principal Financials Group
Professional Solutions Plus, Inc.
Sansiveri, Kimball & Co., LLP
The Texas Medical Center Library
True Partners Consulting
Vaco Richmond, LLC
The VIA Group
Western National Mutual Insurance
Company

Reduced Time

Part Time

1-800 CONTACTS, Inc.
Access Sciences Corporation
American Institute of Certified Public
Accountants
Averett Warmus Durkee Osburn
Henning, P.A.
Bon Secours
Bottom Line Systems, Inc.
BuzzBee Company
Cornerstone Research Group, Inc.
Crossroads Rhode Island
Disabled Resources Center, Inc.
Dorsey & Whitney LLP
The Dow Chemical Company
Employer Solutions Group
Full Access
Hiawatha Homes
Image One
Independent Actuaries, Inc.
Kahn, Litwin, Renza & Co., Ltd.
Laughlin Constable
Machen McChesney & Chastain LLP
Mango Salon
ManpowerGroup
Microsoft Corporation
Morrison & Associates CPAs
OCLC
Principal Financials Group
Rhode Island Housing
Sheltering Arms Physical Rehabilitation
Centers
Sikich LLP
Sturgill, Turner, Barker & Moloney, PLLC
The Texas Medical Center Library
University of Iowa Foundation
Verde Valley Sanctuary
Warner Norcross & Judd LLP
WellStar Health System
Xylo Technologies

Job Sharing

BlueCross BlueShield of Tennessee
Bon Secours
Bottom Line Systems, Inc.
The Dow Chemical Company
Employer Solutions Group
Full Access
Geonetric
KPMG
Microsoft Corporation
OCLC
Scottsdale Healthcare
Skylla Engineering Ltd.
Sturgill, Turner, Barker & Moloney, PLLC
Turner Construction Company
Warner Norcross & Judd LLP

Part Year

BDO USA, LLP
Harding, Shymanski and Company,
P.S.C.
Hiawatha Homes

Flex Time and Place

Traditional Flex Time

American Institute of Certified Public
Accountants
Arizona Bar Foundation
Aurora Mental Health Center
Averett Warmus Durkee Osburn
Henning, P.A.
Bader Martin, P.S.
Birmingham Metropolitan YMCA
Boly:Welch Consulting | Recruiting
Booz Allen Hamilton
BuzzBee Company
capSpire Inc.
Cascadia Consulting Group
Cerini & Associates, LLP
Climax Portable Machining & Welding
Systems
Core Creative Inc.
Cross Gunter Witherspoon &
Galchus P.C.
Crossroads Rhode Island
CWS, Inc.
FosterThomas
Frost, Ruttenberg & Rothblatt, P.C.
Full Access
gDiapers
Geonetric
Greenleaf Hospitality Group
Henry & Horne, LLP
Home and Community Options, Inc.
Independent Actuaries, Inc.
JA Counter
Jumpstart for Young Children
KPMG
Laughlin Constable
Management Recruiters of Chattanooga-
Brainerd

BY TYPE OF FLEXIBILITY (continued)

McCauley Nicolas, CPAs & Advisors
Mediaura
Merjent Inc.
MorganFranklin Corporation
Navy Operational Support Center –
Lemoore, CA
Netgain
Northeast Delta Dental
OCLC
Oregon Partnership/Lines for Life
Pillar Technology
Prestige Healthcare
Project Evolution
Rochester Area Chamber of Commerce
Senn Dunn Insurance
Service Express, Inc.
Train Signal
Visteon Corporation
Work Skills Corporation
Xvand Technology Corporation
YES Community Counseling Center

Daily Flex Time

Alexander & Company, PSC
Architecture Technology Corporation
Arizona Small Business Association
Arysta LifeScience North America
Bon Secours
Bottom Line Systems, Inc.
Central Consulting Group
Colorado Rocky Mountain Lions Club
Farbman Group
Hiawatha Homes
Infincom
Keats Connelly
Kentucky Employers Mutual Insurance
(KEMI)
Kolb+Co
Microsoft Corporation
Naval Education and Training Command
Our House
Ryan LLC
Strothman & Company
SunGard Public Sector
True Partners Consulting
Valassis Inc.
Wist Office Products
WithinReach

Compressed Workweeks

Aerzen USA Corporation
American Institute of Certified Public
Accountants
Aribex, Inc.
Armao, Costa, & Riccardi, CPAs, P.C.
AT&T Payroll Office
Bader Martin, P.S.
Binkley & Barfield, Inc.
BlueCross BlueShield of Tennessee
Booz Allen Hamilton
Communities In Schools of NC, Inc.

