2011 GUIDE TO BOLD NEW IDEAS FOR MAKING WORK WORK
First and foremost, Families and Work Institute (FWI) would like to acknowledge the exemplary organizations profiled in this Guide. They are the leading lights in creating workplaces that fit 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 organizational success. We hope that other employers will be inspired by the ideas—and the business impacts—they read about here.

Thanks to Sheila Eby for her masterful prose. She has honed the art of capturing in a few sentences the most innovative ideas and impressive results of these award-winning employers. Thanks too to Tom Worger who, as a contributing writer, has been invaluable in the creation of this Guide.

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

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

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. This work would have not been possible without their insightful leadership.

Thanks to our local partners—chambers of commerce 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.

Finally, our thanks to the Society for Human Resource Management (SHRM). Together, FWI and SHRM announced on February 1, 2011 a multiyear partnership that is poised to expand When Work Works and the Sloan Awards. This partnership will combine FWI’s preeminent research on the changing workforce, family and community with SHRM’s more than 255,000 human resource professionals, who understand the needs of the changing workforce and workplace, to help transform workplaces by highlighting the importance of effective and flexible workplace strategies to improve the bottom line.

Ellen Galinsky and Lois Backon
Co-Directors of When Work Works
Families and Work Institute
2011 GUIDE TO
BOLD NEW IDEAS
FOR MAKING
WORK WORK

New Ideas and Promising Practices from the 2009 and 2010 Winners of the Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility

A publication of When Work Works
www.whenworkworks.org

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*2011 Guide to Bold New Ideas for Making Work Work*
INTRODUCTION

This Guide profiles promising and innovative practices from 425 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 Awards for Business Excellence in Workplace Flexibility in 2009 and/or 2010. 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 come from all over the country, representing 40 states and the District of Columbia—and, in addition, include two overseas naval posts: one in Germany, the other Italy.

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 make work “work.”


For more information, visit www.whenworkworks.org.
It’s Because We Are Asking, Listening and Acting: Creating Workplaces for the 21st Century

By Ellen Galinsky, President, Families and Work Institute

At a press conference on February 1, 2011 at the National Press Club announcing an unprecedented partnership between Families and Work Institute (FWI) and the Society for Human Resource Management (SHRM) to create workplaces for the 21st Century, Admiral Mike Mullen, Chairman of the Joint Chiefs of Staff, said that when he meets world leaders, he works to understand what life is like for them. And likewise when he makes decisions for the military, he works to understand what life is like for them and for their families.

And that was the theme song of the press conference—asking, listening, and acting.

Last year, SHRM commissioned a study of C-suite executives by the Economist Intelligence Unit, asking what the biggest threat was to their organizations’ success. The answer: attracting and retaining top talent. They then conducted a study of HR executives, asking them about the best way to attract and retain top talent. The most frequent response—by 58%—was workplace flexibility. At the press conference, Hank Jackson, the Interim President and CEO of SHRM, said that this ranked even higher than compensation. As the former CFO of SHRM, he said this got his attention.

“If you think that this is one of those nice things to do for over-stressed employees, you’re wrong. This is the next business imperative. This is the next revolution in boosting productivity because empowering people to do their best at all stages of their lives, regardless of their industry, background, or culture leads to innovation, a higher quality of work, more employee commitment, and yes, higher productivity.”

Similarly, G. Brint Ryan, the CEO of the tax firm Ryan LLC based in Texas, described the experience of having a very talented employee come into his office, telling him that she loved the company and she loved her job, but she was going to quit because the way that she was working was unsustainable. And that got his attention. Calling himself a “lab rat,” his company began an experiment called myRyan in 2009 that focuses on work results achieved, not hours worked. Employees can choose to work when and where they are most effective and efficient. Describing himself as a rabid capitalist, he said, “I didn’t go down this path to provide another employee benefit. This is not like Friday afternoon pizza. I wanted to make money.” Admitting that he was scared at first, the results have been more than positive. For the past two years, during these recessionary times, the company has posted higher-than-ever profits, record revenues, and great client rankings.

The asking, listening, and acting has gone on for a longer time at Deloitte, LLP. Chairman of the Board, Sharon Allen, described their process at the press conference as more of an evolution than a revolution. Beginning nearly 20 years ago, when they discovered that far too many of the talented
women they had hired were leaving, but not—as they first thought—to raise children. She said: “When we took the time to ask, they told us very clearly that what they needed were more mentors, more substantial and meaningful assignments—and, far greater flexibility.” This was a turning point in their culture, leading initially to an initiative for the retention and advancement of women, and involved creating a culture of flexibility.

But they kept asking and made another important discovery. She said, “It wasn’t just women who wanted greater flexibility. Men did, too.” So they listened and acted again, creating a customized talent experience through a career development tool called Mass Career Customization. In collaboration with their managers, Deloitte employees can choose to “dial up, dial down, or pursue a more traditional path throughout different stages of their career, across the variables of pace, workload, location, schedule, and role.” The results have paid off for Deloitte, which is now the largest private professional services organization in the world.

And it isn’t just in Deloitte where these issues are emerging. Sharon Allen recalled being in Davos for the World Economic Forum last week. She said, “Not surprisingly, the most interesting sessions that I attended focused on the workforce. And my conclusion was—whether we were talking about closing the gender gap, engaging the next generation, or enabling global employment—workplace flexibility must be part of the solution.”

Admiral Mullen and his wife Deborah spend a great deal of time talking to and listening to military families. He said, “I’m in the best military that has ever existed and, in great part, because of our families, but we have got to continue to change.” What is emerging, he continued, is a need “to understand much more the needs of children” in those families.

“We’ve got 15-year-old kids who, from the beginning of the time they started to understand what their parents did, have lived in the shadow of war. We’ve got 18- and 19-year olds who were 10 when the war started, and they went off to college this year or last year and don’t know their parents that well because Mom or Dad—mostly Dad—has been away for at least 50 percent … of their teenage years.”

For the military to continue to excel, Mullen said, “We’re going to have to reach into different places than we’ve reached in the past.” The services must listen to those who have been at home and consider how to create the kind of flexibility and excellence that have made today’s military superb. He said, “This is a strategic imperative for our country.”

Ted Childs, of Ted Childs, LLC and a member of Families and Work Institute’s Board of Directors, closed the press conference by saying, “To unleash the talent of our people is to treat flexibility as a strategic survival tool in a global workplace.”
And that is what the partnership between SHRM and FWI is going to do. Together, we will ask, listen, and act by:

- **Creating Practical Tools**: The partnership will develop educational materials and practical tools to help employers and human resource professionals advocate for and implement effective and flexible workplace strategies.

- **Conducting Research**: The partnership will conduct and share research.

- **Convening a Work Life Conference**: The partnership will host a unique work-life conference to engage human resource thought leaders from the areas of work-life, talent management, diversity and inclusion, and workplace effectiveness.

- **Giving Evidence-Based Awards**: The partnership will continue to offer the Sloan Awards that FWI has been offering nationwide since 2005 to employers that demonstrate through an employer and employee surveys that they are providing effective and flexible workplaces.

I am especially pleased that the three organization represented at the press conference are winners of the Sloan Awards. The U.S. Navy applied for the first time this past year and had 7 winners and 3 honorable mentions. Ryan LLC has been involved for two years and had 15 winning worksites. And Deloitte LLC has participated in the Sloan Awards for the past 6 years and had 13 winning worksites in this year. Because winning scores are heavily weighted by employee views, we know they are effective and flexible—we have listened to employees.

So, as I said at the press conference, “welcome to what we see as the real beginning of the 21st century in creating more effective and flexible workplaces!”

Ellen Galinsky  
President and Co-founder  
Families and Work Institute
Letter from Henry G. Jackson, Interim President & CEO
Society for Human Resource Management

The human resource profession congratulates the winners of the 2009/2010 Alfred P. Sloan Award for Business Excellence in Workplace Flexibility. Their record of innovative thinking can help organizations across the globe be more successful.

As the world’s largest organization devoted to effective workplace policies and practices, the Society for Human Resource Management (SHRM) knows how to leverage any organization’s greatest asset—its people. Throughout our 63-year history, our members have been helping to promote smart people policies that increase productivity, lower turnover, generate greater staff loyalty—and anticipate and prepare for what’s next.

We know that the key to getting the best out of every team member is a flexible work environment—one that allows people to have greater autonomy over how, where, and when they excel for their organizations. An effective and flexible workplace is the next business imperative. To meet that challenge, the policies highlighted in this Guide to Bold New Ideas for Making Work Work serve as a blueprint for how flexible workplaces can benefit both employers and employees.

All of us at SHRM are proud to partner with the Families and Work Institute in providing this guide and other valuable resources on the importance of flexible workplaces.

On behalf of SHRM’s 255,000 human resource members, we applaud the winners of this distinguished award—and encourage all employers to follow their example.

Sincerely,

Henry G. (Hank) Jackson, CPA
Interim President & CEO
Society for Human Resource Management
All of the employers included in this Guide are 2009 and/or 2010 winners of the Alfred P. Sloan Awards for Business Excellence in Workplace 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 the 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 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 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.
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 for 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, and ****** a six-time winner.

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

For those winners that received the honor in both 2009 and 2010, the most recent scores are listed.

**Scores and Symbols**

- **Percentile Score:** This score is a comparison of the employer’s responses about the organization’s workplace practices against normative nationally representative data on U.S. employers from the 2008 National Study of Employers (NSE), conducted by Families and Work Institute. For example, a score of 98 indicates that the employer is in the 98th percentile, or top 2%, of employers nationally in terms of its flexible and effective workplace practices, when compared with the nationally representative sample.

- **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 supportive nature of their workplace culture and whether they perceive any negative consequences for using flexibility at their workplace. On a scale of 1 to 100, higher scores indicate more positive responses.

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

**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 on an employee’s career or working life, including provisions that enable employees to enter, exit and re-enter the workforce and to increase and decrease their workload or pace.

• **Choices in Managing Time** reflects the degree to which employees can exercise some choice about when they work—from scheduling hours and overtime to deciding *when* to take breaks—and about *how* their time at work is spent. This category also looks at differences that may exist between hourly and salaried employees.

• **Caregiving Leave** looks at whether the organization 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 flextime, 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. This category was developed for the 2010 awards, and does not appear as a separate category score for 2009 winners.

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**
- DMC Athletics and Rehabilitation (2010)
- Expedite Group (2009)
- FeatureTel LLC (2010)
- Management Recruiters of Chattanooga – Brainerd (2009)
- MHT Insurance (2009)
- Minnesota Child Care Resource & Referral Network (2009)
- Mission Data (2009)
- Motion Marketing & Media (2009)
- NRG::Seattle (2009 and 2010)
- Nukk – Freeman & Cerra, P.C. (2009)
- Orchard Medical Consulting (2010)
- Whitneybell Perry Inc. (2009)

**Best in Employee Score**
- Desautel Hege Communications (2009)
- DMC Athletics and Rehabilitation (2010)
- Expedite Group (2009)
- FeatureTel LLC (2010)
- Management Recruiters of Chattanooga – Brainerd (2009)
- Minnesota Child Care Resource and Referral Network (2009)
- NRG::Seattle (2009 and 2010)
- Prevent Child Abuse Minnesota (2009)
- Regal Financial Group (2009)
- Salt River Materials Group

**Best in Employer Category Scores**

**Best in Culture of Flexibility**
- 1-800 CONTACTS (2010)
- AAA Fair Credit Foundation (2009)
- Accenture – Chicago (2009), Minneapolis (2009)
- Adams County Workforce and Business Center (2009)
- Aguirre Roden Inc. (2010)
- Albert Kahn Family of Companies – Birmingham (2009), Detroit (2009)
- Alcott Group (2009)
- Alma Lasers (2009)
- Anneken, Huey & Moser PLLC (2010)
- Arizona Weddings Magazine & Website (2009)
- Barfield Murphy Shank & Smith (2009)
- Barich Inc. (2010)
- Barnes Dennig & Company (2009)
- Blue Gecko, Inc. (2010)
- Bon Secours Hampton Roads (2010)
- Bon Secours Richmond Health System (2009 and 2010)
- Booz Allen Hamilton – Charleston (2009 and 2010)
- Bottom Line Systems, Inc. (2009)
Center for Accessible Living, Inc. (2010)
CH2M HILL – Spokane (2010)
Child and Family Services (2009)
Clifton Gunderson LLP – Milwaukee (2009 and 2010)
Community Council of Greater Dallas (2009)
Craig Technologies (2010)
CrossComm, Inc. (2009)
CRSA (2010)
Custom Communications, Inc./Custom Alarm (2010)
Dallas Convention & Visitor’s Bureau (2010)
The Dow Chemical Company (2009 and 2010)
E-470 Public Highway Authority (2010)
E-IT Professionals Corp. (2010)
El Paso Corporation – Birmingham (2009)
Employee Resource Group, LLC (2010)
Employer Solutions Group (2009 and 2010)
Ernst & Young – Dallas (2010), Houston (2010)
Expedite Group (2009)
Farbman Group (2010)
First Things First, Inc. (2009)
Frank, Haron, Weiner & Navarro PLLC (2009)
Frost, Ruttenberg & Rothblatt, PC (2010)
Fulbright & Jaworski LLP (2009)
General Mills (2009)
Harding Shymanski and Company PSC (2009)
Henry & Horne, LLP (2009 and 2010)
Kaiser Consulting (2009)
Kenexa (2009)
Kentucky Employers Mutual Insurance (2009 and 2010)
Laughlin Constable (2010)
Lowcountry Graduate Center (2009)
LS3P ASSOCIATES LTD (2009)
Manpower, Inc. (2010)
Marine Corps Recruit Depot San Diego (2010)
McCauley, Nicolas & Company, LLS (2009 and 2010)
McKinney (2010)
McQueary Henry Bowles Troy LLP (2009 and 2010)
The Medical Center of Aurora (2009)
Metro Architecture LLC (2009)
Metropolitan Milwaukee Association of Commerce (2009 and 2010)
Michigan Health & Hospital Association (2010)
Microchip Technology (2009 and 2010)
Microsoft Corporation (2010)
MHT Insurance (2009)
Mission Data (2009)
Motion Marketing & Media (2009)
Motorola, Inc. (2010)
MRM Minneapolis (2010)
National Multiple Sclerosis Society, Michigan Chapter (2009 and 2010)
Naval Education and Training Command (2010)
Naval Submarine Support Command Pearl Harbor (2010)
NRG::Seattle (2009 and 2010)
Nukk-Freeman & Cerra, PC (2009)
Pillar Technology Group LLC (2009)
Plante & Moran, PLLC (2009)
Plex Systems (2010)
PricewaterhouseCoopers (2009)
Resources Global Professionals (2009)
Rhode Island Housing (2010)
Riney, Hancock & Co., PSC (2010)
Ryan LLC (2009 and 2010)
Sain Associates (2009)
Sansiveri, Kimball & Company, LLP (2009 and 2010)
Service Express, Inc. (2009 and 2010)
SH Worldwide, LLC (2009 and 2010)
SiteCrafting, Inc. (2010)
Southwest Institute of Natural Aesthetics (2010)
State Farm Insurance (2010)
StorerTV, Inc. (2009)
Sturgill, Turner Barker & Moloney, PLLC (2009 and 2010)
Trey McIntyre Project (2009)
Turner Construction Company – Chicago (2009 and 2010)
University of Phoenix – Aurora (2009)
USN Explosive Ordnance Disposal Training and Evaluation unit TWO (2010)
Venture Computer Systems (2009)
Visteon Corporation (2009 and 2010)
Western International University (2009 and 2010)
Western National Mutual Insurance Company (2009 and 2010)
Whitneybell Perry Inc. (2009)
Woodward Hobson & Fulton LLP – Kentucky (2009)
Workforce Development Council Snohomish County (2009)
WorldatWork (2010)

**Best in Flex Careers**

ACS, Inc. (Affiliated Construction Services) (2009)
Barling Bay, LLC (2009)
Barnes Dennig & Company (2009)
Big Brothers Big Sisters of Greater Birmingham (2009)
Bryson Financial Group (2009 and 2010)
Cascadia Consulting Group, Inc. (2010)
City of Houston/E.B. Cape Center (2010)
Community Council of Greater Dallas (2009)
Courtyard by Marriott Melbourne-West (2010)
Custom Accounting & Tax (2009 and 2010)
DMC Athletics and Rehabilitation (2010)
Expedita Group (2009)
Laughlin Constable (2010)
McGladrey (2009 and 2010)
MHT Insurance (2009)
Mom Corps Inc. (2009)
PeacePartners, Inc. (2009)
Resources Global Professionals (2009)
Shodor (2009)
Southwest Institute of Natural Aesthetics (2010)
Traffic Engineers, Inc. (2010)
Worktank Enterprises (2009)

**Best in Choices in Managing Time**
Accenture – Chicago (2009), Twin Cities (2009)
Alcott Group (2009)
Arizona Foundation for Legal Services & Education (2010)
Atomic Object LLC (2010)
AzulaySeiden Law Group (2009)
Big Brothers Big Sisters of Greater Birmingham (2009)
Bottom Line Systems, Inc. (2009)
Bryson Financial Group (2009 and 2010)
Cardinal of Minnesota, Ltd. (2010)
Catholic Charities of the Diocese of Winona (2009 and 2010)
Cayenne Creative Group (2009)
City of Houston/E.B. Cape Center (2010)
Community Council of Greater Dallas (2009)
Concept, Inc. (2009)
Cornerstone Research Group (2010)
CRSA (2010)
cSubs (2010)
Custom Accounting & Tax (2010)
Delta Airlines (2009)
DMC Athletics and Rehabilitation (2010)
Durham Convention and Visitors’ Bureau (2009)
Dynamic Network Services, Inc. (2009)
Employee Resource Group, LLC (2010)
Expedite Group (2009)
fahrenHEIGHT360 (2009)
FeatureTel LLC (2010)
Habitat for Humanity of Brevard County, Inc. (2009)
HBL Architects (2010)
Health Service Innovations (2009)
Idaho Association for the Education of Young Children (2009)
Johnson Bank (2010)
Kaiser Consulting (2009)
KFR Services, Inc. (2010)
KPMG, LLP – Columbus (2009)
Mahoney Ulbrich Christiansen Russ PA (2010)
McKinney (2010)
Menlo Innovations LLC (2010)
Mom Corps Inc. (2009)
Morrison & Associates CPAs (2009 and 2010)
Motawi Tileworks, Inc. (2009)
Motion Marketing & Media (2009)
The North Highland Company (2010)
Nukk-Freeman & Cerra, P.C. (2009)
Ohio College Access Network (2009)
Orchard Medical Consulting (2010)
PeacePartners, Inc. (2009)
People for Puget Sound (2010)
Point B (2010)
Pride Inc. (2010)
Resource Interactive (2009)
Sellers Richardson Holman & West LLP (2009)
Shodor (2009)
SiteCrafting, Inc. (2010)
Snohomish County Human Resources (2010)
Studio Kremer Architects, Inc. (2009)
Talaris (2010)
Technology Services Company, Inc. (2010)
Tredway, Lumsdaine & Doyle, LLP (2009)
United Way of Olmsted County (2009)
Worktank Enterprises (2009)

Best in Caregiving Leave
American Geotechnics (2010)
Bryson Financial Group (2009 and 2010)
Cardinal of Minnesota, Ltd. (2010)
Center for Accessible Living, Inc. (2010)
ContentActive LLC (2010)
Courtyard by Marriott Melbourne-West (2009 and 2010)
Dorsey & Whitney LLP (2010)
Dynamic Network Services, Inc. (2009)
EGW Utilities Inc. (2009)
Ernst & Young (2009 and 2010)
fahrenHEIGHT360 (2009)
Fowler Measle & Bell PLLC (2010)
Iformata Communications (2009)
KPMG LLP (2010)
Motion Marketing & Media (2009)
Nukk-Freeman & Cerra, P.C. (2009)
Orchard Medical Consulting (2010)
Regal Financial Group (2009)
Ryan LLC – Boston (2010), Michigan (2009)
Wellbuilt Equipment Inc. (2010)
**Best in Time Off**
Arizona Foundation for Legal Services & Education (2010)
Bryson Financial Group (2009 and 2010)
Capital One Financial – Richmond (2009 and 2010)
Center for Seabees & Facilities Engineering (2010)
fahrenHEIGHT360 (2009)
Hiawatha Broadband Communications, Inc. (2009)
Manpower, Inc. (2010)
Naval Aviation Forecast Detachment Sembach (2010)
Student Conservation Association (2010)
Technology Services Company, Inc. (2010)
University of Minnesota Rochester (2010)

**Best in Reduced Time**
Big Brothers Big Sisters of Greater Birmingham (2009)
Booz Allen Hamilton –Dayton (2009)
Bryson Financial Group (2009 and 2010)
ContentActive LLC (2010)
Courtyard by Marriott Melbourne-West (2010)
Custom Accounting & Tax (2010)
DMC Athletics and Rehabilitation (2010)
Iformata Communication (2009)
Kaiser Consulting (2009)
McGladrey (2009 and 2010)
Menlo Innovations LLC (2010)
Minnesota Child Care Resource & Referral Network (2009)
Mom Corps Inc (2009)
Naval Aviation Forecast Detachment Sembach (2010)
PeacePartners, Inc. (2009)
Point B (2010)
Technology Services Company, Inc. (2010)

**Best in Flex Time and Place**
American Geotechnics (2010)
Barich Inc. (2010)
Bryson Financial Group (2009 and 2010)
ContentActive LLC (2010)
Cornerstone Research Group (2010)
Custom Accounting & Tax (2010)
Decision Toolbox, Inc. (2009)
Delta Air Lines (2009)
Desautel Hege Communications (2009)
DMC Athletics and Rehabilitation (2010)
FeatureTel LLC (2010)
Kaiser Consulting (2009)
markit (2010)
McKinney (2010)
Michigan Occupational Safety and Health Administration (2010)
Mom Corps Inc. (2009)
Naval Submarine Support Command Pearl Harbor (2010)
Point B (2010)
Resource Interactive (2009)
Talaris (2010)
Technology Services Company, Inc. (2010)
Worktank Enterprises (2009)

Best in Health Care and Economic Security for Full- and Part-Time Employees
AES Alamitos LLC (2010)
BDO USA, LLP (2010)
Bon Secours Richmond Health System (2010)
Bryson Financial Group (2010)
CenterPoint Energy (2010)
Cerini & Associates, LLP (2010)
Cisco Systems Inc. (2010)
Dixon Hughes PLLC (2010)
DMC Athletics and Rehabilitation (2010)
The Dow Chemical Company (2010)
Executive Transport Detachment (2010)
Frank, Haron, Weiner & Navarro PLLC (2009)
George Mason University (2010)
Laughlin Constable (2010)
Lockheed Martin Missiles and Fire Control (2010)
M.D. Anderson Cancer Center (2009)
Manpower, Inc. (2010)
Memorial Hermann Healthcare System (2010)
Metropolitan Milwaukee Association of Commerce (2010)
Michigan Health & Hospital Association (2010)
Mortgage Guaranty Insurance Corporation (2010)
Motion Marketing & Media (2009)
Mount Olive College at RTP (2010)
National CASA Association (2010)
Naval Submarine Support Command Pearl Harbor (2010)
Neonatology Associates, Ltd. (2009)
Strothman & Company PSC (2009)
Technomics, Inc. (2010)
USN Explosive Ordnance Disposal Training and Evaluation Unit TWO (2010)
Vaco Richmond LLC (2010)
VCU Health System (2010)
Workforce Development Council Snohomish County (2009)
WorldatWork (2010)

The Impact of the Recession
AAA Fair Credit Foundation (2009)
Beck Group (2009)
Big Brothers Big Sisters of Kentuckiana (2010)
Birmingham Metropolitan YMCA (2009)
Bon Secours Richmond Health System (2010)
Catholic Charities of the Diocese of Winona (2009)
Chandler-Gilbert Community College (2010)
Courtyard by Marriott Melbourne-West (2010)
cSubs (2010)
Durham's Partnership for Children (2009)
Employer Solutions Group (2010)
Johnson Bank (2010)
KPMG LLP – Louisville (2010)
Lee Hecht Harrison – Dallas (2009)
Manpower, Inc. (2010)
Merrick & Company – Aurora (2009)
Michigan Occupational Safety and Health Administration (2010)
Microchip Technology (2010)
National Multiple Sclerosis Society, Michigan Chapter (2010)
Naval Education and Training Command (2010)
Peckham Inc. (2010)
Perspectives, Ltd (2009)
Premier Community Health (2009)
Shodor (2009)
Snohomish County Human Resources (2010)
Southern Minnesota Municipal Power Agency (2009)
University of St. Thomas (2009)
Venture Computer Systems (2009)

Support for Educational and Economic Opportunities
(This list only contains winners from 2010 – the first year this category was introduced)

Binkley & Barfield, Inc.
Bryson Financial Group
Capital One – Dallas, Richmond
Carlson
City of Houston/E.B. Cape Center
Courtyard by Marriott Melbourne-West
DMC Athletics and Rehabilitation
Educational Data Systems, Inc.
Frankfort Regional Medical Center
Intercultural Mutual Assistance Association
Intermountain Healthcare
Mahoney Ulbrich Christiansen Russ PA
Marine Corps Recruit Depot San Diego
Medical City Dallas Hospital
Morris Financial Concepts, Inc.
MRM Minneapolis
Naval Aviation Forecast Detachment Sembach
Naval Education and Training Command
Naval Submarine support Command Pearl Harbor
Peckham Inc.
Prestige Healthcare
Rhode Island Housing
Riney, Hancock & Co., PSC
Solix Inc.
VCU Health System
1-800 CONTACTS, Inc.

Direct-to-Consumer Retail Contact Business
Winning Site: Draper, Utah, 750 Employees
www.1800contacts.com

Founded in 1995, 1-800 CONTACTS has grown into the world’s largest contact lens retailer by providing the kind of service that keeps customers coming back. Today, the company serves 2 million active customers and sells more replacement contact lenses than 2,500 optical retail stores combined. It attributes its strength in large part to flexibility, offering its call center as a particularly dramatic example of this. When turnover in the center peaked at over 140% in 2000, the company asked associates what would make a difference. Flexibility was listed high among their responses. As a result, a number of initiatives were introduced to give employees more control over where and when they work. Take the company’s technology investment, which allows call center staff to handle even the most complex orders at home. As a result, almost half of all call center employees do just that. And when it comes to time off, an innovative attendance system lets call center employees earn over 100 unpaid days or over 30 paid days off per year. Unlike standard PTO or vacation policies, it works by awarding points for positive attendance behavior, like coming to work on time. Then to take time off, employees simply spend the points they have—the more advance notice they give, the fewer points it ‘costs’ to take time off. “It is a real win-win situation,” states a representative. The strategy worked: turnover in the call center has dropped consistently from its highs to about 35% in 2009—below one third of the national average for the call center industry. In addition, in 2007, J.D. Power & Associates awarded 1-800 CONTACTS its highest service rating ever for a call center. Other workplace innovations include an onsite restaurant with meals prepared by professional chefs and 90% subsidized by the company. As part of a commitment to healthy living, a 5,000 square foot Wellness Center with four certified personal trainers is available at no cost to employees. Additional benefits include medical, dental, life, long- and short-term disability, auto and home insurance coverage, as well as reimbursement for adoption and tuition expenses. In the past year, 1-800 CONTACTS has also introduced a number of events—from employee talent shows to Wii competitions—that are focused on morale and team-building. And for those in need, the company’s Employee Outreach Fund offers emergency financial assistance to employees in a financial crisis. More than $10,000 in emergency relief was distributed in 2009, enabling a number of employees to keep their house or apartment, fix a broken car or pay for unexpected medical bills, for example.
A Speaker For You*** 99 87 89
Education Services
Winning Site: Louisville, Kentucky, 10 Employees

A Speaker for You wants its employees to have ample opportunities to grow, which is why this Louisville company brings in guest speakers, and allows employees to “train the trainer.” Employees are entrusted to set their own schedules, take days off and schedule vacation days. A Day-in-the-Life program was designed to help business partners and employees get to know each other better.

AAA Fair Credit Foundation** 98 80 77
Nonprofit Credit Counseling
Winning Site: Salt Lake City, Utah, 25 Employees
www.faircredit.org

Low turnover, high productivity and numerous employee referrals are among the benefits counted by AAA Fair Credit Foundation as a result of its workplace practices. At this nonprofit organization, all staff members can take their birthdays as a paid holiday. Another bold program celebrates healthy living lifestyles and recognizes the need for employees to dedicate time to many facets of personal development. How it works is that employees who work at least 30 hours get 1.5 paid hours a week to either work out, take a class, see a counselor, contribute to the community, explore spiritual questions or acquire new skills. Does the practice necessitate a lot of bureaucratic record keeping? An AAA Fair Credit representative says no. The program operates on the honor system and employees must use it or lose it; the time can not be accumulated week to week. The Salt Lake City employer also gives employees a mechanism to recognize coworkers’ special efforts or accomplishments at work by recommending them for a “Dollar Day.” When employees collect eight Dollar Day vouchers, they can cash them in for a day off. (Part-time employees only have to collect four of the vouchers for a half day off.) Because only a limited number of these special rewards are available, employees reserve them for the most deserving.

AAI Services Corporation 99 68 69
Aerospace and Defense Contractor
Winning Site: Goose Creek, South Carolina, 220 Employees
www.aaicorp.com

To address employee concerns during the economic downturn, AAI brought in an outside vendor to provide lunch for employees and contractors five days a week. The South Carolina organization also introduced a pilot program allowing people to compress their work into a four-day week; today, more than 60% of its employees have taken the option. (Staff also can work part time or even part-time on-call.) Electronic badges give them 24-hour access to the defense contractor’s premises as long as they have their manager’s permission, and technology allows them to work from home.
Managers, meanwhile, use BlackBerry devices to stay in touch with their people regardless of where they are. Staff have days off to use if they’re sick or have personal matters to address. Unused personal days are carried forward into a bank used to supplement employees’ disability- or workers-compensation benefits, or to supplement Family Medical Leave Act provisions. There is an internship program to help recruit young people and a Leadership Development Program for new employees. Wellness events include annual health fairs and on-site yoga, a company golf league and other fitness activities. The company—which organizes an annual picnic, holiday feasts, dinner cruises and oyster roasts—also encourages involvement in the United Way, the Red Cross and holiday donation programs.

**AASHE**

**Association of Colleges and Universities**

**Winning Site: Lexington, Kentucky, 20 Employees**

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

For those who wonder if flexibility can benefit workplaces, AASHE (Association for the Advancement of Sustainability in Higher Education) has a simple answer: absolutely. For one, flexibility has broadened the organization’s talent pool, enabling it to hire remote workers from around the country. In addition, flexible work options and other benefits have kept opportunities at this non-profit competitive with higher paying jobs at for-profit companies. Employees too report that not having a fixed 9-to-5 work day has resulted in their being happier, having higher morale and less stress.

Available options include the ability to create their own schedules, telecommute or work a compressed week. AASHE is also closed between Christmas and New Year’s, so employees don’t have to use vacation time during this holiday season.

**Abernethy Media Professionals**

**Video and Related Media Production Services**

**Winning Site: Dallas, Texas, 12 Employees**

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

Recently, Abernethy asked a marketing consultant to create a survey to gauge its position in the marketplace. In interviews with customers, as well as current and former employees, the adjective most often used to describe the company was “flexible,” and rightly so. It works for Abernethy to be flexible with employees, who in turn can be flexible with customers as needed. The company has found that by working with all parties, a solution can usually be found that works for everyone—employees, customers and the company alike.
With clients in more than 120 countries, Accenture needs employees ready to pack their bags and get on a plane. The company is sensitive to travel’s impact on its employees’ family lives, however, and has worked hard to minimize the stress it can carry. Many trips have been eliminated altogether with telepresence technology, which combines high-definition video and pitch-perfect audio to provide an experience “like being there.” A worthwhile investment? Accenture says yes, pointing out that 83% of employees who responded to a survey called the ability to find a good fit between their work and home lives “a significant factor in deciding whether to remain at the firm.” (Then, too, telepresence reduces the company’s travel expenses.) For people who must be present at client locations, scheduling options are available; consider just one of these, which enables employees to fly to their project site early Monday morning, return home late Wednesday evening and work from their home office Thursday and Friday. Staff find this much better than spending the entire week away! People without travel commitments have choices, too; they can work four long days during the week in exchange for Fridays off, and some employees work extra hours throughout the month to take one day off. (And you don’t have to be a big rain-maker to take advantage of these choices. Executive assistants on hourly schedules have recently gained access to laptops to ensure they have flexibility to work at home when they need to.) People who want more than eased scheduling—who want to downscale their work responsibilities dramatically – can take a self-funded sabbatical as part of a pilot program. As a less extreme alternative, they can Take 5, literally five unpaid days with no negative career consequences. Formidable service roles are also a possibility; 1,600, Accenture professionals are working for periods as long as a year as volunteers in 34 of the world’s poorest countries, in partnership with an organization called Voluntary Service Overseas. Another option is available through Accenture Development Partnerships, a not-for-profit group that makes consulting services available at reduced costs to non-governmental organizations in developing countries. Program volunteers accept a 50% cut in salary during their three- to six-month assignments. When people make these choices, Accenture remains connected to them; staff on leaves of absence receive periodic e-mail postcards and other communications. To be sure, Accenture – which has won a page-long list of workplace awards from Fortune, to Businessweek, DiversityInc and many others—credits these initiatives for its increased retention of high performers and of staff overall, and believes the programs have driven markedly increased employee engagement.

Winning Site: Chicago, Illinois, 5,000 Employees** 99|72|72
Winning Site: Minneapolis, Minnesota, 1,800 Employees 99|67|69
Janice Anderson, the founder and CEO of this Houston firm, identifies herself as a librarian “who expanded the proverbial ‘bun’ into a ‘bun-dle’ of proven methods, tools and technology to make information assets deliver value for our clients.” Ms. Anderson believes a supportive workplace and low turnover have contributed to the company’s strength; its network and e-mail systems are accessible through the Internet and support a mobile workforce. The Houston company allows its people to reduce their hours to 30 from 40 a week and provides reimbursement for bus fare, cell phones and Internet connections. Access Sciences recently introduced an in-house wellness program with a monthly newsletter spotlighting a different topic (cancer awareness, for example), as well as weekly walking meetings and an in-house game, Chutes and Ladders, that promotes additional walking. People here are encouraged to participate in active community events including the MuttStrutt, the Race for the Cure and Little Leagues; in addition, Access Sciences Corporation gives all its employees up to 16 hours each year to support the nonprofit of their choice.

ACS, Inc. (Affiliated Construction Services)

This construction company, serving a client base of international Fortune 100 and 500 firms, has boasted an average voluntary turnover rate of 6.5% over the past four years, about a third the overall industry rate. ACS believes that loyalty stems from the respect and flexibility its staff enjoy. Certain core hours are required every week, but arrival and departure times can be adjusted so parents can put their children on a school bus or take a parent to the doctor. In addition to flexible hours, employees can take paid time as needed for important activities like school events – and during the summer they can work nine-hour days four days a week, taking Fridays off. ACS also does its best, when asked, to change an assignment that requires someone to work at a job site away from home for weeks at a time. Technology is key to the options here, where many employees are on the road and working hours that do not conform to a conventional 8:00 to 5:00 office schedule. Remote network access allows them to access their e-mail from the kitchen table or the airport gate. Emphasizing an entrepreneurial approach, the firm encourages fabricators, machinists, electricians and other staff to offer their ideas on better ways to get things done, often implementing their suggestions. During the economic downturn the organization avoided layoffs and encouraged its employees – many of them do-it-yourselfers – to use ACS’s supplier discounts on materials for home remodeling, energy monitoring and landscaping.
Adams County Workforce & Business Center

Government Workforce Agency
Winning Site: Westminster, Colorado, 60 Employees
www.co.adams.co.us

With unemployment rising, this Colorado agency says it has seen a significant increase in the number of customers visiting its locations and has planned strategically to meet heightened demands. Clients now have online access to registration and services, and online tutorials that allow them to pace their work. At the same time, the Adams County Workforce and Business Center has expanded its business hours and implemented flexible work schedules so employees can staff the locations during those early-morning and late-evening hours. The organization says it is particularly proud of two committees that serve as a liaison between staff and management, facilitating a consistent exchange of ideas from all levels of staff and airing input from clients.

AES Alamitos LLC***

Global Energy Company
Winning Site: Long Beach, California, 76 Employees
www.aes.com

AES Alamitos aspires to be one of the world’s leading power companies by safely providing sustainable and affordable energy. Employees can take time off for personal reasons; and can “flex” their start times or work schedules as needed. By treating employees as responsible business people, AES strives to fully engage them in the company’s success. Professional development is a focus, and AES has teamed up with the University of Virginia’s Darden Graduate School of Business Administration to create an intensive academic program built around the concept of leaders teaching leaders. Courses are co-taught by AES leaders and professors, and can run for up to two full weeks, consisting of all-day, uninterrupted seminars and study. AES students come from all levels of the company and from all around the world. Learning is further expanded through a practice of encouraging staff members to participate in all aspects of the business and to team up with co-workers on assignments outside their normal responsibilities.

Aguirre Roden Inc**

Architecture, Engineering and Construction
Winning Site: Dallas, Texas, 60 Employees
www.aguirreroden.com

How can employers navigate challenging economic times? Aguirre Roden recognizes that even during tough times, employees are their number one asset and the company has taken bold strides to avoid lay offs. Instead, employees took a pay reduction of 5%—officers took 10% reductions and reductions in other benefits. Flexibility has helped to ease the change, with some employees working five days one week and four the next, or four days each week, with variations depending on individual and business needs.
Albert Kahn Family of Companies

Architecture, Engineering, Planning, Design and Management
250 Employees in U.S.
www.akahn.com

Albert Kahn recognizes that Baby Boomers and Generation Xers often embrace different sets of values. To respond to both groups’ needs, the company held discussions with representatives from each demographic group about company culture, career advancement and work-life issues—conversations that drove increased investment options for 401k and profit sharing programs as well as a new employee lounge and options for alternative work schedules. Approximately half of the company's employees now have a flexible work arrangement, such as working four ten-hour days each week or telecommuting on a regular basis. This might be fine for Kahn, critics could say, but what about the firm's clients? Aren’t they inconvenienced? To the contrary, clients have been so pleased with the service provided through non-traditional schedules that some are exploring similar steps within their own workplaces. Competitors are interested, too, because they’ve seen Kahn’s business grow as it has embraced flexibility.

Winning Site: Detroit, Michigan, 225 Employees**** 97|70|66
Winning Site: Birmingham, Alabama, 10 Employees 96|77|70

Albrecht, Viggiano, Zureck & Company, P.C.** 97|69|69
Accounting and Business Consulting
Winning Site: Hauppauge, New York, 80 Employees
www.avz.com

This certified public accounting firm, one of the largest on Long Island, gives staff members wide-ranging options for flexibility. This includes helping them cope with the massive traffic jams the local highways witness each Friday during summer months. When the beach migration begins, employees serving clients on the island’s eastern end work four-day weeks. And that’s just for starters. Parents can adjust their hours to get their children on and off school buses; if they have kids in nearby child care centers, they can modify their lunch hours to see them. Even during the busy tax season, the firm has recently moved to a more flexible workweek, letting its professional staff work the required number of hours during the regular workweek most of the time and limiting the number of mandatory Saturdays to just four.

“Work schedule flexibility has become a standard for us, as we try to retain our employees in an ever-increasing competition for the best accounting talent,” states a representative. In addition, a retired employee continues working several days a month, and a manager who moved several states away remains on staff, coming into the office only intermittently. In another move to retain staff members who might be tempted to relocate, AVZ has joined the Suffolk County Employer Assisted Housing Program, pledging up to $5,000 of down payment assistance toward a home on Long Island—known for expensive housing—for any of its full-time employees who have been with the firm for at least two years.
The Alcott Group—consistently ranked among Long Island’s top 50 privately-owned companies and 25 fastest-growing private firms—provides human resources services to more than 300 small- and medium-sized businesses. Alcott has no formal policies for workplace flexibility; it provides a culture of flexibility. Employees can arrange temporary schedule changes as long as their work is covered. Staff members also have leeway in their daily schedules: while Alcott’s official business hours are 8:30 a.m. to 5:00 p.m., some employees start and leave earlier, others later. The firm also enables its people to transition back and forth between part- and full-time schedules. The Alcott Group offers college tuition assistance, adoption cost assistance, a discount program covering shopping, entertainment and car rentals, discounted gym memberships, free defensive driving lessons and an Employee Assistance Program, which helps employees deal with wide-ranging challenges at home. Then there are those little extras; for instance, during the company’s employee benefits open enrollment period, which is particularly stressful, Alcott brings in massage therapists to help ease the tension.

Alexander & Company, PSC
Certified Public Accounting and Consulting Firm
Winning Site: Owensboro, Kentucky, 27 Employees
www.ACOCPA.NET

Delivering high quality, responsive professional services requires a talented, engaged workforce. Alexander & Company helps its employees achieve their fullest potential by investing in continuous programs for their personal and professional development. Tuition assistance is available too. Flexible work schedules and extended leaves are options for those who need them. The firm is committed to its surrounding community as well: company-wide donations support various charities.

The Alford Group
Consulting services for nonprofits
Winning Site: Seattle, Washington, 10 Employees
www.alford.com

From new hires to employees of long-standing, at The Alford Group all staff members are supported in achieving their career development goals. The firm’s commitment to learning starts on Day 1, when new employees are assigned a “job buddy” to show them the ropes. Later, mentors are available upon request; the firm also sponsors monthly professional development trainings. Flexibility at the firm is enhanced by a Virtual Hosted Network that lets staff easily access data and information anywhere an Internet connection is available.
### Alma Lasers

**Medical Skin Enhancement**  
**Winning Site: Chicago, Illinois, 50 Employees**  
[www.almalasers.com](http://www.almalasers.com)

This Chicago company says it's always willing to work with employees who need flexibility in their work schedules, whether to take care of their children or avoid difficult traffic patterns. Parents bring their children to the office when their normal child care arrangements fall through—and all employees enjoy lunch brought into the office during harsh winter days, at no cost to staff. Alma Lasers says it derives business benefits from its supportive workplace, including enhanced productivity and staff who routinely perform at their best.

### Altair Engineering

**Technology Consultant**  
**Winning Site: Troy, Michigan, 400 Employees**  
[www.altair.com](http://www.altair.com)

Altair is one technology firm that likes to hire people with experience under their belts as well as younger people fresh out of school. Whatever their age, all staff except the front desk receptionist can work from home, and that person, too, can arrange time away from the office easily when she needs it. Market declines? The company brought its Fidelity representative into the office to talk to staff about their investments, and in general has built a workplace that keeps voluntary employment down to 5 percent—remarkable in this industry.

### American Electric Power

**Energy Utility**  
**Winning Site: Columbus, Ohio, 2,000 Employees**  
[www.aep.com](http://www.aep.com)

AEP ranks among the nation’s largest generators of electricity, serving 39 states and eastern Canada. Though not as sensitive as other industries to economic ups and downs, energy, too, has felt the affects of the financial downturn, and has used flexibility as a way to reduce employee stress. Consider the organization's transmission group, which is responsible for designing, building and maintaining the power grid. The unit’s leaders offered options for daily flex time, compressed work schedules, telecommuting and job sharing to all its employees and contractors working conventional eight-hour days. While supervisor approval is required and some options, like job sharing, are decided on a case-by-case basis, AEP lauds this division for making the utility’s policies and programs work for its employees. AEP also used information to help its people weather tough financial times—the utility’s 401(k) administrator provided investment guidance, for example. Stress management and wellness also have been emphasized, with $200 in gift cards going to staff members who attended a free health screening,
answered a health risk assessment, signed up with a personal health coach and completed at least two personal health-related goals. Full-time wellness coordinators now serve each of eight regions across the company, providing face-to-face guidance and assistance on ways to prevent illness and enhance physical health. AEP works hard to bring young people into its ranks, recruiting through social networking sites and within high schools, vocational schools and colleges. It works hard to retain seasoned staff as well—the average age of employees is 48. In addition, many AEP business units maintain lists of retirees and ask them to come back to work as needed.

American Geotechnics***** 99 76 72

Geotechnical Engineering
Winning Site: Boise, Idaho, 11 Employees
www.AmericanGeotechnics.com

Each employee at American Geotechnics manages his or her own time, workload and client relationships. Staff members determine their own schedules, including the amount of overtime they work. Employees can move between part- and full-time roles, leave the office if they have a personal matter to attend to and do volunteer work during the workday. American Geotechnics is so committed to giving its people time for their families, it even sends them home early on special occasions. How do you square that freedom with the need for most employees to coordinate their schedules with each other? American Geotechnics has established a common electronic calendar, shared with all members of the team, and given most employees cell phones so they can be in touch wherever they are and thus work from home. These measures have increased employee creativity, driven very high productivity and resulted in minimal turnover and absenteeism.

Amerisure Insurance****** 99 68 70

Insurance Company
Winning Site: Detroit, Michigan, 357 Employees
www.amerisure.com

Amerisure is one of the nation’s top-performing insurers according to the industry’s benchmarking leader, the Ward Group, and the company believes its superior working environment is intrinsic to its competitive strength. The company gives its people strong opportunities for development, funding unlimited insurance-related education, for example, permitting staff to study on the job for insurance and actuarial classes and paying bonuses after employees successfully complete their exams. The company also provides plenty of books and CDs staff can use to sharpen their skills, and customizes development plans for high-potential or high-performing staff members. Amerisure offers flexible schedules, too. There are options to work remotely and to adopt compressed workweeks. Employees must demonstrate how they’ll get their work done under the arrangement they propose. Among the company’s recent moves was offering 13 weeks off for family and medical leave—more generous than the legal requirement under FMLA—in addition to five paid
days each year to care for an ailing child, spouse or parent. In these challenging economic times, employees surely appreciate the company-paid onsite financial planning meetings and seminars on topics ranging from estate and college planning to ID theft prevention, which are also open to spouses. In addition, Amerisure offers college scholarships for employees’ children. A variety of metrics, including exit interviews and employee engagement surveys, indicate that staff members who use Amerisure’s flexible work options are more engaged and committed. Amerisure discounts any costs these programs might incur, saying they are negligible compared to the expense of losing good people and hiring and training new ones. Indeed, the company has reduced turnover by 4%, reducing expenses and enabling Amerisure to reward high-performing employees with an even more robust menu of options, incentives and developmental opportunities. In spite of the difficult market, Amerisure continues to pay performance bonuses and offer raises and has maintained its flexible work environment—even exploring other flexible options that can help meet the needs of the company, its customers and its workforce. Amerisure has also created a new health benefit that increases employees’ engagement in their health care choices and utilization of health care services. It includes a portable Health Savings Account, partially funded by Amerisure, which allows employees to save for their future health care needs, including those they will face in retirement.

Amethyst 99 72 71

Trauma and Treatment Center
Winning Site: Columbus, Ohio, 40 Employees
www.amethyst-inc.org

For more than 25 years, Amethyst has been a Central Ohio leader in helping women overcome the effects of trauma, homelessness and addiction. The organization boasts an average employee retention rate of five years, much higher than the industry standard—and no doubt a factor in staff members' effectiveness in helping their clients. Women working at Amethyst can bring newborns to work until they're six months old; the children stay side-by-side with their moms, attending meetings and doing all the other things their parents do during the day. Flexible hours and remote access are also available here. As staff advance in age, Amethyst makes it easy for them to remain with the organization, moving their offices to the first floor, for example, and reducing their schedules. At the same time the group seeks out younger people, providing them with training to further their education, and bringing on interns who sometimes become staff members.

Analysts International Corporation (AIC) 94 77 73

Technology Company
Winning Site: Lexington, Kentucky, 11 Employees
www.analysts.com

AIC provides clients with technology solutions—and it does the same for its employees, equipping them to do their jobs virtually anywhere, any time. The company, which says these practices have increased productivity and overall
employee satisfaction, added more functionality to its workplace in 2009, bringing e-mail to everyone, providing a company-wide intranet site and giving all employees and contractors the ability to create a My Site profile. The information they post on these professional profiles—individual goals and expertise, past work experience and current assignments—makes it that much easier to collaborate with others throughout the company.

Anneken, Huey & Moser, PLLC** 99 72 72
Certified Public Accountants
Winning Site: Fort Wright, Kentucky, 19 Employees
www.cpawin.com

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

Anthem Blue Cross and Blue Shield 99 66 68
Health Insurance Provider
Winning Site: Richmond, Virginia, 3,000 Employees
www.anthem.com

Anthem has found that providing employees with some choices and control over their work life can result in better engagement—which, in turn, can translate into more satisfied customers. For example, work from home options are available to employees including those working in the call center, which has been a great retention tool. In times of trouble, an Employee Assistance Program offers on-demand help to employees struggling with financial, emotional, and other issues. Anthem also has a phased retirement program; and its “Happy Returns” program provides temporary employment opportunities to retirees.

Arapahoe/Douglas Works!*** 99 69 74
Workforce Development Center
Winning site: Aurora, Colorado, 85 Employees
www.adworks.org

Employee engagement and spirit levels are high at Arapahoe/DouglasWorks! This Colorado agency has an active, vibrant Spirit Committee that has done
a great deal to engage staff by organizing fun events during the work day, soci- 
cals and Jean Days. The recession has prompted Arapahoe/DouglasWorks! to expand its hours of operation, flexible work offerings, and benefits packages—for example, generous medical, dental, vision and vacation packages. Extending benefits and flex options to temporary workers has benefitted the organization by attracting a better calibre of staff to these positions. Employ-

ees are also offered laptop rentals with free WiFi capability to do work from home, tuition reimbursement for participation in higher education programs, and access to paid training programs. In addition, a formal staff develop-

ment model, developed with the help of national research, has been imple-

mented throughout the agency to help employees succeed and achieve their professional goals. Recently, Arapahoe/DouglasWorks! has begun working towards Professional Counselor Licensure in Colorado by creating a mentor-

ing program in which employees mentor graduate-level interns. Retirees are frequently asked to come back part time or on a consulting basis, keeping their experience within the company.

Arizona Foundation for Legal Services & Education** 99 82 82

Nonprofit Legal Services Organization

Winning Site: Phoenix, Arizona, 20 Employees

www.azfise.org

Shrinking budgets can be a challenge, but this Arizona nonprofit has found an innovative way to continue its professional development efforts by leveraging its in-house expertise, where staff members lead workshops for their colleagues on a range of topics from public speaking to networking. For example, the CEO has taught a class to staff on managing finances. The group’s “help each other” program similarly emphasizes the closeness of the group and allows them to reduce their personal expenses in a challenging economy. One person might agree to fix a coworker’s home computer, for example, in exchange for having that person paint a room in her house. Scheduling? Staff have plenty of choice as long as they let people know what their hours will be. In addition, remote access lets people access their desktops from home and instant messaging further enhances their ability to telecommute.

Arizona Health Care Cost Containment System 97 66 68

Health Care Program Provider

Winning Site: Phoenix, Arizona, 1,000 Employees

www.azahcccs.gov

Workplace flexibility has enabled AHCCCS to navigate the challenges of an economic downturn. Leveraging technology, the organization created a virtual office environment where employees at all levels can participate in flexible work arrangements—while allowing the firm to close facilities and save on real estate costs. Performance metrics have replaced “line of sight” supervision, and the organization notes that the increase in flexibility has resulted in increased performance, reduced turnover and an increase in employee satisfaction.
Arizona Small Business Association

Business Membership Organization
Winning site: Phoenix, Arizona, 13 Employees
www.asba.com

As an organization that serves over 5,000 small businesses across the state, ASBA feels an obligation to be on the cutting edge of technological resources and human resource initiatives that can increase productivity, decrease expenses and create opportunities. Thus, flexibility! For example, remote desktop capabilities let team members connect with the office, even while physically absent. An onsite “green room” provides a comfortable place for employees to “step away” from their desks and relax.

Arizona Weddings Magazine & Website

Bridal Magazine
Winning Site: Scottsdale, Arizona, 10 Employees
www.arizonaweddings.com

When Taudra Ramsperger and Betsy Goreham purchased Arizona’s #1 bridal magazine in October 2006, they made a conscious effort to create the kind of workplace they’d always wanted for themselves. That meant giving employees more time for their families and their education and for community participation. By creating this flexible and civic-minded environment, Ramsperger and Goreham have seen tremendous growth in productivity, quality—and revenue. To serve growing needs of their community in today’s trying times, the staff at Arizona Weddings created a volunteer team through Hands on Greater Phoenix. Once a quarter, the team donates time to the community, serving meals at St. Vincent de Paul or packing food boxes at St. Mary’s Food Bank Alliance, for example.

Associated Industries

Employer Membership Association
Winning Site: Spokane, Washington, 26 Employees
www.aiin.com

Employers turn to this membership association for strategies on how to engage employees and achieve business success. You might say that Associated Industries practices what it preaches. Turnover is so low it’s not recordable; more than 60% of its workforce have been with the organization more than 10 years. Contributing to its high retention are a number of practices to help employees manage their responsibilities on and off the job. For one, employees can take care of personal needs as they arise, even if it means leaving work for a while. “We know they will be more focused when these needs have been attended to,” states a representative. The majority of staff members participate in volunteer and community activities, a practice that A.I. encourages, offering flexible work hours to help maintain their involvement. And a twice weekly relaxation/yoga class provides an opportunity for employees to de-stress and stay fit.
Attention cycling enthusiasts! Currently about 40% of Atomic’s employees bike to work on a daily basis, a practice the company encourages by purchasing bike helmets, providing a shower and changing area, and offering secure bike storage year-round—citing numerous reasons for doing so. Improved employee health is one; others include reducing the environmental footprint and strengthening ties to the local community. The company is also proud of its efforts to promote learning and development. On a daily basis, newer employees are paired with more experienced ones to work together on projects. This spirit of mentorship extends beyond the office and out into the community, where the company supports learning in a number of ways. For example, Atomic sponsors a high school robotics team; it has also hosted a web design seminar for middle school girls, a group research shows is not generally interested in computer technical education and careers. When it comes to flexibility, the company works with employees one-on-one to craft solutions that respect their unique needs and the demands of the business. Atomic promotes its culture of trust and personal responsibility by communicating the company’s performance and financial metrics early and often, so that people have a clear understanding of the effects their actions and work have on the company’s overall performance.

The Aurora Mental Health Center says it allows most employees to set their own schedule as long as they meet reasonable productivity requirements. Clerical workers, too, have options for flexibility here, because the organization wants people with direct contact with patients to be happy and generate good feelings about the facility. Clerical employees can compress their work into four nine-hour days, getting either a half day off every week or a full day off every other week. The Aurora Mental Health Center also encourages innovative ideas for providing better services with less resources; a leadership program gives professional staff the support, guidance and latitude to design and execute a project for the facility.

This woman-owned e-commerce company—which provides clients with auto parts—has grown in double- and triple-digits in recent years. It says
flexibility has virtually eliminated absenteeism, tardiness and turnover. At a time when others have cut benefits, Autohaus has continued to provide above-average compensation, fully paid health, dental and life insurance, annual raises, paid vacations and frequent company-paid lunches and outings. Employees have a profit-sharing 401K, on-the-job computer skills training, and an incentive program that promotes attendance and punctuality by giving every employee with perfect attendance a $25 gas card each month. There is also an incentive program for shipping employees: each month, the person with the fewest errors is rewarded with a paid Friday off. No dress code is in evidence at Autohaus, a policy the firm sees increasing comfort and productivity. Claiming to be at the cutting edge of automation, Autohaus relies heavily on technology; many employees work from home or while traveling, and laptops and BlackBerry devices further promote flexibility. The firm, selected by Inc Magazine as one of the Top 100 Retail Companies in the U.S., strives to make it simple for employees to help their customers; six of its people with extremely flexible schedules are at the ready during nights and weekends to solve unforeseen problems.

Averett Warmus Durkee
Certified Public Accounting Firm
Winning Site: Orlando, Florida, 66 Employees
www.awd-cpa.com

When gas prices skyrocketed in 2008 and Florida's fortunes spiraled downward, this Orlando firm gave each of its employees a $1,000 salary increase—and then aided their work collecting food and clothing for community members in dire need. The accounting firm is equally forthcoming with workplace options; as long as communications are clear and the employee is accountable, Averett Warmus Durkee gives its staff the flexibility they request. Some employees leave the office in the middle of the day to pick-up their children from school and take them to piano class. They make up the time at their convenience, perhaps at home, logging into the office computer systems. Administrative staff, who in many organizations are prevented from working at home, also have options; they're cross trained so that when they need to leave early for personal reasons, someone else is prepared to step in and handle their work. These staff members also have access to “loaner” computers they can take home when they can't come in to the office. The firm says it is happy to respond to employees' requests for part-time positions and has reduced the hours of at least one seasoned employee who wanted to transition gradually to retirement. The firm is equally responsive to younger staff members, linking them with mentors who advise them on their careers—and on handling the demands their professional life puts on their life at home.
Azimuth Corporation
Technical Support Services
Winning Site: Dayton, Ohio, 36 Employees
www.azimuth-corp.com

This small business provides support services to a local air force base. Founded by a working-parent who wanted to create a flexible work environment, Azimuth has continued its commitment to fostering flexibility, even as the business has grown. Employees accrue Paid Time Off (PTO) in lieu of vacation or sick time—in addition to receiving 10 regular paid holidays per year. The PTO plan is popular with employees who enjoy having increased flexibility over how to use their time. Another favorite practice is the option to “make-up” time: it allows employees to take time away from work to deal with short-term items, and then make it up by working additional hours on other days within the same project period. This win-win practice lets employees meet their short-term needs without using their PTO, ensures customer support is maintained, and keeps the company operating at its maximum performance level.

AzulaySeiden Law Group
Law Firm
Winning Site: Chicago, Illinois, 65 Employees
www.azulayseiden.com

A leader in U.S. immigration law, AzulaySeiden Law Group mandated strict work schedules among its attorneys and staff, until the firm realized that many of its people worked outside normal business hours. Case in point: the firm opens at 7:30 a.m., but some employees begin before that time, while others stay after the firm closes at 5:30 p.m. The firm now realizes that flexibility is a “survival tool.” Additionally, the firm has increased reliance on laptops, PDAs and VOIP phone systems to allow attorneys easy access to case information from any location; these practices have enabled the firm to expand in bold new directions. Some lawyers and staff have relocated as far away as Serbia, and rather than bid farewell, the firm has found ways to keep them working remotely for the firm and, in a few cases, even opened new offices around them. The Chicago-based law firm has also abolished the conventional definition of paid time off for its attorneys. Instead of being given only earned days off, at their discretion, attorneys may take off any number of days, so long as they meet expectations and client demands. Attorneys are not the only ones enjoying flexibility. The firm allows its entire staff to rearrange their daily or weekly schedules around personal priorities, including education, family care and social and volunteer opportunities. Additionally, in special circumstances, staff may also work from home using a loaner laptop from the firm.
Bader Martin, P.S.*** 91 69 69
Certified Public Accountants and Business Advisors
Winning Site: Seattle, Washington, 75 Employees
www.badermartin.com

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

Barfield, Murphy, Shank & Smith** 99 79 79
Accounting Firm
Winning Site: Birmingham, Alabama, 100 Employees
www.bmss.com

In 1991, three CPAs starting their own families founded this firm as a company that would encourage career development while allowing fulfilling lives outside the office. That family-friendly ethic has gone hand in hand with success: every year since 1997, the Birmingham Business Journal has included Barfield, Murphy, Shank & Smith on its list of Top Accounting Firms, and, in 2008, it won a place in that publication’s Best in Business Award, too. Today, all qualified BMSS employees can choose part-time or flexible work arrangements. How flexible? When three accountants followed their spouses out of town, BMSS set up virtual offices for each of them. The company also offers concierge services to all employees, massages during tax season, every other Friday off during the summer, a full kitchen with complimentary snacks and drinks, and catered meals during tax season. All employees, moreover, enjoy a one-month paid sabbatical after ten years serving the firm.

Barich, Inc 99 73 77
Technology Consulting and Design
Winning Site: Chandler, Arizona, 10 Employees
www.barich.net

Internet-based conferencing tools, such as WebEx and Skype, enable employees of Barich to communicate with each other and jointly work on projects while in different locations. Implemented as part of the company’s commitment to work life issues, the resulting effects of these tools include increased collaboration and more efficient work processes. The company is also proud of its policy for new fathers, which eases the transition after paternity leave by allowing them to work from home or work during off-hours, for example.
Barling Bay, LLC  
Systems Engineering Company  
Winning Site: Charleston, South Carolina, 31 Employees  
www.barlingbay.com

This Charleston, South Carolina business—actually a native Alaskan enterprise headquartered in the fiftieth state—nearly doubled its revenues in 2008 compared to 2007 after more than doubling revenues the previous year. Serving clients like the Department of Commerce and the Drug Enforcement Agency, the company says it stresses “fierce cooperation” among its staff members and believes its people-oriented personnel practices drive its growth. The line between “labor” and “management” is blurred here; employees at all levels typically participate in management meetings. Employees can work from home, use e-mail to keep in touch with supervisors and clients across geographical locations and take advantage of the part-time schedules available to those who want them. While competing companies were laying people off in 2009, Barling Bay was adding staff, reaching out to experienced older workers with needed skills and using the Web to attract younger applicants. Barling Bay takes special pride in its success because its profits directly benefit the residents of Old Harbor—this company is owned by the Village of Old Harbor, Kodiak Island, Alaska.

Barnes, Dennig & Company  
Accounting and CPA firm  
Winning Site: Cincinnati, Ohio, 110 Employees  
www.barnesdennig.com

With a 3% attrition rate in a profession that averages around 25%, Barnes, Dennig & Company is doing something right. Employees can select from a broad range of options when setting their work schedules. And flexibility is not just “on the books.” Fully 30% of employees use some sort of flexible arrangement—including leaders of the firm. An in-house ‘Mini-University’ provides technical and leadership training to all employees—as well as to students at local colleges, universities and high schools—with topics ranging from relationship building to networking to conflict resolution, and many more.

BASF Corporation  
Chemical Company  
Winning Site: Florham Park, New Jersey, 850 Employees  
www.basf.com

BASF, the world’s number one chemical company, significantly expanded its flexible work options in recent years with the launch of “Designed to Fit - Making Flexibility Work,” a program that empowers managers and employees to work together to find work solutions that are mutually beneficial. Driven by the company’s results-oriented focus, the program emphasizes that it is not where or when work happens that is important, but the end
results that matter. Since its launch, hundreds of employees in the Florham Park location have used the program, which provides guidelines and tools for flexibility including a website with guiding principles, roles and responsibilities, and a list of technology available to support remote work.

**BDO USA, LLP**

**Professional services, Accounting, Consulting**

**2,500 Employees in the U.S.**

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

According to BDO, flexibility is a management strategy critical to their firm’s success in a global marketplace, and a tool to work smarter in a competitive business environment. BDO uses flexibility to meet business demands, and the firm’s partners and employees use flexibility to achieve a work life fit that meets both their personal needs and the needs of the firm. “A workplace with more options does involve upfront costs,” says General Counsel and BDO Flex Chair Barbara Taylor, “but those expenses are far outweighed by long-term benefits, not the least of which is the ability to retain staff. Public accounting has been traditionally known as a profession where you sacrificed your life outside work to be successful;” adding, “people would often leave after they had families.” Now, BDO offers a strong family leave policy that includes nine weeks of fully paid leave for new biological and adoptive parents, a return-to-work program to give new parents the resources and support that they need, and this spring BDO will be launching a New Parent Network that will create virtual forums to connect new parents to BDO mentors who can guide them through the process of raising a child while maintaining their career. The firm’s official strategy, BDO Flex, aims to help everyone in the firm achieve the optimal work life fit, using a combination of formal arrangements, informal day-to-day flexibility, and a Paid Time Off program. BDO sees flexibility as a business strategy to help it manage work and resources, with an eye on process improvement and quality results. Integrating flexibility into its business helps the growing firm consistently deliver excellence. BDO has used workplace flexibility to adapt to changing business and economic cycles; examples include professionals who work 60-hour weeks during tax season and only 20-hour weeks in slower times. Some staff regularly telecommute, easing pain at the pump and cutting back on long commutes. As in many businesses, administrative employees, however, sometimes experience both real and perceived obstacles to using all types of flexibility. To begin addressing this, a number of BDO offices have started using a rotating compressed work week for the administrative support staff where, every other week, half of the administrative team works four 10-hour days and takes Friday off. The practice has improved morale among the admin team while extending administrative coverage for the office and decreasing overtime costs. Such policies are also hospitable to shared office plans that BDO has used to more efficiently use smaller office space, and thus save money on real estate.
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<th>Winning Site</th>
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<td>43 Employees</td>
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The Beck Group

Architecture and Construction
Winning Site: Dallas, Texas, 185 Employees
www.beckgroup.com

The Beck Group has been operating in the building industry for nearly 100 years and claims to have relied on the same strategy throughout that time: giving people what they need to make long-term contributions. It is communicated to employees on Day One, and throughout their careers, that, should a need arise, the company will make every effort to be flexible and provide assistance through difficult times. A third-generation, family-owned company, Beck says it takes exception to the idea of a one-size-fits-all approach to working with employees. The company provides work arrangements that complement each employee's individual circumstances. It also provides generous benefits to all staff members, including health insurance, tuition reimbursement, child care spending accounts, a 401k program (with the company matching 50% of employee contributions up to 6%) and health club membership reimbursement. Web-based tools help employees navigate financial issues such as planning for a new baby or aging parent, saving money for college, managing debt and facing foreclosure.

BECU

Credit Union
Winning Site: Seattle, Washington, 400 Employees
www.becu.org

Guided by the principle of “people helping people,” this Seattle-based community credit union serves over half a million members with loan and financial planning services. In a challenging economy, BECU has increased its commitment to offering flexible work solutions to employees. The organization introduced an Employee Emergency Loan to provide emergency funds at reasonable rates to employees in need. That care for employees' wellbeing is also evident in the organization’s workplace, where wellness is “a huge priority,” a representative states. The credit union—Washington’s largest—holds a wellness fair every year, giving employees an opportunity to check their blood pressure, cholesterol and other key health indicators. Professionals are on hand to discuss health concerns, and staff also have access to a 24-hour “nurse help hotline.” An employee assistance program—able to help with anything from finding care for an ill parent to dealing with a flood in the basement—is also available. Resources for employees include a wellness committee and wellness coaches, onsite gyms, commuter subsidies, onsite flu shots, an employee assistance loan program and a mortgage benefit program, which offers employees 0.5% off on the interest rate of their home loan. Employees also enjoy unlimited access to public transit; BECU has been expanding its telecommuting program in an effort to reduce commuting costs and its carbon footprint.
Benefit Insurance Marketing***

Employee Benefits Consulting
Winning Site: Lexington, Kentucky, 24 Employees
www.teambim.com

Crediting the flexibility offered in their jobs, employees of Benefit Insurance Marketing report less stress in managing their personal obligations and higher job satisfaction. Laptops and network connections enable them to work from home; flexible work schedules help them meet their family and personal responsibilities in addition to their work ones; and paid time off for volunteering encourages community involvement. For those employees whose positions are call-driven, additional phone coverage ensures they can step away from their desks, whether for vacation time or an opportunity to work on another project. But even more than these practices, the company is proud of its culture, which promotes managerial and co-worker support for employees to thrive and grow in all aspects of their work and personal lives.

Best Buy

Electronics Retail Outlet
Winning Site: Minneapolis, Minnesota, 4,000 Employees
www.bestbuy.com

Best Buy encourages all staff to experiment and find the scheduling options best adapted to their own needs and to the role they play in the firm. How do managers react? They’re coached to give their people room to test different workplace options. **Best Buy says its philosophy focuses not just on schedules or locations, but on overall effectiveness, empowering employees to effectively design the workplace that produces the best results for the company and the best work situation for themselves.** These initiatives, the retailer says, have strengthened the Best Buy brand, reduced turnover and increased productivity.

Better Business Bureau of Dayton/Miami Valley Inc.

Nonprofit Community Service Organization
Winning Site: Dayton, Ohio, 17 Employees
www.dayton.bbb.org

This Better Business Bureau has not only increased the number of businesses it serves, it is also retaining them longer. Employees stay with this Dayton employer, too; most have been there five years or longer. The company is committed to trying to give staff all the tools and flexibility they need to be successful, which in turn makes the company successful. Staff have remote access to the office computer network so they can work from home at their convenience. And the leadership team and business relations staff have all been equipped with either BlackBerry devices or cell phones so they can remain in touch outside the office.
Big Brothers Big Sisters of Greater Birmingham 99 79 81

Nonprofit Social Services Organization
Winning Site: Birmingham, Alabama, 16 Employees
www.bbbsbhm.org

Big Brothers Big Sisters says it is the oldest, largest and most effective youth mentoring organization in the United States. An exceptional workplace has enabled the nonprofit’s Birmingham arm to lift productivity to record levels, serving more than 1,000 children in 2008, a five-fold increase since 2001. Employees are viewed as valued professionals here, keeping their own time sheets and scheduling their own appointments. **Attuned to each other’s strengths, staff take note of the good things they see coworkers do during the week and place write-ups in a box; at the end of every week all the testimonials are shared verbally and one of them, chosen at random, wins two free movie tickets for both the person being honored and the person who took the time to applaud that individual’s action.** Flexibility? The agency halts operations when inclement weather closes the public schools; if students are sent home early, parents are expected to leave immediately so their children are not alone. Then, too, the agency provides laptops to staff whose role requires them to contact program participants at various hours; conference calling reduces the need to be in the office for meetings and Webinars make it convenient for staff members to further enhance their skills. **In a troubled economy, the organization provided a free financial planning seminar to all staff** and talked to them about fundraising efforts and what the organization was doing to maintain staffing levels. At the same time Big Brothers Big Sisters of Birmingham opened two satellite offices, reduced its turnover and made absenteeism a non-issue.

Big Brothers Big Sisters of Kentuckiana 99 72 73

Nonprofit Social Services Organization
Winning Site: Louisville, Kentucky, 33 Employees
www.bbbsky.org

At this community organization, the motto “Children first” applies not only to the people they serve, but to employees as well. New parents can bring their babies to work—supported by a special office room equipped with a crib and rocking chair and an environment that encourages everyone to share rocking and cuddling duties. BBBS asserts that this openness, combined with its generous parental leave, is frequently cited by employees as pivotal in their decision to stay with the organization. For telecommuters, an official “work from home” policy maintains fairness, and regular check-ins with performance metrics ensures that the arrangement works for all.
Virtual 100% of employees at Big Brothers Big Sisters of North Texas have access to and use workplace flexibility to some extent. In fact, just 11% have positions that are office based; and they have the option of establishing their hours and/or compressed work weeks. Technology has enabled a culture of remote workers. Take one employee who had to move due to her husband’s military obligations. It was determined that she could easily continue working from home, enabling her to keep her job and BBBS to keep a valued employee. She has since moved again, and continues working for the agency! A “phase back to work” option lets new moms use FMLA to work on a part-time basis until they are ready to return full time. BBBS has found that the keys to successful implementation of workplace flexibility include: clearly communicating performance expectations, following up on progress on a regular basis, and managing to results. Employees receive a written performance plan outlining specific expectations within their first two weeks of employment; training is ongoing; and results are tracked and evaluated with any shortcomings addressed. It is this approach that has positioned employees—and the organization—to succeed. Fun in the workplace is important too. “Magic Makers,” a voluntary employee committee, plan annual outings and staff appreciation events.

In 2010, Binkley & Barfield saw a double-digit growth in applicants. The company says its flexible schedule options contribute to the first-rate quality of the pool it attracts, not to mention help retain current employees—turnover is extremely low. Flex-time allows employees to carpool or set schedules that allow for more family time off the job. Even the receptionists can participate; a job share arrangement ensures the office has the coverage it needs. During busy times, employees can choose to log in from home rather than work long hours at the office; and for those who stay, the company will provide dinner. These workplace practice “encourage employees to better themselves for professional development and personal development,” observes a representative.

BioPharm has a number of recognition programs to bring out the best in its employees. In fact, this information technology company, which focuses
on the life sciences industry, partnered with an outside consultant to develop scorecards for employee performance reviews that are used to establish, manage and achieve personal and company-wide goals. As goals are reached, employees are awarded bonuses; many are also eligible to earn an extra PTO day for every 8 hours of overtime worked. Employees can also be recognized by their managers and peers for their achievements and contributions to the company; winners are announced monthly and provided with gift certificates to Amazon.com. Teams too can be recognized for completing projects or reaching significant milestones—one such team was flown to Las Vegas for several days! The company finds that these practices let employees know that their hard work is appreciated and encourage them to always put their best foot forward. Clients benefit too, and many stay with the company for many years because of the employees. The company avows that its people are its number one asset—and that isn't simply lip service. BioPharm offers 100% paid health insurance, an employee stock option plan, work from home options and will provide phones and/or laptops. “Employees are the ones that develop and implement BioPharm's products and services. They are also the ones engaging with clients. If BioPharm's employees are not satisfied working at the company, it would be evident and seen by clients,” states a representative.

Birmingham Metropolitan YMCA** 99 76 74

Nonprofit Community Services Organization
Winning Site: Birmingham, Alabama, 40 Employees
www.ymcabham.org

This organization says 41% of its members are younger than 18, but the Birmingham YMCA looks to a local association of retired citizens to help fill vacancies at the same time it recruits younger people at local colleges and universities. With a mission to build stronger families, the organization says its managers eat with their employees, get to know their families and strive for an environment where everyone sees his or her accomplishments recognized every day. And when gas prices rose, this YMCA chapter began reviewing compressed workweek schedules with staff on a case by case basis.

Blue Gecko, Inc**** 99 72 74

Technology Services
Winning Site: Seattle, Washington, 24 Employees
www.bluegecko.net

The Seattle database services company promises hair-trigger responses when client computer systems go awry. An outsider might assume that Blue Gecko’s pledge to have someone respond to a customer emergency within 30 minutes, regardless of the time of day, would preclude flexibility, but the company claims the opposite is true. “Most of our work requires only an Internet connection and focus,” a representative says, asserting that technology allows great flexibility with staff time and location. Flexibility is a two-way street: employees respond to clients’ needs every bit as readily as the
company responds to their needs. “Our people get called in for emergencies. We need to give them the same level of flexibility we expect from them.”

Boise Rescue Mission
Nonprofit Social Service Organization
Winning Site: Boise, Idaho, 49 Employees
www.boiserm.org

This organization, which has been serving its community’s homeless and near-homeless since 1958, believes its “family first” policy increases its effectiveness. When employees need to be away from the office to attend to family matters, they can telecommute. If they need significant time away and exhaust their paid vacation and sick time, other staff members can donate their unused time to compensate. Boise Rescue Mission has given its people payroll advances during the economic downturn and, on a case-by-case basis, loans at 0% interest.

Bon Secours Health System
Medical Services
20,000 Employees in U.S.
www.bonsecours.com

Bon Secours—meaning “good help” in French—was founded in Paris after the French Revolution by Catholic nuns who defied tradition by caring for sick and dying compatriots in their own homes. The Sisters of Bon Secours came to the U.S. in 1881 and built a multi-state health care. In today’s changing workforce and workplace landscape, a culture of flexibility has helped Bon Secours respond to the needs of its most valuable asset—its employees. Flexible schedules, job sharing, telecommuting and compressed workweeks are available; managers are encouraged to work with employees who are interested in these options, and have license to be creative in crafting solutions. For example, employees caring for dependents (children, grandchildren, parents or relatives), can move from full- to part-time to on-call status and back in most job categories without penalty. Compressed workweek options include four 10-hour shifts or three 12-hours shifts per week. Other shift options include: weekends only with an enhanced rate of pay; four-hour shifts, eight-hour shifts or 12-hour shifts; and seven days on, seven days off. All benefits—including tuition reimbursement and employer-assisted housing—are available to employees who work at least 16 hours per week, effective upon their start date; or, alternatively, employees can opt out of benefits for higher pay. Older employees may phase into retirement by choosing among three options: retire from the organization altogether and be rehired later without jeopardizing retirement checks; “retire” at age 65 but continue working part-time (not more than 24 hours per week), while collecting a pension; or work past age 70 and a half and begin receiving a pension check in April of the following year, regardless of status. Patient mobility lift teams extend nurses’ careers by reducing the amount of lifting they have to perform. Studies show that nurses on average lift up to 6,600 pounds per
day! Not so at Bon Secours. The lift teams use state-of-the-art equipment to reposition or lift patients, which has reduced patient handling injuries and the costs associated with those, while at the same time, increasing nursing satisfaction. Programs are also geared toward recruiting and developing new employees—one, a week-long healthcare career explorers camp, which was first held in summer 2009, gives middle school students the opportunity to experience the life of healthcare providers firsthand. When the recession hit, Bon Secours responded with a variety of tools to help employees navigate the economic downturn: financial education, seminars for unemployed spouses, an employee crisis fund, the option to trade time off for cash, a housing assistance program, discounts at hundreds of area businesses, and a wide range of college tuition assistance for employees and their families. To compliment this package, Bon Secours also launched an online fuel relief program, which includes information like where to go for the cheapest gas, carpooling and mass transit resources, tips on how to save on fuel and winter heating expenses, and traffic and air quality alerts. Within the health system, Bon Secours Hampton Roads and Bon Secours Richmond Health System have each received multiple Sloan Awards.

Winning Site: Hampton Roads, Virginia, 4,340 Employees** 99|70|72
Winning Site: Richmond, Virginia, 7,000 Employees***** 99|70|75

Booz Allen Hamilton

Strategy and Technology Consulting
25,000 Employees Globally
www.bah.com

Booz Allen Hamilton has been at the forefront of management consulting for government clients for more than 90 years, with annual sales of $4 billion and double-digit growth. The organization says its success is “fueled largely by a satisfied workforce.” Booz Allen professes a strong commitment to work life, providing options including job sharing, part-time employment and special schedules that enable staff to deal with personal, community or educational responsibilities. Management is always listening to employees to ensure that the work atmosphere allows and encourages success, security, fairness and feasibility. Telework options, compressed schedules, paid time off, benefits and technology tools are freely offered to give their employees the flexibility to increase their effectiveness and the success of the company. Indeed, flexibility is built into this company: fully 80% of its employees occasionally change their hours, and 54% take advantage of telecommuting opportunities. The firm has introduced a virtual FlexWork Forum for employees to network, stay in touch with the company’s culture and share best practices. Open to all Booz Allen staff, this forum is a great source of information for anyone considering a flexible work arrangement and for managers supervising people working flexibly. But there are many other ways for employees to connect everyday that can improve their efficiency and increase flexibility. New technology allows for text messages, video conferences, shared documents, remote access via a web browser and sharing contact information,
dates, blogs, wikis and forums. The StayConnected program was recently launched to raise awareness about these tools and technologies. New parents also are a focus; those with one year of service can take up to 24 weeks off with their jobs guaranteed (eight weeks are fully paid for moms, two weeks for dads). As for reentry, a ComeBack Kids program encourages staffers who have left the firm to return. Everyone at the company enjoys abundant opportunities to give something back to the community, whether through projects they've chosen themselves, volunteer activities arranged by the company or pro bono assignments at nonprofit organizations.

**Winning Site: Atlanta, Georgia, 250 Employees** 99 72 75

**Winning Site: Charleston, South Carolina, 110 Employees** 99 72 76

**Winning Site: Dayton, Ohio, 300 Employees** 99 76 79

**Bottom Line Systems** 94 72 67

Payment Services Company

**Winning Site: Crescent Springs, Kentucky, 100 Employees**

www.onlinebls.com

Even while the economy declined, profits at this Kentucky employer continued to grow in double digits. Perhaps the organization's workplace is a factor—with a 93% retention rate, BLS offers an array of scheduling options, many strong benefits and compensation linked strongly to performance. The company says its people are its strongest advantage; when an associate opts to leave and later has regrets, he or she can apply to return; and if associates come back within six months of their last day they lose no seniority. For new hires, development begins immediately; the company provides training and reviews new staff members’ progress first after 60 days and then again after 120 days of work. Training doesn't end there, though; associates receive additional development through both internal trainers and outside vendors who make sure, the company says, that the recruits are cognizant of the cogent industry news and properly trained in the newest technologies. There are scheduling choices aplenty here, including flexible hours, part-time schedules, job sharing, telecommuting options and compressed workweeks. When gas prices rose, employees were able to work four ten-hour days each week to reduce commuting. The company even offers something special to associates who work onsite with clients and therefore don't have the same flexible options other BLS people do. Twice a year, these employees receive four hours of paid time to participate in team outings like bowling, visits to a horse track and picnics (once with a water gun fight!). Whatever an employee’s schedule is, the same health and life insurance benefits extend to full- and part-time associates working a minimum of 20 hours a week. That goes for the firm’s 401(k) plan co-match, too. All new staff working at least 20 hours a week can start participating in the benefits program effective their date of hire. Vacation days? Employees have a straight paid time off program, with part-timers accruing PTO benefits at the same rate as full-time associates, based on the number of hours worked. During the first
year of service, full-time staff have 21 days of PTO they can use for any purpose. Associates can carry time over from year to year, and once they reach 190-hours of available PTO, they can cash a year out. As for compensation, staff who have been with BLS for a minimum of six months become part of a quarterly incentive program tied directly to their performance; they can increase their income by more than 10% through bonuses that reflect their success in meeting their individual goals.

Brookhaven Science Associates

Research Center
Winning Site: Upton, New York, 2,900 Employees
www.bsa-hq.org

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

Brower Insurance Agency LLC

Insurance Company
Winning Site: Dayton, Ohio, 82 Employees
www.browerinsurance.com

Founded in 1935, Brower encourages its people to continue their educations and funds most of the expense involved. Named one of Dayton’s best employers by the Dayton Business Journal two years in a row, the company also provides a flexible work environment and allows its employees to choose schedules that complement their responsibilities at home. Staff get paid time off for personal needs, sicknesses and bereavement, and can take advantage of in-house health fairs, flu shots, fresh fruit, yoga and a weight reduction program.
Brown & Brown of Detroit**  97 68 68

Insurance Company
Winning Site: Detroit, Michigan, 80 Employees
www.bbdetroit.com

Brown & Brown says its people “bring not just their skills and brains to work, but also their hearts,” and that helps the firm prosper. The company gives all its people options to work from home using a company Web site and individual BlackBerry devices; employees can also take time for personal emergencies without putting their jobs at risk. Managers at this Michigan insurance company make it a point to get to know their staff members as people, organizing employer-sponsored events like baseball games and charity events—and sometimes closing early due to sunshine. Providing more than $50,000 to local charities and supporting its employees’ volunteer work, Brown and Brown tries to demonstrate that business is about more than the bottom line.

Brown & Gay Engineers, Inc.  97 69 68

Civil Engineering and Surveying Services
Winning Site: Houston, Texas, 200 Employees
www.browngay.com

Employees of this award-winning civil engineering company have access to a number of scheduling options to help them achieve an optimal work life fit. Early birds and night owls alike can benefit from the company’s flextime program, which allows employees to vary their start and end times outside of standard business hours. Another favorite option is the 9/80 schedule, in which employees essentially compress their work hours over a two-week period, and then receive a day off every other week—ideal for scheduling doctor appointments, running errands and attending to other personal matters. Lastly, a modified schedule lets employees flex their hours daily—a popular option with those enrolled in continuing education classes, among others. The company has partnered with Bright Horizons to provide a dependent care program, and an EAP service gives employees on-demand assistance with financial matters and other work life issues. In addition, the company offers opportunities for employees to help others by hosting drives to benefit local food banks and schools.

Bryson Financial Group**  99 75 82

Financial Services Company
Winning Site: Long Beach, California, 19 Employees
www.brysonfinancial.com

With more than 35 years of experience marketing employee benefit plans to other businesses, the Bryson Financial Group has received numerous awards and won commendations from publications ranging from Entrepreneur to the Wall Street Journal. The Long Beach employer defines itself as a family-run business, and it sees families as its foundation. All employees
have complete flexibility here; the firm says the work would otherwise be hard on single working parents or people who have elderly parents under their care. Mobile solutions—including cell phones, home computers and VoIP technology—enable staff to get their work done no matter where they are. The company, which has low turnover and extremely low absenteeism, recently introduced a program promoting employees' health. The company says its sensitivity to employees' needs gives it an edge in holding on to its experienced staff members and attracting new talent.

Café Rio Mexican Grill** 99 75 72
Restaurant Chain
Winning Site: Salt Lake City, Utah, 23 Employees
www.caferio.com

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

Call Experts 99 67 69
Call Center
Winning Site: Charleston, South Carolina, 50 Employees
www.callexperts.com

Call Experts has grown exponentially in recent years, practically doubling its bottom line. During this time the company put strong workplace practices in place—customer complaints went down, employee complaints shrunk, turnover was reduced by more than half and absenteeism was slashed, too. The firm increased its market share in many different industries and added three locations outside Charleston. Flexibility is evident to employees here even before they join the firm; Call Experts allows them to specify the shifts they want and stipulate the times they can't work. Once hired, people can change their shifts' starting and ending times on a weekly and often daily basis. They can alter their days off and miss work altogether without being penalized as long as they find coverage. The company provides a 25% match for employees' 401(k) contributions and pays all staff time-and-a-half for working on their birthdays. New moms can take all the time they want to return to work, and then there are the little things: upgrades of the employee break room, kitchen, canteen, exercise room, relaxation spaces and outdoor sitting area.
Capital One

Financial Products and Services
27,000 Employees in U.S.
www.capitalone.com

One of the ten largest banks in the U.S., Capital One has been bold in introducing new workplace initiatives, reorganizing the workspaces of key premises several years ago to promote teamwork and dramatically reduce costs and response time. In an initiative called Flexible Work Solutions, the company offers open, collaborative workspaces, connecting associates by technologies such as wireless laptops, BlackBerry devices, Voice-over-IP phones and intranet capabilities. Employees have choices. They can elect to work in the same office every day, or they can work at home one or two days a week. Finally, some employees can work almost entirely at home, getting all the technology they need to be productive there. On those occasions when they do come to the corporate facility, they find an open workspace, plug in their laptop and get to work. Flexible Work Arrangements (FWAs) formalize Capital One’s workplace and flexibility offerings and provide a consistent process that ensures eligible employees have access to tools, resources and support to ensure their success. Program guidelines assist managers and employees in determining whether transitioning to an FWA—such as flextime, a compressed workweek or a part-time schedule—is appropriate for them and for the business. Several programs help managers supervise a mobile workforce. An online Virtual Team Toolkit, for example, helps employees navigate a virtual team environment; FWA Conversation Guides help managers and employees negotiate an FWA request. The company’s intranet, meanwhile, provides a one-stop information resource across the enterprise, and an ever-expanding Capital One Wiki, available via the corporate intranet, captures daily business knowledge in a repository associates can easily access on their computers, no matter where they are. Results have impressed employees and management alike. In addition to cutting occupancy costs, Capital One says the Flexible Work Solutions program has reduced by almost one third the amount of time it takes to get information from peers, and cut by almost one quarter the time it takes to get information from managers.

Winning Site: Dallas Texas, 3500 Employees** 99|67|74
Winning Site: Richmond, Virginia, 6984 Employees***** 99|65|72
Winning Site: Washington, DC, 800 Employees**** 99|72|77

Cardinal Health Inc.

Health Care Organization
Winning Site: Dublin, Ohio, 1,500 Employees
www.cardinalhealth.com

Serving customers on five continents, Cardinal Health is an $87 billion global manufacturer and distributor of medical supplies. Its employees say they value flexible work arrangements, and the business is responding—its Chief Financial Officer is sponsoring a team designed to help staff find the best fit...
between their lives at work and their lives at home. In addition, flexibility is being built into managers’ and supervisors’ training; flexible work pilots are in place; and back up child care and elder care programs are now available, complementing a very generous paid-time-off program.

Cardinal of Minnesota, Ltd.*** 99 71 76
Social and Community Services
Winning Site: Rochester, Minnesota, 35 Employees
www.cardinalofminnesota.com

Serving individuals with developmental disabilities since 1995, Cardinal of Minnesota prides itself on its ability to work with the lives of its employees. Video conferencing and other new technologies allow employees to directly interact with each other over long distances, in some cases from their own homes, thus saving time and money that would have gone to travel, and improving cohesion among disparate offices and worksites. The owner and staff understand that their work takes place in the middle of others’ homes and lives. So, the company strives to create a relaxed, friendly work environment that helps employees bring cheer to the people they serve. Cardinal of Minnesota’s “Platinum Rule” is to treat others as they would like to be treated, and applying that to employees necessitates a high level of flexibility. Doing so leads to greater employee engagement and satisfaction. Most decisions are made on an individual basis to respect different circumstances. Similar pragmatism is reflected in their sick leave policy, which is “if you’re sick, we want you to stay home, and if you’re not, we want you to come to work.”

Carlson 99 66 69
Hospitality and Travel
Winning Site: Minneapolis, Minnesota, 2,500 Employees
www.carlson.com

It’s not easy to maintain the culture of trust and inclusiveness of a family-owned business when a company has operations in more than 70 countries and employs 150,000 people, but Carlson works hard to do just that. Take its “Gift of Time” donation program, which allows employees to make a real impact on each other’s lives during difficult times by giving unused vacation time to coworkers in need. The practice has created a strong sense of community and trust, which Carlson says has led to increases in productivity. Management actively seeks to engage and aid employees to be the best that they can through regular informational town hall meetings; skill enhancement classes are also available to employees.

Cascadia Consulting Group, Inc.**** 99 70 74
Environmental Consulting
Winning Site: Seattle, Washington, 30 Employees
www.cascadiaconsulting.com

A recognized leader in environmental management, Cascadia helps businesses and government agencies get cleaner and greener. This requires
creativity, and Cascadia says it makes the most of its people’s talents by chucking the idea that work and play are at odds. The founding partners decided, “We wanted flexibility for ourselves, so we thought everyone else should have it too.” Employees—experts in fields like waste and recycling, climate and sustainability, and water and natural resources—are able to pursue their own interests through extended vacations, mini-sabbaticals, part-time schedules and flextime. Indeed, almost half of the staff works fewer than 40 hours per week. Another example of flexibility? Employees who stay late to meet a deadline or spend two weeks doing waste sampling in the field can take time off later at their own discretion. A telecommuting program has resulted in decreased absenteeism due to personal obligations and weather-related situations. More importantly, it has allowed Cascadia to retain employees who, in moving away, would have otherwise had to leave the organization. After previously winning the Sloan Award and being featured in Seattle Magazine for their commitment to flexible work programs, Cascadia has seen an increase in new employee applicants attracted to the company because of these policies.

Catholic Charities of the Diocese of Winona
Nonprofit Social Service Agency
Winning Site: Winona, Minnesota, 38 Employees
www.ccwinona.org

“We must be efficient; if our programs fail, our funding ends,” says Robert Tereba, executive director of this charity that provides social services to thousands of vulnerable families and individuals in southern Minnesota. The Catholic Charities office equipped half its staff members with cell phones and a quarter with laptops. Today, all its employees can access their e-mails and documents from home, which increases efficiency. “If employees must be at home for a day, they can still get their work done,” a representative reports. Staff can also be flexible with their own time—pitching in during a weekend, for example, when an emergency arises. Given that responsiveness is critical—including during off-hours—the organization provides comp time in return. A three-time recipient of the Sloan Award, Catholic Charities has found that this recognition has been a great recruitment and retention tool. As a small not-for-profit, it cannot offer salaries comparable to larger agencies or corporations, but it has found that supporting employees in their desire to be efficient on the job and providing a flexible work environment has increased employee loyalty and job satisfaction.