Cross Gunter Witherspoon &
Galchus P.C.
First Alliance Credit Union
Fleet Intelligence Training Center
Independent Actuaries, Inc.
Keats Connelly
KPMG
LaBov & Beyond
Metropolitan Family Service
Michigan Occupational Safety and
Health Administration
Microsoft Corporation
Naval Education and Training Command
NCH Marketing Services – A Valassis
Company
Northeast Delta Dental
Northwest Energy Efficiency Alliance
Northwest Orthopaedic Specialists, PS
OCLC
Pillar Technology
Scottsdale Healthcare
Sheltering Arms Physical Rehabilitation
Centers
Southeast Service Cooperative
Sturgill, Turner, Barker & Moloney, PLLC
Takeda
Turner Construction Company
Flex Place (includes telecommuting)
AAA Fair Credit Foundation
Access Sciences Corporation
Adams County Workforce & Business
Center
AT&T Payroll Office
Aurora Mental Health Center
Autohaus Arizona, Inc.
BDO USA, LLP
BlueCross BlueShield of Tennessee
Booz Allen Hamilton
Building Construction Products Division
of Caterpillar Inc.
capSpire Inc.
Cardinal of Minnesota, Ltd.
Catholic Charities
Central Baptist Hospital
Children's Hospital Colorado
Christopherson Business Travel
CivicPlus
Climax Portable Machining & Welding
Systems
Colorado Rocky Mountain Lions Club
Communities In Schools of NC, Inc.
Community Management Group
Decision Toolbox
Deloitte
Dominion Digital
Durham Convention and Visitors' Bureau
EDSI
ENC Strategy
Ernst & Young

BY TYPE OF FLEXIBILITY (continued)

First Alliance Credit Union
Fleet Intelligence Training Center
FosterThomas
Frankfort Regional Medical Center
The Frontier Project, LLC
Geonetric
Greenleaf Hospitality Group
Home and Community Options, Inc.
Humanix
Image One
Incepture
Intermountain Financial Group
Jakob Marketing Partners
Jumpstart for Young Children
KiZAN
KPMG
LaBov & Beyond
MacAulay-Brown, Inc.
Mahoney Ulbrich Christiansen Russ PA
Management Recruiters of Chattanooga-
Brainerd
ManpowerGroup
MarketReach, Inc.
McKinney
Mediaura
Metropolitan Family Service
MHBT Inc.
Michigan Occupational Safety and
Health Administration
National CASA Association
National Multiple Sclerosis Society –
Michigan Chapter
Naval Education and Training Command
Navy Medicine Professional
Development
NCH Marketing Services – A Valassis
Company
Northeast Delta Dental
Northwest Lineman College
Northwest Orthopaedic Specialists, PS
Northwest Portland Area Indian Health
Board
NPC Research
OCLC
Office Furniture Group
OpenEye Scientific Software Inc.
Orbit Logic Incorporated
Peckham, Inc.
PKF Texas
Portland State University
ProtectCell
Rio Salado College
Strothman & Company
Train Signal
Unum
Valassis Inc.
WICHE
WithinReach

Economic Security

Tuition Reimbursement

BECU
BlueCross BlueShield of Tennessee
Building Construction Products Division
of Caterpillar Inc.
Central Baptist Hospital
Children's Hospital Colorado
CliftonLarsonAllen LLP
Communities In Schools of NC, Inc.
Eastwood Bank
Ernst & Young
Fleet Intelligence Training Center
Microchip Technology Inc.
MorganFranklin Corporation
Next Wave Systems LLC
Orchard Medical Consulting
Public Policy Associates
P.W. Grosser Consulting, Inc.
Recruit Training Command – Great
Lakes, IL
Rhode Island Housing
Scottsdale Healthcare
Sebaly Shillito + Dyer
Sheltering Arms Physical Rehabilitation
Centers
Skylla Engineering Ltd.
Southeast Service Cooperative
Special Tree Rehabilitation System