Cayenne Creative Group
Advertising Agency
Winning Site: Birmingham, Alabama, 10 Employees
www.cayennecreative.com

As an ad agency, creativity drives the growth of this firm. It trusts it people to know what they need to do—and equips them with laptops and access to the organization’s Web software so they can work away from the office.
Cayenne prides itself on the quality of its workplace; its owners attend employees’ personal festivities, like weddings and baby showers, and celebrate all their birthdays. They regularly buy lunch for staff and give them four weeks of vacation time each year, including a week during the holidays. As for community involvement, employees each year choose a nonprofit organization and provide that group with full company services on a pro bono basis. Practices like these give the company its pick of talent, young people just entering the field and proven professionals alike.

**CDP Engineers**

**Engineering Company**

**Winning Site:** Lexington, Kentucky, 44 Employees

www.cdpengineers.com

With a turnover rate about half that of competing firms, CDP Engineers finds that even those who do leave frequently have a change of heart and return. **This company recruits talent on both ends of the age spectrum, identifying key older professionals in the community who can provide guidance and knowledge to younger staff members. The older employees set their own hours, while an internship program also offers young professionals the opportunity to work around school and personal schedules.** Technology underpins just about all the work done in this Kentucky engineering firm, and that allows employees a great deal of choice. The firm runs a Cisco VPN connection for remote users, and staff with company laptops can access the network from any wireless connection. When gas prices rose the company encouraged flexible schedules, so staff could more easily bike or carpool to work.

**Center for Accessible Living, Inc.**

**Nonprofit Disability Resource Center**

**Winning Site:** Louisville, Kentucky, 20 Employees

www.calky.org

As an organization that both serves and employs people with disabilities, the Center for Accessible Living understands that flexibility can be key to maintaining a highly qualified and productive workforce. Flex time and work from home options are available to staff, facilitated by the program GoToMyPC, which lets employees access their computer desktops from anywhere. **People with disabilities can experience more unexpected problems, the organization notes, and this flexibility has enabled them to thrive in the workforce; without it some of them would not be able to work at the capacity that they do.** For the Center, the benefits are obvious: it points to its highly dedicated and qualified workforce and extremely low turnover rate.
The Center for American and International Law 99 69 67
Continuing Education Services
Winning Site: Dallas, Texas, 27 Employees
www.cailaw.org

Everyone at this nonprofit—which provides continuing education for lawyers and law enforcement officials in the U.S. and throughout the world—is allowed to take advantage of compressed work schedules and generous time off policies. One employee says, “It truly is the most flexible working environment that I have ever encountered. We have an open door policy that allows us to come up with great strategies to deal with whatever situation arises. The difference in this organization is that people matter. We aren’t numbers, or units…and you feel that.” Management has worked hard to protect jobs in this challenging economy, and used cost-cutting strategies that don’t affect pay or morale.

Center for Seabees and Facilities Engineering 99 66 69
Naval Education and Training Command Center
Winning Site: Port Hueneme, California, 164 Employees
https://www.netc.navy.mil/centers/csfe

The Naval Education and Training Command’s Center for Seabees and Facilities Engineering (CSFE) is responsible for the oversight of training for the Navy’s construction and facilities engineering personnel, providing them with the skills and knowledge needed to build and maintain bases, airfields, harbor facilities, roads, and more. The Center offers a range of flexibility programs, including a compressed work schedule, telework program, and health and wellness programs. “These have resulted in quantifiable time-and-attendance increases, as well as increases in team morale,” says Ramon Flores, director of knowledge management and information technology. Take the example of one employee who participated in the telework program. It allowed him to cut his 3-hour round-trip commute to three times per week, instead of five, enabling him to coach his son’s high school football team. CSFE’s Health and Welfare program provides an opportunity for staff to design and implement a healthy lifestyle plan; the Center says it has also stimulated production by minimizing sick days. “CSFE is an outstanding example of integrating mission accomplishment with workplace flexibility,” said NETC Commander Rear Adm. Joseph Kilkenny. “By being flexible with our workforce, NETC commands are successfully executing the mission of maintaining, training, and equipping mission-ready naval forces capable of winning wars, deterring aggression, and maintaining the freedom of the seas.”

CenterPoint Energy** 98 68 70
Electrical Power Company
Winning Site: Houston, Texas, 1,800 Employees
www.centerpointenergy.com

J.D. Power and Associates has ranked CenterPoint Energy among the top utilities in its region for seven of the past eight years. The company believes
flexible schedules, telecommuting options and job sharing opportunities strengthen its operations; the firm allows its people to phase into retirement.

Central Baptist Hospital

Medical Facility
Winning Site: Lexington, Kentucky, 2,480 Employees
www.centralbap.com

Central Baptist Hospital offers some of the most advanced medical facilities, technologies and capabilities available in the Lexington, Kentucky region. Operating 24 hours a day, every day of the year, the facility gives its people options for flexible schedules and opportunities to work at home, supported by remote-access capabilities. The hospital reaches out to potential employees on both sides of the age spectrum; its flexible work arrangements appeal to older candidates while internships, leadership development programs, scholarships and tuition reimbursement attract younger men and women.

Central Baptist Hospital is proud of its Evolving Leader’s Program, which is open to all employees who would like to develop themselves for future leadership roles within the organization. The organization also cites the employee assistance program its people can turn to for help with a personal matter and staff members’ ability to donate their unused paid time off to other colleagues dealing with a critical problem at home.

Cerini & Associates, LLP**

Public Accounting
Winning Site: Bohemia, New York, 36 Employees
www.ceriniandassociates.com

Employee commitment drives business success, the firm says, and its technology investments have helped fuel staff members’ motivation. A Citrix server allows people to access their desktops wherever they are. Laptops for all staff and a paperless environment enable them to collaborate easily and to respond effectively to client needs regardless of whether they’re home or in the office. The firm, which avoided layoffs during the recession, has launched a program encouraging staff to participate in the community groups they find valuable. C&A itself is heavily involved in the nonprofit community and provides services to these organizations at a discount.

CH2M HILL – Spokane

Full-service engineering, consulting, construction, and operations
Winning Site: Spokane, Washington, 30 Employees
www.ch2m.com

Flexible work options at CH2M HILL include 9-80 and 4-10 schedules, telework and part-time work. But it is the company’s time-sheet policy, however, that it credits with providing the greatest opportunity for flexibility and for fostering a culture of mutual respect and responsibility. How does it work? Employees record daily how their time was spent. Though the
practice may sound tedious, it actually gives employees the freedom each day to determine their own optimal schedule for meeting their responsibilities. “Stress levels are lower when you know you can re-arrange your work schedule/time-off schedule for unexpected events,” states a representative. And the company has found that the flexibility works both ways. If a project requires longer hours to meet the deadline, employees will go the extra mile to do what is needed. Another highlight is CH’s Emeritus Program, in which staff can transition into retirement—allowing the firm to retain the valuable expertise of its senior employees.

**Chandler Chamber of Commerce**** 99 | 63 | 68**
**Business Association**
Winning Site: Chandler, Arizona, 10 Employees
www.chandlerchamber.com

Flextime, compressed work weeks, job sharing, part-time work and telecommuting are among the options that Chamber staff utilize to meet their responsibilities on and off the job. The organization finds that it is programs such as these that helps keep employees happy, while increasing productivity and retention.

**Chandler-Gilbert Community College**
**Educational Institution**
Winning Site: Chandler, Arizona, 900 Employees
www.cgc.maricopa.edu

Located in one of the country’s fastest growing communities in the U.S., this school says its workplace helps it recruit and retain employees able to meet the demands of a busy, burgeoning student body. A Virtual Private Network allows complete access to all college and district network services from home. Development is emphasized; full-time employees can take time off from their regular assignments to pursue their own education, or they can explore other opportunities while on sabbatical or administrative leave. **Staff members can also “Learn Through Service,” taking six hours of paid time each month to serve in a nonprofit organization.** Health is a focus at the Arizona Community College; the school offers wellness fairs, screenings, flu shots and seminars as well as classes in fitness, stress and weight control and tobacco cessation. Those who retire can return to work on a schedule including up to 49% of the hours they worked before their retirement.

**Charleston Metro Chamber of Commerce**
**Business Membership Association**
Winning Site: North Charleston, South Carolina, 37 Employees
www.charlestonchamber.net

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

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One of the world’s largest energy companies, Chevron has not stinted on workplace investments. Consider development: the company reimburses 75% of course costs to full-time employees who complete approved classes on their own time and 50% of the educational costs for part-time staff members. Recent college graduates can take advantage of a program offering technical training and mentoring and MBAs have several different programs geared for them. Then, too, there are 11 employee networks—each comprising people of different genders, races, sexual orientation, age or nationality—focusing on mentoring, leadership and career development. Technology makes telecommuting broadly available at Chevron. A vast number of employees have BlackBerry devices, and wireless laptops equipped with Virtual Private Networks allow staff to access the company intranet from home. Corporate e-mail accounts are accessible from any computer with an Internet connection and Web browser. Employees have scheduling options, too, as long as operating conditions and business requirements permit them. There are also seven different part-time schedules that vary from 20 to 30 hours a week, and compressed workweeks enable staff to schedule, for example, four 10-hour days a week with one day off each week. Part-time people have health benefits here; in 2008 Chevron increased its contribution toward the cost of medical and dental coverage for part-time employees on the U.S. payroll; they now pay the same as full-time employees for their monthly medical and dental coverage. If Chevron is highly responsive to its employees’ needs, it’s just as supportive of community groups, each year doubling employees’ and retirees’ contributions to nearly all nonprofits.

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<tr>
<th>Company</th>
<th>Score</th>
<th>Rating</th>
<th>Recommendation</th>
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<tbody>
<tr>
<td>Child and Family Services</td>
<td>99</td>
<td>75</td>
<td>74</td>
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<tr>
<td>Nonprofit Child Welfare Organization</td>
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<tr>
<td>Winning Site: Manchester, New Hampshire, 184 Employees</td>
<td><a href="http://www.cfsnh.org">www.cfsnh.org</a></td>
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A nonprofit agency advancing the well-being of children, this New Hampshire organization says it sticks to the basics when it comes to workplace strengths.
Virtual Private Networks and laptops give staff more freedom and help them manage their time more effectively; staff members who work in the community also use cell phones to stay connected. The fact that people in support positions cross-train enhances flexibility, too; they can cover for one another easily. As for professional development, the New Hampshire nonprofit lets its people take the lead in determining what they need, and supports them to the extent possible. To avoid layoffs during the economic downturn, the organization’s leaders volunteered to take unpaid time off themselves.

**Choices Recovery Services**

**Substance-Abuse Treatment Center**  
Winning Site: Long Beach, California, 12 Employees  
[www.choicesoflongbeach.com](http://www.choicesoflongbeach.com)

More than 80% of the staff in this Long Beach facility are themselves recovering from substance abuse or mental health issues; many are entering the workplace for the first time. The organization uses its staff members’ recovery experiences not as liabilities but as assets strengthening its services. Innovative practices—including requiring employees’ buy-in at every level of decision-making—have been studied and implemented throughout the industry, and state agencies have published findings about how this workplace has benefited people seeking treatment. Flexible hours are available here, including stress reduction scheduling, and so are training, mentoring and internships. Compensation is based in part on performance, and staff are encouraged to identify ways to build the company’s revenues.

**Christopherson Business Travel**

**Travel Agency**  
Winning Site: Salt Lake City, Utah, 75 Employees  
[www.christophersontravel.com](http://www.christophersontravel.com)

Since it was founded in 1990, Christopherson has experienced steady year-over-year growth to become one of the largest business travel agencies. The company credits its management practices for enabling it to recruit and retain the best people in the industry and maintain a much lower turnover rate than the travel industry average. Technology facilitates flexible work options. An investment in a ShoreTel VoIP system, for instance, lets employees seamlessly transfer incoming work calls to their cell phones or home offices. Laptops are also provided to many, and software enables travel agents to access the company’s reservation system remotely—critical for home-based agents and also used by others who just need the occasional flexibility to work at home. When personal situations arise, the company responds on a case by case basis. Take this recent example: when the Controller’s husband was transferred out of state, arrangements were made to allow her to work virtually. A commitment to fostering trust and transparency is important to the company; the owner meets with all employees on a regular basis to share the current condition of the company and strategic future initiatives. Work can be fun too: monthly catered birthday lunches are provided for all employees.
The company notes that these personal considerations have developed great morale and loyalty among employees.

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<tr>
<th>CIBER Global Solution Center**</th>
<th>99</th>
<th>67</th>
<th>70</th>
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<tbody>
<tr>
<td>Information Technology Consulting and Services</td>
<td>Winning Site: Tampa, Florida, 50 Employees</td>
<td><a href="http://www.ciber.com">www.ciber.com</a></td>
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<tr>
<td>Almost all employees of this global IT consulting company can arrange to work from home. CIBER is committed to providing employees with a range of flexible work options and a host of benefits too, from online training courses and EAP service, to employee discount programs and financial assistance—many of which at little or no cost—the intention being to improve not only employees' effectiveness at work, but also their health and personal life. The company says the results of this focus have been phenomenal: lower turnover, higher productivity rates and an overall happier workplace. It aids with recruitment too; in addition, the company works with local military organizations to recruit retired service members. CIBER is also committed to being a contributing member of its community, and encourages employees to do the same. A “CIBER cares” wall recognizes those who give back to their communities through service or donations.</td>
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<tr>
<th>Cisco Systems Inc.</th>
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<th>66</th>
<th>69</th>
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<tr>
<td>Technology Solutions</td>
<td>Winning Site: San Jose, California, 6,700 Employees</td>
<td><a href="http://www.cisco.com">www.cisco.com</a></td>
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<td>For those who ask, “why flexibility?” Cisco has data. For one, its employees commonly cite workplace flexibility as a key attribute that they like about working at the company, and a key differentiator. In fact, flexibility was the most commonly cited positive attribute identified in a series of 73 global focus groups recently conducted. And too a comparison of employees who are using flexibility with those who are not, found that the company’s flexible employees have significantly higher levels of productivity (as measured by employee performance ratings), higher employee engagement, are less likely to leave Cisco, and have a much smaller carbon footprint. Additionally, Cisco has found that technology and workplace flexibility have reduced organizational costs including cutting travel by two-thirds and reducing its real estate footprint. Building on a long history of informal flexibility, the company has made great strides in the last couple of years to formalize, expand and support workplace flexibility. In fact, by mid 2010, approximately 90% of its worldwide employees were covered by telecommuting and flextime policies, as well as formal flexible options of part-time and remote work (full-time work from an employee’s home). It probably doesn’t come as a surprise that Cisco has a great flexible work environment. As a high-tech company, it not only utilizes, but also designs and develops technology solutions that enable workplace flexibility—such as WebEx, a virtual meeting platform, and Telepresence, high-end videoconferencing. One innovative program is Cisco’s</td>
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“Off/On Ramp,” which enables employees to take a 12 to 24 month unpaid break from their career, with Cisco paying for the employee’s (and employee’s family members benefits) during the first year.

City of Houston/ E.B. Cape Center

**Education and Training**
**Winning Site: Houston, Texas, 27 Employees**
http://www.houstontx.gov/capecenter/

The E. B. Cape Center is the City of Houston’s Corporate University, providing learning programs to help employees enhance their skills and job competencies for improved performance and job satisfaction. Flexibility is fairly new to the Center. When introduced, the biggest pushback was from managers and leaders who worried, “employees don’t really work if we don’t watch them.” The Center has addressed these concerns by working with employees and managers to determine well thought-out objectives with measurable results, and establishing realistic timetables.

Clifton Gunderson LLP

**Certified Public Accountants and Consultants**
**1,900 Employees in the U.S.**
www.cliftoncpa.com

Flexible work arrangements at Clifton Gunderson may be in the form of flex time, part-time work, compressed workweeks or telecommuting, as well as casual “just-in-time” flexibility. The firm sees the arrangements as a clear win-win. They are a powerful recruitment and retention tool—Clifton Gunderson boasts one of the lowest turnover rates in the profession. Employees who utilize the options also share that they feel less stress, are able to better deal with personal emergencies, have experienced eased transitions in and out of the workforce, and have more opportunities for skill building and career growth.

**Winning Site: Austin, Texas, 26 Employees**

**Winning Site: Indianapolis, Indiana, 98 Employees**

**Winning Site: Milwaukee, Wisconsin, 100 Employees***

**Winning Site: Phoenix, Arizona, 100 Employees*****

The CMOOR Group

**Educational Services for the Security Industry**
**Winning Site: Louisville, Kentucky, 10 Employees**
www.cmoor.com

In addition to vacation and sick days, employees of The CMOOR Group have unlimited personal time to attend to issues as they arise—a doctor’s appointment, for example, or to wait for a repairman. Regular out-of-office events keep morale high, as does the company’s recognition program, which awards outstanding employees with gift cards on a quarterly basis.
Community Coordinated Child Care (4-C) 99 71 71

Child Care Resource and Referral Agency
Winning Site: Louisville, Kentucky, 90 Employees
www.4cforkids.com

Respect for employees’ families and for their responsibilities outside of work is a core value of this organization—which, it believes, have translated into greater employee loyalty. Highlighted programs include periodic social outings and an internal e-newsletter for staff about staff to build camaraderie. Also, new parents can bring their babies to work for up to four months; and there are resource and referral services for those with elder care issues. The organization shares that it is not necessarily big programs and initiatives that have the greatest impact, rather it is the accumulation of many smaller practices: changing schedules so employees can go to school, for instance, or understanding when a parent needs to be with a sick child.

Community Council of Greater Dallas 99 73 76

Nonprofit Community Service
Winning Site: Dallas, Texas, 65 Employees
www.ccgd.org

When Hurricanes Katrina and Rita brought 60,000 temporary refugees to North Texas, the Community Council of Greater Dallas (CCGD) responded with staff members who put in long hours to care for them. Scheduling options made that level of dedication possible and continued as employees became able to adopt more normal workloads. “Staff members know they have the freedom to attend to their personal needs without worrying about negative repercussions,” says Martha Blaine, executive director of this organization, which continues to connect almost half a million callers each year to health care information and other social services. The group contests the common belief that you can't trust workers unless you're looking over their shoulders. CCGD believes its people do their best work when they know their employer cares about them. Staff members can change hours on a daily basis, telecommute, borrow against future leave time and do some volunteer work during the workday. They can also move on and off the management track and take advantage of cross training to increase their professional mobility. The organization makes a special effort to help older employees re-enter the workforce. CCGD has no question about the value of its flexible policies. “We measure success by the outcomes of the people we serve. Statistics demonstrate the wisdom of this approach. Our 211 call specialists field more calls per worker than any other 211 center in the State of Texas,” says Blaine, who also reports strong staff retention figures. The average length of employment for senior staff is 19 years and for all other staff is almost ten years.
Community Management Group***  
Manage Homeowner and Condominium Associations  
Winning Site: Charleston, South Carolina, 31 Employees  
www.cmgcharleston.com

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

Compendium Inc.  
Inspirational Gifts  
Winning Site: Seattle, Washington, 16 Employees  
www.compendiuminc.com

As a creator and distributor of inspirational gifts—books, greeting cards, picture frames and more—Compendium tries to inspire its employees, and thereby boost their creativity and effectiveness. It does this by promoting laughter, celebration and fun in the workplace, values that are reflected in the very design of the office. There are no walls; a common area includes comfy couches, a pool table, bikes, and a swing (yes, a swing). Employees can also bring their dogs to work; the four-legged friends provide welcome stress relief during the day. In addition, Compendium offers bi-monthly massages and money saving benefits such as free lattes every morning and bus passes. The company says these measures have definitely had a positive impact on employees, citing low turn over and a healthy workforce—and then there’s profitability too: Compendium posted record revenues during the economic downturn.

Concept, Inc.**  
Advertising Agency  
Winning Site: Alabaster, Alabama, 16 Employees  
www.thinkconcept.com

Concept, Inc. works to give its customers exceptional service and creativity. The company understands the demands its high standards put on employees’ home lives and says it tries to encourage a flexible, family-friendly work environment. Options to work from home are supported by a new telephone system that allows employees to receive business calls at home, as though...
they were in the office. Concept also welcomes pets into the office. The company reports that these practices seem to motivate staff members to work even harder to make themselves and their employer more successful.

ContentActive, LLC

Website Development and Search Engine Optimization
Winning Site: Houston, Texas, 18 Employees
www.contentactive.com

ContentActive has grown over 400% in the past few years—and the company believes its reputation as a great place to work has a lot to do with that. The principle of “Family First” applies here: ContentActive wants to deliver the best possible products to its clients, and that requires a well-rounded workforce, with energy to expose itself to what is new and upcoming. And so to ensure this, employees have a lot of say over how they do their best work. This means flexibility in setting their hours, but also in determining where they work and the ergonomics of their workplace. As a technology company, all of the systems are browser-based allowing any employee to connected from anywhere through VPN. For those in the office, ContentActive always has a supply of food and drinks available.

Contreras State Farm Agency, Inc

Auto, Home and Life Insurance Company
Winning Site: Tempe, Arizona, 8 Employees
www.marycontreras.com

When an employee married and left the area, the company let her know they’d set her up remotely when she was ready to return to work. The company says it prides itself on this kind of flexibility, even encouraging its staff to take paid time to volunteer in the community. At Contreras, each person is valued for the unique contribution he or she makes within the organization; the company has even employed a tool that helps coworkers better understand each other’s working styles.

Cornerstone Research Group**

Research and Development
Winning Site: Dayton, Ohio, 95 Employees
Web Site: www.crgrp.com

It has increased revenues by an average 40% nearly every year for the last 12 years, yet this Dayton research and development company tells its people to give their families the attention they need. Some staff do a lot of their work from home; they receive laptop computers able to access the company server and conduct instant messaging. Several employees also have company-provided printers at home, and others work flexible and part-time hours without relinquishing health and retirement benefits. During hard economic times, Cornerstone Research Group has been holding regular meetings for all staff, updating them on current sales, future possibilities and the
work the company needs to accomplish to tap potential new business. Staff are encouraged to ask questions over lunch following these meetings—or to take 15 minutes to voice a question or concern to the CEO or vice-president of business management during their periodic “walk-in hours.” Cornerstone Research Group also sponsors family activities in the summer as well as events benefiting local community groups and competitions to collect groceries for food banks. In addition to generating steady profits, these practices have helped build a high employee retention rate, a family atmosphere among coworkers and long-term friendships within the company.

Cosmopolitan Medical Communications 99 66 66
Messaging and Medical Paging Service Provider
Winning Site: Glendale, Arizona, 90 Employees
www.cosmomed.com

In nearly 30 years, this second-generation, woman-owned business, has grown from a one-person shop to a thriving workplace with 90 employees. Cosmopolitan Medical Services, a 24/7 business open 365 days a year, says it is “extremely willing” to give staff their desired number of work hours each week. As the economy faltered, in fact, it did its best to respond to requests for more hours from staff members whose spouses had been downsized. The company is also meeting employee requests to work a reduced number of hours, and trying to be more flexible in scheduling—all while managing costs so rigorously it avoided lay offs in the faltering economy. The company is proud to offer college students the ability to earn a respectable wage, and it lets staff split shifts to attend school themselves or take time to pick up their kids from their classes without a reduction in pay. The company says it tries to “cater to all ages and home life situations by providing flexible scheduling” and allows staff to work anywhere from 15 to 40-plus hours a week, depending on their needs. Team members can also request time off for a family activity and make the time up some other time. Practices like these have dramatically reduced absenteeism and turnover; the latter has been cut more than 200% during the last two years.

Courtyard by Marriott Melbourne-West** 99 66 72
Hotel
Winning Site: Melbourne, Florida, 31 Employees
www.marriott.com

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

Carol Craig, president of Craig Technologies, is a former Navy officer and software engineer whose biography includes active duty as a naval flight officer specializing in antisubmarine and subsurface warfare. She founded Craig Technologies in 1999, and since then the company has demonstrated tremendous growth—revenue gains of 300% a year since 2003. Now a mother of two, one with a disability, Carol Craig understands the demands families place on employees; her company has made all staff members eligible for flexible scheduling, with options that nearly half of all employees use routinely. “Floating holidays are one of our most successful and far-reaching benefits,” Craig says; “100% of employees use them.” Staff members get four of these floating holidays, as well as six regular ones and 40 hours of sick leave each year to spend at their own discretion. Vacation time is an additional benefit that allows employees to accrue paid time off consistent with length of service—employees start with 80 hours of paid time off and build up to 160 hours after ten years or more. The time accrued can be used at the employees’ discretion, with management approval, and in some cases the owner has authorized a negative balance of up to 40 hours. People can arrange flexible schedules with their supervisors, often combined with telecommuting to simplify child care arrangements or other personal needs. “These provisions give all employees the incentive to attend to personal needs as they arise,” Craig says. Craig Technologies also enables its staff to pay for child or dependent care with pre-tax dollars, deducting up to $5,000 annually from employees’ gross pay to cover these expenses. Although Craig Technologies established its workplace flexibility options in relatively healthy economic times, these options seem to have provided a buffer during the more volatile conditions of today. The company’s virtual corporate structure reduces overhead brick and mortar expenses and enabled it to avoid layoffs and continue to operate relatively smoothly through the recession. Another benefit of the company’s virtual operations is the flexibility that allows employees to work from home all or part of the time, helping them save money on transportation and professional clothing costs.
Creative Plan Designs, Ltd. 99 68 72

Retirement Consulting Firm
Winning Site: East Meadow, New York, 19 Employees
www.cpdltd.com

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

CrossComm, Inc.** 99 79 78

Web Design and Development
Winning Site: Durham, North Carolina, 17 Employees
www.crosscomm.net

At this North Carolina Web design and consulting firm, generous benefits include paid maternity leave and paternity leave, bereavement leave, up to 80 hours per year of paid volunteer time and flexible hours. The company equips all employees with laptops, so they have flexibility to handle a family emergency, doctor appointments, car trouble or travel delays. As a small company, CrossComm offers a great deal of informal flexibility and holds its employees accountable for putting in the hours needed to get their work done. When the recession hit in 2008, this company, like so many others, had to make some tough choices, but it has been candid with employees and looked for ways to save jobs. For example, the company moved several team members to part-time capacity with flexible schedules, allowing them to seek other opportunities to supplement their income. When it did have to let some employees go, CrossComm helped them as much as possible to find new jobs, and let them continue to come into the office to use a computer and phone or to make copies or send faxes.
Architecture and Planning
Winning Site: Salt Lake City, UT, 42 Employees
www.crsa-us.com

This Salt Lake City architecture and planning firm has received the Sloan Award four times. Technology—such as laptops, cell phones and online meeting sharing—allows its employees greater flexibility as to when and where they work. When it comes to fostering an effective workplace, however, the company asserts that more important than specific policies is its long-standing culture of workplace flexibility, which considers employee requests on a case-by-case basis taking into account the needs of both the business and the individual. For one person, the best solution may mean greater flexibility of work hours; for another, it may mean the ability to do some work from another location; for another, a temporary leave of absence; or for a new parent, a gradual return to work over many months or years. Only one position doesn’t lend itself easily to working flexibly: the front-desk receptionist is required to be onsite during open hours to answer phones and greet guests. Here too, the company has a solution: team work and cross-training. Because other employees have been recipients of flexibility, they willingly step forward to provide coverage when the receptionist has a need for flexibility; even management staff will help answer phones when needed. As to the results of these practices, the company points to the fact that many of its new hires come from employee referrals, evidence of their own satisfaction with the job. And while it lacks hard data, the company also perceives reduced stress among employees, allowing them to be more focused on work, to communicate more positively with their co-workers and clients, and to experience less stress-induced illness and other personal negative effects. This, even during the challenging economy. And in fact, the slow-down in the construction industry has impacted the firm. Due to the decrease in work, some employees have been asked to reduce their hours. But, the company adds, these employees are given almost total control over how they schedule their reduced hours including options to vary when and how many hours they work from one week to the next. The company has several notable programs in place to help employees navigate their own financial challenges. Several years ago it formed a We Care Fund. Supported through voluntary payroll deductions, the trust disburses money to employees in difficult circumstances, covering unexpected medical bills for several employees, for example, and providing prepared meals for a colleague who took care of his wife at home while she was bedridden for several months. An employee committee processes and approves applications and amounts. While the fund was in existence prior to the recession, it has seen increased use over the past 2 years. In addition, the company offers pay advances and zero interest long term loans to employees who find themselves in difficult financial circumstances.
Technology Consultant
Winning Site: Cincinnati, Ohio, 90 Employees
www.csc.com

At work for the world’s sixth largest software company, CSC’s people easily forge teams regardless of their location by using instant messaging, collaboration sites and wikis—Web sites that allow the creation and editing of any number of interlinked Web pages. Sales staff use on-line rooms and BlackBerry devices to communicate with their clients regardless of location. And the company offers scheduling options, too; one staff member leaves the office at 3:00 and works the rest of the day at home. Even administrative employees (who in many organizations are the least likely to have flexible options) can coordinate their schedules with each other, providing enough on-site coverage to allow each of them to work one day a week at home. CSC also offers confidential support to help staff deal with health and wellness issues, stress management and hundreds of other topics. The company says these workplace practices—and its Alfred P. Sloan Award—help it win new business and recruit strong talent.

cSubs

Corporate Subscription Agency
Winning Site: Ramsey, NJ, 18 Employees
www.csubs.com

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

Custom Accounting & Tax**

Accounting Firm
Winning Site: Cave Creek, Arizona, 10 Employees
www.custom-accounting.com

Founded in 1988 and still growing rapidly, this accounting company takes a two-pronged approach to workplace management. First, it gives staff leeway to create schedules that let them get their jobs done while still providing time
to go to a classroom or extend a vacation. Second, the firm leverages technology, enabling employees to log into their computers from any Internet connection and tap into a paperless system that provides easy electronic access to information. Control over the work day motivates employees to go the extra mile for clients, the firm believes, and fuels the company’s success. And when it comes to recruiting and developing younger employees, this firm is very active. Not only has the company worked with local high schools to develop an internship program, its President & CEO sits on the Arizona board for Career and Technical education, working to ensure that these programs adequately prepare the workforce of the future.

Custom Alarm/Custom Communications, Inc.*** 99 71 71
Technology Manufacturing, Services and Consulting
Winning Site: Rochester, Minnesota, 72 Employees
www.custom-alarm.com

This family-owned company employs about 70 people and says its practice of treating everyone like family has been a spur to growth. With 34 associates having been with the company for over ten years, and 19 between five and ten years, turnover is very low. The kind of flexible schedules offered to employees include compressed workweeks, extended breaks for children’s functions and elder care needs, and more flexible “summer office hours” that allow employees to go home earlier. Staff members are also allowed to take breaks for a walk around the block. Staff of the 24/7 central station, which provides instantaneous responses to clients’ fire and safety concerns, are provided meals and allowed to watch movies as a perk for working on holidays. Currently 45% of employees have been issued laptops to be able to work from home or in the field. This year’s motto has been “Build a Smarter Business,” which has led to the formation of a focus group of employees to voice ideas and suggest ways in which to improve the quality and efficiency of the business. The company has also pioneered an extensive wellness program intended to help employees lose weight and quit smoking. Reflecting this, for the past three years they have received the Wellness Works Grant through the Olmsted County Public Health’s STEPS Grant.

Dallas Convention & Visitors Bureau** 99 73 72
Travel and Tourism
Winning Site: Dallas, Texas, 50 Employees
www.visitdallas.com

While promoting Dallas as a destination for business and pleasure, this nonprofit has also established a reputation for itself as an employer of choice. In addition to being a two-time Sloan Award winner (2009 and 2010), DCVB was selected in 2009 as one of the 100 top places to work in Dallas-Fort Worth by the Dallas Business Journal. One of the practices this nonprofit is most proud of? A pay-for-performance incentive plan—in which employees and their managers together set goals and indicators—provides all employees with an individual road map for achieving success on the job. To ease
the strain of climbing gas prices on employees' wallets, DCVB responded with telework arrangements for management staff—letting them work from home one day a week—and increased administrative salaries by $100 a month.

**Decision Toolbox, Inc.**

Recruitment Service Provider

Winning Site: Irvine, California, 20 Employees

www.dtoolbox.com

This California technology company is 100% virtual—with no physical office anywhere—and has grown 50% year-over-year ever since it discarded its bricks and mortar in 2001. Every employee works from a home office and sets his or her own hours. If someone wants to start at 7 a.m. or take an hour off for a school trip or exercise, that’s fine. Decision Toolbox’s management is strictly concerned with performance, not hours at a desk, and has sophisticated tools to track performance and share the results real time with all team members. *A proprietary system allows every member of the team to track their projects, log their work and communicate with the rest of the team via an intranet, in the process achieving productivity gains as high as 16%. How does teamwork function in a place where people don’t work side-by-side? Communication is the biggest challenge, the company says; to handle it, “pods” of four employees each meet once a week to share their success stories and discuss problems they’re encountering; members then work together to find solutions. Younger employees are coupled with groups of more seasoned employees in these pods and they can also take advantage of webinars that focus on specific skills. Strong management underpins it all; rather than a traditional hierarchy, the structure here puts the team in the middle, supported by management. The result, says the firm, which has claimed a place on the Inc. 5000 list of fastest-growing companies, is a remarkable level of esprit de corps among team members who contribute in such far flung locations as California, Georgia, New Hampshire, Oregon, Washington D.C., Washington State—and even New Zealand, where one staff member moved and took her job with her.*

**Deloitte LLP**

Audit, Consulting, Financial Advisory and Tax Services

37,000 Employees in the U.S.

www.deloitte.com

How does a major international accounting and consulting firm that is steeped in tradition re-invent flexibility? At Deloitte, employees have access to both informal day-to-day flexibility as well as opportunities for more formal, longer-term flexible work arrangements such as schedule adjustments, telecommuting and reduced workload. What the firm is particularly proud of, however, is its Mass Career Customization (MCC) program, which provides a transparent process for employees to chart their individual career paths in ways that align with their personal and professional priorities. With MCC, employees make choices around four major dimensions of career
progression—role, pace, location/schedule and workload—calibrating each based on their current aspirations and life circumstances. Deloitte also offers child care resource and referral programs, emergency dependent child care and elder care counseling, among dozens of other work-life programs. In the past year, despite the challenging economy, Deloitte enhanced its parental leave policy by adding an additional eight weeks of paid leave to primary caregivers. The firm also introduced two voluntary sabbatical programs in 2009: a partially paid sabbatical of 3 to 6 months for those pursuing external career development opportunities or volunteer experiences (paid at 40% of base salary with continued benefits); and an unpaid sabbatical for those pursuing activities not covered by another formal leave program that allows individuals to maintain their benefits for four weeks. For employees requiring more time, Deloitte’s Personal Pursuits program grants up to five years of leave, with the intent to return, for the pursuit of outside personal goals. The organization’s leadership understands that work-life fit is particularly important in tough economic periods, and they encourage everyone to get the personal time they need whether that means dialing down their schedule to spend more time with an elderly parent, or taking a block of time off to disengage from work so that they can come back focused and refreshed. Deloitte says its emphasis on career-life fit has raised employee engagement levels and helped it win business.

Winning Site: Atlanta, Georgia** 99|68|73
Winning Site: Boise, Idaho, 51 Employees 99|72|77
Winning Site: Chicago, Illinois, 3095 Employees*** 99|63|70
Winning Site: Columbus, Ohio, 241 Employees 99|69|75
Winning Site: Dallas, Texas, 787 Employees**** 99|67|73
Winning Site: Dayton, Ohio, 65 Employees 99|60|68
Winning Site: Houston, Texas, 1349 Employees**** 99|63|71
Winning Site: Jericho, New York, 144 Employees*** 99|68|74
Winning Site: Los Angeles, California, 1400 Employees 99|64|71
Winning Site: Louisville, Kentucky, 32 Employees 99|68|73
Winning Site: Milwaukee, Wisconsin, 352 Employees 99|64|71
Winning Site: Minneapolis, Minnesota, 724 Employees** 99|63|71
Winning Site: Orange County, California, 640 Employees 99|66|73
Winning Site: Phoenix, Arizona, 14 Employees 99|64|72
Winning Site: Salt Lake City, Utah 99|62|70
Winning Site: Seattle, Washington*** 99|65|71
Winning Site: Summit, New Jersey, 931 Employees 99|70|76
Delta Air Lines, Inc.

Airline Industry

Winning Site: Atlanta, Georgia, 10,000 Employees
www.delta.com

How do you bring flexibility to a diverse workforce with varied job responsibilities? While this challenge might cause some employers to throw up their hands, Delta Air Lines has taken it on willing, and has customized a wide range of programs for different positions. Flight attendants and pilots, for example, can set their schedules based on the number of trips that they want to work, choosing anything from short, two-day trips to ones which may last over a week. Customer service agents enjoy a generous shift swapping policy which allows employees to complete unlimited shift swaps with no minimum hours-worked requirements. And for reservations agents and salaried employees, there is a Work from Home program. Delta’s Paid Personal Time (PPT) program gives employees the flexibility to manage their time away from work according to what works best for them. PPT provides pay protection during any type of absence, so whether an employee is sick, has a family emergency, or just needs some extra R&R; they have control over their time off. And at the end of every year, employees have the option to rollover unused time or to receive a cash payout. The company also spotlights its Delta CARE Fund, a non-profit organization funded by Delta employees to provide support and money to employees and retirees experiencing financial hardship. Delta is currently working on several new initiatives to promote workplace effectiveness and flexibility including: enhancing maternity leave options; implementing a new time and attendance system enabling employees to access their information anytime, anywhere; rolling out a new Transit FSA option to encourage and reward employees for “clean” commutes; and significantly expanding employee discounts to a wide range of services.

Desautel Hege Communications

Public Relations and Marketing

Winning Site: Spokane, Washington, 42 Employees
www.desautelhege.com

Founded in 1966, Desautel Hege Communications is an integrated public relations and marketing firm serving regional, national and international clients. Its partners encourage their people to adopt flexible scheduling—to structure hours that free up Friday afternoons, for example, or work from home when a child is sick. A Web workplace and wireless networking capabilities make it easy for staff to work remotely, and the company reimburses any cell phone charges employees incur in the process. The partners also encourage community service, and if an event falls during the workweek, that’s no problem. Development is emphasized through regular internal training sessions and through opportunities to shadow other professionals as they do their jobs. The firm also fully supports networking opportunities, covering any expenses they might involve.
Detroit Regional Chamber***** 96 70 68

Business Membership Association
Winning Site: Detroit, Michigan, 79 Employees
www.detroitchamber.com

The Detroit Regional Chamber is committed to a strong workplace and flourishing workforce. The organization offers onsite health initiatives, including Weight Watchers, Pilates, flu shots, health screenings and a gym that’s open 24/7. A generous time off package affords 21 vacation days in the first year of employment, with one extra day added each year after that, up to 31 days. There are plenty of scheduling options, with employees able to tap into the company computer network from a remote location—one half of staff members have laptops to work from home and one quarter have flexible schedules. Staff members are empowered to orchestrate social activities in the office and a Diversity Council provides onsite initiatives that foster inclusion. Employees who choose to take a leave of absence are welcome back when they’re ready to return. In fact, over the past eight years, 30 men and women have taken leaves to start families. The many awards the chamber has won—including the Outstanding Chamber of Commerce Award from the Michigan Chamber of Commerce Executives in 2005, the Diamond Award by Women in Communications and recognition as a Cool Place to Work by Crain’s Detroit Business—show the organization means what it says about promoting wellness, inclusion and flexibility. Effectiveness, too: having met organizational objectives for the last ten years in a row, the Detroit Chamber has distributed bonuses for performance to each of its staff members.

Discovery Communications**** 99 68 70

Global Media Company
Winning Site: Silver Spring, Maryland, 1,940 Employees
www.discoverycommunications.com

Discovery Communications is the world’s number one nonfiction media company, reaching more than 1.5 billion subscribers in more than 170 countries. A winner of numerous awards, the company is committed to recruiting and retaining top industry talent, and offers employees a broad range of flexible options to help them meet their obligations in and outside the office. Employees can take advantage of compressed workweeks, part-time roles and job sharing. Additional offerings include paid personal days, summer work hours, unpaid leaves of absence, reimbursement for back-up dependent care and paid time off to care for dependents. A number of services are also available onsite to help staff save time, including: dry cleaning, car wash and repairs, a sandwich shop and mini convenience store, take-home meals and personal shopping. Opened in 2004, the company’s onsite medical clinic offers holistic health management with stress busters like massage therapy, yoga, meditation, stress management workshops, aerobics, nutrition counseling and onsite reflexology and life coaching, all available by appointment. Since the center opened five years ago, it has helped save more than one life—and has also saved the company an impressive $5
The company even offers bicycle and sneaker reimburse-
ment along with transit reimbursement, car sharing programs and hybrid
vehicle discounts. Last summer, the Discovery Kids Place Child Care Center
opened its doors in the company's global headquarters for 102 children of
employees. “Having the center onsite adds to working parents' flexibility;
they can manage their time better and visit with their children during the
day,” says Internal Communications Director Kristen Mainzer.

Dixon Hughes PLLC
Certified Public Accountants and Advisors
Winning Site: Charleston, South Carolina, 106 Employees
www.dixon-hughes.com

Dixon Hughes is the largest CPA firm based in the Southern US and em-
ployed over 1200 people. Encouraging a strong focus on each team member
becoming familiar with their client’s operations and goals, Dixon Hughes
pushes their employees to a higher standard of work to ensure their client’s
success. Recognizing the stress and pressure that their employees are sub-
ject to, Dixon Hughes has established a number of initiatives to enable flex-
ibility and reduce stress at work. Creating the technology to allow employees
to work at home does not only allow them more time with their families,
but also allows Dixon Hughes to retain top workers who move away and are
unable to come to a physical office. During the busy tax season events are
scheduled throughout the work day to give employees much needed breaks
from their work. These include dinners, snack breaks and games. During
this time of year employees are also able to bring their dogs when working
on weekends. These programs have been able to increase employee morale
and reduce stress, and have also proved especially effective in attracting
new employees.

DMC Athletics and Rehabilitation
Physical Therapy
Winning Site: Cedar Knolls, New Jersey, 12 Employees
www.dmcrehab.com

How do you motivate employees to work for the best interests of the com-
pany? By making their interests and the company’s one and the same, asserts
DMC Athletics and Rehabilitation. And this physical therapy facility does so
by giving employees a strong incentive to grow the business: bonuses based
on the gross income of the company. The better the business does, the more
each employee is able to take home. The trust and passion that this policy
has created allows DMC to offer its support staff unlimited vacation time.
Knowing that there are monthly goals to achieve that have a real effect on
their bonuses, keeps staff from abusing the system while providing them
with the flexibility to keep their personal lives from interfering with their
work. DMC sees this as a way to empower employees so they feel like part
owners and use their own initiative to do what is best for the company.
DMLO***
Certified Public Accountants
Winning Site: Louisville, Kentucky, 86 Employees
www.dmlo.com

Louisville’s largest CPA firm, DMLO offered flexible schedules long before such arrangements were widely used in other organizations and credits that decision with its success retaining clients and growing revenues. DMLO maintains consistent client service teams by letting CPAs reduce their hours when their families are young, bringing them back to full time when their children are older and offering extended work arrangements for people looking toward retirement. One third of DMLO employees now maintain their career goals while moving from full to part time and back to full time again—and when gas prices started going up, even full-time staff began compressing their work into fewer days or working from home. The only requirement is that the bulk of the midweek is fully staffed and that there are individuals at key posts for all the normal work hours. The firm has stayed busy through the economic downturn and has even added staff to be ready for tax season. It allowed some individuals working flexible schedules to step up to full time to overcome the income gap left when a spouse’s work was cut back. In addition to all this, DMLO encourages its people to participate in charitable walks and other community events including during work hours.

Dorsey & Whitney LLP**
Law Firm
Winning Site: Minneapolis, Minnesota, 700 Employees
www.dorsey.com

Dorsey & Whitney uses technology to enable all of their attorneys to serve their clients from their office, their home or anywhere else around the globe—in fact, some Dorsey attorneys telecommute exclusively. The equipment they use includes laptops, BlackBerry devices, an Internet-based document management system and a voicemail capability integrated with e-mail. Partners and associate attorneys have additional options for flexible schedules and reduced hours. The Minneapolis firm provides training for its people through Dorsey U, an in-house professional development department. These opportunities for learning, along with strong mentoring programs, attract and retain younger attorneys, while lawyers ready to transition to retirement can take advantage of flexible scheduling and reduced hours.

The Dow Chemical Company**
Chemical Company
Winning Site: Houston, Texas, 600 Employees
www.dow.com

In early 2008, Dow introduced a new component to its longstanding options for flexibility. Primarily to address an aging force and the potential loss of their seasoned workers’ expertise, the company introduced scheduling
options for those transitioning into retirement. People can move to a part-
time, telecommuting or job sharing schedule with no loss of benefits and no
increase in medical premiums. You don't have to be a seasoned employee
to adopt a flexible work arrangement here, though. All employees have lap-
top computers and some have BlackBerry devices and cell phones, enabling
them to work outside the office. Houston staff members have access to an
onsite workout facility and gourmet cafeteria and they can begin using their
vacation and personal days immediately upon employment. Dow says these
workplace features increase employee engagement, help attract top-quality
job candidates and generally strengthen business results.

Draftfcb
Marketing and Communications
Winning Site: Chicago, Illinois, 960 Employees
www.draftfcb.com

Draftfcb seeks to create an environment where employees feel supported
and valuable, and offers a number of opportunities to do so. “Enrichment
workshops” provide onsite educational opportunities. In addition, there is a
fully functioning onsite fitness center, flu shots and a backup daycare center
for working parents. Draftfcb was ranked #1 in 2009 and #2 in 2010 for
Best Places to Work in Illinois by the Illinois State Chamber of Commerce,
the Illinois Chapter of the Society of Human Resource Managers and The
Business Ledger.

Durham Convention and Visitors Bureau**
Tourism
Winning Site: Durham, North Carolina, 15 Employees
www.durham-nc.com

Chartered as a Tourism Development Authority by the North Carolina Gen-
eral Assembly and local governments, the Durham Convention and Visitors
Bureau (DCVB) is dedicated to the proactive, strategic and visitor-centered
economic and cultural development of Durham. Fostering the philosophy of
CANI (continuous and never-ending improvement), DCVB is constantly seek-
ing out the input of employees to improve the efficiency of their work and
effectiveness of the Durham brand. DCVB is always looking for new talent
by recruiting volunteers from retirement communities and from local col-
eges and universities. Being given the option to work remotely has already
improved productivity by allowing employees to work when events keeping
them from the office would otherwise leave them absent. The ability to stay
productive and moving forward is a reflection of communication between the
organization and its employees, who, in a workplace scan, said that they
believe their managers to care about them as people and not just workers.
Durham’s Partnership for Children*****
Nonprofit Social Services Organization
Winning Site: Durham, North Carolina, 15 Employees
www.dpfc.net

Durham’s Partnership for Children—a nonprofit organization that “works to make sure that children across Durham county arrive at school healthy and ready to succeed”—sees itself as a role model in supporting staff with flexibility. Employees can take advantage of job sharing and flexible hours, and they have a great deal of control over their own schedules and the amount of overtime they work; remote e-mail and network access also make it easier to work non-traditional hours. A walking club, reduced summer hours, and other means of reducing stress has increased employee satisfaction, which has in turn led to absolutely no turnover during the past year. **Staff members also can take “child involvement leave” intended to support parents’ participation in their children’s education, and can tap into a cafeteria plan of benefits that includes some coverage of child care costs along with health and dental insurance.** The Partnership has also offered a six-week lunch-and-learn on financial planning and investment choices.

Dynamic Edge
Technology Service Provider
Winning Site: Ann Arbor, Michigan, 29 Employees
www.dynedge.com

A lot of companies are feeling the economy’s pinch, but Dynamic Edge has begun generating steady new cash flows, providing its customers “with the services they’ve been looking for,” all for a flat rate. The firm also credits the commitment of its people, a great many of whom work one, two or three days from home each week. Worried about employees slacking off at home? No way! The company actually finds its people are more productive in their home offices. Dynamic Edge celebrates staff accomplishments with bowling, lunches, ball games and other team outings.

Dynamic Network Services, Inc.
Technology Company
Winning Site: Manchester, New Hampshire, 30 Employees
www.dyn.com

With explosive growth, 2010 was a banner year for this New Hampshire company, which has served more than 14 million homes and small businesses. Staff here have considerable freedom as to where and when they work; it’s easy for them to take time off, the company says, and online systems like revision controls and virtual private networks make employees’ locations of little concern. Collaboration tools like wikis and smart whiteboards allow for a great range of expression no matter where staff members are sitting; staff can communicate with each other easily through company instant messaging and chat rooms, too. Or they can talk face-to-face in
break rooms, perhaps over a snack. The company says it stocks its kitchen with a wide assortment of beverages and foods and every week a local meat shop and an organic grocery store deliver platters of deli meats, fresh fruit and vegetables. Dyn strongly supports its people’s development; after three months of employment they can be reimbursed for educational costs, and staff are reimbursed for as much as $4,000 in educational expenses during a calendar year. **Health insurance is generous here, too, available on the first day of employment to new staff members and their families.** Gym reimbursements up to $150 a year further strengthen staff members’ health.

**E-470 Public Highway Authority** 99 71 69

Transportation
Winning Site: Aurora, Colorado, 46 Employees
www.e-470.com

Staying connected is important at E-470 Public Highway Authority, whether it’s through technology or inter-personal relationships. Resources such as a 24/7 on-call IT staff, remote access to desktops and voicemail, and use of laptops at home by management employees have allowed employees to stay “up-to-date even when out of the office.” On-site, employees take part in “Lunch and Learn” sessions, a speaker series with guests ranging from financial advisors to representatives of charitable organizations. Pot-luck dinners bring employees together who might not otherwise see each other and a staff newsletter highlights personal and professional achievements of employees within the organization. Turnover and sick-day usage is low, in part due to employee access to a gym. E-470 has noticed that this helps employees stay well and manage their stress.

**EdLab Group**** 99 77 76

Nonprofit Educational Organization
Winning Site: Bothell, Washington, 16 Employees
www.edlabgroup.org

Ten years ago the EdLab Group (then the Puget Sound Center for Teaching, Learning and Technology) emerged to address the need for information and communication technology professionals and the obstacles preventing educators from integrating technology into their curricula. In its third year, the organization was recognized by Microsoft as a model development site for the innovative use of technology in teaching. It uses Webcasts, Skype and virtual meetings to lift the capabilities of clients and partners located around the world. RSS feeds, organizational blogs and Facebook groups allow employees, clients and partners to connect and disseminate information easily. A host of additional **high-tech tools**—such as Sharepoint, Jing, Doodle, Google Docs and Google Talk—enable employees in distant cities to work together in real time, enhancing their scheduling options and strengthening their teamwork. A written agreement for every employee clarifying his or her schedule, location and resources has enabled staff in a city notorious for long commutes to do much of their work at home, saving commuting expenses. The practice has also let this nonprofit cut the cost of its office space in half!
EDSI has implemented a company-wide strengths-based program to ensure every employee is in the right position and able to use his or her strengths on a daily basis—a practice that has improved productivity and also increased employee satisfaction, helping them achieve personal career goals. When it comes to flexibility, all employees can participate in the company’s 9-80 program, which lets them compress their required hours for two weeks into 9 days, and then take one day off every other week. Technology has furthered flexibility and also led to cost savings. Take the company’s use of videoconferencing, which has saved employees’ time and expenses previously spent traveling. In addition, EDSI’s internal network can be accessed offsite, and offices are paperless so files can be accessed electronically from different locations; higher level employees have also been given iPhones.

EGW Utilities Inc.  Utility Distributor  Winning Site: Dallas, Texas, 22 Employees  www.egwutilities.com

Today the premier utility distributor in the South Central Region of the US, EGW had modest beginnings. The company was formed in spring of 2001, and operated out of the home of its founders, Phil and Liz Wiegers. Six months later EGW moved to its first office and warehouse, and has continued to expand ever since—a feat that would not have been possible without the quality of its people. Flexibility and a family-oriented focus have been built into the business from the beginning. “Our initiatives have given many of our employees a more positive attitude about work as well as have provided them with a home-away-from home,” states a representative.

e-IT Professionals Corp.*  Information Technology Company  Winning Site: Canton, Michigan, 17 Employees  www.eitprofessionals.com

This Michigan firm makes work as paperless as possible. Employees, who rely on e-mails, scanned documents and online payroll and timecards, are able to work from home or any other convenient location. Laptops, cell phones and flexible hours further increase staff options, and the firm believes these workplace features underpin exceptional productivity and effectiveness overall.
El Paso Corporation

Natural Gas Company
5,200 Employees in the U.S.
www.elpaso.com

This Fortune 500 company has instituted a variety of programs that reduce traffic during peak commute times, saving time for employees, reducing travel congestion and contributing to a greener environment. El Paso encourages employees to telecommute, provides subsidies for those who use a bus, vanpool or carpool and even has secured bicycle parking. A Flex Forty program lets employees leave early on Friday afternoon or choose another afternoon off once they’ve completed 40 hours of work and met all business requirements. Employees can also choose flexible work hours or a part-time arrangement. All departments and managers evaluate whether the flex schedules are working for their teams, and they create metrics to ensure that productivity and customer service measure up to high expectations. Thanks to its efforts to provide alternative transportation solutions, El Paso ranked among the top 20 on the U.S. Environmental Protection Agency’s list of the Best Workplaces for Commuters among Fortune 500 Companies in 2006, 2007 and 2008. Programs that bring out the best in employees at El Paso include a comprehensive leadership development initiative and a two-year accelerated development program for high-performing senior-level staff members tapped as future leaders. Participants engage in three challenging eight-month assignments in different departments that give them a deeper understanding of the company as well as networking opportunities and leadership training.

Winning Site: Birmingham, Alabama, 270 Employees
99 74 77

Winning Site: Houston, Texas, 2000 Employees****
97 70 71

EMES, LLC

Environmental Services
Winning Site: Charleston, South Carolina, 10 Employees
www.emes-usa.com

EMES says it stays on the cutting edge of the environmental industry by hiring exceptional people and giving them the education they need to address clients’ environmental issues. Training, continuing education and seminars are emphasized for employees, with EMES picking up the cost. Ongoing feedback includes quarterly performance reviews that influence staff compensation. The company says it reinforces camaraderie among coworkers through a weekend at a mountain retreat each fall and a day spent boating each summer. To bolster health and reduce stress, employees are given a membership in the gym of their choice. The company reports that the results of these measures include increased productivity, enhanced work quality, better health, controlled medical costs and virtually no turnover.
Employee Resource Group, LLC

Human Resources Services
Winning Site: Hazard, Kentucky, 22 Employees

ERG offers flexibility as a way to help its employees tackle life events, deal with illness or simply re-energize by taking time away from work—a practice that the organization has found to yield happier, more productive employees. Employees can use flextime to adjust their schedules to meet both their work and other responsibilities; they can also “bank” time by working extended hours during the week to take long weekends. And if working during the regular workweek is not possible, they can opt to work weekend days instead. ERG can be flexible with its flexibility as well in order to address issues as they arise. Take for example, its response to employee concerns over increasing gas prices: the company temporarily instituted a 4-day workweek option. Health and well being are priorities too. No longer just for meetings, ERG’s conference room has been converted into a fitness room, with time designated on Friday afternoons for working out, and a personal trainer available three days per week.

Employees Only

Human Resources Management Firm
Winning Site: Auburn Hills, Michigan, 16 Employees
www.employeesonly.net

This human resources services firm—named by the Detroit Regional Chamber as one of Crain’s Coolest Places to Work—is helping its people handle difficult economic times with creative initiatives like discount programs and bartering opportunities. At a time when people worry about their career prospects, the company also keeps a steady focus on mentoring and makes staff development a core focus—especially cross training, which creates respect for everyone’s role and makes staff members eager to temporarily step into a different position when needed. With a founder who’s been a two-time finalist for the region’s Ernst & Young Entrepreneur of the Year program, Employees Only says that it has also been active in legislative and industry groups, promoting the interests of its area’s small businesses.

Employer Solutions Group***

Human Resources Services
Winning Site: Provo, Utah, 46 Employees
www.esghr.com

Employer Solutions Group tells its employees that families come first, even before work. That might contradict what some managers learned in business school, but ESG’s rapid growth demonstrates this management wisdom. Founded in 1997 with three employees, this human resources firm was sold ten years later to publicly-traded Fortune Industries. Today the company, headquartered near Salt Lake City, Utah, continues to allow its employees to pick up their children after school and bring them back to the
office for the rest of the workday. To keep the kids entertained, ESG installed satellite TV and a DVD player in the break room. And ESG has structured several employees’ schedules around their spouses’ work shifts. Employees are given the career flexibility they need to adapt to life changes: several new mothers returned to work on reduced schedules or continued working part time at home after their children were born; another employee was able to work on a flexible schedule to adjust to her husband’s deployment to Iraq. Department transfers and cross training help provide coverage when schedules change or absences occur unexpectedly. Community involvement is valued as well at ESG: employees can help make quilts, pound nails, organize blood drives and MS walks, and participate on company time in any other project approved by the Giving Back Committee, without seeing any changes in their wages or paid time off. Departments within ESG have historically come together once a month on a rotating basis to make lunch for the entire staff. During the economic downturn, ESG's executive team solicited suggestions for ways to help cut costs. After receiving ten pages of feedback from employees, ESG has changed several of its internal practices, including altering monthly luncheons to quarterly luncheons, shifting available resources to enhance marketing presence and reducing biweekly staff meetings to monthly meetings.

Ernst & Young

Audit, Consulting, Financial Advisory and Tax Services
25,400 Employees in the U.S.
www.ey.com

Ernst & Young is a global leader in professional services, and its people can sometimes work long hours serving the firms clients. How do they manage a dynamic career with life outside work? Ernst & Young has made an aggressive effort to help with a program called My JournEY. Designed for parents, the initiative includes three-month, fully-paid maternity leaves for mothers, in addition to any vacation time they’ve accrued. They can take an additional ten weeks of family medical leave (FMLA), which is unpaid, and negotiate for more. When they return to work, lactation programs are available. Fathers, meanwhile, get two weeks of paid leave—six weeks if they’re the primary caregiver—and ten weeks of unpaid leave under FMLA. New adoptive parents get 16 weeks away from the office, six of which are paid for parents who are primary caregivers. Back-up child care and elder care are available in all locations and a Working Parents Network enables staff members to share challenges and solutions. If an Ernst & Young professional chooses to stop working after having a child, the firm stays in touch through a mentor selected by the employee, making it easier for the employee to return after a year or two. The response to these policies has been outstanding. Nearly all employees who are eligible take the full leave offered to them, and retention rates are the same for men and women today, whereas ten years ago women were leaving the firm at a much faster rate than men. In addition to exceptional career flexibility, other options include the ability to take time
off for personal reasons with no loss of pay or to schedule classes during the workday. To help staff members navigate their workplace options, the company has a Web site dedicated to flexibility, and each of its offices has a knowledgeable coach trained to answer employee questions. EY/Assist, an additional resource, helps staff with issues ranging from finding child care or elder care to locating academic financial aid; the program links employees to licensed counselors and qualified service providers. As one more aid, Ernst & Young has a Working Moms Network, which brings staff members together to share experiences and advice and conducts focus groups to help gauge how flexibility is working within teams. A new program? Ernst & Young recently introduced an Additional Days Off program that allows employees to buy up to 10 extra days to pursue personal interests, and they can be refunded if unused. E&Y CEO James S. Turley points out the positive business impacts of these programs and policies before adding that company culture is much larger than a set of benefits: “We’ve had great success in terms of numbers and growth and women and ethnic minorities in leadership roles,” he says. “But the culture is what has to be built and survive. We’ve got to recognize that most things in our profession can be copied by others. Culture can’t. For us, what’s fascinating is that all of the benefits have come from a People First focus, from the culture that we, as an organization, have built. We’ve seen the retention of our people at all-time highs. We’ve also seen the satisfaction of our people and our clients at all-time highs. We’ve seen our productivity reach all-time highs. This is a culture built very much on shared values that are lived and executed every day around the world.”

Winning Site: Chicago, Illinois, 1000 Employees***** 99 63 70
Winning Site: Dallas, Texas, 1100 Employees** 99 69 76
Winning Site: Detroit, Michigan, 493 Employees 99 64 71
Winning Site: Grand Rapids, Michigan, 100 Employees** 99 66 72
Winning Site: Houston, Texas, 900 Employees** 99 68 76
Winning Site: Louisville, Kentucky, 77 Employees 99 74 75
Winning Site: Milwaukee, Wisconsin, 129 Employees*** 99 64 71
Winning Site: Minneapolis, Minnesota, 421 Employees** 99 63 71

Executive Transport Detachment, Sigonella, Italy 99 72 72

Transportation and Communication
Winning Site: Sigonella, Italy, 23 Employees

Executive Transport Detachment (ETD) Sigonella—one of seven U.S. Navy commands to receive the Sloan Award honor—provides airborne command and control communications and VIP travel services. “We’re a small detachment that must maintain all the same programs as a squadron having nearly ten times our number of personnel,” explains ETD’s Lt. Cmdr. Erik Baker. “Because we have a small number of people, and because at least four of those people are on the road at any one time, we have to incorporate
flexibility in the workplace in order to allow our people to do the vast amount of work required of them.” Needless to say, maintaining administrative programs and fulfilling operational requirements presents a challenge. Operational readiness requires ETD personnel to assume individual ownership of multiple programs and maintain expertise across numerous fields. Yet rather than allowing operational and administrative demands to create a restrictive work environment, detachment leadership philosophy emphasizes personal autonomy as much as personal accountability. This mix enables ETD personnel to complete assigned duties on a flexible timeline, while also allowing them to fulfill responsibilities and pursue interests outside of work. Over the last year and a half, workplace flexibility at ETD has evolved from a command philosophy into a command culture. And far from inviting inefficiency, professional latitude proves a critical component of detachment success. “We incorporate flexibility in the way we do business not only out of necessity, but also because it generates a better work atmosphere,” comments ETD Officer In Charge, Cmdr. Andrew Wegman. “Providing flexibility in the workplace actually makes us more effective at taking care of our people and, consequently, more effective at accomplishing our mission.” ETD points to its phenomenal unit inspection results over the past year as one measure of the effectiveness of its policies and business practices, adding that high morale and increased personal engagement are also among the benefits of a flexible workplace.

Expedite Group
Concierge Service Provider
Winning Site: Cary, North Carolina, 17 Employees
www.expeditegroup.com

Providing all levels of concierge services to businesses nationwide, the Expedite Group has enjoyed double-digit growth every year for the past five years along with extremely low absenteeism and extraordinary employee retention. (Only one full-time staff member has left the firm since its founding in 2001.) Part-time staff members here can work remotely and set their own schedules. This is a huge benefit for the business, which serves clients at all hours of the night and day, and a great thing for employees, too: they can spend time with their children without leaving the workforce. Even full-time employees can work from home one day a week, and can take advantage of flexible hours to see a doctor, for instance, or meet a teacher. Technology makes many of these flexible options possible; Web-based applications and instant messaging make it easy for people to do their jobs no matter where they are or what time of day it is. Expedite also stresses development among its people; employees meet with their managers at least twice a year to discuss projects, work performance and development opportunities.
fahreneIGHT360
Management Consulting
Winning Site: Minneapolis, Minnesota, 16 Employees
www.fahrenheight360.com

fahreneIGHT360 has 15 years experience attracting, engaging and retaining professional, entry-level talent—and, in fact, most of its own employees are members of the “Millennial Generation”—so the company is well equipped to help its client firms attract, engage and retain these young employees (0-5 years out of college). fahreneIGHT360 gives its employees trust and freedom, and technology that allows them to log into their desktops from any computer with Internet access. The Minneapolis employer also claims great success at measuring the actual accomplishments of these employees, rather than relying on face time to measure their contribution.

Falkor Group, LLC**
IT Consulting Services
Winning Site: Chicago, Illinois, 34 Employees
www.falkorgroup.com

Falkor believes that it is important to let its employees know that they can take care of their families when necessary without jeopardizing their employment. This has, in turn, created a more committed workforce. The firm provides staff members with laptops and mobile phones able to tap into the company’s VoIP service. That enables its people to work from a client’s office or anywhere else Internet connectivity or cell phone service is available.

Family Service of Morris County
Social Services
Winning Site: Morristown, New Jersey, 84 Employees
www.fsmc.org

While many companies have long track records of flexibility, few if any come close to Family Service of Morris County. Dedicated to flexible work practices for its entire 197-year history, this social services organization has been helping families and individuals overcome life’s challenges in Morris County for nearly two centuries. Understanding the difficulties that many face during the current economic climate, FSMC extends a great deal of flexibility to its workforce. Among other scheduling options, compressed workweeks and abbreviated schedules give employees the ability to create the schedule that works for them—within the demands of the client population. Staff members are also allowed to enroll elderly relatives in FSMC’s adult daycare service, or take time off to care for them. FSMC has found that these policies have made them an attractive employer for potential employees, especially mothers with young children, retirees, and those leaving the corporate sector. Employees have found that it is important to have a continually flexible schedule that can change with their lives over long periods of time.
Farbman Group**** 99 71 74
Commercial Real Estate Management and Brokerage
Winning Site: Southfield, Michigan, 150 Employees
www.farbman.com

Farbman is one of the Midwest's largest real estate organizations, managing more than 20 million square feet in southeast Michigan alone. The organization calls its employees “our best sales people; they drive the company's growth”—and one of the ways it keeps staff morale high is to give employees a number of days off every year to participate in community service. This practice no doubt strengthens employees' ties to the community—and perhaps cements Farbman's profile among business leaders, too. The recently-launched Farbman University offers employees a variety of courses and lets them learn how to do jobs their co-workers perform, like property management and brokerage, for example. This enhances their understanding of the company as a whole while increasing their knowledge base. The Farbman Group's innovative management strategies have reduced turnover and absenteeism, helped bring employees' friends and staff members into the business and won multiple recognitions for the company by Crain's Detroit Business as a “Cool Place to Work.”

Farrell Fritz, P.C. 99 71 73
Law Firm
Winning Site: Uniondale, New York, 175 Employees
www.farrellfritz.com

This Long Island law firm routinely grants requests for flexibility, regardless of whether the question comes from a clerical worker or senior attorney. Comfortable with part-time schedules and telecommuting, the firm says it provides an environment where people can talk freely about the difficulties they face integrating their lives at work and at home, and that it is willing to support staff members with special workplace adjustments. Older staff looking forward to a gradual retirement can have their hours reduced if they'd like to, whereas recently hired college graduates can benefit from in-house seminars and courses outside the firm. During the financial downturn, Farrell Fritz, which offers a variety of wellness seminars including nutrition and stress management, gave employees options to work part-time to offset any need to cut positions.

FeatureTel LLC 99 90 84
Managed Telecommunications
Winning Site: Apex, North Carolina, 12 Employees
www.featuretel.com

FeatureTel is a fully managed and hosted VoIP, voice and data communications service company, serving businesses across the Carolinas. So it should come as no surprise that all of its corporate systems are hosted and available over the Internet—including telephones—so employees can work from
anywhere. For example, one accounting employee works remotely from New York where she moved to care for her ailing mother; another salesperson works exclusively from home; while a project manager only comes to the office three days a week. And to help out employees struggling with afterschool child care, the company lets them bring their children to the office for the remainder of the workday.

Fein, Such, Kahn & Shepard, P.C.** 97 70 67
Law Firm
Winning Site: Parsippany, New Jersey, 180 Employees
www.feinsuch.com
Sensitive to the cost of legal representation, this New Jersey law firm uses technology to gain efficiencies it passes along to clients. The company also puts technology at the service of its staff, keeping them on the payroll after they’ve moved to other states. “We value our employees and work with them whenever possible to craft schedules that meet their needs,” says a representative. New parents can work part time while sharing jobs. Other employees work from home or adopt flexible hours so they can manage issues ranging from family needs to traffic tie-ups. Employees can also leave early to attend a child’s sporting event or a doctor appointment. A monthly Breakfast with the Partners meeting, moreover, enhances communications among staff members at various levels of the firm.

First Alliance Credit Union*** 99 73 72
Finance, Insurance, Real Estate and Property Management
Winning Site: Rochester, Minnesota, 17 Employees
www.firstalliancecu.com
Operating under the philosophy of “people helping people”, First Alliance has extended to its employees the support of its resources and an increasing range of flexible work options. Those dealing with financial difficulties are eligible for financial counseling, discounted banking services, and interest free loans. First Alliance also recognizes the importance of family and that employees are most effective when the needs of their families have been met, and has thus initiated several flexible workplace options including compressed workweeks, job sharing, and via VPN access employees can easily work from home in the event of a family emergency. Cross-training for those working compressed workweeks ensures adequate office coverage during absences. Employees can also use work time to attend children’s functions or doctor appointments, or actively volunteer in their communities. First Alliance understands that employees must be included, and so when dealing with changes or additions to benefits employee input and feedback is strongly encouraged.
First Things First
Nonprofit Social Services Organization
Winning Site: Chattanooga, Tennessee, 10 Employees
www.firstthings.org

This Chattanooga organization, which addresses children’s health and family life, believes it must help sustain its own people’s strength, too. Consider the organization’s decision in 2003, when two senior staff members found they were expecting their babies just a single day apart. The absence of these women over a lengthy period could have posed real difficulty for First Things First, which was then still in its infancy. The organization found a solution, however, agreeing to provide the physical space and facilities needed for a functional nursery, while the new mothers themselves provided a nanny. This initiative proved so successful the babies remained on site for 18 months. New parents don’t have to rush back to the office, though; dads, for example, are welcome to a minimum of two weeks of fully paid leave after the birth or adoption of a child, with an additional fully paid week of half days in the office. There are plenty of scheduling options available to staff, including the ability to do some work at home and to share jobs. Technology enhances these choices; employees can access the nonprofit’s server 24 hours a day, seven days a week; most staff have laptops and senior staff have BlackBerry devices and SmartPhones, too. Employee development? Many staff members have earned their degrees—even a few PhDs—while working full time at the office. In addition, the organization takes a group of marriage educators each year to an international conference where they learn advanced teaching skills and network with others in the field.

Foley & Lardner LLP
Law Firm
Winning Site: Milwaukee, Wisconsin, 656 Employees
www.foley.com

At the offices of Foley & Lardner, employees don’t have to leave their personal lives at the revolving door. All employees at the Milwaukee branch of this nationwide law firm are given not only the means but the support to find the best fit for their professional and personal lives: including the ability to negotiate flexible work time, family or personal leave—and even pay, when necessary. To remove any sense of intimidation, managers have streamlined the request process so that employees can adjust their schedules within a few days or even hours. Foley also strives to ensure that people who step onto a more flexible track, for whatever reason, aren’t marginalized. The company promotes its flexible schedule policy, established in 1997, as a vital tool for attracting and retaining talented people—and managers are trained to give career-advancing assignments to employees regardless of their arrangements. People who are considering a flexible schedule can tap into a network of colleagues throughout the firm who offer guidance and mentoring. Staff members have access to state-of-the-art equipment (laptops, PDAs, etc.) and can collaborate online via custom applications that the Foley technology
group designed specifically to allow people to work from home and other off-site locations. And that’s just on the work front. The company has found productive ways to integrate people’s personal lives with their best practices. Foley fosters internal “affinity” groups that provide mentoring, career coaching, and a sense of community for women, African Americans, Latinos, Asian Pacific Americans and gay and lesbian attorneys and staff. Foley also seeks to build employees' skills by offering training programs in public speaking, legal writing, litigation, and by measuring employees' success according to their ongoing growth, not just standard performance reviews.

Fowler Measle & Bell PLLC

Law Firm
Winning Site: Lexington, Kentucky, 40 Employees
www.fowlerlaw.com

This Lexington-based law firm credits workplace flexibility with helping its employees be more productive and willing to go the extra mile. Employees can work from home one day per week or as emergencies arise. They can also transition from full time to part time employment or even take extended time away—for example, to enjoy summer break with children.

Frank, Haron, Weiner & Navarro P.L.C.

Law Firm
Winning Site: Troy, Michigan, 20 Employees
www.fhwnlaw.com

“Our record of success is unmatched,” says this law firm, a leader in the health care legal sector; its attorneys achieved one of the largest whistleblower jury verdicts in Michigan history and its people are routinely quoted in specialty and trade journals. A superlative workplace enables the company to attract and retain outstanding talent capable of delivering these results. Part-time and flextime schedules can be arranged, and PDAs and laptops allow people to work from home when they need to. These options, the firm says, encourage people to continue their careers while they raise their families (one part-time partner has been named among the Top 50 Woman Lawyers in Michigan). The company has also assisted employees on a confidential, case-by-case basis with loans, and provides pro-bono and discounted legal services to the community.

Frankfort Regional Medical Center**

Health and Medical Services
Winning Site: Frankfort, Kentucky, 625 Employees
www.frankfortregional.com

As a 24/7 healthcare facility, staffing is critical. Electronic scheduler software assists managers, supervisors and employees with flexible scheduling, enabling employees to self-schedule and request days off, even from home. Career goals are revisited on an annual basis to ensure that employees
continue to grow, and retirees are able to come back part-time. Employees in financial need can apply to the aptly named Hope Fund for assistance, which is funded by employee donations.

**Frost, Ruttenberg & Rothblatt, P.C.*** 99 65 69

Accounting Firm
Winning Site: Chicago, Illinois, 100 Employees
www.fronline.com

Workplace options and a generous paid time off program have enabled this Chicago accounting firm to maintain low voluntary turnover rates and virtually eliminate absenteeism. FRR staff members can now use paid time off to meet any personal needs and can break up the time into increments as small as one hour when they need a long lunch or have a function to attend in a child’s classroom. Staff members work only 35 hours a week once the tax season is over, and during the busy months when longer hours are necessary, FRR offers healthy meals, fresh fruit and chair massages to ease the stress. A new Career Development Program identifies each employee’s abilities and goals so as to measure their performance by outcome and not hours spent in the office.

**Fulbright & Jaworski L.L.P.*** 99 65 71

Law Firm
Winning Site: Houston, Texas, 900 Employees
www.fulbright.com

Fulbright & Jaworski, a highly regarded law firm with more than 2,000 employees in seven countries, says it is committed to recruiting and retaining outstanding attorneys and support staff. To meet that goal, it has charged a committee of partners to address work-life issues in the firm. In the company’s Houston office, a key component is a back-up care program, providing in-home or center-based assistance when regular care is unavailable. The back-up care program is a particularly important benefit for employees with young children or aging parents. Employees can also donate their accrued absence time to other staff members who have a personal need to be away from the office in excess of their own accrued time. Staff members don’t need an emergency to leave the office, however. In addition to more than four weeks absence time each year, support staff can schedule up to a half day each week for personal matters that need attention during business hours. **Attorneys can modify their schedules without leaving the partner track and return to full-time work when they are ready.** Some take extended leaves and are welcomed back later. A Committee on Women in the Firm and in the Profession recommends these and other policies and procedures to help retain and advance women. Such practices have helped women at the firm advance; today, they comprise 50% of its executive committee and 46% of its senior associates (up from 29% just six years ago). Flexibility has also helped Fulbright & Jaworski further the goals of the Clean Air Act. Incentives encouraging employees to consider mass transportation include
a transportation allowance for carpoolers with at least one extra rider, paid garage parking contracts for carpoolers accommodating three or more people and Metro Q-Cards and Park & Ride vouchers.

Futura Industries 83 71 71

Aluminum Extrusion Manufacturing
Winning Site: Clearfield, Utah, 208 Employees
www.futuraind.com

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

Gas South, LLC** 96 70 69

Natural Gas Company
Winning Site: Atlanta, Georgia, 54 Employees
www.gas-south.com

Gas South expanded its customer base and earnings by 30% last year—results that are all the more impressive given that the natural gas market itself is not growing. The Atlanta company credits its people for this growth, and works to sustain their best energy by making Gas South a great place to work. Monthly all-employee meetings review the business results of each department so everyone knows what’s happening in the business, and a regular training and development program helps staff enhance their contribution to the company’s success. The three-year-old firm is introducing a 360-degree assessment program that will give participants feedback not just from their bosses but also from co-workers and the people reporting to them; customized development plans will follow on from the insights these reviews provide. Significant scheduling options are available at Gas South; everyone can adopt a compressed workweek that provides one day off every two weeks. Managers have the ability to work with employees to set daily schedules, to allow employees time off during the day for important personal events and to work from home to handle specific needs. Technology enables
staff to log into the company network, access data and pick up and send e-mail when they’re away from the office, so when they need to work late, they can do it at home. In addition to a variety of flexible work options, Gas South provides educational and developmental opportunities to employees as part of its retention efforts. These include monthly seminars on topics such as communication, leadership, presentation skills, and generational differences in the workplace. In addition, regular “Lunch and Learn” sessions keep employees abreast of issues that could impact them or their families.

General Mills

Food Products Company
Winning Site: Minneapolis, Minnesota, 4,900 Employees
www.generalmills.com

General Mills, one of the world’s largest food companies, has piloted a team approach to scheduling: entire groups choose new work patterns aimed at benefiting the company and the team, as well as the individual employees involved. General Mills is also publicizing new options for employees, like paid sabbaticals, and providing training for people who manage employees with flexible work arrangements. All these initiatives increase the company’s ability to attract and retain young people—and they’re also valuable to men and women who’d like to transition to retirement and reduce their hours at work. Managers have one-on-one conversations with seasoned staff, discussing how they can help develop a successor and make sure the company continues to benefit from their knowledge. Employees of all ages at General Mills benefit from a broad spectrum of health programs, preventive care and medical treatment, not to mention yoga and meditation. To help employees weather the economic downturn, the company reinstated full-time schedules for part-timers whose spouses lost their jobs, and made financial counseling available. All these efforts may seem like a lot of work, but they’ve helped General Mills maintain a level of employee turnover that is roughly half the industry average. Additional benefits include increased productivity, cost savings and more reliable business continuity.

George Mason University

Education
Winning Site: Fairfax, Virginia, 5,500 Employees
www.gmu.edu

George Mason University embraces flexible work options and a flexible work culture as strategies for reducing commuting costs both financially and ecologically, and means for increasing productivity, retention, and a good work-life fit for its faculty and staff. In the fall of 1999, Dr. Alan Merten, the current university president, initiated the Quality of Work Life Task Force. Comprised of faculty and staff from around the university, the task force was charged with creating and administering a triennial survey on the quality of worklife at Mason. The findings led to the creation of the university’s Telework and Flextime policy in 2002. Today options also include compressed schedules, job sharing and remote work. In addition to formal flexible work policies

which require signed agreements, Mason fosters a culture of flexibility. Employees, with their supervisor’s permission, may flex their hours to accommodate a personal situation. Additionally, if an employee’s desired flex start time is within one hour plus or minus from their normal start time, no written agreement is required.

Gimmal Group
Information Management Company
Winning Site: Houston, Texas, 55 Employees
www.gimmal.com

Three-year sales growth of 147% gave this Houston technology company a place on Inc Magazine’s list of 5000 Fast-Growth Companies to Quell Your Recession Fears. The firm says it drives success through a culture that promotes hard work and productivity along with great respect for people’s family life. Technology affords flexibility: all employees can choose between a laptop or desktop computer and can expense $55 a month toward their cell phone bills (with an itemized bill, they can exceed that amount). A company intranet stores business updates as well as all information regarding policies and procedures; VPN connections allow Gimmal employees to tap in from any location. There’s plenty of training in this business, which deals with a continuously expanding and improving set of technologies. Certifications are important here and each employee has a manager who helps guide and develop his or her career. Compensation recognizes people’s hard work; a bonus plan that embraces all staff members reflects both individual performance and the company’s success. Moreover, everyone receives stock in the company after six months on the job in an amount based on the individual’s level in the firm. And Gimmal covers the taxes on all stock! What happens during lulls in client business? Staff are assigned to one in a pipeline of projects the company maintains to strengthen its own business. Vacations? Four weeks of paid time off let staff recharge; when workflow makes it impossible for them to take that time, they can roll it over into the next year—and can borrow more time from the coming year, too.

Givens Pursley LLP
Law Firm
Winning Site: Boise, Idaho, 40 Employees
www.givenspursley.com

Givens Pursley allows partners to periodically take up to three months of paid leave to pursue their personal goals, and staff members are eligible for a sabbatical after ten years and every eight years thereafter. The firm also promotes flexibility by providing a children’s room on its premises, stocked with books, puzzles, toys and movies, where kids can spend time when school is out or their regular child care is unavailable. The company also offers a workout room and reimburses employees for gym fees, fitness classes and other activities that improve their health. And the firm prides itself on its teamwork, which enables people to fill in for each other when someone needs to be away.
Go To Team  
99 74 72

**Video Production Services**  
**Winning Site: Charleston, South Carolina, 14 Employees**  
www.gototeam.com

Go To Team offers high quality video production crews and services to the southeastern United States. By placing staff cameramen with identical equipment in different local markets while maintaining one corporate office in Charleston, NC they are able to provide uniform high quality services to a number of small local markets. **An apprenticeship program allows them to attract and train younger workers in video production. Employees are able to set their own professional goals and work with management to achieve them.** The nature of their work in the field, which is based on individual jobs rather than a 9 to 5 work day, allows employees to have varied and flexible schedules. The flexible nature of the work and goal-oriented management philosophy have created a very loyal team of employees that has in turn led to a low turnover rate.

Grandparents.com  
99 69 68

**Web Portal for Grandparents**  
**Winning Site: New York, New York, 32 Employees**  
www.grandparents.com

“It’s great to be grand,” states the home page of this business’s Web site, the number one destination for grandparents seeking support, suggestions and expert advice. Offering features like “Mothers in Law Anonymous” and “9 Places for Hands-On Fun,” the organization needs the insights of older employees and advertises all its job openings to its own users. Grandparents.com doesn’t limit itself demographically, though; it also posts job openings at all nearby university career centers.

Greater Louisville Inc.**  
98 70 68

**Business Member Association**  
**Winning Site: Louisville, Kentucky, 48 Employees**  
www.greaterlouisville.com

The leading economic development agency for greater Louisville, this organization lets all its people work at least one day a week outside the office, wherever they’re most productive, whether that’s home, in the office or at a coffee shop. The employer’s technology allows each employee to log in to the terminal server from any computer; BlackBerry devices are provided to senior staff as well as laptops as needed. GLI has found that flexibility eases employees’ stress about managing work life issues, enabling them to work better. Its remote work capabilities have also equipped the organization to stay up and running during inclement weather.
Habitat for Humanity of Brevard County, Inc.

Home Construction Company
Winning Site: Melbourne, Florida, 16 Employees
www.brevardhabitat.com

Meeting a community’s needs for affordable housing is challenging in hard economic times, but this organization more than doubled the number of homes it built during the economic recession—20 houses in 2009 compared to 8 in 2008. It has recruited its people through Work Force Development, JobLink and AARP, and it is a sponsoring organization for a Youthbuild program. Habitat for Humanity of Brevard County says it strives to help each of its staff members maintain perspective with respect to spiritual, professional, family and leisure priorities. It integrates prayer and reflection into its construction sites and group’s offices—and leverages technology to help people maintain their equilibrium, too, specifically laptops, cell phones and a VPN network connection.

Hancock Askew & Co., LLP**

Accounting Firm
Winning Site: Savannah, Georgia, 60 Employees
www.hancockaskew.com

The largest accounting firm headquartered in Savannah, Georgia, Hancock Askew & Co. challenges employees to build the company’s profitability—it gives them 10% of the new revenues they bring in. The company also uses incentives to help staff cope with the heavy workload they shoulder prior to tax deadlines; the firm provides lunch and dinner every day, brings in a shoe shine person and welcomes an ice cream truck and mobile car wash several times during the busy period. During summers, when the workload lightens up, flextime becomes the order of the day; employees who work 80 hours in a two-week period can have every other Friday off. Throughout the year, laptops allow employees to use all computer applications as though they were sitting at their desks at the office; cell phones, BlackBerry devices and wireless capabilities allow staff to sit on the patio in the office on a beautiful day and do their work. Perhaps the most valued perk, available to all employees, is full child care reimbursement. The company dealt with the financial downturn by leaving some positions open as they become vacant through natural attrition. Hancock Askew has been supportive to clients in the downturn, too, counseling them on ways to work through tough times. The company says it is willing to work with clients on billing issues because it wants them to survive and continue as clients going forward.

Harding, Shymanski & Company, P.S.C.

Accounting Firm
Winning Site: Louisville, Kentucky, 15 Employees
www.hsccpa.com

This Louisville accounting firm invests in its people from the start, giving men and women becoming CPAs a $3,000 budget to cover training
materials and exam costs, not to mention paid time off to take the test. As long as they pass within 18 months of hire, they can keep as a bonus whatever remains of the $3,000. Development continues for people in professional positions, who can avail themselves of at least 40 hours of continuing professional education each year (the firm pays all course fees and travel costs). A voluntary mentoring program, moreover, helps both seasoned and less experienced employees shape their careers. Staff gain further aid in expanding their roles from a performance management system that pairs them with performance advisors who help them set annual goals; progress is tracked four times a year. A strong corporate citizen, Harding Shymanski also gives staff paid time off to volunteer and donates money to the groups its people support.

HBL Architects*** 99 81 75
Architectural Firm
Winning Site: Houston, Texas, 10 Employees
www.hbl-architects.com

At any given time this 10-person architecture firm is tackling projects ranging from $100,000 to $40 million, with most in the $2 million to $5 million range. The company says it enjoys a great reputation in the Houston community, and it credits its highly productive, skilled, engaged employees. A generous benefit program provides each staff member with full medical, dental and short- and long-term disability coverage—lentirely paid for by the company—and a matching 401(K) plan. Staff enjoy a high degree of flexibility, too, with laptop computers that enable most of them to work from home, tapping into the company’s computer system to access their CAD files. The company says it hires younger designers, trains them and gives all who are not licensed the time they need to prepare for their exams. But HBL Architects just as actively pursues older, experienced workers for project manager positions. As a result, the firm says it enjoys lower turnover (more than half of its staff have been with the company for more than nine years), lower medical premiums (since staff members can visit doctors and dentists while they’re healthy and forestall serious illnesses) and higher productivity (because staff can work at home when they can’t come in to the office).

Health Dimensions Group 99 68 70
Health Care Management
Winning Site: Minneapolis, Minnesota, 30 Employees
www.healthdimensionsgroup.com

Over the past decade, HDG has managed to consistently grow their business every year, while also maintaining a high level of job satisfaction and incredibly low turnover. How does a company with over 70 employees spread across the country maintain such satisfaction? Through an annual confidential poll management is able to get honest answers from their workforce about how to improve the lives of HDG’s employees and increase productivity in the office. The lessons learned from this survey have led to an expansion of flexible work
policies, including the freedom to use PTO at any time, even during holidays. In addition, a “1/2 day” policy lets salaried employees leave work early for personal reasons without drawing on their PTO as long as they work at least four hours. The information gathered from the survey helps management develop the programs necessary to let employees spread across the country feel like they are part of a family working towards a common goal. Management also promotes teamwork by having employees take the “StrengthFinder 2.0” test and posting each employee’s top three strengths, so that they can help each other in the areas that they know each can excel.

Health Service Innovations

Business Consultant to Health Industry
Winning Site: Minneapolis, Minnesota, 19 Employees
www.healthserviceinnovations.com

A revenue increase of 20%, a productivity boost of 17% and a client satisfaction rating of 98%—these are among the benefits Health Service Innovations (HSI) has derived from an exceptionally strong workplace. Employees can work from home with the company covering the necessary expenses. Staff can set their schedules in harmony with their life outside work, and can get involved in community programs. Many company meetings are held via conference call, so staff can call in from wherever they are. Employees also have a generous amount of paid time off. What makes it all work? The firm cites strong communications across teams and interdependence among employees, a result of its unusual “butterfly” organizational chart. The firm’s commitment to its people became even more evident during the financial downturn; as other companies let staff go, HSI took a page from Jim Collins’s book Good to Great: the firm worked to identify additional markets its people could serve, helping generate new streams of revenue.

Henry & Horne, LLP

Certified Public Accountants
Winning Site: Tempe, Arizona, 110 Employees
www.hhcpa.com

At Henry & Horne, new recruits receive tuition reimbursement upon achieving CPA certification, as well as a bonus and salary adjustment. And for those transitioning into retirement, reduced hours are available. Probably the least flexible positions are the front desk receptionists (fittingly called Directors of Firm Impressions), who are responsible for opening and closing the offices daily. Yet even these positions are able to “flex” when necessary—they are encouraged to seek (and receive!) coverage assistance when needed.
As an online institution, Herzing University has some innate advantages in the flexibility department, and it leverages them all. Teachers and many staff members have the option of working from home, and can adjust their schedules as life demands. In place of cookie-cutter scheduling policies, the organization evaluates each employee’s needs individually—and doesn’t shrink from creative solutions. When one employee’s family was transferred overseas with the military, she was able to continue working as an admissions officer from the new location, supported by Herzing’s technology infrastructure, which links all aspects of the business. Not only can employees conduct classes or complete administrative tasks remotely, they have access to online networks and groups that provide real-time interaction and camaraderie. The online university views its commitment to flexibility not only as a solution for its current workforce, but also as a way to model new possibilities for their students. The payoff is clear: Herzing has a low turnover rate, a newly expanded admissions department and higher enrollment.

“HBC is always willing to do its best to respond in whatever way it can to clients’ needs for speedy telephone, cable television and Internet service,” says a company representative. Hiawatha also provides training and tuition reimbursement as well as flexible scheduling and telecommuting. The Minnesota company is strongly involved in its community too, active in programs ranging from school sports to the Great River Shakespeare Festival. Hiawatha delivers meals three days a week as part of the Winona Volunteer Services effort and gives employees paid time off to participate. Co-workers cover for each other and help out when someone has a personal matter to attend to or needs to take some time off. The company’s benefits package includes health, life, and dental insurance, holidays and paid time off, a 401k and generous discounts on company services.

One of the top ten fastest growing accounting firms in the U.S., this Long Island company takes pride in a career guidance initiative that assigns each professional employee a career coach—a firm leader who guides staff members in meeting client expectations, government deadlines and
changing professional trends, not to mention developments at home. Professional staff members are also supported through laptops that can connect to the company’s servers from remote locations, enabling staff to work from home. Holtz Rubenstein Reminick believes that practices like these clearly affect the bottom line, not just in the heightened engagement and productivity of staff but also in the firm’s ability to recruit and retain talented professionals. Voluntary staff turnover at Holtz Rubenstein Reminick was 5.4% in 2008, significantly lower than the average for CPA firms in the area. Seven out of ten job offers were accepted, moreover, compared to the general acceptance ratio benchmark of 50%.

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<th>Houston Department of Health and Human Services</th>
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<td>Public Social Service Organization</td>
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<td>Winning Site: Houston, Texas, 1,400 Employees</td>
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Houston is the fourth largest city in the U.S., and this organization is one of its largest departments, managing more than 30 facilities and serving 2.2 million people. It takes a lot of knowledge and plenty of skills to guide the public around topics ranging from flu vaccines to pet adoptions to poison antidotes, and the Houston Department of Health and Human Services does not stint on development: the organization offers its supervisors and managers a two-fold leadership program that lasts ten months. Staff members compete to participate; those who aren’t included can try again the following year. Everyone’s efficiency is stoked through flexibility; though there are some roles that require employees to report to a specific work location, there are many that do not, and staff can telecommute using teleconferencing technologies, video conferencing, VPN and VoIP, for example. In the process the group has decreased stress and lifted morale. Absenteeism and turnover have both been reduced and the group’s reputation gives it an expanded number of candidates for open positions.