Retirement Planning

Microchip Technology Inc.
Next Wave Systems LLC
OpenEye Scientific Software Inc.
Portland State University
Riverbed Technology

Support for Employees

Support for New Parents

BDO USA, LLP
Cornerstone Research Group, Inc.
gDiapers
Lexmark International, Inc.
Menlo Innovations LLC
Morrison & Associates CPAs
National CASA Association
Portland State University

Support for Veterans and Military Families

1-800 CONTACTS, Inc.
AAA Fair Credit Foundation
Adams County Workforce & Business
Center
Arapahoe/Douglas Works!
Arizona Health Care Cost Containment
System
BDO USA, LLP
Binkley & Barfield, Inc.
Birmingham Metropolitan YMCA
Bon Secours

BY TYPE OF FLEXIBILITY (continued)

Booz Allen Hamilton
Catholic Charities
CivicPlus
Community Management Group
Deloitte
Dorsey & Whitney LLP
EDSI
Henry & Horne, LLP
Incepture
Lexmark International, Inc.
McKinnon-Mulherin, Inc.
Michigan Occupational Safety and
Health Administration
Microchip Technology Inc.
MorganFranklin Corporation
Naval Support Activity – Hampton
Roads, VA
Navy Medicine Professional
Development
Open Software Integrators
Oregon Partnership/Lines for Life
Peckham, Inc.
Principal Financials Group
Rio Salado College
Sability
Scottsdale Healthcare
Shodor Education Foundation
Skylla Engineering Ltd.
Southwest Institute of Healing Arts
Takeda
University of Iowa Foundation
Valassis Inc.
Visteon Corporation
Western National Mutual Insurance
Company

In Times of Need or Emergencies

1-800 CONTACTS, Inc.
Amerisure Mutual Insurance Company
Cardinal of Minnesota, Ltd.
Cascadia Consulting Group
Christopherson Business Travel
CivicPlus
Community Management Group
Creative Plan Designs, Ltd.
Humanix
The Nagler Group
The Novo Group
Office Furniture Group
Sheltering Arms Physical Rehabilitation
Centers
The Texas Medical Center Library
University of Iowa Foundation
Verde Valley Sanctuary

HONORABLE MENTION RECIPIENTS

Arizona

Anesthesia Specialty Billing Services, PLLC
CBIZ MHM, LLC

California

Center for Seabees & Facilities Engineering – Port Hueneme, CA

Colorado

Agency of Credit Control, Inc.

Florida

Defense Act for Non-Traditional Education Support – Pensacola, FL

Georgia

CyQuest Business Solutions, Inc.

Michigan

Southgate Surgery Center
Spectrum Health Zeeland Community Hospital

Minnesota

Custom Alarm/Custom Communications, Inc. – Rochester, MN
Stoel Rives – Minneapolis, MN

New Jersey

cSubs

New York

Jackson Lewis

Oregon

Green Building Services
Mother's Bistro & Bar

Rhode Island

Rhode Island Legal Services, Inc.

Texas

Brown & Gay Engineers, Inc.
Klotz Associates, Inc.

Virginia

Comprehensive Health Services

Washington

Career Path Services
Stoel Rives – Seattle, WA

Wisconsin

Herzing University – Milwaukee, WI
Herzing University Online – Menomonee Falls, WI

“**T**his Guide is a gold mine.”

– John C. Parry Jr.
President & CEO, Solix Inc.
Five-time Sloan Award Winner

“Anybody can say ‘we have a flexible work environment.’ The question is, are you really walking the talk? Receiving the Sloan Award is the gold standard for that. It proves it.”

– G. Brint Ryan
CEO, Ryan LLC
Fourteen winning worksites in
2011 Sloan Awards



Families and Work Institute



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