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<th>Houston-Galveston Area Council</th>
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<td>Association of Local Governments</td>
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<td>Winning Site: Houston, Texas, 230 Employees</td>
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<td><a href="http://www.h-gac.com">www.h-gac.com</a></td>
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Employees of this regional organization have access to flex time; telework is another option, and can be used occasionally, on an as-needed basis, or formalized into a regular schedule. With Internet, a phone, and laptop computer, employees have the tools to be able to work from anywhere; they can even access agency documents, which are housed on SharePoint. Employees have paid sick time and vacation days. If someone doesn’t use all of his or her sick time, a portion can be converted to vacation time; likewise, if an employee becomes ill while on vacation, he or she can use sick days instead. The council is committed to fostering an effective and flexible workplace, and believes these initiatives have a positive impact on employees’ attitude and loyalty.
Humanix Staffing and Recruiting
Recruiting Firm
Winning Site: Spokane, Washington, 21 Employees
www.humanix.com

While the staffing industry overall has been hard hit by the recession, Humanix has taken a number of innovative steps to help both the company and its employees navigate these challenges. It participated in the Washington State Employment Security Workshare Program, which enables staff whose hours have been reduced to collect partial unemployment insurance—up to 12 hours per week. The company is also offering financial advisory services to employees, as well as non-interest loans with repayment plans as low as $10 per week. While it hasn’t been easy to tighten belts, the company has repeatedly communicated its commitment to employees.

Idaho Association for the Education of Young Children
Nonprofit Education Organization
Winning Site: Boise, Idaho, 19 Employees
www.idahoaeyc.org

An affiliate of the National Association for the Education of Young Children (NAEYC), Idaho AEYC supports quality early care and education for all children, from birth through age eight. The employer says flexibility helps staff manage their workload; a computer network allows staff to access e-mail remotely, and a paperless filing system, which houses scanned documents, lets them access information when they’re working in a remote location. Paperless filing also gives employees more space in the office and the ability to use the phone without putting clients on hold to go look for a file. The Boise employer, which has portable laptops for employees to check out, says its workplace policies carry responsibilities for staff, who step up and cover for one another when needed. But giving employees choices has minimized absenteeism and yielded what the organization calls “incredible” productivity.

Idaho Emergency Physicians
Physician Staffing
Winning Site: Boise, Idaho, 18 Employees
www.iep.org

Employees of this emergency medicine group—which provides physician staffing of hospital emergency departments in southwest Idaho—have access to flexible hours, a practice that has helped some reduce their commuting costs. The organization is sensitive to employee needs and has taken strides to promote a family-first culture. Cross-training among employees ensures ample back-up coverage: if someone needs time off to attend to a family matter, a colleague is ready to fill in. This team-based approach has helped employees manage daily stress; as has the occasional onsite masseuse and an annual spa day! The organization credits its workplace practices and supportive culture with keeping turnover low and productivity high.
Idaho Federation of Families for Children’s Mental Health 99 75 75

**Nonprofit Social Service Organization**
**Winning Site: Boise, Idaho, 10 Employees**
**www.idahofederation.org**

This Boise nonprofit prides itself on responding to employees’ diverse needs. It enabled one older staff member to reduce her hours when her husband retired; she now works the minimum time necessary to keep her health insurance. (She can also take unpaid vacation leave when her regular time-off runs out so that she and her husband can travel together.) Another employee is a college student whose schedule changes every semester; the organization gives her total flexibility in scheduling the hours she works. All employees have remote access to their office email, while part-time staff have computers, printers and fax machines—and the ability to expense half their cell phone bills each month. **Staff thus empowered possess the motivation and technical know-how to help their clients in new ways; consider one employee who took the initiative to create a Web site that enhances the service she provides to clients.**

Iformata Communications 99 63 71

**Videoconferencing Company**
**Winning Site: Dayton, Ohio, 40 Employees**
**www.iformata.com**

“The telepresence experts”—that’s how this long-standing videoconferencing company describes itself. The field is extremely dynamic, with new technologies constantly displacing old ones, but the company believes its emphasis on families has helped it stay ahead of the curve, with heightened productivity, an expanded client base and increased revenues. Iformata gives its people choices in scheduling and when they need time for personal reasons, they can have it. Sales incentives, product giveaways and other incentives also help keep staff focused on new ways to serve clients even more successfully.

Image 4 97 71 71

**Provider of Sales Displays**
**Winning Site: Manchester, New Hampshire, 16 Employees**
**www.image4.com**

Flexibility is a requirement for survival in the sales display industry, this New Hampshire company says; Image 4 must be responsive to client demands and to the personal circumstances of its employees. As a consequence, Image 4 focuses strongly on what employees get done rather than the hours they do it. Technology is applied wherever possible, with client deadlines defining the company’s workflow. This often allows late starts, which is helpful to staff members raising children. Sales, project management and financial staff, moreover, can work from home with 12 to 24 hours of notice, using Web-server databases. **Then, too, the company provides a knowledge base**
where everyone can share things they’ve learned so those insights can be applied to future projects. As gas prices rose and the economy faltered, Image 4 gave its employees greater leeway to work from home and cut their commuting costs. The company supports its people’s development too, offering funding for applicable college coursework.

Infincom
Printing and Copying Solutions
Winning Site: Tempe, Arizona, 42 Employees
www.infincom.com

Field service reps and technicians of this locally owned office equipment dealer are equipped with company-provided iPhones capable of accessing the internal network. With this technology, field employees have the flexibility to manage their daily schedules, as well as access real-time data on parts availability, minimizing unnecessary trips to the office. Another tip? These employees are assigned customers located in the same geographical area as their home, allowing the flexibility to be near home at the start and end of the work day.

Inland Northwest Health Services**
Medical Services
Winning Site: Spokane, Washington, 150 Employees
www.inhs.info

Employee retention is a challenge in the health care industry; this Spokane group conducted extensive confidential surveys of its people to find ways to keep them on board. Finding that flexibility was absolutely key, the company increased its scheduling options—changes supported with manager education and employee communication. During several lunch-and-learn sessions, for example, managers who had embraced flexibility discussed its business benefits, and showed how those advantages surpassed any associated challenges. The result of workplace changes? Staff members say they enjoy their work more, that they’re better equipped to address family and educational needs, and that they feel greater loyalty to the company.

Intel Corporation*****
Technology Company
Winning Site: Chandler, Arizona, 9,700 Employees
www.intel.com

Many believe the factory floor is no place for flexibility. But Intel sees its success tied to bold new ideas, and gives all its people, including those involved directly in production, a paid two-month sabbatical every seven years to ignite their imagination. Employees also get time for education and community service, as well as options to telecommute, share and exchange jobs and adopt a flexible schedule. Intel says its workplace practices continually recharge its staff members, giving them not just room to grow, but
to “soar.” Intel's generous volunteer policies encourage employees to be engaged in and support their communities. Take, for instance, the company’s matching program, which provides a $10 per hour match to organizations where employees volunteer—up to $10,000 for nonprofits and $25,000 for schools. In keeping with this focus, in 2008, Intel celebrated its 40th anniversary by challenging employees worldwide to volunteer one-million hours in the community. Intel’s people reached this lofty goal before the year end—more than 4,000 of its Arizona employees rose to the challenge by volunteering over 130,000 hours! Employees also enjoy a brand new high tech digital fitness center, as well as two fully staffed onsite medical facilities that provide travel medicine, preventative care, physical therapy and general practitioner services.

Intercultural Mutual Assistance Association

Social and Community Services
Winning Site: Rochester, Minnesota, 15 Employees
www.imaa.net

Founded in 1984, IMAA provides culturally and linguistically appropriate support services that foster the well-being and independence of foreign-born residents in the US. This support has extended to their staff, the majority of whom are also foreign born. IMAA has found that in order to manage a religiously and culturally diverse staff, flexible work policies have been absolutely necessary for the efficient and successful operation of the office. By applying flexible management to dress code, holiday policies and PTO structure IMAA has been able to integrate diverse individuals into the company. The organization has a strong telecommuting policy, and trains volunteers and interns to temporarily fill in for office functions if necessary.

Intermountain Financial Group, LLC***

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

For more than a century, the Intermountain Financial Group/MassMutual has offered financial and insurance products to individuals and businesses in Utah, Idaho and parts of Montana. The agency was named by Utah’s Workforce Services Work/Life team as one of the Best Places to Work in Utah in 2007 and 2008. Intermountain Financial gives back to the community through donations and volunteer work. A free $50,000 term insurance policy is provided to employees earning between $10,000 and $40,000 annually. Should something happen to the insured employee, the $50,000 policy would go toward the education of his or her children. The agency provides flexible scheduling, generous benefit packages, paid time off policies and gym subsidies that help boost employee health. Employees’ families are invited to join fun events and bring children into the office in a pinch if that allows them to get their work done. Intermountain also pays attention to the small things in life—even providing lotions, hairspray, mouthwash, a lint roller and floss in the company restrooms!
For nine of the last ten years, *Modern Healthcare* magazine has ranked Intermountain Healthcare first or second in the nation among 550 integrated health care systems, and President Obama recently praised it as a model system providing high-quality care at low cost. One might assume that its medical staff would have little opportunity to work at home. But many Intermountain employees have moved on from medical care to management, and they’re largely equipped with laptops, cell phones and other business tools that enable them to work remotely. Those who serve patients directly also have increased flexibility; recently expanded hours for customer service mean more convenience for patients and more scheduling options for employees. There are opportunities for job-sharing and part-time schedules as well; moreover, Intermountain allows employees to carry unused paid time off from one year to the next—up to 750 hours to apply to an extended vacation or leave of absence.

Health workers have been drawn to the organic coffee, juice bar and top-flight gym at this Minnesota pain clinic, and their enthusiasm has given the facility its choice of new employees. Many are young but once on staff, they continue to develop their skills working beside more experienced personnel in an environment where clients of all ages can feel welcome and ready for treatment. There isn’t much telecommuting in this organization—doctors, nurses, psychologists and physical therapists generally need to be side-by-side with their patients to treat them. But there are lots of scheduling options and a strong health program. This includes educational workshops and a gym, which is now free not just to staff members, but to their family members, too. There are also stress reduction activities and workshops on finance and budgeting.

ITAC Solutions is experiencing tremendous growth, opening two new offices last year and establishing a new division focused on software. Flexibility has helped the recruiting firm keep its employee base stable and satisfied throughout these changes. Several staff members work from home and many others have flexible schedules; when the occasional child care issue arises, employees are free to bring their children to the office with them. The very
nature of this company’s business is flexibility, and the economic downturn has provided a natural platform for conversations with client companies and job seekers about how ITAC can help them meet their employee and employment needs using flexibility. The company has also helped its internal employees maximize their take-home pay through reviewing choices affecting their tax rates. All ITAC’s people can use 32 paid hours per year in service to community organizations. That could mean volunteering in a child’s classroom or helping out in a soup kitchen. “It’s a pretty cool environment,” says a representative. “It’s great to see us remain who we are, taking care of our ITAC family.”

J.A. Counter & Associates, Inc. 99 73 75
Financial and Insurance Services
Winning Site: New Richmond, Wisconsin, 15 Employees
www.jacounter.com

Two years ago, JA Counter moved to a Results Only Work Environment (ROWE), a human resource management strategy that emphasizes output over face-time. In other words, employees are not accountable for where or when they work, just for the results they produce. Even the receptionist can participate by coordinating schedules with a designated back-up to ensure the required coverage for the front desk and switchboard. JA Counter considers all employees to be valued stakeholders and invites ideas for the future direction of the company by holding periodic company-wide brainstorming sessions; the suggestions and creativity generated from these is used to drive the strategic plan for the organization.

JC Malone Associates 99 69 71
Executive Search and Recruiting
Winning Site: Louisville, Kentucky, 55 Employees
www.jcmalone.com

JC Malone Associates has found that flexibility and time off is increasingly important to its employees—many times it’s even valued over pay increases. What is more, the locally owned company has found that workplace initiatives such as telecommuting and flextime have helped to lower stress and increase productivity. Employees can take off when the need arises, a doctor’s appointment for example, without it counting against attendance. Then too the company has closed office locations and let employees work out of their homes, using the Internet to access files.

Johnson Bank**** 99 65 68
Financial Services
Winning Site: Chandler, Arizona, 105 Employees
www.johnsonbank.com

This family-owned business’ support for its people is as strong as its commitment to doing the right thing for its clients. “I challenge anyone to find
a nicer, more delightful place to work,” said the company’s founder, Sam Johnson, 35 years ago. Communication keeps employees up to date and engaged, at this bank where the Chairman regularly “blogs” on the company Intranet about the state of the bank and in-person Town Hall meetings are held quarterly. The bank offers programs for job sharing and flexible scheduling and opportunities to work outside the office. **Associates can also voluntarily reduce their hours during the summer months—a practice that provides flexibility to associate as well as cost savings in payroll dollars to the company.** Salaried personnel have considerable control over the amount of overtime they work and how they schedule their hours. They typically know in advance of any unusual demands on their time, so they can schedule accordingly. In 2008, several bank associates were able to transfer to branches closer to their homes when gas prices reached a high last year—minimizing their commute time and expenses. All these measures go hand in hand with excellent productivity. Fully 100% of employees saying they are committed to the success of the company and 96% saying they are proud to work there.

**Kaiser Consulting**

Finance and Accounting Company
Winning Site: Columbus, Ohio, 24 Employees
www.kaiserconsulting.biz

Each quarter, Kaiser asks its people how many hours they’d ideally like to work; projects are planned and assignments are scheduled accordingly, with staff taking on their maximum hours during peak demand. (The company is also mindful of the minimums, to keep everyone as busy as they would like to be.) The company, which believes all positions lend themselves to flexibility, provides laptops, smart phones, Internet file sharing and e-mail capabilities, enabling staff to be equally efficient at home and at client locations. Kaiser encourages all its employee to use their $1,500 per year training allowance. The result of these workplace features: Kaiser has grown so fast its hired many people laid off by less successful firms.

**Kapnick Insurance Group**

Insurance Solutions
Winning Site: Southfield, Michigan, 70 Employees
www.kapnick.com

Retention is not an issue at Kapnick, where more than half of employees have been with the company for ten years or longer. The work environment supports flexibility; one program lets employees take a half-day off every other week. In keeping with its motto of “people helping people,” a fundamental focus of the company is supporting employees’ involvement in and support of organizations that benefit the communities where Kapnick does business, for example the American Cancer Society’s annual Relay for Life fundraising event. **Employees are encouraged to submit their ideas for process improvement through a formal program.** Individuals or teams whose
suggestions are approved for implementation are awarded cash prizes on a quarterly basis. And, to encourage participation in the program, additional prizes are awarded based on a random drawing.

Keats, Connelly and Associates, LLC*** 99 73 77

Financial Planning
Winning Site: Phoenix, Arizona, 30 Employees
www.keatsconnelly.com

Keats, Connelly and Associates—a Phoenix-based wealth management firm with more than $225 million under advisement—provides Canadians and Americans with cross-border financial and tax planning. Among the many benefits provided, employees of this company are allowed to enjoy one telecommute day per week, and have the option to flex their daily work schedule. The firm’s owners consider their employees “internal clients,” a point of view that led to the formation of a committee with the specific goal of improving the employee “work experience.”

Kenexa 99 64 67

Human Resources Systems and Services
Winning Site: Lincoln, Nebraska, 324 Employees
www.kenexa.com

This Nebraska company offers clients software, business processes and expert advice to help put the best people in the right jobs and to help build a great work environment. Its own workplace provides plenty of choices for staff members, including flexible schedules and options to work at home. Even those who choose to be on-site can leave the office to run errands, and the sizeable number of employees who work at home find it relatively simple to stay plugged in to the office. They can access their personal computer files, e-mail and other materials through a VPN system. In addition, an intranet portal keeps them up-to-date on company activities, while a home page features internal databases, tools and legal documents. Kenexa employees even stay connected through Facebook, LinkedIn, Yammer and Twitter accounts. Kenexa says all this communication has built strong bonds among its people, citing as an example an employee whose daughter was seriously hurt in a car accident. To ensure she had all the time she needed to nurse her daughter back to health, coworkers welcomed her other children into their homes for an extended period, taking them to school, cooking for them and escorting them to see their sister in the hospital. The strong employee community also emphasizes development; a variety of classes, including applied statistics, are offered several times a year. In addition, Kenexa University offers classes taught by industry experts, and video technology provides another source of learning. Community involvement? Kenexa provides each employee with one paid community service day each year.
Kentucky Employers’ Mutual Insurance**
Winning Site: Lexington, Kentucky, 204 Employees
www.kemi.com

Technology plays a pivotal role in helping KEMI provide flexibility to employees, and it benefits the business too. Remote desktop capabilities and virtual office configurations that let people work from home have helped maintain productivity during inclement weather or when an employee is home with a sick family member. This same technology also helped to speed along a recent office renovation project: with half of employees able to work from home during construction, contractors were able to finish weeks ahead of schedule. For those positions that are not easily suited to flexibility, KEMI works individually with employees to find workable solutions when issues arise. For example, when one employee’s mother fell ill, special arrangements were made to set up a home office so she could drive her mother to appointments and take care of her as needed. Other notable initiatives at KEMI include a newly instituted program that encourages community service by allotting each employee up to 16 hours to volunteer and a wellness program promotes activities in the workplace aimed to advance employees’ overall health.

Kentucky League of Cities
Nonprofit Serving State Municipalities
Winning Site: Lexington, Kentucky, 81 Employees
www.klc.org

When an employee of this organization accepted a longevity bonus after ten years of service, he commented that the Kentucky League of Cities had been with him during the most important times in his life: his marriage, the birth of his two children and his dad’s illness. About 20% of staff here work primarily on a remote basis, and that makes technology imperative to the group's success. KLC provides BlackBerry devices, laptops and a secured system employees can use to access e-mail and work files. Decisions about telecommuting often rest on the job being done; communications staff, for instance, can work from home when they’re writing but they report to Frankfort, the state capitol, during the legislative session. Hours are mutable, too; many employees have altered their start and stop times. And then there’s training: all KLC employees complete annual professional education and training on subjects ranging from technology to management skills, not to mention four hours of elective courses. Responding to environmental concerns, KLC now typically reimburses staff for mileage to work functions only when they carpool, unless they are the only person attending.
The Public Relations Society of America has awarded this Chicago company more of its Silver Anvil awards than any other agency. The company credits its employees, and says it continually looks for options to help its people thrive. Whenever possible, they can work from home when they need to attend to a household repair or delivery, and that leaves their vacation time untapped. Junior level staff, who are often required to monitor media for clients starting early in the morning, can do so at home and come in to the office at a more reasonable hour. All staff can sign on to their e-mail through the Web and vice presidents can make use of their company-supplied Blackberry devices, too. People who travel regularly are equipped with laptops.

Kforce Professional Staffing
Professional Staffing Firm
Winning Site: Milwaukee, Wisconsin, 25 Employees
www.kforce.com

Kforce believes in people. And after nearly 50 years in human resources, Kforce has come to apply the company motto—Great People = Great Results—not just to clients, but to its own workforce. In fact, a firm-wide incentive program celebrate great people achieving great results with an annual trip that takes its most successful team members and a guest to exotic locations around the world. Kforce also invests in the success of its employees by providing e-learning courses—in sales and business, for example—to help them develop professional skills.

KFR Services, Inc.***
Database and Software Services
Winning Site: Charleston, South Carolina, 20 Employees
www.kfrservices.com

KFR Services’ policies have given them an uncommonly strong ability to retain workers. This woman-owned family business connected its first full-time telecommuter to a dedicated office computer by modem in 1996. That employee is still working with the company. Currently KFR has four full-time telecommuters and encourage other employees to feel free to telecommute when needed. This is part of a company philosophy that cares more about getting the work done than where or when it happens. All hourly employees can set their own schedules daily between 7 a.m. and 6 p.m., and a new paid time off policy lets employees take time off without advance notice for personal issues that require immediate attention. A recently designed company Web site that allows hourly workers to clock in and out online has made it much easier to track hourly workers who wish to telecommute. In addition, a new baby policy allows mothers and fathers to bring their newborns to work every day, full time, until the baby is six months old.
You don’t have to be a parent to feel the company’s support, though. KFR recently began offering personal finance education workshops through its local EAP to help employees better manage their personal finances during the economic downturn.

KiZAN Technologies LLC**

Technology Company
Winning Site: Louisville, Kentucky, 24 Employees
www.kizan.com

It only makes sense that this high-end tech company fosters the use of technology to improve effectiveness and efficiency. Employees have remote access to servers and workstations, including a Sharepoint portal and Live-Meeting conferencing technologies that enable them to work and collaborate from almost any location. The company asserts that because of this flexibility and its atmosphere promoting work life fit, employees are more loyal—in fact most employees have been with KiZAN for more than five years—and willing to work harder.

Klotz Associates, Inc.****

Civil Engineering
Winning Site: Houston, Texas, 115 Employees
www.klotz.com

The civil engineers at Klotz Associates’ Houston headquarters help municipalities across the state of Texas design and build roads, bridges, tunnels and water supply and distribution systems. The work is technical at this company, which also serves private industry, but the whole workplace kicks back and relaxes a few times each month, with departments taking turns coming up with a game or team-building exercise. Like many Houston companies inspired by former Mayor Bill White’s workplace flexibility initiative, this company says it is “traffic conscious” and links workplace effectiveness and flexibility to a reduction in traffic congestion that benefits the larger Houston community. Klotz Associates’ approach includes a flexible “core hours” week that gives employees the option to choose their own hours to fit their specific needs. “Our plan allows staff members to create their own schedules, resulting in happier, more productive employees,” says President D. Wayne Klotz, P.E., “By offering the benefit of flexible schedules, we keep ourselves ahead of the competition by attracting and retaining top talent to continue our commitment to exceptional client service.”

Kolb+Co. SC**

Accounting and Financial Services
Winning Site: Milwaukee, Wisconsin, 105 Employees
www.KolbCo.com

At Kolb+Co., technology is key to allowing flexibility without disrupting business needs. It is a ‘paperless’ environment, enabling employees to more easily work remotely. No computer available? Employees can hear their email
messages via telephone. The annual busy season from January to April can be demanding to say the least. To reduce stress and boost morale, the company hosts events and activities, including: trivia, team competitions, massages, movies over the lunch hour, and snack carts served to the employees' desks. Employees can also feel good about giving back: the company recently launched a community service program designed to provide employees and their families with monthly volunteer opportunities.

KPMG LLP
Audit, Tax and Advisory Services
21,470 Employees in the U.S.
www.kpmg.com

Take this for innovation in a challenging economic landscape: KPMG combined its business need to more effectively manage resources with employees' desire for greater work life integration and more time off, particularly during the summer months. The result? A newly introduced sabbatical program that provides leaves of four to 12 weeks. And its not unpaid either. Employees receive 20% of their regular salary during their time away, and have the option to use their accrued personal time off to offset the pay differential. Since the program's launch in April, more than 450 people have signed up. Bringing fun and camaraderie into the workplace, KPMG's “Esprit de Corps” program offers up activities throughout the year, such as the National Vacation Challenge, a friendly competition in which employees submit pictures from their time off for the chance to win prizes—the grand prize winner receives a voucher to help pay for his or her next vacation. Helping others in the community and at work is a core firm value reflected in many of its programs and practices. Take Operation Holiday Bear Hugs, for one. Employees across all the offices stuffed, stitched and dressed teddy bears for distribution to more than 21,000 children in need. A Shared Leave Bank lets employees donate hours to help out colleagues in need of additional personal time off when faced with a medical crisis in their family.

| Winning Site: Atlanta, Georgia, 732 Employees*** | 99 | 65 | 72 |
| Winning Site: Boise, Idaho, 41 Employees** | 99 | 62 | 69 |
| Winning Site: Boston, Massachusetts, 407 Employees** | 99 | 64 | 72 |
| Winning Site: Charlotte, North Carolina, 247 Employees | 99 | 66 | 73 |
| Winning Site: Chicago, Illinois, 1483 Employees***** | 99 | 62 | 71 |
| Winning Site: Columbus, Ohio, 174 Employees | 99 | 70 | 74 |
| Winning Site: Dallas, Texas, 1125 Employees*** | 99 | 66 | 73 |
| Winning Site: Des Moines, Iowa, 68 Employees | 99 | 66 | 73 |
| Winning Site: Detroit, Michigan, 295 Employees** | 99 | 60 | 69 |
| Winning Site: Houston, Texas, 726 Employees**** | 99 | 60 | 69 |
| Winning Site: Long Beach, California, 634 Employees**** | 99 | 59 | 69 |
Winning Site: Louisville, Kentucky, 38 Employees**  99|62|71
Winning Site: Melville, New York, 116 Employees****  99|66|74
Winning Site: Milwaukee, Wisconsin, 84 Employees***  99|60|69
Winning Site: Minneapolis, Minnesota, 360 Employees**  99|62|70
Winning Site: New York, New York, 21 Employees**  99|65|72
Winning Site: Philadelphia, Pennsylvania, 778 Employees  99|62|71
Winning Site: Portland, Oregon, 230 Employees  99|69|74
Winning Site: Providence, Rhode Island, 80 Employees******  99|62|71
Winning Site: San Francisco, California, 492 Employees***  99|61|70
Winning Site: Short Hills, New Jersey, 466 Employees***  99|67|74
Winning Site: St. Louis, Missouri, 209 Employees  99|65|72
Winning Site: Stamford, Connecticut, 202 Employees  99|61|69
Winning Site: Washington, DC, 777 Employees***  99|63|71

Laughlin Constable***  99|68|74
Advertising, Digital and Public Relations
Winning Site: Milwaukee, Wisconsin, 75 Employees
www.laughlin.com

With a focus on retaining women after childbirth, Laughlin Constable allows new moms to come back to work on a pro-rated basis after maternity leave—a practice that has yielded great results. In fact, of the four women who had children in the past two years, 100% have returned to work on a flexible part-time basis. Discounts on breast pump items and lactation rooms are provided too. All employees enjoy family-friendly sick days, early dismissal days and summer flex time. Flexibility goes beyond written policy, on a case by case basis. Take one new employee who needed to travel to China to pick up his daughter. The company provided unearned vacation time for the trip. Learning and professional development are critical too. When employees attend a work-related conference, upon return they hold an internal training session for colleagues—an innovative practice that not only lets others benefit from their experience, it also provides a great opportunity for employees to practice their presentation skills.

Leader Dogs for the Blind  87|71|70
Nonprofit Social Service Organization
Winning Site: Rochester Hills, Michigan, 120 Employees
www.leaderdog.org

More than 270 students with limited sight attend this organization’s residential training program each year to be paired with a dog guide. Leader Dogs—recognized as a Best In America Charity by the Independent Charities of America—supports employees’ efforts to do their best for these clients.
Staff development is highlighted, with sabbaticals available to people who want to return to college for specific schooling in the field. A strong internship program attracts and retains young people, and options for reduced hours enable older employees to make the transition to retirement when they choose to. Opportunities for sharing jobs, telecommuting and working from home are also available, and the organization says all these practices help keep turnover and absenteeism low while spurring strong productivity.

Lee Hecht Harrison

Career Management

1,767 Employees in the U.S.

www.lhh.com

“Our business requires high-touch service delivery,” says a representative.” After all, LHH serves people contemplating big professional changes, and that can involve considerable stress. In fact, Lee Hecht Harrison has been in a hiring mode in response to the growing number of individuals in career transition, and the company has even extended pro bono assistance to spouses and partners of its clients transitioning to new careers. The company works to defuse the normal tension among clients who are changing careers by institutionalizing a culture of focus and execution among its employees, with workplace options as a cornerstone—for example, job sharing, flexible hours and telecommuting options, and full benefits to any colleague who works at least 24 hours per week. Lee Hecht Harrison also makes particular efforts to recruit staff aged 50 and older and lets its people retire gradually—an important business step since many of the company’s clients are of the same age. Then there’s time away from work: the company has adopted a time off policy that allocates paid personal days to be used for vacation, personal business, sick days or other personal reasons without needing to justify the specific purpose, and individuals are encouraged to use all of these paid days annually. By thinking creatively about how and when employees do their work, the company is meeting its goals of reducing stress, increasing job satisfaction and fostering employee engagement. A tool called eePulse is invaluable here, inviting employee feedback and measuring and tracking improvements in employees’ energy level and engagement. The results guide management actions aimed at improving employee engagement, retention and performance and monitoring future progress in these areas. The bottom line impact? More flexibility has driven greater productivity and higher revenues.

Winning Site: Atlanta, Georgia, 35 Employees

Winning Site: Dallas, Texas, 25 Employees*****

99|75|76

99|70|75
LeVeck Lighting Products, Inc.

Lighting Supplies and Maintenance
Winning Site: Dayton, Ohio, 14 Employees
www.leveck.com

Seven of this company’s 14 employees have been with the organization for more than 15 years; no doubt the chance to pare down their work hours has helped keep them on staff. All LeVeck Lighting Products’ part-time staff members are senior citizens; one, a retired navy officer who has been managing the company’s warehouse for the past 12 years, went from full-time to part-time without losing his management position. The company makes the most of younger associates, too, allowing high school and college students to work while they’re on break. Technology enables employees of all ages to save time they might otherwise waste commuting back and forth to the office; the company recently made its sales and order database available on the Web and gave its outside sales representatives and technicians new laptops. As for formal work schedules, the firm has a commission pay structure that allows technicians to reach their financial goals without shortchanging their family responsibilities. Employees prefer this arrangement to the hourly pay structure competitors provide.

Lexington Habitat for Humanity

Nonprofit Home Construction
Winning Site: Lexington, Kentucky, 27 Employees
www.lexhabitat.org

Employees at this nonprofit can work with their managers to determine their optimal schedule—and as long as the work is getting done, no one is watching the clock. For example, longer hours one day might mean a later start the next. The organization regularly looks at other Habitat affiliates to determine best workplace practices to employ, and conducts team building exercises—especially among the management team—increasing its ability to manage and serve.

Lexmark International, Inc.

Printing and Imaging Products
Winning Site: Lexington, Kentucky, 2,800 Employees
www.lexmark.com

Since its inception in 1991 as an IBM spinoff, Lexmark has become a leading developer, manufacturer and supplier of printing and imaging products and innovative printing and document management solutions. Lexmark says it is committed to embracing diversity and supporting employees in their lives at work and outside the office, and the company has programs allowing people to work at home, telecommute or alter their work schedule. Career flexibility enables men and women to take a leave or contribute on a reduced schedule if they need to attend to family care issues or want to pursue their education. They are welcome to return later to the company or
go back to a full-time schedule. Employees on a leave of absence still have access to the company's medical insurance at the active employee rate. Lexmark's dependent care benefits encompass both child care and elder care, and employees also have access to adoption assistance, lactation programs, flexible spending accounts, cafeteria style benefits and paid time off for volunteer activities. Floating religious holidays allow employees to choose which holidays they observe. An action team focused on work life—part of the company's Diversity Council—charges a small group of employees to examine the company's practices with respect to flexibility and recommends ways to make them even stronger. Lexmark supports employee well-being and environmental sustainability through a car pool system, telecommuting, reduced work-related travel and bike-to-lunch groups.

**LiveOps**

Call Center Outsourcer

Winning Site: Santa Clara, California, 180 Employees

www.liveops.com

Plenty of businesses hire call centers to field customer phone calls, answering questions and building sales. LiveOps calls itself the undisputed leader in this field, with 30% more revenue per campaign than traditional companies. A sweat shop? Quite the opposite: OpsLive lets its people choose the hours and locations they want to work, and equips its people's laptops, PDAs and cell phones with the capabilities to support such broad flexibility. As gas prices climbed, LiveOps encouraged its people to reduce their costs by telecommuting. And as the economy suffered, OpsLive brought in financial professionals to provide investment advice. The California organization—which gives each staff member two days off each year for volunteer activities, and matches each employee's charitable contributions up to $500—also makes a $50 donation on behalf of each new employee it hires, directing the funds to the charity of the new staff member's choice. LiveOps is proud of the food and toy drives its people have held for people suffering in a faltering economy—and also proud that its people have kept revenues growing even in a down market.

**Lockheed Martin Missiles and Fire Control**

Global Security and Information Technology

Winning Site: Dallas, Texas, 2,500 Employees

www.lmco.com

Lockheed Martin Missiles and Fire Control seeks to provide flexibility to all employees whenever possible. To support this mission, the company provides technology that helps employees be mobile including but not limited to: laptops, memory sticks, BlackBerry devices, and a VPN network where employees may log into a network remotely. Employees have access to a Lockheed Martin Helpdesk Hotline for desktop support and quick resolution of issues both inside and outside of the workplace. An Employee Service Center hotline answers employees' benefits-related questions. Flexible work
schedules include: telecommuting agreements, maternity/paternity paid leave, every other Friday off (“9/80” work schedule), and a company shutdown at the holidays.

Long Beach Rescue Mission** 93 70 68

Social and Community Services
Winning Site: Long Beach, California, 30 Employees
www.lbrm.org

The Long Beach Rescue Mission provides free meals to hungry men, women and children, and shelter to the homeless in the Long Beach Community. During economically difficult times it can be particularly hard for organizations dependent on donations to survive without sacrificing services. The Long Beach Rescue Mission faces the current economic climate with a lean and efficient staff that makes the best use of its time, talents, strengths and resources to meet the needs of the community while maintaining an open mind to flexible work schedules and working from home. With access to a variety of work arrangements employees are able to avoid unnecessary stress and create a schedule that enables them to be passionate about their work. The Long Beach Rescue Mission offers its people paid professional development through conferences and seminars, and also provides a 401k program with matching funds to encourage people to save for retirement.

Louis T. Roth & Co.** 99 67 72

Accounting Firm
Winning Site: Louisville, Kentucky, 60 Employees
www.ltroth.com

This Louisville accounting firm claims one of the lowest employee turnover rates in its industry; average tenure is 11.5 years and many of its people have been with the company for more than 20 years. The company credits workplace initiatives with helping to decrease absenteeism and contributing to its low turnover rate—one of the lowest in the industry. Among the highlights are mentoring and continuing education programs, which support the professional development of employees, while monetary and advancement incentives recognize and reward when milestones are achieved. In exchange for the extra hours they log during the busiest parts of the year, staff can take additional paid time off when the workload subsides. A wellness campaign—that includes offering healthy food options at work, opportunities to exercise and weekly yoga groups—encourages employees to maintain and improve their health.

Louisville Magazine 98 83 77

Publication
Winning Site: Louisville, Kentucky, 18 Employees
www.loumag.com

Most print publications are struggling to maintain ad pages. But Louisville Magazine reports increased sales over the past five years and believes low
turnover among staff help generate that result. The magazine says it believes in finding the best candidates for open positions and customizes their hours based on their availability. Staff can pick their start and stop times, for example, and can compress their work weeks. They can work from home, too, accessing the network server and desktop files. The company gives its salespeople a cell phone allowance and reports that their results are the same whether they work at home or in the office.

Low Country Graduate Center  
Educational Institution  
Winning Site: North Charleston, South Carolina, 13 Employees  
www.lowcountrygradcenter.org

Student enrollments at this South Carolina school grew 50% in 2009 compared to 2008; in the past three years, enrollments have more than doubled. Founded more than 100 years old, the institution is nonetheless winning awards for innovation, perhaps because everyone, the school says, is encouraged to feed the organization with new ideas. Flexibility helps spur fresh thinking; during summers staff can compress their work weeks into four days and take a three-day weekend. They can use BlackBerry devices and wireless technology to telecommute as appropriate and employ Skype to include staff in meetings when they’re outside the office. Employees are also encouraged to have fun and work as a team on community service projects during work hours.

LS3P ASSOCIATES LTD  
Architecture and Planning  
218 Employees in U.S.  
www.ls3p.com

This architecture firm strives to meet the needs of four generations of what it calls “very valuable team members.” LS3P provides as many alternatives for its employees as is feasible and adjusts these options relatively frequently to meet changing needs. One example: the welcoming of children into company offices to ease their parents’ scheduling conflicts. The firm offers year-round, four-and-a-half day schedules with Friday afternoons off for all employees as well as non-traditional work schedules (with management approval), part-time schedules with reduced benefits, sabbaticals, telecommuting for employees coming back to work after medical leaves or other special circumstances and a holiday schedule that closes the office from Christmas Eve to New Year’s Day. Staff members who don’t celebrate Christmas can take off other days in lieu of the year-end holidays. There’s more: a Virtual Private Network allows staff to access company information and e-mail, while laptops, cell phones and BlackBerry devices aid staff who consistently need flexible access. LS3P also encourages its team members to collaborate with clients to align their time schedules, and is perfectly comfortable with employees working in their clients' offices. Sound great for the team? You bet. And it’s a good deal for the firm, too. CEO Susan Baker says these practices
are “unleashing the power of experts who practice with excellence, integrity, caring, respect and balance.” The truth of that claim lies in more than 300 awards from the American Institute of Architects (AIA), American Society of Interior Designers (ASID), International Interior Design Association (IIDA), Urban Land Institute (ULI) and other notable organizations for residences, schools, churches, health facilities and other spaces designed by LS3P.

Winning Site: Charleston, South Carolina, 76 Employees** 99|69|71
Winning Site: Charlotte, North Carolina, 78 Employees 99|73|74
Winning Site: Columbia, South Carolina, 15 Employees 99|73|74
Winning Site: Raleigh, North Carolina, 24 Employees 99|73|74
Winning Site: Wilmington, North Carolina, 27 Employees 99|77|77

Lutheran Social Service of Minnesota 84|68|66
Not-for-Profit Social Service Organization
Winning Site: St. Paul, Minnesota, 84 Employees
www.lssmn.org

LSS is the largest statewide not-for-profit social service organization in Minnesota, with more than 2,200 employees serving 300 communities. Though it has no formal policies or programs regarding flexibility, supervisors have nonetheless provided their people with workplace options and are reporting higher retention and employee satisfaction as a result, with equal or improved productivity. The organization, which froze salaries but avoided job cuts during the economic downturn—and also increased its communications about employee discounts—is now considering a pilot as a step to launching a formal program.

Lyndon Fire Protection District 97|68|67
Nonprofit Social Service Organization
Winning Site: Louisville, Kentucky, 30 Employees
www.lyndonfire.com

How is this for a generous leave policy? Employees can accrue paid sick leave up to six months worth; the organization will also offer to buy back unused time at the end of the year—a practice that saw a 30% reduction in absenteeism in its first year. An Employee Assistance Program provides free counseling to employees and their families. Sessions are available in-house; alternatively employees can go on their time or while “on the clock.” A limited duty policy helps injured employees get back to work more quickly by assigning administrative work while they recover. Employees are also eligible to receive full college tuition reimbursement—and can attend classes while on duty or off.
M. D. Anderson Cancer Center

Medical Facility
Winning Site: Houston, Texas, 17,500 Employees
www.mdanderson.org

M.D. Anderson has consistently ranked at the top of U.S. News and World Report’s list of Americas Best Hospitals; growth here is so robust the medical facility has had to increase its staff 47% between 1999 to 2009. This level of hiring would be an enormous challenge for just about any medical facility in the U.S., given the shortage of qualified professionals. What enables M. D. Anderson Cancer Center to overcome a scarcity of talent is a high functioning workplace—one that admits a full range of trained, competent people and then gives them plenty of choices in the way they work. The company courts not only young people through Web technology, but also mature workers, including part-time and per diem people. It launched a Facebook career site for seasoned professionals and also makes use of niche job boards like Retirement Jobs.com. The hospital uses social networking to attract young people by posting videos, scheduling options and testimonials to a Facebook career site, and also reaches out to them through college recruiting and internship programs. Once on the job, people have an unusual number of scheduling options. The organization says all employees are eligible for consideration for non-traditional hours—and that most of its employees participate in at least one of the alternative work arrangement options available to them. Nurses have particularly rich choices; they can select full-time work for a short period of time, part-time work on a year-round basis or several other choices. More than 200 nurses currently work weeks that consist of three 12-hour days, while continuing to be eligible for full-time benefits; others compress 80 hours of work into nine days and have a day off. Telecommuting? Several managers of people working long-term from home reported at least a 30% increase in productivity among the employees involved and no turnover at all. Web access and video conferencing allow employees to stay connected to their managers and their clients. BlackBerry technology keeps critical staff in touch while they’re working remotely, and videoconferencing transmits educational workshops and presentations to satellite facilities nearby. There is plenty of development here, including several hundred certification classes and courses offered both on- and off-site. Tuition assistance helps reimburse employees for undergraduate or graduate tuition, as well as books and fees, up to $5,250 a year. Are there conflicting responsibilities at home? Benefits-eligible employees with children or infirm relatives get up to 80 hours of backup care each year if their regular child- or eldercare is disrupted (employees are responsible for only a small co-payment).

MacAulay-Brown Inc.

Engineering and Technical Services
Winning Site: Dayton, Ohio, 465 Employees
www.macb.com

MacAulay-Brown is proud of its reputation as an employee-focused company. That commitment to commitment to employees has continued despite
the challenging economy; MacB continues to provide eligible employees with some level of a merit increase based on annual performance reviews. Employees have access to laptops so that they can work remotely, with Web-based email access and shared document collaboration allowing them to work securely anywhere, anytime. MacAulay-Brown works to recruit and retain both senior and younger workers. A group of approximately 100 retired workers are provided with part-time, work that requires their experience and skills; while two intern opportunities—with scholarship assistance—are provided to students at a local University who are studying Computer Science, Computer Engineering or Electrical Engineering.

Machen, McChesney & Chastain, LLP 99 76 75
Certified Public Accountants and Consultants
Winning Site: Auburn, Alabama, 27 Employees
www.mmcfirm.com

Machen, McChesney & Chastain has seen great results from their flexibility initiatives. Over the last few years, the additional work hours put in during tax time have been cut by as much as 1/3 for some staff. Whereas before, they would regularly be in the office until 10 or 11 p.m., now they are usually home by 7 p.m., during the peak busy season. How? The organization hires additional part-time staff during peak periods, and gives employees tools to work from home when practical. In addition, MMC provides employees with all the required training needed to maintain their certifications and allows for a seasonal, flexible dress code. Employees are allowed to work compressed workweeks in the summer in order to have a half-day on Fridays. Throughout the year, employees are not restricted to working certain hours per day or week; this allows them to tailor their schedules to fit their needs, even as they change on a day-to-day basis. Employees also have the option of receiving compensatory time off instead of a paid bonus if they so choose. The organization has established a “fun committee” to create activities for staff events that will ensure that everyone has a good time.

Madison Area YMCA 82 68 65
Nonprofit Community Service Organization
Winning Site: Madison, New Jersey, 380 Employees
www.madisonymca.org

This New Jersey organization has introduced a number of different activities—all strictly voluntary—to enhance employees’ health. Team members in a fitness challenge, for example, might strap on pedometers provided by the YMCA and compete for prizes based on the number of steps they take in a given period of time. Others might compete to lose weight. Exercise doesn’t have to involve a special program: during regular work hours staff can take a fitness class, go for a walk or climb onto a cycling machine. The largest employer of teens in its area, the Madison Area YMCA also offers its employees financial assistance for tuition and reduced-cost child care.
Previous winner of the Sloan Award, “Best Accounting Firm to Work For” from Accounting Today, and a Minnesota Worklife Champions Award, this accounting firm has actively promoted flexible work policies and seen a decrease in absenteeism and turnover. Employees interested in working fewer hours or flexible schedules can come to management to work out a “best case scenario” that works for both parties. Under this policy roughly 17% of Mahoney’s workforce currently works a nontraditional schedule. This accounting firm also takes full advantage of technological changes affecting the delivery of tax and financial services, and it extends that technical savvy to its employees. Each is given a laptop they can bring home—or just about anywhere else—with the ability to access computer programs with full security. If employees encounter technical difficulties, the company’s IT team is available 24/7 to remedy the situation. Mahoney is also interested in the health of its workforce. While flexible work options help reduce stress, a “Biggest Loser” contest and “Get in Gear” run/walk also help to improve the overall health of their workforce, which has led to a 2% reduction in company health insurance premiums over the past year.

Workplace flexibility is built into the very fabric of this award-winning executive and management search firm. The company points to its long-term client relations and consistent rank in the top 5% of the industry as evidence of flexibility’s beneficial impact on team performance.

Manpower asserts that flexible work practices help not only employees, but clients too succeed in the changing world of work. Each year, the company reviews its practices to ensure that they continue to meet the needs of employees and clients. Manpower actively promotes social responsibility through company-wide engagements, volunteer activities and partnerships with organizations such as Junior Achievement, Toys for Tots and Hunger Task Force.
When it comes to the bottom line, flexibility can pack a big punch. At Margolin, Winer & Evens, effective and flexible workplace practices are essential to retaining top employees—and thereby to maintaining client satisfaction as well as controlling recruitment and training costs. The firm strives to create a workplace where employees aren’t forced to sacrifice their careers and skills to have a family. Technology has played a major role in this firm’s flexibility, enabling employees to perform many of the same tasks at home that they would in the office, and to communicate more efficiently with each other from dispersed locations. One employee even lives in a different state, and although she hasn’t been to the office in several years, the company counts her among its top performers. One innovative program lets employees donate their paid time off to co-workers with pressing family or medical issues, allowing them to continue collecting up to 100% of their pay after they have exhausted their PTO days. Another innovation is a partially paid summer sabbatical program that lets employees take extended leaves while still receiving a portion of their salary. The firm says this win-win program has helped control labor expenses during the summer slow down, while ensuring the necessary talent will be back at work when business picks up in the fall. Likewise, employees enjoy the option of having more time to travel or spend with their families and friends during the summer months. Discounts on gym memberships, auto and home insurance are another welcome benefit for employees as are seminars for working parents to share strategies for managing responsibilities at home and at work. The firm is particularly proud of its employee housing program, the result of a partnership with the New York State for Suffolk and Nassau County Home Purchases. It enables employees to receive $5,000 to $10,000 down payment assistance from MWE, which is tripled matched by the State. Under the conditions of the program, if the employee stays with the firm a minimum of three years, and keeps the house a minimum of ten, the funds are entirely forgivable. The program has been a great benefit to employees looking to purchase homes and to the community which is looking to encourage stable home ownership.

Marine Corps Recruit Depot San Diego, Navy Support Unit

Medical and Religious Ministries

Winning Site: San Diego, California, 38 Employees

www.usmc.mil/unit/tecom/mcrdsandiego

The Marine Corps Recruit Depot San Diego’s Navy Detachment of Religious Ministries and Dental Detachment sailors, also known as the ‘Green Side Sailors,’ consist of chaplains, religious program specialists, dental doctors and dental hospital corpsmen. Leaders of the naval support unit ensure that as many employees as possible are cross-trained so that staff members can attend seminars and schools, or take days off in compensation for long hours.
worked on other days, without reducing efficiency. Leaders also let employees alternate their work locations occasionally to reduce commute times. The unit is one of seven Naval commands to receive the Sloan Award in 2010, as part of the U.S. Navy’s ‘Top 50 Initiative’ to become an employer of choice by maintaining competitive advantages in the areas of compensation, benefits, diversity, and learning and development, while earning national recognition as leaders in human resource innovation.

Marketing
Winning Site: Rochester, Minnesota, 10 Employees
www.yourmarkit.com

This small, Rochester-based employer acts as a full-service marketing department for its clients. The “sans-cubicle” office setting reinforces the atmosphere of collaboration and teamwork. Markit believes in allowing their employees to work in whatever ways work best for them while always keeping the best interest of the client in mind. By allowing for flexible work arrangements and the ability to work more on one day to leave early the next has led to higher productivity, a fun office atmosphere, and a very low turnover in employment.

McCauley, Nicolas & Company, LLC***
Certified Public Accountants and Advisors
Winning Site: Louisville, Kentucky, 50 Employees
www.mnccpa.com

This accounting firm credits workplace flexibility as allowing for greater productivity during the critical “busy” season, while contributing to lower costs when things are slower. Loyalty too, is an outcome it cites: a third of its staff has been with the firm for 10 or more years; 13% for over 20. In fact, several current staff members left the firm previously, only to return when realizing what they had left. The firm is particularly supportive of the needs of employees with young children and encourages staff to give back to the community on company time. McCauley Nicolas offers onsite massages and flu shots, allows business casual dress and coordinates company events ranging from a family picnic to participation in an annual fireworks extravaganza. The company also has a formal mentoring program: each new team member is paired with a more experienced staff person who meets with his or her protege regularly as a professional coach. In addition to these substantive measures, the company provides little things, too, like plenty of free food during the busy tax season.
“We offer the kind of hands-on client opportunities and growth incentives you won’t find anywhere else,” proclaims this company, founded in 1926 and now with nearly 100 offices in 26 states. Supporting the career potential throughout the company is a workplace that helps each employee reach their personal and professional goals. This commitment was solidified in 2008 when all of the company’s Partners and Managing Directors signed their “Declaration of Flexibility”, under which they guaranteed a long list of flexible work options. Employees enjoy options like compressed workweeks, telecommuting, job sharing, flextime, reduced work schedules and FlexYear, which provides a schedule similar to a teacher’s. FlexCareer, another option, enables employees to take up to five years off for personal reasons and provides resources, such as subsidized training, to keep participants connected with the organization and industry so they can easily return to the company.

Even after retirement, through their Alumni program, former employees can return in part-time or temporary capacities. In the case that an employee, or one of their loved ones, is diagnosed with cancer, the Managing through Cancer program offers resources and flexible work opportunities to help continue their professional life during a difficult time. Coach-on-Call gives employees free access to a professional coach offering advice and support on work-life issues. The New Parent Coach provides resources, support and information to help new parents mothers and fathers of biological or adoptive children navigate through pregnancy, leave and the transition back to work.

Winning Site: Bloomington, Minnesota, 125 Employees** 99 68 73
Winning Site: Blue Bell, Pennsylvania, 145 Employees 99 62 69
Winning Site: Cedar Rapids, Iowa, 92 Employees** 99 66 72
Winning Site: Champaign, Illinois, 33 Employees** 99 68 73
Winning Site: Charlotte, North Carolina, 92 Employees 99 69 74
Winning Site: Chicago, IL (N. Wacker), 171 Employees 99 71 74
Winning Site: Chicago, IL (S. Wacker), 555 Employees** 99 64 70
Winning Site: Cleveland, Ohio, 80 Employees** 99 63 70
Winning Site: Columbus, Ohio, 21 Employees** 99 64 71
Winning Site: Dallas, Texas, 145 Employees 93 71 69
Winning Site: Davenport, Iowa, 124 Employees** 99 66 72
Winning Site: Davenport, Iowa (2), 107 Employees 99 66 72
Winning Site: Deerfield, Illinois, 79 Employees** 99 64 70
Winning Site: Denver, Colorado, 67 Employees** 99 65 71
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Winning Site: Sioux Falls, South Dakota, 34 Employees 99|68|73
Winning Site: South Bend, Indiana, 20 Employees** 99|69|74
Winning Site: Springfield, Illinois, 25 Employees** 99|65|71
Winning Site: St. Louis, Missouri, 40 Employees** 99|68|73
Winning Site: Waterloo, Iowa, 24 Employees** 99|67|73
Winning Site: West Palm Beach, Florida, 47 Employees 99|69|74
Winning Site: Wilmington, North Carolina, 40 Employees 99|69|74

McKinney** 99|66|71

Advertising Agency
Winning Site: Durham, North Carolina, 210 Employees www.mckinney.com

One of the first super-regional ad agencies to achieve a national reputation—McKinney ranks among the top U.S. media and creative agencies for innovation awards. The company provides a flexible work environment to empower employees to manage both their professional and personal lives. Employees are encouraged to have fun—whether that means taking breaks in one of the many comfortable indoor and outdoor spaces, or enjoying an on-site recreational activity like pool, foosball, shuffleboard or ping pong. Flexibility is not so much a program as it is a “mindset”—and McKinney believes its employees are highly committed professionals who are dedicated to their clients and to each other. The company will give full consideration to any flexible work arrangement as long as it is consistent with McKinney’s business needs. McKinney has a generous paid time off program, giving new employees three weeks off and increasing this over time to six weeks after ten years with the company. Employees can borrow paid time off before it is accrued, and under special circumstances they can roll their unused paid time off to the next year. New mothers can ease back into the job through a flexible work schedule, and fathers are also able to take advantage of an extra paid week off in order to make things easier at home.

McKinnon-Mulherin, Inc.***** 99|77|76

Communication and Design
Winning Site: Salt Lake City, Utah, 10 Employees www.mckinnon-mulherin.com

Founded in 1997, this communications company demonstrates its civic commitment by giving employees one paid hour each week to volunteer in the community. Staff members have telecommuting options and the ability to adapt their schedules as long as business hours are covered. Then, too, they can take paid or unpaid leaves for reasons pertaining to their family, health or military service, for example, and they earn a three-month, unpaid sabbatical after seven years of work. Even after an unpaid leave,
an employee can arrange to return to the role s/he left for a while, or to an equivalent position, with the same rights, benefits and pay provided before the departure.

McQueary Henry Bowles Troy LLP***** 99 75 74

Insurance Company
Winning Site: Dallas, Texas, 180 Employees
www.mhbt.com

Established nearly 100 years ago, MHBT is the largest independent insurance firm in North Texas. Offering an exceptionally strong culture of flexibility and a lot of choice in managing time, the firm has been recognized by Dallas Business Journal as one of the Best Places to Work in Dallas/Fort Worth for the past five years. Recently, MHBT introduced TelaDoc, an initiative that lets employees feeling under the weather call any hour of the day with a co-pay of just $10 for a telephone medical consultation. Prescriptions can also be written if they’re needed. TelaDoc, which is for minor ailments only, also helped keep MHBT’s health care cost increase down to 6% last year, compared with a national increase of 10% to 12%. MHBT has also launched a succession-planning initiative. Many of the company’s employees are at or nearing retirement age, and though the firm does not mandate retirement, it has launched a self-paced entry-level training program for its next generation of leaders, with financial rewards for those who complete their training within specified timeframes.

Mediascope, Inc.**** 98 67 68

Mailing, Bindery and Fulfillment Services
Winning Site: Winona, Minnesota, 29 Employees
www.mediascopeinc.com

Many of Mediascope’s people handle what business experts call high-volume work—putting together big, complicated mailing packages, for example. The Winona company encourages its people to build further on their skills. This could involve training outside the company or in the office, where Mediascope finances training seminars, brings in trainers and offers Webinars on a variety of topics to allow for training without traveling. Employees are offered the option of working in other areas of the company, either temporarily or permanently, with the opportunity to learn new skills and advance in the organization. They can apply for openings in all departments, and are encouraged to move into office, customer service and leadership roles. And when work in one area is slow, flexibility allows the company to use employees in different roles rather than sending them home. Employees are included in decisions about how new projects can best be accomplished and awarded bonuses for suggestions that improve the efficiency or quality of work. Mediascope calls its employees its key competitive advantage. “Each day, we are energized and motivated to do the best job that we can do, and we are consistently reminded that our efforts will be rewarded,” says Human Resources Director Stacy Zanzig.
The Medical Center of Aurora*** 98 71 73

Hospital
Winning Site: Aurora, Colorado, 1,500 Employees
www.auroramed.com

The Medical Center of Aurora is one of the busiest cardiovascular hospitals in Colorado and one of four hospitals in the HCA national network designated as a Cardiovascular Center of Excellence. The center attributes much of its success to the care, nurturing and flexibility it affords its personnel. “The goal for unit coverage is defined 60 to 90 days ahead of time so that staff members know how many nurses are needed each day,” a representative explains, “and the nurses can sign up for their own preferred schedule. The person who coordinates the schedule communicates with the staff if there are any gaps or overlaps, and these are worked out before the schedule is published.” The center also provides opportunities for staff members to advance their educations in a hassle-free way, offering a Webster University master’s degree program and a Regis University RN BSN program, both onsite. Also onsite is a School-to-Work Program for entry-level staff members, who receive their hourly wage while they participate in the program. Participating schools bill the Medical Center directly for tuition reimbursement, so employees don’t have to pay for these educational expenses up front. A new option from the Medical Center of Aurora makes new staff immediately eligible for a $3,000 reimbursement for student loans—even more appreciated now in a time of economic stress and rising educational costs. The organization also added something for more seasoned employees, recognizing extended service and commitment through increased compensation for those 50 years and older.

Medical City Dallas Hospital** 99 70 73

Hospital
Winning Site: Dallas, Texas, 2,600 Employees
www.medicalcityhospital.com

Medical City Dallas Hospital has ranked within the top 5% nationally for Employee Engagement for the past six years—the organization credits its work life programs and practices for the achievement. How does it maintain this distinction? Medical City seeks regular feedback from employees. Examples of new practices that have resulted from this include: employee self scheduling, an opportunity to attend college while on campus, on-site child care, transportation options on campus and a variety of services offered on campus through partnerships with retail establishments. To encourage the flexible scheduling initiatives, the organization has implemented many types of employment to fit the needs of both the organization and the employee. For example, strategic staffing measures include Special Full Time or Special Part Time status, which allow for an increased compensation package in lieu of vacation or medical benefits.
Take your idea of what a traditional work environment is like… and throw it out the window. That’s what MeetingMatrix has done with its innovative approach called Task Inspired Management Environment, which gives employees the freedom to work where and when they want, in whatever style works best for them, as long as they meet the objectives and performance criteria of their job and have no negative impact on others’ productivity. The approach is called T.I.M.E. for short, ironic given that no one is measured on how many hours they work or how they spend their time, just the results that they produce. There are no defined work schedules, only schedules defined to meet the needs of internal and external customers. There is also no concept of vacation or personal time; people have an unlimited amount of paid time off as long as the work gets done. What is more, meetings are optional—with the exception of mandatory and staff meetings—and they are also open so anyone can attend. The approach may sound radical, but so are the results. By deploying T.I.M.E., the organization has been able to extend the hours of its customer support team, increasing customer satisfaction. Sales have defied the industry trend, increasing on an annual basis in a down economy. Consider too its employee retention: it is a non-existent problem, and the concept of absenteeism has disappeared. If someone needs time off they take it, with the understanding that the work still needs to get done.

Memorial Hermann Healthcare System

Memorial Hermann believes that it is not one big thing that creates the ideal work environment, but rather many small things done well—things like implementing a more relaxed dress code and allowing employees to work compressed workweeks when gas prices increase. To engage top performers, the healthcare system provides stretch goals, project work, mentoring, and formal leadership development programs. Memorial Hermann’s Employee Fund provides financial assistance to employees experiencing financial hardships; the program has been in place for almost 20 years and has assisted thousands of employees. The company has worked to make information accessible electronically by putting recaps and other updates on an employee portal, along with providing employees with the tools such as laptops and stipends for cell phones and BlackBerry devices. Another employee portal, Partner Perks, houses discounted services and goods offered exclusively for Memorial Hermann employees. Memorial Hermann's retention rate has reached 95%; and more than 1/3 of individuals hired each year are referred by current employees.
Menlo Innovations LLC*****

Information Technology Company
Winning Site: Ann Arbor, Michigan, 15 Employees
www.menloinnovations.com

This innovative software design and development firm has perfected the open and collaborative work environment first pioneered by Thomas Edison in his Menlo Park Invention Factory, the company’s namesake. The work space is open, with no cubes, offices, walls or doors. Employees are paired together on shared computers in a team setting that favors creativity while also giving them flexibility they can use—whether that means spending extra time with their children in the summer or taking time off to hike while on a work sabbatical. By pairing people together and switching the pairs regularly, the company has created, “an amazing cross training and mentoring program that is going on every moment of every day,” says CEO and founder Richard Sheridan. In addition, the practice ensures that there is no singular dependence on any individual; the result being that no request for vacation or leave time has ever been denied—no matter how long is requested or how short the notice. Flexibility programs, extended to contractors as well, include job sharing, part-time work and the option to take off blocks of time from work. New mothers bring their infants to work with them, and many other parents bring their children to work when schools are closed; in fact, some staffers briefly leave the workplace to pick their children up at the school bus stop and bring them back to work. Staff can also borrow against future vacation time or cash out on accrued vacation. The company asserts that its most important initiative, however, is around time. Bucking an industry trend of long, demanding hours, employees of Menlo Innovations practice a 40 hour work week, with no one working weekends or evenings. “We do this not only because it’s the right thing to do, but because it’s the smart thing to do,” states a representative, explaining that the company seeks to foster a sustainable work pace rather than burn out employees, which can lead to turnover and ultimately to productivity and quality issues. Sheridan says Menlo’s workplace practices are the reason it attracts top talent in its highly competitive field; it takes in a continuous stream of resumes through word of mouth and enjoys exceptionally low turnover. As for business results, Menlo has more than doubled its revenue and staff in recent years while receiving praise from Forbes Magazine, the Wall Street Journal and Crain’s Detroit Business.

Merchants Bank**

Community Bank
Winning Site: Winona, Minnesota, 220 Employees
www.merchantsbank.com

The institution places a priority on its people’s families, offering, for example, an Employee Leave Bank that allows staff to donate their unused vacation time to others facing personal emergencies—enabling recipients to take as much as eight weeks of paid leave to deal with a family matter. The bank’s
computer network and telephone system enable employees to work from home and to choose the bank location they most prefer. That reduces commuting costs as some families feel financial strains; so does the bank’s policy of giving its current employees options to increase their hours and earn overtime rather than automatically hiring new workers. When Merchants Bank does enlist new people, it seeks men and women of all ages; the company is active in school-to-work programs and offers internships to college students. Merchants Financial also networks among retired teachers and offers older people who’ve chosen to leave the workforce a few hours of work a week. **When its own people are ready to retire, the bank offers them options to share jobs, reduce their hours or work from home instead.**

**Merrick & Company**

**Engineering and Architectural Design**  
**450 Employees in the U.S.**  
**[www.merrick.com](http://www.merrick.com)**

It takes people with extraordinary skills to pull off the kinds of projects Merrick & Company has masterminded—successes like the firm’s Spallatral Neutron Source Target Hot Cell, honored by the American Council of Engineering Companies. An employee-owned company headquartered in Aurora, Colorado, Merrick uses flexibility to attract and retain people with the special skills the firm needs. “Many of our employees have told us that they won’t leave because of our workplace initiatives,” says a representative. Flexibility options include the ability for Merrick employees in both production and sales positions to telecommute, allowing Merrick to keep valuable employees even if they relocate. Staff can compress their hours into a four-day week or into a schedule that gives them every other Friday off. Merrick also makes no distinction between vacation and sick leave; it provides paid time off to cover both, giving employees more freedom to manage their time away from work. (If someone needs additional time off, other employees can donate their unused hours.) New mothers and employees with illnesses can take an additional month of unpaid leave after they’ve used all their FMLA time and paid time off; as long as they say they’ll be returning at the end of that additional month, their jobs are protected. Exempt employees can “bank” time worked in excess of 40 hours per week for future use in slower times. The company also keeps its retirees engaged with an on-call status that gives them the option of working when needs arise. Merrick gives all employees a share of the firm through a stock ownership program, and invites individuals with higher levels of responsibility to participate in an equity acquisition program by purchasing full voting shares of stock. **The firm has long enjoyed a low voluntary turnover rate that is now trending even lower.** Older employees are retained through a part-time option with benefits or through an on-call program. Merrick, which budgets 1% of net revenue for training expenses, also has an award-winning internship program that provides hands-on engineering experience; approximately 80% of the intern class is hired each year. In 2008, the company received approximately 850 applications for 15 paid internships.
Winning Site: Albuquerque, New Mexico, 36 Employees**  86|70|69
Winning Site: Atlanta, Georgia, 23 Employees  96|75|73
Winning Site: Aurora, Colorado, 278 Employees  98|75|73
Winning Site: Duluth, Georgia, 16 Employees**  94|71|70
Winning Site: Los Alamos, New Mexico, 35 Employees  95|74|71
Winning Site: Oakridge, Tennessee, 40 Employees**  86|70|68

Metro Architecture LLC  99|77|72

Design and Construction Services Company
Winning Site: Phoenix, Arizona, 14 Employees
www.metroarchitecture.net

This Arizona architecture attributes its success to the customer service its staff provides. To build its employees’ satisfaction, Metro Architecture lets them compress 80 hours of work every two weeks into nine days in the office. More choices come from the company’s laptops, VOIP phones and Internet-based servers—equipment that lets employees work outside the office while giving clients access to service 12 hours a day, five days a week. A win for all involved, this arrangement also benefits Metro Architecture by forestalling the overtime costs extended hours of service would otherwise involve. The organization, which provides financial planning workshops to its staff, also offers full tuition reimbursement, promotes participation in professional accreditation programs and offers many in-house seminars. In return for this supportive workplace, the company sees benefits including: reduced absenteeism, increased loyalty and higher productivity.

Metropolitan Milwaukee Association of Commerce***  99|72|75

Business Membership Association
Winning Site: Milwaukee, Wisconsin, 36 Employees
www.mmac.org

Even in a tough economy, the MMAC has made flexibility available for most of its employees, citing benefits like increased employee satisfaction and commitment to the organization. For example? Remote access to the computer system allows employees to work from home. MMAC shares that 360 degree evaluations have also worked well to bring out the best in employees—a performance feedback tool that gives individuals the opportunity to hear from supervisors, peers, coworkers and customers.

MHT Insurance  99|84|87

Insurance Company
Winning Site: Seattle, Washington, 10 Employees
www.mhtinsurance.com

Customer retention is unusually high at this insurance company; its managers credit the fact that there’s virtually no employee turnover disrupting customer relationships. The compensation system helps, too; it bases people’s pay
solely on their productivity. In fact, the firm provides individual producers a 50% ownership interest in their own book of business. Employees have plenty of scope to drive profitability; the firm is paperless, with all documents scanned and integrated into the company’s management system. That gives staff secure, real-time access to data from any Internet connection—and plenty of scheduling options. Consider one young father who works from home on a part-time basis; he is expected to make the commute downtown only once a month for a staff meeting. Another young staff member sets his own schedule, working wherever he chooses while retaining full benefits. Are these special situations for young people with family obligations? Not at all; the firm values its seasoned people, too, giving them all a thorough grounding in the firm’s technology and allowing several of them (including a bookkeeper and health insurance specialist) to reduce their hours to part time.

Michigan Civil Service Commission 99 63 66
State Government Agency
Winning Site: Lansing, Michigan, 519 Employees
www.michigan.gov/mdcs
The state budget for Michigan, which has felt so much economic turmoil during the recession, has restricted enhancements to wages or benefit that entail additional costs. But the Michigan Civil Service Commission knows it doesn’t have to spend a lot of money to ease the pressures employees feel; it encourages compressed workweeks, provides telecommuting guidelines and offers alternative start and stop times. These changes involve little or no cost, but the agency says they help employees offset busy schedules, long commutes and high fuel prices.

Michigan Department of Education 99 66 68
State Government Agency
Winning Site: Lansing, Michigan, 414 Employees
http://www.michigan.gov/mde
The effects of the economic recession have encouraged the Michigan Department of Education to make changes that promote flexible work arrangements in order to retain staff while continuing to serve state citizens to the best of their abilities. Workforce planning measures have lead to the reassignment of qualified staff in currently vacant positions, allowing the Department to retain current employees. Alternative work arrangements adopted by the Department have included increased use of phone, email and teleconferencing. At the same time, compressed workweeks have been encouraged, telecommuting guidelines have been established and alternative work start and stop times have allowed better access to car pools. Open communication between employees, supervisors and executive leadership—which occurs both formally and informally through mentoring—has helped to improve processes and increase efficiencies.
Michigan Department of Environmental Quality
State Government Agency
Winning Site: Lansing, Michigan, 1,346 Employees
http://www.michigan.gov/deq

The effect of the economic recession on the Michigan State budget has created the need for state agencies to come up with programs that allow employees to work flexibly, while working efficiently and providing exceptional service. As a result, compressed workweeks have been encouraged, telecommuting guidelines have been established, alternative work start and stop times have allowed better access to car pools. At the same time, the Department has worked to recruit and retain older workers through the Senior Environmental Employment Program (SEEP), an EPA program targeting individuals 55 years of age and older that gives them opportunities to use their skills in creative and meaningful jobs.

Michigan Health & Hospital Association**
A System of Public and Private Hospitals
Winning Site: Lansing, Michigan, 96 Employees
www.mha.org

This professional association says it has not only survived but thrived for 90 years. Credit the organization’s workplace, where technology improvements have given employees the ability to work from home when they need to—and also enabled them to develop new products and facilitate research. Management practices ensure that employees understand how they fit in: supervisors work with them to build annual goals tied to the organization’s overarching objectives. Then, too, there are annual performance evaluations, including a section on company values that makes up 20% of the total score. Voluntary turnover is rare in this organization, where next generation leaders are identified and developed and older employees are able to design jobs that help them make an easier transition to retirement. Retention is high even among clinicians “who would be snapped up in a blink by one of our member hospitals,” the organization says. Absenteeism is not a problem and Monday/Friday absence patterns are rare. A financial advisor is onsite for individual appointments and consulting.

Michigan Occupational Safety and Health Administration (MIOSHA)***
State Government Agency
Winning Site: Lansing, Michigan, 213 Employees
www.michigan.gov/miosha

MIOSHA’s mission is to ensure the health and safety of Michigan workers. Until recently, the agency expected its staff to keep standard hours with set lunch times. But many of its professionals served large geographic areas; when they visited a workplace several hours away, they wanted to leave extra early to arrive at the beginning of the workday. Others were interested
in working a schedule with an earlier start time and a 3:00 p.m. stop time so they could pick up their children after school. This idea was highly controversial at first, and there were complications due to having four different union groups with different contracts to consider, but the agency has been able to make the transition and now uses flexibility to enhance service and increase productivity for all employees. Today, MIOSHA staff members start and stop their day to complement the needs of their assignment and of the groups they serve, making sure they meet the agency’s own time frames. MIOSHA employees can also work from home, so they’re not wasting time on unnecessary trips to the office, and this also helps them to be more responsive and accessible to the communities they service. When gas prices jumped up in 2008, the agency increased telecommuting options and allowed staff to work from home one day per week. Staff members can also take paid time for education. Another bold move: the agency acted to improve its communication with the public, helping its people hear industry leaders’ views before making decisions.

Microchip Technology, Inc.**** 99 68 72
Technology Company
Winning Site: Chandler, Arizona, 1,485 Employees
www.microchip.com

A leading provider of microcontroller and analog semiconductors, Microchip Technology promises its customers lower risks, reduced costs and faster time to market. To ensure staff members are all playing at the top of their game to fulfill these promises, the firm says it responds to flexibility needs case by case. As a truly global company, Microchip attracts and retains the world’s top talent by providing the schedule flexibility, resources and training to successfully work with virtual teams located in multiple time zones throughout the world. Employees can leave the office to deal with pressing personal matters without worrying about losing pay. They can take advantage of training opportunities during the workday and participate in some community service as well. All of this has enabled Microchip to consistently achieve among the lowest employee turnover rates in the semiconductor industry, while rising from a failing spinoff of General Instrument to be the world’s number one supplier of 8-bit microcontrollers in less than 15 years. During the economic downturn, Microchip offered a rotating time off schedule, voluntary leaves of absence with guaranteed job reinstatement and voluntary pay cuts—measures that enabled the company to avoid layoffs. The company also created an internal charitable fund, which was funded solely by Microchip employees as a means to give fellow employees who were facing tough economic times Wal-mart gift cards to help them purchase basic necessities such as food, diapers, medication and auto care.
Microsoft Corporation

Information Technology
53,000 Employees in the U.S.
www.microsoft.com

Founded in 1975, Microsoft is dedicated to helping people and businesses realize their full potential—and its workplace practices are designed to help its employees meet their full potential, too. Shared workspaces and flexible staffing options enable employees to choose where they want to work every day; and, wherever they are, at home or in the office, they can tap into a full array of online information and tools, 24/7. Since every employee is eligible to take advantage of these benefits, Microsoft is able to better attract and retain top performers. These policies help control real estate costs too—the company has fewer offices dedicated to individuals who don't regularly use them.

Winning Site: Chicago, Illinois, 522 Employees*** 99 75 76
Winning Site: Milwaukee, Wisconsin, 31 Employees 99 83 82

Minnesota Child Care Resource & Referral Network 99 85 84

Not-for-Profit Social Services Organization
Winning Site: St. Paul, Minnesota, 21 Employees
www.mnchildcare.org

The Minnesota Child Care Resource & Referral Network encourages it people to take advantage of opportunities for development even though some of these activities—serving on a nonprofit board, say—might cause employees to outgrow their current role. The organization feels obliged to see its people expand their capabilities and gave one person who wanted to earn an MBA paid time and partial funding to get the degree. The Minnesota organization also encourages wide-ranging options for flexibility, including telecommuting, condensed workweeks and flexible and part-time schedules. Indeed, employees identify these flexible options as the most important aspect of their workplace. Requests for extended vacations, increased maternity leaves and increased sick-time accrual meet with support at the Minnesota organization, and still more options are helping staff weather the financial downturn: one part-time staff member has been able to change her hours so she could take on an additional part-time job. Benefits? The organization exceeds some requirements in key ways; for example, it follows FMLA policies diligently even though its small size makes that unnecessary, and it gives anyone working 20 hours or more the same benefits as full-time staff. Community involvement is emphasized; staff can spend one paid work day each quarter volunteering in a community organization. Employees also organize activities like bake sales to raise money for the needy, and for themselves they hold pot luck lunches. All this activity doesn't mean there's time to spare at the Minnesota Child Care Resource & Referral Network; the organization says its people not only meet but exceed their organization's target goals. Their engagement is strong, their sick leave is minimal sick and there is almost no turnover.
This Web site design and software development company says its growth, productivity and employee retention have all been strong, and it attributes these advantages to a flexible, supportive work environment. All employees have a laptop and everyone is connected through Instant Messenger, email, Twitter and Yammer—technologies that allow them to work wherever they want to. Employees also have high-tech tools to collaborate easily with each other and with their clients no matter where they are. Office design is flexible; employees can work in oversized chairs with table tops or opt for stools and bar-style seating. There are offices with phones for privacy and an oval room with enough space to allow creative designers to brainstorm together. The firm says that bricks and mortar are not as critical as they once were; it's now more important to have a place where clients and employees can come together and feel like they're home. To build a sense of family, the company holds “All Camp” events each month; staff members take turns finding a cool venue to come together with their families. The group has gone ice skating, visited an amusement park, organized picnics, visited the zoo and held a ‘You Tube’ video night contest.

“Good for corporations. Good for working moms.” That's how this Atlanta firm defines its business, which links employers to a pool of largely untapped talent—mainly mothers looking for part-time work. Flexibility is in the DNA of Mom Corps, which has been showcased by the Today Show, Time Magazine and the Wall Street Journal and won numerous awards. There are no standard hours at the company, and staff stay connected through the phone, the intranet, e-mail and an applicant tracking system. Bringing new opportunities to people whose spouses have lost their jobs—or who want more money and professional stimulation than full-time parenthood provides—Mom Corps works on the honor system. True, staff may be away from their computers for hours at a time, perhaps volunteering at a child’s school. But equally common is a flow of e-mail messages sent out at night, after staff have put their kids to bed.
Financial Planning Firm
Winning Site: Mt. Pleasant, South Carolina, 10 Employees
www.mfcplanners.com

This financial planning firm didn't bring in a lot of new clients as the economy faltered late in 2008, but it didn't lose many, either. As markets declined, the firm's principals continued to place a premium on their employees' health and mental fitness, encouraging them to update their own financial plans and performing a confidential credit review to identify and address any red flags. This company asks all staff to “unplug” completely one week each year, taking part of their vacation time out of town with minimal office communication. (Their compensation package disburses a larger amount of money within the month before the vacation to encourage staff to have some fun.) Everyone who works at least 20 hours a week gets four weeks vacation after four years of employment, and on the fifth year they get an additional four-week vacation with full pay and instructions to recharge and stay away from the office. The staff takes retreats together, too. In 2007 employees and their spouses went to Gold Lake Resort in Colorado for three-and-a-half days of work and play. The budget was tighter in 2009 but the group rented a mountain house nearby for a long weekend retreat. All employees including those working part time are encouraged to participate. When they get back to the office they have plenty of workplace options. Those who want to telecommute can log into the business server from anywhere outside the office and take advantage of a Web site where documents and data are posted and shared. A screen and a projector in the office conference room enable staff to talk to clients through a big screen—effective communications without a lot of traveling back and forth. Family life is respected; one employee brought her new born baby to work for the first six months. The understanding was that this situation could remain in place as long as the child was not disruptive, and she remained there until she began crawling and needed more space. Other mothers at the firm work part time. Health? Everyone who works 20 hours or more gets a paid gym membership and use of a personal trainer, who occasionally attends staff meetings to recommend exercises that can be done at the desk as well as nutritional foods and beverages. A professional coach also meets with employees several times a year; when the markets were still buoyant, she did a two-day workshop and growth and its consequences. A year later her focus was on stress management.

Accounting Firm
Winning Site: Chandler, Arizona, 28 Employees
www.maacpa.com

This Arizona accounting firm, which serves the construction industry, has grown 25%-30% each year for the past six years and kept its turnover down to 6%. Attention to its people has driven this success, the company says. Flexibility is evident in staff members’ ability to access the company server
from home, and in their ability to take time away from the office to care for an ailing relative or attend a class. (A roving bookkeeper, in fact, comes into the office only one day a week so she can pursue her other personal goal of becoming a professional writer.) A strong team environment is sustained by gatherings like weekly Salad Tuesday Lunches, Breakfast Wednesdays and monthly outings to places like the Arizona Botanical Gardens. There is an “awesome” April 15th party to celebrate the end of tax season at this company—and a commitment to develop younger employees by financing their work toward their CPA certificates and enabling them to work directly with their supervisor and partners to develop their analytic skills.

Mortgage Guaranty Insurance Corporation**  99 65 68
Private Mortgage Insurance
Winning Site: Milwaukee, Wisconsin, 757 Employees
www.mgic.com

With an average employee tenure approaching 14 years of service, this company has excelled in retaining its talent. A generous time off policy lets employees accrue up to 29 days of paid time off, with an additional week awarded when significant anniversaries are reached. Employees can also take up to 5 voluntary unpaid days off. And when it's time to hit the gym, an on-site fitness center is available for use before, during and after work hours.

Motawi Tileworks, Inc.  80 74 66
Tile Makers
Winning Site: Ann Arbor, Michigan, 22 Employees
www.motawi.com

Artisans hand-craft the tiles from this Ann Arbor shop and they have great freedom in determining their schedules. No one cares when they start, stop or schedule their breaks, and overtime is forbidden. When the company moved to tighten its belt during the economic downturn, it asked staff for suggestions and, following their input, reduced employees’ paid hours by 10% rather than conducting lay offs. Despite these reduced hours, productivity has increased, a result of new production processes. Turnover, meanwhile, has decreased; Motawi has had virtually no involuntary terminations over the past two years.

Motion Marketing & Media  99 81 85
Marketing Company
Winning Site: Lansing, Michigan, 12 Employees
www.m3group.biz

Since December 2006, this marketing firm's Web site says, “it’s been nothing but client acquisition, employee growth, increased revenue, high-fives and award-winning creative ideas.” Fun and flexibility have helped fuel that success; rather than keeping set hours, staff work until they get the job done, leaving early when they can. To make sure people have down time, Motion Marketing and Media holds “play drills” throughout the week, encouraging
employees to chat or take a walk. They come back to their desks refreshed and ready to work hard again. These practices are helping the Michigan company expand in an otherwise difficult financial environment; in fact, Motion Marketing and Media has hired talented, seasoned professionals who’ve been laid off by competing firms.

Motorola, Inc.  
Telecommunications  
Winning Site: Tempe, Arizona, 417 Employees

www.motorola.com

An array of technology solutions enable Motorola to offer more flexibility to employees over where and when they work. These include NetMeetings and conference bridges to bring together employees working in different locations. Laptops facilitate remote work, while company-provided cell phones ensure employees stay in touch.

Mount Olive College at Research Triangle Park  
Higher Education  
Winning Site: Research Triangle Park, North Carolina, 11 Employees

www.moc.edu

A private institution rooted in the liberal arts tradition, Mount Olive College offers a variety of work options to help staff manage their work and personal responsibilities to achieve their optimal work life fit. The organization is also proud to have recently made the 2011 list of Military Friendly Schools, which honors colleges, universities, and trade schools that are doing the most to embrace America’s veterans as students.

Mountjoy & Bressler LLP  
Accounting Firm  
Winning Site: Louisville, Kentucky, 79 Employees

www.mountjoybressler.com

There are no policies at Mountjoy and Bressler dictating that employees have to be at their desks from 8 a.m. to 5 p.m. Monday through Friday. Employees have the flexibility to determine, within reason, the schedule that works best for them. Technology makes it easy for staff to work outside the office, too, tapping into a server or accessing the data on their own computers from home. The firm also gives its people mail-enabled cell phones; in fact, the company’s highly flexible phone system (which integrates voice-mail and faxes with e-mail) lets employees work from any M&B office, from home or from a client’s location. An emphasis on growth is reflected in the company’s mentoring program, its continuous training opportunities and in opportunities for advancement. Every year, it sponsors a two-day summer leadership program for college students.
One of the country’s top five global digital and direct agencies, MRM Worldwide says its employees “truly live in the Internet space.” With just a few exceptions for certain kinds of roles, the firm believes its staff members can do their jobs just as well at home as in the office, and is open-minded about all requests employees bring, as long as their proposals work for the business, too. The result: 80% of employees responding during tough economic times to a company poll said they were satisfied with flexibility at MRM. No doubt this contributes to the fact that the firm’s turnover rates are considerably lower than its competitors—a big business advantage in an area whose talent pool has been called limited. While the state of the economy has made things difficult for everyone, MRM has maintained a strong flexible work policy, which attracts more experienced workers with families. The organization has found flexibility all the more important in difficult financial times, when staff are working under additional pressures. While no services have been added for employees, existing resources—like financial planning, counseling sessions, attorney referrals and yoga classes at lunch time—remain available at no cost.

Founded in 2004, this Arizona organization serves thousands of small businesses and home consumers nationwide, supporting their help desks and personal computers. The company’s technicians connect directly to their clients’ equipment using a high-speed Internet connection, enabling 80% of the company’s staff to work entirely from home. That has eliminated commuting costs and given this company recognition for its “green” practices. Less experienced staff are managed through a team leader or mentor who coordinates work schedules, offers extra training when needed and is almost always available for questions. And employees who want to attend college full- or part-time can tap flexible schedule options. These practices have given the technology services company a very low turn-over rate, very low absenteeism and strong productivity, which is measured every month.

Since it was founded in 1977, the National CASA Association has helped more than two million boys and girls navigate through the child welfare
system. Employees of the organization are encouraged to do what they need to in order to bring their best selves to work. **New parents, for example, can bring infants to work with them every day for up to three months after returning to work or until the baby reaches six months of age, whichever comes first.** CASA also provides leave, time off and financial support for employees who adopt children or become foster parents. New technologies ensure that one does not have to be in the office to work, and CASA has found that the option to work from home and video conferencing can save individuals commuting costs and the organization unneeded travel cost for meetings. CASA’s flexible work environment results in employees having a positive attitude about the organization, as reflected in its extraordinarily low turnover rate. Familiar with exit interviews? In 2010, CASA is conducting one-on-one “stay interviews” with employees to get direct feedback and suggestions for developing flexible workplace initiatives.

**National Multiple Sclerosis Society, Michigan Chapter**

**Nonprofit Social Services Organization**

**Winning Site: Southfield, Michigan, 21 Employees**

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

No one likes to see a year go by without a raise, and the employees at this Michigan nonprofit are no exception. But in difficult financial times the organization was simply unable to find the money for salary increases. It did give staff more flexibility, though, and staff said they appreciated a workplace with greater choice.

**Naval Aviation Forecast Detachment, Sembach**

**Navy Command**

**Winning Site: Sembach, Germany, 17 Employees**

This Navy Command was one of seven to receive the 2010 Sloan Award, as part of the U.S. Navy’s ‘Top 50 Initiative’ to become an employer of choice by maintaining competitive advantages in the areas of compensation, benefits, diversity, and learning and development, while earning national recognition as leaders in human resource innovation. Why is ‘Top 50’ Important to the Navy? It is explained this way: Mission accomplishment is Navy’s top priority. Top 50 organizations focus on performance while taking care of their people through programs and policies that support a culture of trust, respect, communication, and cooperation. Grounded in the core values of honor, courage, and commitment, the U.S. Navy will continue to place great emphasis on building a Top 50 organization.

**Naval Education and Training Command**

**Navy Command**

**Winning Site: Pensacola, Florida, 170 Employees**

[https://www.netc.navy.mil/](https://www.netc.navy.mil/)

NETC is one of the largest shore commands in the Navy with more than 230 commands and activities world-wide, providing training to more than
35,000 Sailors, Marines, Airmen, Soldiers, Coast Guardsmen and international students on any given day. The organization’s training commands use a blended learning solution that includes hands-on training, computer-based learning, and simulators to develop Sailors through education and training that builds personal, professional, and leadership skills. NETC leadership has made a concerted effort to improve the quality of work life for its employees with programs such as regular day off (RDO), on-boarding, new employee orientation, mentoring, flexible work schedules (FWS), a wellness program and various cultural and diversity programs—all of which have been designed to empower and motivate employees. In fact, at NETC headquarters, 25 percent of employees became teleworkers after a three-month pilot resulted in a permanent program. “The by-product has been elevated job satisfaction, increased productivity and improved work/life balance. This new found flexibility has provided our workforce with unprecedented opportunities, revolutionized the culture of the workplace, enhanced command loyalty and driven-up retention,” says Capt. Marcus Hannan, NETC’s former chief of staff. “In the past, workforce concepts clearly separated work life from home life,” Hannan continues. “In reality, the two are inextricably intertwined, and to promote a total readiness environment, there is a unique balance for each employee. NETC leadership and our human resources team is committed to our people, and is driven toward making NETC the best place to work in government. Various surveys and assessments have shown that these programs work.”

Naval Submarine Support Command Pearl Harbor 99 69 72

Winning Site: Pearl Harbor, Hawaii, 104 Employees
http://www.csp.navy.mil/NSSC_PEARL_HARBOR/

This Navy Command was one of seven to receive the 2010 Sloan Award. “This award is testament to the flexibility of the command in both supporting the submarines operating in Hawaii and supporting our Sailors,” said Capt. William Stevenson, commanding officer of Naval Submarine Support Command Pearl Harbor.

Nelson Labs. Inc 99 69 71

Life-Cycle Microbiology Testing Services
Winning Site: Salt Lake City, Utah, 330 Employees
www.nelsonlabs.com

Nelson Labs has received numerous awards naming it a great place to work. Employees seem to think so too; 94% of employees strongly or mostly agreed that Nelson Labs is a great place to work and 88% strongly or mostly agree they would recommend Nelson Labs to a friend or associate as a great place to work. Surveys and monthly town hall meetings encourage employees to share ideas for improving the work environment. Though lab work is traditionally “hands-on,” new technology has allowed employees to cut down on time and work that must be done on-site. Those working remotely are provided with laptops and cell phones in order to do so.
On-site employees work in a new state of the art facility, where they have access to a cafeteria with partially subsidized meals and free drinks—as well as a child care room, complete with computer access so employees can watch their children and complete their work. In addition, a gym is available to employees and their families 24/7. Employees participate in many morale boosting activities, from a “March Madness company shoot-around” to wedding gifts for recently married employees. Employees also participate in charity events organized as part of the Nelson Hope Foundation, an employee-run foundation that identifies and plans community works and charity drives that all staff can participate in. Recruitment efforts are aided by the Labs close relationships with area colleges and universities; the company offers tours of its facilities to students and offers internships year round. Once employees are hired, Nelson Labs is committed to keeping them; the company did not lay off a single employee as a result of the recession and maintained all flexibility options.

Neonatology Associates
Medical Care for Newborns
Winning Site: Phoenix, Arizona, 26 Employees
www.nalweb.com
This Arizona facility cares for ailing newborns, and the company’s “bring your infant to work” policy welcomes employees’ own babies into the office for their first six months. Staff also have flexible work options, opportunities to telecommute and the ability to phone into meetings rather than waste time in the car. As gas prices rose, in fact, Neonatology Associates, broadened opportunities to telecommute, established car pools and gave employees options to transfer to an office closer to their home.

Netgain
Technology Company
Winning Site: St. Cloud, Minnesota, 40 Employees
www.netgainhosting.com
Working to become more family-friendly, Netgain initially used a focus group to find out what its people really wanted, and then turned that information into reality. Today, all Netgain employees can access all of their information, files and applications from home, and beepers and pagers allow them to troubleshoot a client when they’re outside the office.

Next Wave Systems LLC
Engineering and Technology
Winning Site: Louisville, Kentucky, 12 Employees
www.nextwavesys.net
From company-provided laptops to cell phones with email capability to mobile Internet (to name a few examples), technology enables employees of Next Wave Systems work from anywhere and is key to this company’s
flexible work options. Additional compensation is also provided to those who work from home to maintain their remote offices. Administrative assistant positions too have been designed with an eye to flexibility as part-time jobs that can be shared by two or more individuals. The part-time hours and shared responsibilities are ideal for local college students, allowing them to schedule hours around their classes, and during slow periods, even fit in some course work. All employees are encouraged to attend classes to further their education. An incentive? Employees can use one day a week for course work or to attend a class—while on the clock.

**NJ Foundation for the Blind**

Vision Rehabilitation  
Winning Site: Denville, New Jersey, 12 Employees  
www.njffb.org

In the next twenty years the number of individuals suffering from vision loss will spike dramatically in this country. With the rapid growth in cases of diabetes and the aging of the baby boomer generation, there will be a new need for organizations to help and care for this looming group. The NJFFB has spent the last century providing counseling and education for individuals suffering from vision loss and blindness. Currently, they offer classes in orientation and mobility, and other programs helping individuals adjust to living with diminished sight. As a nonprofit, the recession has been particularly difficult for this organization. Flexible scheduling is important for NJFFB employees who work a second job or need time for family responsibilities. The organization provides the kind of flexibility that helps their employees find the means to support their families during these times without sacrificing experienced workers. Some employees take advantage of the flexible scheduling to pursue consulting opportunities. They have also noticed that increased flexibility has made absenteeism and turnover virtually negligible, and that they have experienced a significant rise in job satisfaction and employee productivity.

**Noisette Company**

Real Estate Developer  
Winning Site: Charleston, South Carolina, 14 Employees  
www.noisettesc.com

Named for a noted 18th century botanist who came to the Carolinas in 1794, Noisette is the 3,000-acre historic center of Charleston. Today, Noisette Company is updating the area’s residential, industrial, commercial and recreational areas into a vibrant, sustainable community. The developer has won a slew of awards, perhaps the most prestigious from the American Society of Landscape Architects, which named Noisette one of the “Most Important Current International Projects” in 2005. The company says it believes in a triple bottom line—“People, Planet and Prosperity”—and it acts in several ways on its commitment to people. First, it contributes to its employees’ continuing education, giving employees funds and time to
complete post-graduate and specialty courses. It has outfitted a gym with personal training equipment, and encourages its staff to put work aside regularly to use the facility. **Noisette believes its employees have a strong work ethic and don’t need to be micromanaged. Instead, it fosters a sense of entrepreneurship and individual responsibility for getting the job done, allowing employees to work on flexible schedules and use part of their time at work to perform community service.** Noisette has strong relationships with several nonprofit organizations, including Lunch Buddies, which links employees up with school children through a mentoring program in North Charleston area elementary schools. Noisette Company has taken steps to mitigate the impact of the current economic recession on its operations and cash flow, from slashing ancillary expenses to finding alternative financing for infrastructure projects when banks began freezing business loans and municipal lending nationwide. Despite the need for cost savings, Noisette decided that maintaining health insurance for its employees was a top priority, and opted instead to reduce salaries, starting with the executive team. Employees are kept informed of the challenges faced by the company at weekly company-wide staff meetings, to help dispel misleading rumors and reassure employees.

**The North Highland Company**

Business Consultants

**Winning Site: Dallas, Texas, 375 Employees**

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

After many weeks on the road as a consultant with “Big 5” firms, Dave Peterson woke up in his own house one morning excited to finally be home. When his two-year-old daughter saw him, she asked her mother, “Does Daddy still live here?” That experience prompted Peterson to found North Highland a year later, in 1992. It was created on the premise that the talent and experience it takes to be a good consultant should be rewarded with a more balanced lifestyle. **Today the firm’s people are “empowered to choose whether they’d like to travel, the way they prefer to get their work done, the amount of time they devote to work and the time devoted to passions outside of work” and to alter their choices over the course of their career.** Consultants on staff can speed up or slow down their professional advancement with flexible career paths and compensation plans. North Highland also offers a generous vacation package (three to four weeks, depending on level) that employees can use as soon as they join the firm. In addition, North Highland prides itself on recognizing the importance of fathers and the bonds they build with their children; all employees who become fathers through birth, adoption or the placement of a foster child receive five days of paid leave. Talent development is a priority at this global consulting firm. All employees are assigned a professional coach who is accountable for helping them navigate the organization as well as for career advice and advancement. The company attributes flexibility—and other practices to help employees navigate their responsibilities on and off the job—with helping keep overall
turnover dramatically lower than the industry average. Clients are happy too. North Highland has been ranked number one in the world for client satisfaction by *Consulting* magazine for the last two years.

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<th>Northeast Delta Dental</th>
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<td><strong>Administration of Dental Programs</strong></td>
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<td>Winning Site: Concord, New Hampshire, 180 Employees</td>
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Northeast Delta Dental values employee suggestions and has established a number of ‘listening posts’ to hear what they have to say. A “Bright Ideas” program solicits employee thoughts for improving work and a biannual employee survey, focus groups and staff meetings also help to keep the company in touch with employees’ experiences and able to respond as appropriate. For example, in response to rising gas and energy costs, the company piloted a compressed schedule program two years ago—the success of which led to expanding the program to employees throughout the company. Formal and informal recognition programs celebrate employee achievements and service, reinforcing their value to the company.

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<th>The Novo Group**</th>
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<td><strong>Recruiting Services</strong></td>
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<td>Winning Site: Milwaukee, Wisconsin, 25 Employees</td>
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<td><a href="http://www.thenovogroup.com">www.thenovogroup.com</a></td>
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Word of mouth and a growing reputation as an employer of choice has helped The Novo Group with its recruitment efforts. The company credits a “buddy system”—where new hires are paired with more experienced workers—with helping to develop its talent. And when it comes to flexibility, listening to employees has helped the company develop practices that are responsive to their needs. For example, Novo has expanded its work from home options to help employees save on child care and has allowed for more flexibility in start and end times to help them avoid peak commuter times, allowing for shorter travel times and reduced gas consumption.

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<td><strong>Insurance Company</strong></td>
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<td><a href="http://www.nrgseattle.com">www.nrgseattle.com</a></td>
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This Seattle-based insurance company doesn't believe in “one size fits all.” Whether it’s crafting the right insurance policy for a client or managing an employee’s schedule, NRG::Seattle believes that customization is key to customer and employee satisfaction and success. *When it comes to flexibility, addressing employee needs on a case-by-case basis ensures that the solution is maximized to the greatest benefit for all stakeholders: the business, the clients and the employee.* Other policies help foster a flexible work culture, such as closing the office during lunchtime to ensure that everyone
takes that time for him or herself. The company pays for employees’ insurance- and business-related education, and offers tuition reimbursement for other classes. NRG has a corporate coach on retainer to help staff members learn how to be “uplifters” in these challenging times.

Nukk-Freeman & Cerra, P.C. 99 84 85
Law Firm
Winning Site: Short Hills, New Jersey, 20 Employees
www.nfclegal.com

Founded in 2006 as a 100% woman-owned business, this New Jersey firm has since driven a ten-fold growth in its size, tripled its client base and quadrupled its revenue. There is no absenteeism at Nukk-Freeman & Cerra, and the firm has yet to lose any of its attorneys, a fact that has saved the company plenty in recruitment costs. The owners attribute their success in no small part to a workplace that gives every single one of its people the scheduling options they request from their first day of employment. This practice helps the firm attract top talent in every age range; they recruit promising new lawyers, for example, then develop them. Laptops and BlackBerry devices enable these employees—and every other staff member, for that matter—to work from home, sometimes scheduling their work during weekends or at night. These hours may not be for everyone, but some people really appreciate them, notably parents who use the arrangement to reduce their use of babysitting and spend more time with their children. Flexibility also enables Nukk-Freeman & Cerra to cherry pick among highly-qualified people at competing firms when they become interested in moving toward retirement; Nukk-Freeman & Cerra can offer them reduced hours. During the economic decline the company found its emphasis on flexibility of even greater value; some people on part-time schedules increased their hours when their spouses’ jobs were endangered. Rather than eliminate positions within its own ranks, the firm expanded into the New York market, where they have done well since the company’s New Jersey location makes it a less expensive alternative to Manhattan law firms. The downturn also made the firm particularly rigorous with its operational expenses (its owners note that flexibility actually saves the company money, as people who work mostly at home share office space and reduce the company’s real estate and related costs). One expense that was added, however, is funding for a health program offering speakers on wellness issues as well as a flu shot and healthy snacks. A bulletin board highlights the firm’s involvement in activities like the Susan G. Komen Race for the Cure—and it also features photographs of staff members and their families, emphasizing the value the company places on its people’s lives outside the office.
With turnover less than 8% and an average tenure of 17 years, OCLC claims the effectiveness of its workplace programs is self-evident. A recent survey of OCLC employees found their satisfaction with the benefits they received exceeded national norms by 20 percent. No wonder the group has appeared on ComputerWorld’s list of Best Places to Work in IT for the last four years! Driving OCLC’s metrics is a workplace that supports staff in wide-ranging ways. Flexible scheduling is available, as well as telecommuting, and part-time positions carry medical benefits. Community participation is embraced; employees are encouraged to volunteer their time at OCLC’s annual Operation Feed campaign. And staff are further supported through an Employee Assistance Program, providing counseling and financial and legal advice that have been particularly helpful to employees navigating a challenging economy. The Columbus employer also puts seminars, counseling and informational tools in the hands of staff considering retirement, and courts younger people through college recruiting, job fairs and internships.

Ohio College Access Network
Social Service Organization
Winning Site: Columbus, Ohio, 11 Employees
www.ohiocan.org

Committed to increasing the number of students who pursue education beyond high school, this nonprofit serves low-income and first generation students. OCAN was recently recognized as the top organization of its kind in the United States by the National College Access Network, and the organization is convinced that flexibility contributes directly to its success. Flexible working hours, paid time off and comp time keep staff energized and focused during work hours, unburdened by personal issues. OCAN finds the payback from comp time particularly valuable; the promise of additional time off when work becomes less hectic helps staff feel good about working hard even when projects require many long, extra hours to complete.

Olive Garden Italian Restaurant
Restaurant
Winning Site: Melbourne, Florida, 120 Employees
www.olivegarden.com

The Olive Garden hires a diverse pool of individuals, recruiting employees from school job fairs and retaining its more seasoned staff by responding when people want to reduce their hours. There is extensive training and development at the Olive Garden, which has always prided itself on being a great place for families. It strives to create a workplace that is family-oriented for employees, too, with plenty of choices in scheduling.
Employees of this company are empowered to find creative ways to accomplish their work in ways that work best for them and the clients they serve. When personal business arises, employees know that they can come in late, or take time off and will be trusted to make up the work at another time. This approach has worked for the company, which continues to grow and gain market share even during the difficult economic climate.

One Call Medical, Inc. 96 67 66
Medical Services Company
Winning Site: Parsippany, New Jersey. 300 Employees
www.onecallmedical.com

One Call Medical is the nation's premier provider of quality diagnostic imaging and electrodiagnostic services. The company has allowed some employees to swap their bulky computers for laptops so they can work from home or while traveling on business, an investment the company finds more than offset by increased productivity and job satisfaction among the staff members involved. One Call Medical also lets people swap out of managerial roles when they need to simplify their work lives without leaving the fast track forever—they can step back up to increased responsibility when their lives at home allow. Opportunities for employees to upgrade their positions, meanwhile, are enhanced through an innovative approach to employee clubs: One Call Medical encourages staff to run committees and entire events from planning through execution. A 100% employee-led Toastmaster program, for example, is active at the company; the group's entire board and all its members participate to gain leadership experience and speaking skills.

Orchard Medical Consulting 99 84 85
Medical Case Management
Winning Site: Phoenix, Arizona, 28 Employees
www.orchardmed.com

Ample cross-training ensures that no one staff member has to worry about his or her work flow being interrupted by a vacation or unexpected personal leave. Field nurses are able to cover appointments for each other with little to no notice and a seamless transition. Even the receptionist position has two back-ups ensuring that coverage during planned or unplanned absences. The company asserts that the practice has meant that everyone is less stressed and able to enjoy their time away from work more. In addition, when they do come back to work, they are as productive as ever.
This Long Beach firm has been supplying full-service mechanical, electrical and telecommunications engineering services to clients such as the University of California System, Marriott Hotels and the Boeing Company for almost 20 years. As a developer of high-tech facilities for a variety of clients P2S has invested in its own technological infrastructure, allowing employees to work from almost anywhere with the full resources of the company. This has not only proven important to their bottom line, as a business dependent on individual company-client relations, but also as part of their wide range of flexible work policies. By supporting their employees in their personal and professional lives P2S believes that these investments will be reciprocated in the form of happier and more efficient employees. In addition to flexible schedule and remote work policies they offer adoption assistance, a personally tailored benefits plan and a wide ranging wellness initiative that includes employee training in financial, health, and retirement planning. These are not all only designed to help an employee’s personal life. There is a series of “Lunch-n-Learn” workshops in which employees can share lessons learned from recent projects and general knowledge. In addition to this in-house training, employees wishing to learn externally for professional licenses, certifications or other degrees can expect partial or full reimbursement, and additional prizes for particular certifications. Supporting the personal lives of employees and helping growth their professional skills has led to a low turnover rate and high levels of productivity and business development activity. With a turnover rate of only 2% in an industry that averages 11.3% the company saves from recruitment costs and absenteeism, while also keeping quality employees who maintain close relationships with clients essential for the success of the company. Reflecting these conditions the Los Angeles Business Journal named P2S Engineering one of the 2009 Best Places to Work in Los Angeles.

PKF Texas chose to adopt a “people first” flexible workplace strategy as a way to grow its business without overburdening employees or compromising client service. The company demonstrates a commitment to its people through investments in technology hardware, document management systems and remote access capabilities that make work portable. PKF Texas also implemented a generous paid time off system and flexible schedules and has added forums for internal communication. The Texas firm has even gone the extra step of matching its accountants to clients with complementary scheduling needs. In 2008, the firm formalized its “flexibility with
accountability” arrangements by creating a Flexible Work Arrangement request form as a tool to help employees think through ways to do their jobs more flexibly, efficiently and effectively. The company shapes future leaders through career development programs such as PKF University and community outreach, and the firm welcomes employee input in decision making through internal task forces such as a Staff Advisory Committee. Flexibility surfaced as a key concern for the committee, which pursued participation in the Houston mayor’s flexible workplace initiative that encourages employers city-wide to implement flexible work options. Early results of the people first strategy include holding the turnover rate down to 13% among their client service team members—about half the industry’s average—and increasing revenue by nearly 30% in two years.

PeacePartners, Inc.*****
Violence Prevention Program
Winning Site: Long Beach, California, 10 Employees
www.peacebuilders.com

Teaching adults how to create safe, positive environments for children across North America, this small social enterprise says it shows how a company with only 11 employees can help staff members do their best work by giving them choices in when and where they work. PeacePartners taps the talents of multiple generations, recruiting retired teachers and administrators—many of whom used PeacePartners’ violence prevention programs in their own schools—to develop and coach its staff. The organization also involves young people in high school or college to help kids learn to make good choices and prevent violence. “These young men and women make great spokespeople for our program, whether they’re answering the phone or loading boxes for a community fair,” says owner Michelle Molina. The organization—which has received state and federal congressional recognition as well as plaudits from city officials and the local chamber of commerce—is sensitive to its people’s personal needs. In just one example, the CEO recently took a staff member and her baby to an important meeting with a northern California health department, where the mother felt perfectly comfortable using the break room to nurse her infant.

Peckham Inc.***
Nonprofit Social Services Organization
Winning Site: Lansing, Michigan, 350 Employees
www.peckham.org

Peckham was the first ever nonprofit to win the General Motors Supplier of the Year Award, a prize it has garnered three times since. “This was a huge accomplishment for us,” says Scott Derthick, vice president of human resources. Peckham, a nonprofit community rehabilitation organization, helps people with disabilities and other barriers to employment make the most of their capabilities through training, assessment and rehabilitation opportunities, and runs several business operations of its own as well. Last year alone,
Peckham assisted over 1,400 people with disabilities and other barriers to employment obtain jobs throughout the community and assisted more than 6,500 local residents through various employment and life skills programs. By respecting its workforce and working with them to exceed customers’ expectations, Peckham has proven to its customers that people with disabilities can be a reliable and high quality workforce. Peckham also attributes its success to an extremely strong commitment to its own employees’ needs: just as it promotes the interests of people with disabilities, so, too, does it support its own employees and their families, extending benefits and wellness efforts to family members and helping employees and families alike to improve their literacy and math skills, manage their money, learn to work with computers and further their education. In addition, Peckham promotes fitting the job to the individual, not the reverse, and offers job carvouts, job tryouts and internal upward mobility options, flexible work schedules, telecommuting options, part-time positions and succession planning to help create the best fit between the company and the employee. Managers meet with staff members every six to 12 months and set goals to help employees grow; supervisors are rewarded with bonuses that reflect the enhanced capabilities of their employees and key indicators focus on mission-driven outcomes and measurements. Despite the devastating impact of the economy in Michigan, business at Peckham is doing well, and it is fortunate to be one of the few local companies hiring new workers.

People For Puget Sound

Environmental Organization
Winning Site: Seattle, Washington, 38 Employees
www.pugetsound.org

For almost 20 years, People For Puget Sound has worked to protect and restore the health of the land and waters of the Puget Sound through education and action. This work is accomplished through a network of members, partners, and volunteers spread throughout the area, and supported by a full-time staff of dedicated employees. With an eye on maintaining high productivity and morale, People For Puget Sound provides employees with the “tools” they need to be successful, including an increased investment in new technology that allows employees to work from almost any location. Monthly staff meetings ensure that all employees are aware of the organization’s current work and projects; and to keep the meetings lively, teams are encouraged to be as creative as possible in their presentations. Upgrading and repainting the office has also improved employee morale. During the economic downturn employees were regularly consulted and agreed to take a pay cut so that the organization could avoid lay offs. Despite the economy, People For Puget Sound has been able to maintain its staff and programs, and has even hired a full-time HR Director.
Perspectives, Ltd*** 94 77 74

Employee Assistance Programs Provider
Winning Site: Chicago, Illinois, 50 Employees
www.perspectivesltd.com

This Chicago-based international company helps its customers’ employees manage wide-ranging health and personal issues, so it makes sense that Perspectives would take its own employees’ well-being and work-life needs seriously, too. The firm works with its employees who want to change the scope of their responsibilities or perhaps leave work entirely for a portion of time, developing plans for their return and long-range participation in the company. Results have included opportunities for job sharing, flexible hours, the ability to work from home and broad career flexibility—options to move between full- and part-time roles without undue difficulty, for example, and to move to a part-time schedule without leaving the leadership track. “Rather than rolling out a standard set of workplace practices,” says Barbara Fahy, HR specialist, “Perspectives makes a point of asking its people what they need.” Managers work directly with employees to determine their work-life, career development and day-to-day work issues; each side self-reports, giving the company an opportunity to address any discrepancies. The result? Turnover has stayed under 3% for the past three years. Although Perspectives has weathered the current economic storm well, the company believes it is important to provide complete transparency with employees. Employees gather for semi-annual town hall meetings where they learn about the company’s financials, six-month goals, and yearly report card measuring how the company is faring according to its plan, and they have an opportunity to ask questions and offer suggestions. Perspectives has also brought in a professional advisor to work on a confidential, voluntary basis with individual employees looking for guidance on how to save money and minimize financial losses. A continued emphasis on flexibility also helps staff address issues that might compromise their financial or family well-being.

Peterson Sullivan LLP 99 63 68

Certified Public Accountants
Winning Site: Seattle, Washington, 77 Employees
www.pscpa.com

As one of the largest CPA firms in the Pacific Northwest, Peterson Sullivan has experience and expertise with a diverse group of clients—from large publicly traded companies to smaller nonprofits. By the nature of the accounting industry, a large deal of the workload is seasonal, and they utilize this to help employees maintain a better work life fit throughout the rest of the year. The company’s Compensatory Time program lets employees bank extra hours worked during the busy season and use them to take extra time off during the slower periods. This has also proved extremely useful in aiding new employees recruited directly from college in making the transition from college to working life as illustrated by the high retention of employees recruited during the first five years of their career.
This Columbus employer says it exists “to help transform the culture of IT organizations around the world.” Pillar’s workplace gives its people plenty of scope to reach this formidable goal, allowing nearly everyone to either work from a client’s site or from home, with a budget allowance to help people equip their offices in their own quarters. This practice not only minimizes the time and expense of commuting, it has also brought turnover and absenteeism to exceptionally low levels. Pillar took another bold step as other companies cut staff during the economic downturn—it actually increased spending on sales and marketing to preserve jobs. The company also picked up 100% of insurance benefit premiums for staff whose hours were reduced for up to 60 days.

Pima Council on Aging
Nonprofit Social Services Agency
Winning Site: Tucson, Arizona, 52 Employees
www.pcoa.org

This Arizona agency says it has the brightest, most experienced caregiver specialists in its area, and attributes this strength to its willingness to offer flexible hours. Staff members share the commitment to flexibility and excellence—one employee who worked 28 hours gave up three of them so a 23-hour position could be offered to a superbly qualified specialist. The organization says flexibility increases its effectiveness; staff who provide services to rural populations, for example, are able to use laptops to record their activities in the field, so their data are immediately available to staff in the office. This arrangement makes it easier to develop the reports that funding sources require and cuts the time needed to issue a report. One of the first employers to receive the Arizona Mature Worker Friendly Certification, the Pima Council on Aging provides part-time schedules to social workers who want to move from management to direct, one-on-one elder and family caregiver support. It offers Tai Chi and yoga classes to reduce stress within the organization, and reports virtually no absenteeism or turnover.

Plante & Moran, PLLC**
Accounting and Business Advisory Firm
Winning Site: Chicago, Illinois, 85 Employees
www.plantemoran.com

This Chicago accounting firm reported 12% turnover in 2007, “phenomenal for our industry,” says a representative, who links the company’s ability to retain staff with the strength of its workplace. Employees applaud the lack of micromanagement; if they need to leave early to fix the car, it’s not an issue. Parents report that their ability to participate in their children’s lives
has been extraordinary. “In the six years I have been at Plante & Moran,”
says one male associate, “I’ve never missed anything even mildly impor-
tant.” Among the policies providing flexibility are generous parental leaves
of absence; staff can take an additional 18 weeks of unpaid leave after they’ve exhausted their paid time off. Free, onsite child care is available on
Saturdays during tax season at 11 of the company’s 16 offices. Employees
have part-time work opportunities, and those choosing a non-traditional
schedule remain on track for promotions right up to partnerships. A buddy
program pairs expectant mothers with staff members who’ve had a child at
the firm and are familiar with policies and practices. And a handbook pro-
vides extensive information on the firm’s parental leave and part-time work
policies, with tips on finding qualified child care and tax considerations for
employing domestic help.

**Plex Systems***

Technology Company
Winning Site: Auburn Hills, Michigan, 130 Employees
www.plex.com

Plex Systems sells its customers Web browsers that enable them to work
anywhere, any time. It provides the same technology to its people, and
the flexibility those employees gain from their remote capabilities became
all the more critical in 2008 when Plex Systems grew its customer base
by 30%—but had to delay an office expansion due to the credit crunch.
The company strongly encouraged its staff to work at clients’ quarters or
from their own homes. Plex Systems also encourages its people to take the
time they need to attend to family emergencies and welcomes children into
the office when their regular child care arrangements fall through. (Pets can
come, too.) The company offers information sessions on health and finance
and applauds its people’s formidable work in the community: they raised
$25,000 in 2008 for the Cystic Fibrosis Foundation.

**Point B**

Consulting Firm
Winning Site: Phoenix, Arizona, 18 Employees
www.pointb.com

A culture of flexibility is the foundation of Point B’s work environment and
helps it attract top talent. Associates have the opportunity to customize their
schedule based on their own needs without being penalized for doing so. A
number of roles are job-shared, even the CEO position! Across the firm, there
are many working moms, soccer coaches and community leaders who have
established a schedule that allows them to do great client work, without
having to sacrifice these other important commitments. Point B’s success in
retaining top talent through flexible initiatives is illustrated by a turnover rate
of about 6%—which is 14% lower than the industry average.
Potter & Company, LLP** 91 69 69

Certified Public Accountants
Winning Site: Lexington, Kentucky, 63 Employees
www.mspotter.com

Founded in 1918, Potter & Company today provides accounting services to clients ranging from multinational corporations to small businesses, and though it is not a large company, it prides itself on offering many of the best incentives its bigger competitors use to retain staff. Employee satisfaction is given equal par with client satisfaction in its mission statement, which commits the firm to provide “continuous training and opportunity for lifelong personal and professional growth” to its staff. Among its attractive benefits, Potter & Company gives its employees up to eight hours a week of professional time off, provided they’re on track to meet their monthly and annual budget goals and can handle their workload. The company arranges an annual “Potter College,” a day-long offsite event featuring guest speakers on topics important to staff that include health and wellness programs, business etiquette, marketing and business development, and changes affecting the accounting profession.

Premier Community Health 93 71 69

Nonprofit Health Care Organization
Winning Site: Dayton, Ohio, 16 Employees
www.premiercommunityhealth.org

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

Prestige Healthcare** 99 68 73

Long-Term Care Services
Winning Site: Louisville, Kentucky, 142 Employees
www.prestigehcm.com

Headquartered in Louisville, Prestige Healthcare is a regional provider of long-term care services with 16 skilled nursing facilities in six states and almost 2,300 employees overall. Like others in its industry, the organization faces significant challenges, including recruiting and retaining employees. As one way of combating these problems and differentiating itself, Pres-
tige offers its staff a variety of scheduling options—including split shifts, flextime to cover family responsibilities, and telecommuting. The company has a strong customer-service orientation toward its staff members, and that involves constantly seeking their input. 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.

Prevent Child Abuse Minnesota 97 87 77

Not-for-Profit Social Service Organization
Winning Site: St. Paul, Minnesota, 14 Employees
www.pcamm.org

Workplace flexibility is integral to the mission of this group, which prevents child neglect and abuse by promoting positive parenting, healthy families and supportive communities. Reduced hours and telecommuting are optional for staff here, and the group even employs Skype technology—which transmits visual images of people as they sit behind their computer screens—so people working at home can participate fully in meetings without coming to the office. The organization also cuts it staff some slack with unused sick leave. Employees can trade their unused days for extra vacation time the following year on a two-to-one basis.

PricewaterhouseCoopers 99 76 74

Accounting Firm
Winning Site: Houston, Texas, 1,000 Employees
www.pwc.com

Professional development programs may not come cheap, this company asserts on its Web site, but they’re a lot less expensive than replacing A-list performers. As the economy shrank, PricewaterhouseCoopers maintained its policy of giving mothers and fathers generous parental leave, including 14 weeks of paid time off for parents who provide primary care of their newborns and three weeks for other new parents. Adoptive mothers and fathers continued to get 12 weeks of paid leave if they were the primary parent. One way the firm did reduce costs was through new sabbatical and furlough programs, which give its people opportunities to pursue other interests without leaving the firm. The Houston office also dramatically cut traveling—to meetings and annual conferences, for example—not only easing the company’s travel budget but also helping employees better manage their lives at home. Technology helps staff in this regard, too; all employees are issued a laptop, BlackBerry and cell phone—along with 24-hour technical support—and can work almost anywhere, according to the company. Scheduling options, meanwhile, enable them to work half-time or to get one day off each week. Even those with conventional schedules benefit from what the company calls Flexible Fridays during the summer months. Staff can compress their 40 hours into less then five full days. Cited by Fortune
Magazine as giving its people more generous vacation than any other company in the public accounting industry, PricewaterhouseCoopers also won Training Magazine's number-one ranking in 2008 and 2009 for the development it provides its people.

### Pride Inc.

**Social Services**

**Winning Site:** Bismarck, North Dakota, 60 Employees  
[www.prideinc.org](http://www.prideinc.org)

Pride Inc. is a nonprofit organization that provides services to those who are intellectually disabled and those with mental illnesses, as well as to the elderly and to families and children. More than 35 years have passed since its founding, during which the organization has expanded its focus. Yet always at the core of its mission—and of its commitment to employees as well—is to help people realize their potential to live and work in the community.

### Principal Financial Group

**Financial Services Provider**

**Winning Site:** Spokane, Washington, 156 Employees  
[www.principal.com](http://www.principal.com)

Fortune magazine ranks the Principal Financial Group 17th on its 2009 list of the 100 Best Companies to Work For, and Working Mother has included the institution on its list of the country's best employers for seven consecutive years. A member of the Fortune 500, and one of the largest banks in the U.S., it makes development a priority from the start of employment, linking new hires with mentors who provide guidance in learning how to succeed within the business. All staff see intense learning opportunities during the first two weeks of each year, and that emphasis continues with training delivered through computer-based technology and live-meeting software that employees can access no matter where they are. The bank also offers educational assistance programs, including tuition reimbursement, and access to relevant industry certification programs, often with paid study. Volunteerism is identified as a powerful development experience, too, and the company encourages its people to participate, giving them time to do so. There's plenty of flexibility to be had at Principal Financial; the company's workweek begins on Saturday and runs through Friday, so employees can use time during the week for personal activities and make it up on Saturday. (Weekends are respected, however; meetings are not held on Fridays so people can get their work squared away before Saturday begins. Also, people can use paid time off to cover personal appointments during the week.) Staff can even elect a shortened work week or unpaid leaves of eight to forty additional hours a year. Work from home? That's an option; when a pilot program generated productivity increases greater than 10%, the program was expanded and made permanent. The gains were made possible, in part, by proprietary software that incorporates the imaging of paper documents with electronic processing forms, allowing work to be viewed and
completed from anywhere. No wonder employees who retire often want to return to work here, and they can do so, with part-time hours if they wish, and no interruption in their benefits.

**PRIZIM Inc.**

**Environmental Services Company**

**Winning Site: Gaithersburg, Maryland, 20 Employees**

[www.prizim-inc.com](http://www.prizim-inc.com)

A leading provider of environmental management consulting services, PRIZIM grew its business by 68% in 2008 while experiencing zero employee turnover. It is the only organization to have been honored twice by the *Wall Street Journal* as a Winning Workplace, cited for its “renowned expertise and integrity, generous insurance arrangements and appealing benefits in the form of exotic travel and top-notch talent.” Founded in the buoyant year of 1996, PRIZIM has confronted the more turbulent economy of the last few years by giving staff advice on mitigating stress. The company's 37 staff members are located around the country—a key to serving national clients, but an obstacle to building culture. Technology has made the difference here; Internet-based solutions and phone systems enable staff to maintain close relationships with each other and to achieve extreme flexibility in the timing and location of their work. The firm finds ways to complement its employees' passions with its own business interests. **Employees, for example, can participate in cutting-edge projects helping communities, national parks, museums or schools; PRIZIM supports these organizations on a pro bono basis.** The company also offers all employees opportunities for up to six months of sabbatical leave to pursue career or personal goals. One employee is now in Romania helping a business get off the ground, while another is spending the month of April sailing and catching up on house chores. PRIZIM rewards staff members for longevity of service and other contributions by giving them a share of ownership in the company at no cost.

**Prolumina**

**Litigation Services**

**Winning Site: Seattle, Washington, 14 Employees**

[www.prolumina.net](http://www.prolumina.net)

Founded over 30 years ago, Prolumina began as one of the first pioneers in the field of forensic videography. Today it offers a wide array of services to litigators including strategic consulting, visual design, and trial technology. The current President, Chris Hazelmann, and his wife Susan are active in creating a family-like environment in which the whole company can work toward a common goal. By treating employees with understanding and support, Prolumina experiences a very high rate of employee retention. **To recognize exceptionally beneficial behavior to the company or clients, gift cards are awarded each month. Employees can nominate each other for this recognition; with both the nominator and nominated being added to the pot of potential winners.**
Public Policy Associates, Inc.**  99 66 70

Policy Research Consultant
Winning Site: Lansing, Michigan, 25 Employees
www.publicpolicy.com

This organization, which serves clients ranging from the U.S. Small Business Administration to the U.S. Environmental Protection Agency, believes teamwork and collegiality underpin a strong workplace; it allows staff to account for their time by saying they were “helping a colleague succeed.” Everyone has home access to an in-house technology system and many get BlackBerry devices and cell phones, too. Internships, mentorships and training and education help newer employees participate in high-level work early in their careers, and staff of all ages can benefit from the services of an investment firm that offers presentations and one-on-one counseling.

Quisenberry Marketing & Design  98 76 72

Marketing and Design
Winning Site: Spokane, Washington, 21 Employees
www.quisenberry.net

Communications is known as a young people’s business, and Quisenberry says it is always looking for interns. But it also works to retain experienced older workers, offering them lighter work schedules or additional flex time. Computer systems and Internet technology have made it easy for employees of all ages to get their work done outside the office and beyond the hours of the regular work day, and Quisenberry says its people have flourished in a work environment that stresses flexibility. Then, too, the agency experiences very little turnover and receives plenty of inquiries about job openings. The company says its managers are good listeners, providing an open door policy and monthly lunches where people discuss the company’s benchmarks and goals. Other gatherings focus on fun, giving coworkers a chance to kick back and talk about their families and friends.

Raytheon Company

Defense Contractor
72,000 Employees Globally
www.raytheon.com

Raytheon is proud to offer flexible options like compressed workweeks, which allow employees to work 80 hours in 9 days and take the 10th day off; telecommuting is another alternative. The company also has part-time scheduling opportunities, which have been particularly helpful with the retention of experienced older workers, while cross-training and job rotations help younger employees climb the learning curve. Four years ago, HR, IT and Facilities teamed up to learn how flexibility could benefit the business—a timely endeavor as real estate tightened up, gas prices were on the rise and the pandemic flu threatened business continuity. The collaboration led to policies and training for managers and employees on flexibility; technology
tools to facilitate its use; and an office design to support it. Raytheon believes that having all three groups engaged as a team to address the issues around flexibility has been critical to its success. Training has educated many managers about the benefits of flexible work arrangements and how to manage the people who use them. The company also introduced tools to help supervisors evaluate requests for alternate schedules, including an online capability that makes it easier to request and approve a proposal.

Winning Site: Louisville, Kentucky, 390 Employees 86|68|70
Winning Site: Tucson, Arizona, 12,000 Employees** 89|67|68

Regal Financial Group 99 86 82
Financial Services Company
Winning Site: Kentwood, Michigan, 12 Employees
www.regalfin.com

This organization has taken bold steps to retain and increased experienced older workers—to bring one valued individual on staff, the company created a part-time position. Regal Financial has also embraced part-time schedules.

Resource Interactive 99 70 72
Digital Marketing Company
Winning Site: Columbus, Ohio, 203 Employees
www.resource.com

Founded in 1981, this company has grown into one of the country’s top ten digital agencies, with clients ranging from Hewlett Packard to Walmart. A 2008 winner of the Wall Street Journal’s Top Small Workplaces award, the firm trusts associates to forge the best fit they can between their work and personal lives. If there’s a doctor’s appointment or a school appointment, for example, people are expected to make those events a priority and use their time accordingly. Associates can even bring their dogs to work. Technology strengthens the workplace: most staff have Smartphones and laptops; with VPN access and Webmail they can retrieve information wherever they are. A supportive culture helps, too: Resource says it is always thinking of new ways to bring out the best in its people, offering massages, healthy snacks and the chance to leave work at 3:30 on Fridays during the summer. Recognition is also important. You’ve heard of the advertising industry’s OBIE Awards? Resource has an annual ORBIE award ceremony, with employees nominating and voting for each other in such categories as Infuse Creativity and Inspire Innovation; the awards ceremony takes place during the company’s annual meeting. Associates say they feel an emotional high from their daily work, a positive attitude that fuels motivation and creativity. That good will also spills over into the community: during the past holiday season, as so many families were feeling economic pain, the company elected to take the funds budgeted for a celebration and donate the money to a local food pantry.
Resources Global Professionals

Business Consultants
3,000 Employees in U.S.
www.resourcesglobal.com

This thriving business consulting company serves 2,400 clients in 66 countries; it says it gains its strength from seasoned professionals who add value as soon as they begin an engagement. Resources Global Professionals’ people are top performers, operating in an entrepreneurial system that helps enable each of them aid their business clients. Workplace flexibility is a natural byproduct of this culture, the management team believes, in large part because they see the results every day—in increased productivity, higher job satisfaction and employee commitment to the organization, leading to extremely high quality work for the firm’s clients.

Winning Site: Birmingham, Alabama, 25 Employees 99 | 75 | 78
Winning Site: Columbus, Ohio, 30 Employees 99 | 73 | 72

Rhode Island Housing*****

Government Agency
Winning Site: Providence, Rhode Island, 175 Employees www.rhodeislandhousing.org

During the past 30 years Rhode Island Housing has invested $3.2 billion in the purchase, construction or renovation of homes for people of low and moderate incomes. Stressful under any circumstances, the work has become particularly trying in the current economy, and the agency says it emphasizes workplace features that offset tension and promote well being. All staff have three floating holidays they can use at their discretion, without tapping their vacation or sick time. New parents don’t have to worry so much about money when they’re home with their children; mothers giving birth or adopting get three months off at 60% of their regular pay, and when they return they can work part-time for three months without losing any benefits. Fathers also have parental leave, up to 13 weeks off, four of which are paid at 60% of the parent’s regular compensation. (Here, too, all benefits remain in place.) Problems with child care? Parents can bring their children to the office. Technology gives staff latitude as to where they work; the agency recently upgraded its laptop computers with integrated broadband and VPN security, providing secure access to the Internet from anywhere. Hours, too, can be adjusted; consider the agency’s customer service department, which previously worked from 8:30 a.m. to 5 p.m., the hours when clients called. Now members of the customer service team alternate their schedules to gain more flexibility. Some might work longer hours on certain days so they can leave early another day, for example. Among the results of these initiatives, Rhode Island Housing reports, are increased productivity, employee engagement and staff retention.
Nonprofit Legal Services Organization
Winning Site: Providence, Rhode Island, 47 Employees
www.rils.org

Although they often oppose counsels who are better paid, the nonprofit Rhode Island Legal Services (RILS) says a supportive, family-friendly workplace culture allows it to surmount differences in compensation. We have consistently found that maintaining a performance-based culture and working with employees to achieve a work-life balance simply makes good business sense, says a company representative. The organization offers part-time work, flexible schedules and job sharing to all its employees, allowing RILS to retain strong talent. Its average length of service continues to grow, now up to 14 years. This compares well with other New England legal services, and enables the organization to provide exceptionally high quality representation to its low-income clients, according to a recent report from the Legal Services Corporation, which funds Rhode Island Legal Services.

Certified Public Accountants
Winning Site: Owensboro, Kentucky, 22 Employees
www.rineyhancock.com

Boasting a very low turnover rate of 3.6%, this CPA firm says its reputation as a flexible, family friendly employer has given it a competitive advantage when it comes to attracting and retaining the best and the brightest. Flexible work schedules can be structured by the individual to meet their unique needs, and virtual office technology equips professional staff and several support staff to work from home or other locations. Employees report feeling lower levels of stress, which has resulted in a positive atmosphere and strong office-wide morale.

Recreational Facilities Management
Winning Site: Richmond, Virginia, 35 Employees
www.rinkmanagement.com

This Richmond company is North America’s largest and most successful manager of ice-skating rinks, with onsite managers overseeing facilities ranging from sports complexes to shopping malls coast to coast. Rink Management Services calls itself a company with great training, mentoring and scheduling options for each employee. “The training keeps employees up to date on the latest business and accounting principles,” says Controller Jennifer André. She also notes that strong team interaction spurs staff to learn from each other, increasing efficiency and accountability within the group. Mentoring links new employees with more experienced people, helping ensure they have the tools and resources they need. Rink Management Services Corporation gives employees significant scheduling options, enabling
parents, for example, to work largely from home, communicating through the phone and Internet (or intranet) and coming into the corporate office one day a week. “We value all team players not only for their skills and contributions to our company, but also for their contributions to their families and community,” says André.

Robert W. Baird & Co.*** 99 67 70

Financial Services
Winning Site: Milwaukee, Wisconsin, 942 Employees
www.rwbaird.com

Throughout the market downturn, flexibility has remained essential to Baird’s success. It has even, through an innovative furlough program, helped the firm reduce costs and avoid layoffs. Implemented in early 2009, the program offers associates some additional flexibility in their schedules in exchange for taking some unpaid time off. Employees work with their managers to reduce their hours in a way that works best for them—whether it be just an hour per week or a half-day or full day off every other week. Importantly, associates maintain their benefit status, even if their working hours dip below the required number to maintain full- or part-time benefits. They also maintain their full allocation of Paid Time Off. Of the more than 400 employees eligible for the program, currently 82 are participating.

Rochester Area Family Y** 99 64 68

Social and Community Services
Winning Site: Rochester, Minnesota, 140 Employees
www.rochfamy.org

Like its parent organization, the Rochester Area Family YMCA subscribes to a corporate culture that puts people ahead of profits. Particularly in the Rochester area, the Family YMCA is concerned with how many people they impact and build relationships with on a daily basis. The YMCA sees that a well grounded and happy staff is much more likely to be able to create such relationships than an unhappy and overworked one. Likewise, how are they to preach good family stewardship to their members if they do not also practice, and encourage, it within their workforce? To this end, management staff is allowed to set their own schedules and work from home at their convenience with the approval of their supervisor. The management software they employ is web-based, so that whether at home or off site employees can work remotely. The YMCA fosters an environment of flexibility and support that has helped them retain high quality employees despite the low pay scale they are able to offer as a nonprofit.
Rochester Community and Technical College

Educational Institution
Winning Site: Rochester, Minnesota, 540 Employees
www.rctc.edu

This Rochester school says it gives its employees exceptional flexibility, including lengthy leaves of absence and a variety of employment status options staff can move in and out of. In addition, the college offers remote access to many of the college's computer systems, making it possible to work off-site. In fact, many courses are offered on-line, a great convenience for students and teachers alike. The school likes to hire its own college graduates and has a mentoring program to team up younger workers with those more experienced. The school also hires retired high school teachers as part-time adjunct instructors and has sought out its own retired employees for part-time temporary employment covering medical leaves of absence, for example. During the recession, the organization scrutinized all hiring decisions, including replacements, to help avoid potential lay offs and started an employee-sponsored Fund for the Family to provide financial support to local families in need.

Ryan, LLC

Tax services
750 Employees in the U.S.
www.ryan.com

Voluntary turnover went from 18.5% to 8.5% after this company—which had previously been very conservative regarding employee schedules—became entirely indifferent as to where or when its people work. Studied for two years before implementation, the arrangement, called myRyan, asks everyone to work with his or her manager in establishing specific, measurable goals. The hours and locations they choose to meet those goals is a matter of each employee's choice; even the company's five receptionists authored their own scheduling plan, which allows each of them to have one half-day off each week. Employees are described as more than willing to take on significant responsibility in exchange for what they see as an incredible amount of freedom. No doubt they also like the fact that their average compensation is higher than the industry standard, largely due to incentive compensation tied to the business goals they attain. Technology supports staff in reaching their objectives; everyone has a laptop, access to phone conference bridges, WebEx meeting tools and voice mail. The company's IT staff conducts information sessions and communicates constantly to ensure employees know how to use these tools; there are also phone and e-mail hot-lines that provide staff with 24-hour support. To be sure, the company demonstrates human sensitivity as well as technical know-how. It dramatically increased its paid leave benefits for maternity, adoption, family illness and bereavement when it introduced myRyan, basically giving employees almost unlimited boundaries as long as they reach the goals they've set with...
their managers. And an outreach program responds to employees’ interests, bringing money and hands-on help to a slew of organizations that benefit the community.

Winning Site: Atlanta, Georgia, 30 Employees** 99 | 77 | 80
Winning Site: Austin, Texas, 55 Employees** 99 | 73 | 77
Winning Site: Boston, Massachusetts, 11 Employees 99 | 53 | 83
Winning Site: Chicago, Illinois, 32 Employees** 99 | 80 | 81
Winning Site: Cleveland, Ohio, 16 Employees** 99 | 78 | 80
Winning Site: Dallas, Texas, 268 Employees** 99 | 72 | 76
Winning Site: Detroit, Michigan, 25 Employees** 99 | 76 | 79
Winning Site: Houston, Texas, 89 Employees** 99 | 75 | 78
Winning Site: Kansas City, Kansas, 12 Employees 99 | 75 | 78
Winning Site: Los Angeles, California, 28 Employees** 99 | 80 | 82
Winning Site: Phoenix, Arizona, 15 Employees 99 | 77 | 80
Winning Site: Pittsburgh, Pennsylvania, 16 Employees** 99 | 69 | 74
Winning Site: San Jose, California, 12 Employees 99 | 83 | 83
Winning Site: St. Louis, Missouri, 10 Employees 99 | 77 | 79
Winning Site: Washington, DC, 10 Employees 99 | 83 | 85

Sain Associates 98 | 71 | 70

Consulting Engineers and Surveyors
Winning Site: Birmingham, Alabama, 55 Employees
www.sain.com

As employees everywhere faced a tightening economy, Sain Associates kept medical premiums flat, covering increased costs on its own. The company also offered its people Dave Ramsey’s Financial Peace Classes, and increased the amount of money employees received as service awards. Sain—which lost only two staff members last year, one who opted for a better commute and another who changed professions—let’s older workers contemplating retirement reduce their hours. If retirees find they miss working, they can return to the company. The firm is equally responsive to the needs of its younger workers—it won the American Society of Civil Engineers’ award for Exemplary Support of Younger Member Involvement in ASCE Activities. Staff of all ages can work from home or anywhere outside the office, and can participate in trips and social events planned by the organization’s Fun Committee. Sain says it is committed to providing an environment that supports its people’s involvement in their family as well as their work; that commitment is evident in workplace features ranging from massage therapy to marriage seminars.
Salt River Materials Group** 99 85 79

Concrete Products Company
Winning Site: Scottsdale, Arizona, 31 Employees
www.srmaterials.com

SRMG manufactures and supplies concrete construction materials, which is one of the hardest hit industries facing the current economic downturn. Even in a down market, this Arizona company remains profitable and keeps attrition low. “We believe work-life balance makes our employees even more productive, and we help our staff find that balance,” states President and CEO Roger Smith. Within the flexible environment, the organization’s management expects employees to get the work done and provides tools to enhance productivity. One example is a company-wide Web-based information site, equipped with HR information that staff can access from any computer any time they need to—from home, while on travel or at the office. Smith says that the value of such options is evident in superior financial performance relative to other participants in the field and in an attrition rate that’s nearly half the industry benchmark. Staff are extremely dedicated, the company reports, with one retired employee who loves his job so much he continues to help out in the office. In today’s tough economy, the company has become even more flexible by asking its people to volunteer for a reduced workweek. Employees participating in this voluntary program can choose to reduce their workweek (by 5%, 10% or 20%) for a determined period of time. They can choose to use their paid time off for the time not worked or take it unpaid, reducing their pay accordingly without affecting other company benefits. SRMG reports that a large number of employees have volunteered for the reduced workweek and appreciate this option as an alternative to layoffs.

Sansiveri, Kimball & Company, LLP*** 99 67 72

Accounting and Business Consulting
Winning Site: Providence, Rhode Island, 57 Employees
www.sansiveri.com

In January 2007, this public accounting and business consulting firm moved away from traditional vacation and sick leave practices. Now, it offers a Paid Time Off program that gives staff more options in managing their time outside work. Rather than allotting specific vacation and sick days, the new policy offers more paid days off for employees to use at their discretion. The firm has enabled employees to work remotely through investments in laptops, cell phones and PDAs. How to be sure employees use their flexibility effectively? Look at whether the job that is asked of them is getting done. To evaluate employees’ success in their jobs, the firm uses a performance and career development process called PACE that extends throughout the year, creating opportunities for informal and formal feedback, discussion, coaching and mentoring. Regardless of their work schedule, all employees are assigned a mentor and participate in quarterly meetings with that person to discuss questions, get feedback and set goals relative to their own careers and to the organizations priorities. Employees are also encouraged to make
positive contributions to their community and are involved in more than 70 volunteer organizations. Requests for paid time off to do volunteer work are considered on a case-by-case basis.

**Santee Cooper**

**Electric and Water Utility**

**Winning Site:** Moncks Corner, South Carolina, 724 Employees

www.santeecooper.com

Approximately two million South Carolinians rely on Santee Cooper for their electricity, and the utility uses strong workplace practices to ensure stability in its operations. Employees can access all applications from home using a secure ID card and when they have a family emergency they can take time away from work by tapping into unused vacation hours donated by coworkers. Men and women adopting a child can take up to six weeks of paid leave if they are going to be the primary caregiver. Development is emphasized in a two-year cross-training program for new employees, and staff can take time during the day for education leading to a degree if the classes are not offered during times they are scheduled to be off. Santee Cooper offers seasonally employment for people still in school and, on the other end of the age spectrum, allows retiring staff to come back if they change their mind, perhaps to a part-time position. Practices like these have reduced absenteeism, enhanced productivity and generally supported uninterrupted power flows.

**The SAVO Group**

**Sales Support**

**Winning Site:** Chicago, Illinois, 77 Employees

www.savogroup.com

A company that now employs more than 75 people, SAVO has been in a constant state of growth since its days as a five-person start up. Named to the INC 5000 Fastest Growing Companies in 2008, the Chicago firm nonetheless has avoided the morale problems typical of high-growth companies. SAVO says it is its workplace that has strengthened motivation, productivity and retention at the same time it has helped build sales among clients ranging from Staples to Walt Disney. SAVO’s core products help—its technology allows staff to access information from locations anywhere in the world; all they need is access to a computer and an Internet connection. Staff also use programs like Adobe Web X or Skype, which make it easy for them to connect in real time with each other and to the corporate office no matter where they are. (SAVO says it is common to walk by a conference room and see a co-worker projected through Skype on a whiteboard.) Additional aids in keeping staff connected are instant message programs like Pandion and G-chat. Staff also benefit from scheduling options; the vice president of marketing has worked consistently on a part-time basis since the birth of her child. Flexible workdays during the summer allow staff to stretch their weekends into three days. And even during the workday staff can recharge
through diversions like a plasma TV and a dart board. SAVO offers a wellness program, yoga classes, free fruit and beverages, gym discounts and stress management seminars. Two big staff parties are held every year for employees and their significant others; 90% of employees attend. And then there are nights when the office closes early and everyone enjoys refreshments and games in the office. Practices like these have enabled SAVO to hold on to valuable staff members after they’ve moved to other states and to retain people in part-time roles after the birth of a child.

Scientific Research Corporation*** 96 69 68

Advanced Engineering Company
Winning Site: Charleston, South Carolina, 800 Employees
www.scires.com

Scientific Research Corporation (SRC) has been in business for over 20 years. SRC uses state-of-the-art technology to create innovative solutions for the U.S. government and private industry including a broad range of information, communications, intelligence, electronic warfare, simulation, training, and instrumentation systems. The company prides itself on its entrepreneurial spirit and demonstrates a commitment to its most important asset—its people—by offering flexible work schedules, telecommuting, modified full-time status with full benefit coverage, job sharing, seasonal employment and college internships. Management is very understanding of the issues that may prevent an employee from working at the facility in a conventional manner, and will grant requests to work at home when possible. Employees can sell vacation hours in December and carry over accrued vacation and sick hours to the following year. SRC also encourages its people to donate unused vacation hours to others in need of additional paid time off due to personal or family illnesses—and to extend this generosity to the larger community as well through charitable events and community activities.

Scottsdale Healthcare 96 68 69

Hospital and Healthcare Services
Winning Site: Scottsdale, Arizona, 6,000 Employees
www.shc.org

Because of the national shortage of health care employees, Scottsdale Healthcare is intent on holding onto its older staff and their intellectual capital. “We cannot replace them; we need to hang on to them,” said Carol Henderson, Vice President of Human Resources. As long as employees work at least 16 hours a week, they qualify for seasonal leave and can take as much as six months off annually. This retention tool has universal appeal across all job categories, Henderson says. “Its also a great way to gradually adjust to being a retiree.”
“It’s a family,” says a company representative about Sebaly Shillito + Dyer. Indeed, employees are happy to help each other out by covering for a colleague because they know the favor will be returned. An electronic newsletter helps foster community, and also keeps employees apprised of the latest office news. To ensure that employees can devote time and attention to their personal lives, the firm employs an after-hours night secretary and encourages staff teams to plan ahead in terms of scheduling. Planning ahead ensures that work is covered and allows employees to request time off to attend to personal activities, such as children’s school events. In addition, the firm covers the cost of weekend professional development seminars; nearly all employees have attended at least one. On-site, employees started a Wellness Program that keeps the office stocked with healthy snacks and drinks.

Revenue has grown more than 10% a year at this Birmingham accounting firm, founded in 1991. Employees from top schools join SRHW, ready to roll up their sleeves “because they know the firm will recognize their work through benefits including flexibility,” a representative reports. The firm says it prioritizes its people’s needs as though they were clients, and revisits its flexible work policies regularly to make sure the range of options meets everyone’s needs. **Responsibility for improving its flexibility policies rests with a flexibility committee that includes a cross-section of employees as well as the firm’s managing partner.** The result: the majority of SRHW employees now participate in some flexible work arrangement, whether that be a change from standard working hours to a reduction in the number of days an employee works. The firm also schedules receptions for staff at least quarterly where they can meet and chat informally.

Flexibility strengthens teamwork and cohesion among employees, this organization reports; it provides staff with laptops they can use at home to connect to office systems and software that supports BlackBerry and Palm products. **To avoid eliminating any jobs even though its budget was shrinking, Senior Citizens Services reduced all its people’s hours, including those of management.**
Senior Services

Medical Services
Winning Site: Seattle, Washington, 250 Employees
www.seniorservices.org

This Washington state nonprofit agency has been serving older adults and their loved ones for over 40 years with a focus on promoting their emotional, social and physical well-being. Advances in medical technology and quality of life over the past few decades have led to rapid growth in the nation’s population of maturing adults. Senior Services wishes to connect these people to a larger interdependent community where they can find information, advice and support. **Employees of the organization can bring their infants to work until six months of age.** Senior Services has also implemented a sick leave donation policy, which in the past six years has ensured that not one employee has been denied a sick leave request. Senior Services has also started a program allowing employees to trade regular organization holidays with cultural holidays that they observe, so that they are not forced to use vacation time or take time off for cultural reasons.

Service Express, Inc. (SEI)**

On-Site Hardware Maintenance
Winning Site: Grand Rapids, Michigan, 75 Employees
www.seiservice.com

Posting an average 20% growth rate every year for the past ten years, this company provides onsite hardware maintenance services for critical technology servers and boasts a 98% customer retention rate. Service Express says it focuses on results and empowers employees to achieve them. Staff members define their personal and financial goals and participate in training and discussions with managers that give them a full understanding of the business and their role in making it successful. Weekly 30-minute huddles continually reinforce this emphasis, allowing managers and their teams to discuss the past week’s results and the week ahead, trading ideas on the best ways to move forward. **On the Inc. 5000 List of the fastest-growing private companies in the United States, this employer coped with turbulent financial times by giving its people even more training to further increase their value to businesses.**

SH Worldwide, LLC***

Event Management Company
Winning Site: Seattle, Washington, 33 Employees
www.shworldwide.com

SH Worldwide offers event management, site selection, online registration and destination management services to a variety of clients including Nike, Nintendo and REI. This Seattle employer gives its people a dynamic work environment and encourages them to take advantage of opportunities to telecommute, work flexible hours or adopt part-time schedules. A third-time
winner of the Sloan Award, it has also won recognition from Washington CEO magazine as one of Washington’s Best 100 Companies to Work For in 2007 and 2008. Hit by the economic downturn, SH Worldwide managed to maintain its staff by enrolling in Washington’s Shared-Work Program, which allows full-time employees whose hours are cut to receive partial unemployment benefits, making up for the lost income.

Shakespeare Squared, LLC** 99 66 67
Educational Publisher
Winning Site: Chicago, Illinois, 13 Employees
www.shakespearesquared.com

Founded as a place “where the highest quality content development would take center stage,” this educational publishing company has achieved its goal in no small part through the extensive classroom expertise of its staff—parents, authors, teachers and creative professionals. Shakespeare Squared says it respects and nurtures their professional and personal goals, and points to big steps it’s taken to help them meet both work and family responsibilities. The company not only enables staff members to bring children to work when the need arises—it has invested in a fully-equipped office with an adjoining room containing a crib, changing table, refrigerator and toys. Employees can also work remotely, accessing and exchanging files through a secure ftp site. These innovative benefits have resulted in a 96% employee retention rate for Shakespeare Squared and multiple workplace awards.

Shodor *** 99 78 81
Nonprofit Education Services
Winning Site: Durham, North Carolina, 18 Employees
www.shodor.org

More than half the employees at Shodor began as students of the organization, and many say they chose jobs there instead of with higher-paying employers because they knew they’d have more flexibility and gain more responsibility sooner. Established in 1994, Shodor produces computational science education tools that are so widely used—both nationally and internationally—that a Google search for nearly any term in math or science will return Shodor resources at or near the top of the list. Happy employees drive this success, according to the organization, whose founders disdained the drudgery and bureaucracy they’d found in the universities where they’d previously worked. Shodor’s leaders like to say, “Just because you are in the office doesn’t mean you are working; just because you are working doesn’t mean you have to be in the office.” They have found that the biggest boon that technology brings them is to minimize travel away from home, so that most employees most nights go home to their families, not to a hotel room on the road. Using video TelePresence, they have cut travel away from home almost in half. In the current economic situation, some positions are not being filled as younger employees choose to enroll in graduate school or take higher paying positions. In
addition, other employees are using their flextime capabilities to add freelance consulting without affecting their employment at Shodor.

SilvermanAcampora LLP

Law Firm
Winning Site: Jericho, New York, 52 Employees
www.SilvermanAcampora.com

At this law firm all employees have an opportunity to work a flexible schedule. Requests are considered on a case-by-case basis to ensure the arrangement works from the business’s perspective as well as the employee’s. In addition, a Virtual Private Network enables a large portion of employees to work from home. SilvermanAcampora also offers a number of programs and initiatives of interest to employees. These include: community service, professional development and team building—the firm even offers training that is not job related too, such as CPR and Defensive Driving.

SiteCrafting, Inc.

Web Site Design and Application Development
Winning Site: Tacoma, Washington, 22 Employees
www.sitecrafting.com

SiteCrafting points to its flexible work environment as the primary reason turnover has been about 0% for over a decade. This app development company decided to use its collective talent to further increase the flexibility of its staff: employees have created web applications that help all staff manage their job responsibilities and communications remotely—from a home office in town or another country or while traveling. The success of efforts like this is helping fuel more innovative web technology products that can be used internally and as part of the company’s service offering to clients.

Snohomish County Human Resources

Employee and Administrative Services
Winning Site: Seattle, Washington, 18 Employees
www.snoco.org

The Human Resources Department of the Snohomish County government is dedicated to attracting, developing and retaining peak performers. Over 2,500 employees and 4,000 dependents are affected by the department’s programs, which include: employment, training, disability, civil service, compensation, employee relations, wellness and benefits. “Especially during these difficult times, employees need more flexibility with work and family,” says Human Resources Director, Bridget Clawson. “Our goal is to create greater job satisfaction while continually improving customer service.” Faced with understaffing, the department has endeavored to create a flexible workforce capable of adapting to changing situations with scant resources. Employees are often assigned various, alternating tasks to cover unfilled vacancies or accomplish urgent tasks. At the same time, stressing enhanced
transparency to attract new employees, Snohomish County has developed an on-boarding program for new employees, which won the Washington Public Employer Labor Relations Association 2009 Pacesetter Award. Workplace flexibility has been a key strategy in retaining a highly talented workforce, and many employees list the flexible options, such as remote working and flexible scheduling, as one of their primary reasons for staying.

Software Information Systems, LLC
99 75 74

Information Technology
Winning Site: Lexington, Kentucky, 33 Employees
www.thinksis.com

SIS has been helping clients leverage technology for more than 25 years, and it calls itself “a lively place to make a living.” The office atmosphere is relaxed and informal, while remaining professional. Employees enjoy a number of flexible work options, including the ability to work reduced hours—a practice that has been particularly helpful recruiting and retaining experienced older workers who want to cut back their time. SIS is committed to its surrounding community. Everyone gets one volunteer day per year, which they are encouraged to use to benefit the charity of their choice. Another way the company gives back is through charity drives. In a recent one for The Ronald McDonald House and the Fayette County Backpack Program, employees and the company contributed $10,000 worth of food and materials.

Software Technology Group
98 74 71

Custom Software Applications
Winning Site: Salt Lake City, Utah, 127 Employees
www.stgutah.com

STG has a solid track record for working with employees and maintaining a positive culture during periods of economic growth, as well as recession downturns. In the face of the recession, STG chose not to reduce the workforce, but instead “maintained and invested in” employees; a decision that emphasizes the company’s commitment to their employees. This commitment appears in a number of ways that help employees with their professional development, ability to work from home, and management of work and personal life. Employees are offered overtime or PTO for all overtime work, with the option of “selling” the PTO back to the organization, allowing them to prioritize compensation over time-off if they so choose. Flexibility arrangements are considered on a case-by-case basis and agreed upon in collaboration with all key stakeholders. Employees are offered laptops, high-speed Internet access, and remote access to work computers. Employees prepare lunch and learn sessions for each other, and are compensated for the time they spend developing these events. STG is particularly proud of its high retention rates: 55% of staff have been with the organization for two or more years, and in the past year, the company celebrated eight 10-year anniversaries.
How’s this for succeeding on all fronts? In the last few years, Solix has managed to expand their business, increase employee satisfaction and productivity, and make a real difference in their community; all while making the Best Places to Work in NJ list (2010) in NJBiz magazine and the AARP’s List of Best Places for Workers over 50 (2009). President and CEO, John Parry, believes “Complacency destroys good companies. We can never stop trying to be better!” Whether in the office or in their community, Solix employees are encouraged and supported to do the best they can in every part of their lives. The company’s COO personally discusses the career aspirations of employees as part of a voluntary career development program to help match employees with available career development opportunities and mentors. Supporting each employee’s future also means providing the opportunity to do the best work they can in the present. Expanding the range of possible workday hours to 6:30am-10:00pm, in conjunction with remote work technology, has allowed employees to care for their families without having to take time away from the office. Solix has also been able to retain retiring talent by offering them part time and consulting positions. This strategy has also allowed them to recruit older workers leaving, or retiring, from other companies. This has all led to a plummeting turnover rate, which has quartered over the last five years. Of course, not everyone has been able to weather the current economic downturn, and for that reason Solix has initiated the “Acts of Kindness” campaign. Challenging their employees to perform acts of kindness in their community has brought about a surge in community service. Teams of employees have been using their available Volunteer Days to work for community service projects, including Habitat for Humanity and the Mt. Pleasant Animal Shelter.

South Carolina Aquarium

Informing and entertaining Charleston for ten years, the South Carolina Aquarium aspires to engage visitors, offering science-based education, in order to promote a healthy, sustainable balance between human beings and wildlife. More than a business, this is a community service dedicated to inspire the conservation of the natural world. The aquarium seeks out experienced older workers in addition to taking high school and college interns. In most cases employees are given a great amount of latitude with their work schedules in order to fit with their home life. Utilizing a broad flex time policy and shift swapping many employees have a great deal of control over their time and commonly arrange coverage themselves. The aquarium realizes that these policies are vital to maintaining the morale of employees.
Their implementation has not hurt business in the slightest, as the aquarium states that in 2009 they surpassed their revenue goals and increased membership by 33%.

**Southeast Service Cooperative**

**Educational and Administrative Support Services Provider**  
Winning Site: Rochester, Minnesota, 13 Employees  
www.ssc.coop

The Southeast Service Cooperative, a member-owned public nonprofit, provides administrative and instructional services and support to schools and governmental agencies throughout southeastern Minnesota. Its flexible workplace culture has dramatically reduced staff absenteeism, employee turnover, and medical insurance claims in the last five years. This is born out of a focus on wellness, the initiatives of which enjoy near 100 percent participation, and a “family first” policy that encourages employees and management to assist others in working remotely when family needs arise. Because of this cultural change, employees feel they make a difference and recognize they have opportunities to use their talents in new and different ways. If one person needs an adjustment in work hours or assignment, the rest adapt to ensure that quality of service doesn’t change. Technology has allowed remote work to become a regular practice at Southeast Service Cooperative where individuals may choose to work from home to avoid excess travel costs or work on weekends to make up for time lost during the week. The nonprofit provides laptops and PDAs for remote connectivity, lets employees work from home when a child is sick, and allows all employees to alter their schedule to make work fit with other aspects of their lives.

**Southern Minnesota Municipal Power Agency**

**Public Utility**  
Winning Site: Rochester, Minnesota, 540 Employees  
www.smmpa.org

Turnover is virtually nonexistent at this employer, which provides its people with laptops, cell phones and PDAs to connect remotely with the utility’s network. Southern Minnesota Municipal Power Agency reports that 25% of its staff regularly make use of flexible options, “working hard and having fun in the process.”

**Southwest Institute of Natural Aesthetics**

**Spa and Beauty**  
Winning Site: Tempe, Arizona, 15 Employees  
www.naturalbeautyaz.com

Southwest Institute of Natural Aesthetics is committed to supporting its employees in every way. For example, educational opportunities for personal or professional growth are available to employees at full or partial scholarships. New mothers can bring their infants to work for the first three months after their return back to work.
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<th><strong>Space Coast Business LLC</strong></th>
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<td><strong>Promoter of Local Businesses</strong></td>
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<td><strong>Winning Site:</strong> Melbourne, Florida, 21 Employees</td>
<td><a href="http://www.scbmarketing.com">www.scbmarketing.com</a></td>
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<td>This organization’s employees have virtual offices; they can do just about any of their work from home or from other remote locations. If staff members have a pressing matter that keeps them away from an assignment, that’s okay, too. “Families first” is the governing motto at Space Coast Business, which maintains strong connections to a local group of young professionals and as a consequence knows when talented people are available for work.</td>
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<td><strong>Nonprofit Therapeutic Preschool</strong></td>
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<td><strong>Winning Site:</strong> Melbourne, Florida, 39 Employees</td>
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<td>Half the students at this early childhood education center have special needs; they learn right alongside kids developing in more typical ways. Executive Director Sally Shinn says that the SCEIC motto—“Together, we figure it out”—drives workplace decisions that have given the organization a highly stable staff of committed employees with a job satisfaction rate exceeding 90%, excellent results on tests gauging the school’s effectiveness and a long waiting list of prospective students. Flexibility is key at the nonprofit organization, named “A Point of Light” by President George W. Bush and selected as the nonprofit of the year by the Melbourne/Palm Bay Chamber of Commerce in 2007. The school says it works hard to recruit substitutes, quality part-time workers and volunteers to fill in for staff who need to spend time with their children during holidays or summers. The organization also encourages employees to continue with their own educations, and will change their schedules several times a year to help them do that. Employees can bring their own children to work on occasion. (Some of these children have themselves joined SCEIC upon reaching hiring age.) The kind of dedication that flows from SCEIC’s workplace practices was evident in 2008, when the whole staff got together to move the entire school! The only cost $300 for pizza and beverages. Every singe employee helped, along with the kids, parents, friends and neighbors.</td>
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<td><strong>Winning Site:</strong> Minneapolis, Minnesota, 100 Employees</td>
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<td>By pursuing a policy of practicing what they preach, Spanlink has exploited its knowledge of the latest in communication technology to create a highly flexible workforce focused on providing the best quality service to its clients. Each employee keeps connected with a laptop, multiple phone lines, a web camera and many employees utilize company-paid, at-home internet</td>
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connections. Microsoft Office Communicator and Cisco MeetingPlace keep everyone available and in contact with one another to provide the quickest responses to clients’ needs. Increased work flexibility and remote work options lets working parents stay at home to ensure their children make it to school and back without paying for before and after school care. Employees dealing with illness or disability can start working before they are ready to come back to the office, greatly reducing the amount of time they need to take off. These policies have helped Spanlink maintain a voluntary attrition rate of fewer than 6% this last year. During that same time employee medical visits fell so low that their medical care coverage costs did not rise, and employee productivity has even increased. This level of flexibility has also helped improve the quality of their workforce by attracting talent based on skills rather than location.

Sphinx Organization
Nonprofit Social Services
Winning Site: Detroit, Michigan, 11 Employees
www.sphinxmusic.org

This nonprofit administers initiatives for youth in underserved communities that focus on music education. Its core values reflect a commitment to developing honest and trusting relationships based on respect. These values apply equally to the organization’s dealings with its own employees as they do to the way it approaches the populations and communities that it serves.

Spokane Occupational and Hand Therapy
Health Services Provider
Winning Site: Spokane, Washington, 20 Employees
www.spokhand.com

The staff of Spokane Occupational and Hand Therapy provide treatment and rehabilitation of the hands and upper extremities. They work with individuals who have conditions that are mentally, physically, developmentally, or emotionally disabling—and help these people to develop, recover, or maintain daily living and work skills. It is a job that takes a lot of caring. The organization is proud that its staff has not only the skills but also the heart to perform their duties well. It points to the effective and flexible workplace environment: if employees are happy, it concludes, this will translate to their work.

Sport & Spine Physical Therapy of Winona Inc***
Physical Therapy
Winning Site: Winona, Minnesota, 12 Employees
www.sportnspine.com

This Minnesota company has grown from four employees eight years ago to 12 today; patient visits have tripled from approximately 70 per week to as many as 230. “We see a lot of patients who suffer with pain and injuries so we try to make their experience positive. We laugh a lot, and our enjoyment
carries over to patients,” says Vice President of Administration Lori O’Brien. The company is changing to a workplace environment that allows employees to work when they want, where they want—whether this means taking a two-hour break at lunch, leaving the office when their work is finished, or working a non-traditional schedule—as long as their work gets done.” The company, which won Governor Tim Pawlenty’s Recognition Program Award, encourages volunteerism and sponsors activities designed to benefit the staff and clients; “Crazy Fridays,” for example, involve a theme that employees and their patients can all dress up for. Staff members socialize outside the office—on bowling and softball teams, for example—and try to get together every month, along with their significant others. Differences of opinion do arise even with all this camaraderie and flexibility, of course. When an issue surfaces, the group resolves it through a “flaps and handles” program, which addresses issues as small as someone leaving the copier’s paper tray empty as well as more complex problems. This approach involves teamwork: the person who notices the problem meets with other employees who are involved, and they present the staff with a solution to avoid having the problem recur.

St. Luke’s Rehabilitation Institute
Medical Facility
Winning Site: Spokane, Washington, 550 Employees
www.st-lukes.org

St. Luke’s uses ShiftPlus to address the critical shortage of health professionals nationwide. The Web-based program displays hospital schedules and allows employees to sign up for open shifts from any computer, anytime, anywhere. Staff can even select shifts outside their normal work locations. Employees win reward points when they use the program, redeeming their points through an online catalog offering hundreds of items. The hospital also makes the most of its staff by holding on to older, experienced people, in some cases altering people’s duties so they can continue to work. At the same time the facility develops its young people, offering job shadowing, tuition reimbursement, schedule adjustment, career training and clinical rotations for students. St. Luke’s acted to help all its people save money when gas prices rose and stock values sank, compressing people’s work into 12-hour shifts, encouraging carpooling and allowing more work to be done from home through laptops, BlackBerry devices and Web-based programs.

Stanley Jones & Associates**
Speech, Occupational and Physical Services
Winning Site: Rochester, Minnesota, 32 Employees
www.sjatherapyservices.com

This Minnesota company provides quality physical, occupational and speech-language therapy services to clients in a variety of settings in southeastern Minnesota. It succeeds by making sure its patients, referral sources and employees are highly satisfied, and believes it achieves this level of excellence
in part by supporting them in their lives away from work. **All staff members are paid on an hourly basis, which provides a huge degree of flexibility as there are no constrictions as to how few hours one can work or which days and what hours one would prefer, all, of course, dependant on supervisor approval.** Stanley Jones & Associates people pitch in for each other during medical leaves; there are very few conflicts among staff and almost no staff turnover. In fact, other professionals are waiting for SJA employees to retire so they can lobby for the open positions.

**Stanley, Inc.**

Global IT and Business Services Provider  
Winning Site: Charleston, South Carolina  
www.stanleyassociates.com

Stanley’s “growth from within” philosophy is very encouraging to employees who want to become leaders in the company. Many of the senior management team members started with Stanley at the junior level and worked hard to move up the ranks into their current positions. A number of professional development programs ensure that employees of all ages can enjoy a career at the company. These growth opportunities come from sources ranging from participation in tiger teams assembled to accomplish short-term tasks to formal training and education programs administered by the Human Resources team—for example the Mentor-Protege Program and Emerging Leaders Program. What is great about this, the company notes, is that the employees who take advantage of these opportunities discover and develop themselves both personally and professionally, and then contribute back to the advancement of the company.

**State Farm Insurance****

Insurance Company  
Winning Site: Dallas, Texas, 2,401 Employees  
www.statefarm.com

This Fortune 500 Company puts a strong emphasis on development, with programs covering mentoring, an associate development program and job skills training. It relies on employee surveys to guide the company’s continuous improvement of programs and offerings for employees. Named a top place to work by publications ranging from Computerworld to Black Enterprise to Latina Style, State Farm offers its people time off benefits, flexible scheduling, wellness programs and health club discounts. There is paid adoption leave and adoption assistance as well as financial education and an employee assistance program that helps employees address problems outside the office. Employees can schedule classes and do volunteer work during the normal workday; if they’re facing a critical personal or family issue, they can take time off to address it without forgoing their pay. New full-time employees begin their career with ten days of paid sick leave. State Farm explains that its business is built on trust, and says the company reaps significant benefits from employees who have first-hand knowledge of the organizations character and strength.
Innovative workplaces constantly evolve to meet the needs of employees and clients, this Louisville law firm says. It allowed two attorneys to reduce their hours while remaining members so they could build their careers while spending more time with their families. Other parents have delayed their start time so they could put their children on the school bus. You don’t have to have small children to ask for an alternative arrangement, though; the firm has welcomed long-term employees to work just a few hours a week, delighted to maintain experienced staff who would otherwise exit the company completely. Technology gives staff leeway, too, and most attorneys and management staff have BlackBerry devices. Community involvement is encouraged here; the Kentucky firm let its people build a Habitat for Humanity house during paid work hours. As gas prices rose, it worked with other law firms to bring employees in various communities together in carpool. No wonder Stoll Keenon Ogden won in 2009 for the third year in a row one of the top spots on the list of the Best Places to Work in Kentucky, an award program sponsored by the Kentucky Society for Human Resource Management State Council in conjunction with the Kentucky Chamber of Commerce.

Winning Site: Louisville, Kentucky, 138 Employees 96|69|68
Winning Site: Lexington, Kentucky, 163 Employees 95|69|68

Employees at this company have the flexibility to find their own optimal work life fit. For some, that means being able to move from part-time to full-time status and then back again as different priorities emerge in their lives. For others it means being able to start early so they can leave in time to make a class. For still others it means occasionally working from home. What makes it work is ongoing coordination and communication, and the commitment from the top down to getting the job done.

When it needs to add staff, this accounting company has its pick of top candidates—Strothman & Company is an employer of choice among executive search firms. The Louisville firm has great success retaining its people, too.
Strothman & Company works diligently to help employees find the right fit between their professional and personal lives and understands the need for career flexibility at different life stages. Strothman also gives its people the technology they need to work from any location—a client’s office, perhaps, or their own living room. They can choose their hours, even during the crunch of tax season, working 7 a.m. to 4 p.m., 7:30 a.m. to 4:30 p.m., 8 a.m. to 5 p.m., 8:30 a.m. to 5:30 p.m. or 9 a.m. to 6 p.m. A winner in Business First’s 2007 Fast Fifty Awards honoring the 50 fastest-growing privately-held companies in the Greater Louisville area, and recognized again in 2008 for its continued growth, this Louisville firm also offers a fixed 40-hour workweek for employees working toward an MBA or CPA.

Student Conservation Association

Environmental and Conservation Opportunities
Winning Site: Charlestown, New Hampshire, 100 Employees
www.thesca.org

SCA provides college and high school-aged members with hands-on conservation service opportunities in virtually every field imaginable, from tracking grizzlies through the Tetons to restoring desert ecosystems to teaching environmental education at Washington, D.C.’s Urban Tree House. Employees are encouraged to pursue their own passions with access to flexible scheduling and lots of time off in the form of paid time off (PTO). For example, one could work a 10-month position, and then take two months to trek the globe or use PTO to go on a month-long adventure. In response to recessionary concerns, the organization formalized a compressed work week policy, allowing staff to work four 10-hour days, and expanded its telecommuting options. Employees are also engaged in community service activities, such as collecting donations for a food bank and helping pack and send supplies to Haiti.

Studio Kremer Architects, Inc.

Architecture Firm
Winning Site: Louisville, Kentucky, 11 Employees
www.studiokremer.com

Billings have grown 400% in seven years at this architecture company, a level of success that has prompted competing firms to try to lure some of its professionals away. But not a single person has accepted such an offer, according to the company, which made its own commitment to staff vivid when one employee became extremely ill a few years ago. Against his wishes, the company put him on fully-paid leave and told him to take care of himself and get better. The gentleman did recover, and gave everyone cause to take their employer’s measure. The firm also showed the value it places on staff during the recession, when it used employee downtime to focus on development. It cross-trained some junior employees in marketing and networking, for example, working to bring in new business while expanding employees’ skills. In an industry where creative solutions are lucrative, the...
company wants to give its people plenty of choices; it puts the emphasis on getting work done, not on spending a specified number of hours in the office. Employees can work remotely, using their home computers or borrowing a company laptop. Hand-held devices and cell phones also keep employees in touch with their work regardless of where they are. “It seems that the more flexible we are, the better work we do,” this company says, and it gives staff opportunities to recharge away from work entirely. The organization schedules “fun” days about four times a year, bowling, eating out or going to one of the partner’s homes to swim. And then there’s volunteer work: the company has given as much as three weeks of paid time off to people doing educational work in the community, sometimes involving architecture but in other instances tapping a completely different area of expertise specific to the individual staff member.

Sturgill, Turner, Barker & Moloney, PLLC** 99 70 70
Law Firm
Winning Site: Lexington, Kentucky, 54 Employees
www.sturgillturner.com

This law firm initiated a compressed workweek program about two years ago, which continues to be considered a major benefit by staff as it allows them to have more family time, schedule doctor’s appointments and take care of personal errands. The firm benefits too as there are less absences due to these tasks. Although not all positions are eligible for the program, those who can’t participate have been granted additional personal days to ensure they have the flexibility needed for their work life fit. The firm is also committed to building the infrastructure and technology needed to support flexibility. Its remote work capabilities enable employees to work from home to care for sick children, meet repair people, make up hours missed from work or just enjoy working in a quiet space away from the office. Job sharing and part-time employment have helped the firm retain and hire experienced older workers. Those who are reducing hours to ease into retirement are asked to spend more time mentoring and fostering younger employees.

SummitQwest 99 76 73
Management Consulting and Technology Services
Winning Site: Dayton, Ohio, 38 Employees
www.summitqwest.com

This Dayton firm has driven 20% to 25% growth every year over the past five years, a level of success the company attributes to the quality of its people and strength of its workplace. SummitQwest—which experienced absolutely no attrition in 2008—has made it easy for employees to work where they can be most effective. The company built an on-line forum that provides Web access to all the information, forms and other materials staff need to do their work, and to an online reporting system that lets them track their activities and work hours. Internal company information—like monthly newsletters, employee birthdays and new clients—also is available on line.
All this allows a number of SummitQwest employees to work directly at client sites and enables many others to avoid wasted commuting time. If staff have suggestions to further enhance the business or workplace, they can voice them at twice-yearly team meetings; they can also participate in community activities the company coordinates in its key cities.

**Synergistics Software Solutions**

Software Solutions  
**Winning Site:** Minneapolis, Minnesota, 22 Employees  
[www.synergistic-us.com](http://www.synergistic-us.com)

Some firms rely on their human resources professionals to champion flexibility. At this organization it’s the Chief Financial Officer, Jack Weisbaum, who plays that role. “Our clients today include multi-national companies operating in a complex, competitive, technology-driven landscape,” he says. “With flexibility we can better serve these clients across time zones, maximize our technology investments and support our employees in achieving a good work/life fit.” A recent virtual forum highlighted current technology already in place at Synergistic that could give employees more options; the session also shed light on how technology can help coordinate work schedules with clients across geographic locations and time zones. Actively promoting flexibility, the company has provided a wealth of information through Flex Webinars and a Flex Website, all aimed at helping people “thrive on flexibility,” as the Web site states. The company applauds the gains they’ve achieved through these measures: 71% of staff responding to a survey said flexibility has positively impacted their desire to stay at Synergistic; 70% said it has positively impacted their productivity; and 63% said flexibility has positively impacted their motivation.

**Talaris**

Nonprofit Research Institute  
**Winning Site:** Seattle, Washington, 11 Employees  
[www.talaris.org](http://www.talaris.org)

The mission of this Seattle-based nonprofit is to support parents and caregivers in raising socially and emotionally healthy children. Formed with the purpose to translate new scientific discoveries about early childhood development and education into usable information for parents and caregivers, Talaris has focused on bettering parent-child relations. Reflecting this doctrine, employees at all levels are encouraged to take advantage of flexible work policies to spend more time with their families. New technologies allow employees to stay connected from anywhere and easily access their work computers from offsite. Many employees take advantage of this by working regularly, or as needed, from their homes. Talaris believes that it is the output of employees that matters, not where the work is done. Workplace flexibility is not seen as a perk, but a strategy to provide employees with what they need to be most effective. Flexible work arrangements have also proved to be a deciding factor in attracting several of the institute’s highly talented team members.
Technology Services Company, Inc.*

Technology Services
Winning Site: Seattle, Washington, 11 Employees
www.tscinc.com

Technology Services Company (TSC) has been servicing small businesses, associations, nonprofits and professional societies across the Western United States and Western Canada for almost 20 years with high quality information technology products and services. **As a technology company, TSC is able to offer freedom and flexibility to its employees, some of whom work full time from home.** While new communication technologies have allowed for TSC’s employees to work from any location, it is the encouragement and understanding of the company that allows employees to take advantage of this technology to spend less money on commuting, more time with their families and more time making the most of their resources to serve their clients.

Technomics, Inc.*

Professional Services and Consulting
Winning Site: Arlington, Virginia, 40 Employees
www.technomics.net

Technomics provides professional consulting services to government clients (primarily Department of Defense) as well as to some private sector companies. Because the industry is very specialized, recruiting is difficult; qualified candidates are few and far between. What to do? Technomics points to its “Growing the Workforce Remotely” which broadens the applicant pool by leveraging technology to allow for remote workers. The project has been so successful—with employees in New York, Utah and Southern Virginia all reporting to the Arlington headquarters—that the company plans to expand its recruiting efforts to other states as well. Technology and remote work capabilities are also important for reasons of business continuity. For example, in early Feb 2010, the Washington, DC metro area experienced a record snowstorm that in many ways ground the city to a halt. Not so at Technomics. All 40 employees were able to work from home via by VPN. The business experienced no downtime and employees didn’t have to use leave hours or risk the dangerous conditions to make it into work.

Tegron

Business and Technical Consulting Company
136 Employees in the U.S.
www.tegron.com

This consulting company believes that the growing demand for “knowledge workers”—people valued for what they know—is forcing firms to rethink the way they manage staff. For its own part, Tegron is expanding workplace flexibility to heighten employee effectiveness and reduce company costs. Employees can tap the organizational tools, reports and information they need to do their work through an Internet connection; many have laptops...
able to download these materials at home or in a client's office. The company likewise uses teleconferencing technologies that allow people to meet regardless of where they are, easing the stress on employees' travel time and on the firm's travel budget. The company says it has grown its market share over the last few years and credits its “happy” employees for that success, saying their clients are happier, too.

**Winning Site: Dallas, Texas, 18 Employees**  
98 | 71 | 68

**Winning Site: Charleston, South Carolina, 10 Employees**  
99 | 79 | 73

**Winning Site: Houston, Texas, 21 Employees**  
97 | 77 | 72

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**TeleCommunication Systems Inc.**  
97 | 70 | 69

Technology Company  
**Winning Site: Seattle, Washington, 201 Employees**  
www.telecomsys.com

A five-time winner of both the Deloitte Fast 50 and Black Enterprise Top 100 awards, TCS says it has set the standard for wireless messaging. Leveraging technologies like BlackBerry devices and other wireless access instruments, the company equips its people to work without over-taxing their lives outside the office. Most employees telecommute regularly and many have taken extended leaves to visit their homes overseas, extending their vacations with unpaid time. TCS—which gives staff a room for napping—believes that hiring the most qualified candidates, giving them great tools and placing them in a supportive work environment supports business growth—tactics have also reduced absenteeism and slashed turnover.

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**The Tellennium Group**  
98 | 73 | 74

Telecommunications Management Company  
**Winning Site: Mount Washington, Kentucky, 11 Employees**  
www.tellennium.com

This Kentucky organization has posted double-digit growth every year since its inception in 1999, earning a place in 2009 in *Inc. Magazine’s* ranking of the fastest growing companies in the U.S. for the third straight year. The company believes technology makes employees as efficient and effective at home as they are in the office and makes all e-mail, voice-mail, fax and corporate instant messaging available for employees wherever they are. Employees can even work at home with the same telephone extension they use in the office, using VoIP networking capabilities. The firm says it makes “every conscious effort” to respond to people's scheduling needs; that might mean letting people work around a school schedule, providing unscheduled personal time off (to be made up when it's convenient) or working from home either on a temporary or permanent basis. What matters, the company says, is employee performance, and it enjoys high morale and very little turnover as a consequence. Staff can see how well the company is performing, too; quarterly meetings discuss financial conditions, opportunities and accomplishments, with open feedback welcome from all.
Thern Inc
Crane and Winch Manufacturer
Winning Site: Winona, Minnesota, 106 Employees
www.thern.com

Thern is dedicated to providing its customers worldwide with the best-fit solutions for their lifting, pulling and tensioning applications with individual care and top quality winches and cranes. In order to create a flexible working environment in a manufacturing setting, Thern has developed a strategy of giving employees more detailed directions and projects with shorter, manageable deadlines. This increases the level of interaction between employee and manager that keeps both on task and in control of the time they have. To aid in projects they have also begun bringing retired employees back in to help out, taking special care to schedule around their needs. When possible, employees are allowed to use offsite network access in order to work from home or on the road. The company admits that the concept of telecommuting is still difficult to widely implement in the manufacturing setting, but they have taken steps forward to facilitate it for employees whose physical presence is not always required. Thern is committed to creating a flexible workplace environment to remain competitive with other employers.

Third Rock Consultants LLC
Environmental Engineering
Winning Site: Lexington, Kentucky, 32 Employees
www.thirdrockconsultants.com

Family comes first in this organization, its managers say; among the activities that make Third Rock special are monthly luncheons, social gatherings, most valuable player awards and health initiatives. This Kentucky employer gives its people time to go to the gym during work hours and pays half their membership fees at the YMCA. The company is comfortable with its people working from home and allows some staffers to access company computer programs and files from their home computers. It also offers laptops that employees can take home. There's very little turnover at this organization, which was listed in 2007 by Inc. Magazine as one of the fastest growing private companies in America, and absenteeism is quite low, too.

Traffic Engineers, Inc.
Transportation Solutions
Winning Site: Houston, Texas, 15 Employees
www.trafficengineers.com

Traffic Engineers provides innovative transportation solutions to enhance the quality of life of its clients and communities. So it is not surprising then that it views its workplace programs through a transportation lens. Take the company’s program aimed to ease the carbon footprint of its commuting employees: for anyone who has been with the firm for 5 years or longer, the company will put money toward the purchase of a new car that gets...
23 mpg or better. Employees are encouraged to set their own schedules to best fit their needs. For example, some commute via bicycle and prefer to come early and leave early in order to avoid car commuter traffic; while others come in later after dropping their children off at school.

Tredway, Lumsdaine & Doyle, LLP 99 76 72  
Law Firm
Winning Site: Long Beach, California, 27 Employees
www.tldlaw.com

Most employees at this law firm are women, and the most senior partner—a man—ensures that those with family responsibilities are not beset with overly stressful assignments. He also makes sure his lawyers take a generous amount of time away from the office when they adopt or give birth to a child. Everyone here is welcome to work from home as needed and scheduling flexibility is generally granted on request; some people start at 7:30 a.m. while others leave at 2:00 p.m. The firm has a full-time technology professional who ensures that all automation is working properly, including the Blackberry devices the firm provides and the remote-computer-access programs that allow people to do their work from home.

Trey McIntyre Project** 99 72 76  
Dance Company
Winning Site: Boise, Idaho, 17 Employees
www.treymcintyre.com

Trey McIntyre established this dance company in 2004, and the critics have noticed. “It is thrilling to see the art form in the hands of a skilled choreographer who can mine the traditional vocabulary for all its worth while imaginatively stretching its boundaries,” The Boston Globe reported. The company says it offers its staff members flexible schedules and time off to work in the community, and it encourages them to get involved in social network groups and to develop professional ties. A paid time off policy combines vacation and sick leave, allowing employees to use time away from work to go on vacation, visit a child's school or take care of a family member. Additional time is available to do volunteer work or celebrate a birthday—or to address a longer personal illness afflicting either an employee or a family member. “We are a touring ballet company with extremely flexible hours for dancers, staff and production staff,” says Executive Director John Michael Schert. “We give employees a sense of ownership in the company's success and ask them to make personal decisions about their time with a sense of how it will affect the overall organization, and we involve them in organizational decisions as well.” The result? Employees demonstrate a strong dedication to the greater good of the company, with absences and turnover levels that are extremely low.
True Partners Consulting**

Tax Advisory
Winning Site: Chicago, Illinois, 93 Employees
www.tpctax.com

Low turnover is uncommon among tax advisory firms, but True Partners—which helps large public and private enterprises navigate complex financial regulations—has strong success retaining its people. True Partners enables its employees to work from home or construct flexible schedules, and provides overtime for entry-level staff, which is not the industry standard. “We encourage all employees to come up with the best situation for them to succeed in their careers as well as their lives,” says True Partners, which just made the cover of Consulting magazine as one of “Seven Small Jewels” among small consulting businesses.

Turner Construction Company – Chicago***

Construction
Winning Site: Chicago, Illinois, 200 Employees
www.turnerconstruction.com

Founded nearly 85 years ago and now posting construction volume of $500 million annually, Turner-Chicago ranks at the very top of its industry. It operates within a profession that often requires staff to be accessible nights and weekends, and that is not always sensitive to employees’ needs outside the worksite. But Turner is convinced its strength lies with its people and encourages open dialogue between managers and employees so staff members have greater input into the type, location and duration of their assignments. In addition, managers receive training about building relationships with staff and about understanding and responding to employees’ personal and professional needs. Professional development is a priority for all staff and is the backbone of Turner’s formal performance appraisal system. Although past performance is important, Turner looks forward, focusing on growth and improvement. Training and development is so important to Turner that in 2007 the Chicago Business Unit alone trained 279 staff, offered 29 instructor-led classes, and had 54 staff volunteer to be instructors. It also provides a monthly newsletter that encourages employees to share ideas and tips about handling conflicts between work and home. With its nation-wide network, it has been able to transfer hundreds of employees who wanted to move to new locations. Professional development is additionally emphasized through training, mentoring and feedback that create customized career paths for each individual. And the company’s Turner Knowledge Network—an online self-paced training system—is such a powerful tool that the company shares it with clients, business partners and students to help advance knowledge of the building industry. The company supports telecommuting, flextime, compressed workweeks and shared jobs, with full benefits for people who work as few as 20 hours per week. Turner has also implemented with great success a program that allows employees to take the day off on their birthday. Other initiatives include allowing staff...
to leave the office early on Fridays during the summer, sponsoring athletic teams and providing a health club reimbursement program. The result is a voluntary staff turnover rate of just 6.5%, well below the industry average, with some employees being the third or fourth generation in their family to find employment at Turner. The firm is loyal to employees as well, even in a challenging economy; senior management has considered alternative work schedules whenever possible for employees, including part-time work and sabbaticals, rather than eliminating jobs. The firm also has a strong profile within the Chicago community. Its ACE Mentor Program reaches more than 900 Chicago public school juniors and seniors. Promoting education and encouraging careers in the building industry, ACE has awarded 225 renewable four-year college scholarships worth more than $525,000 and provided 44 individual student summer internships with mentor firms since 2000.

U.S. Bank
Financial Services Organization
Winning Site: Minneapolis, Minnesota
www.usbank.com

All the people at this bank who want a flexible work arrangement are encouraged to work with their managers to get it; even tellers and others who deal directly with customers may be able to adopt a flexible schedule. Compressed work weeks, telecommuting and schedules that allow parents to work only on days when their children are in school are among the options employees have adopted. Development is another important part of the U.S. Bank workplace; the company reimburses employees’ tuition and also provides many internal learning opportunities supplemented by nationally recognized learning resources, such as Harvard ManageMentor. U.S. Bank, like the rest of its industry, was affected as the country entered a recession; to help offset financial pressures it offered its people temporary voluntary time off without pay or the ability to reduce their hours for a period of time. (Participating employees saw their pay reduced commensurate with the reduction in their hours, but their benefits, vacation, and incentive pay were unaffected.) The sixth largest commercial bank in the U.S., this institution recruits young people at college and high school job fairs, and even has a new advisory group of people in their twenties—the Dynamic Dozen—to help managers focus on people in this age group. For older staff, U.S. Bank offers the option of reducing the number of hours they work without undermining their retirement benefits.

U.S. Environmental Protection Agency – Research Triangle Park
Government Agency
Winning Site: Durham, North Carolina, 1,200 Employees
www.epa.gov/rtp

The U.S. Environmental Protection Agency—Research Triangle Park (EPA-RTP) has been recognized as one of the top ten places to work in the federal
government, and this title is well deserved. Employees—who have choices as to where and when they work—enjoy a state-of-the-art fitness center, walking and jogging trails and an employee store and café. An award-winning onsite child care facility makes it easy for staff to see their children during the day and camps are provided for school-aged children. Regular seminars are offered for employees covering topics ranging from wellness and weight loss to financial planning and elder care. And the organization has instituted a “leave bank” that can provide a limited amount of additional paid time off in emergency situations to staff members who have exhausted all their vacation and accumulated leave time.

United Way of Olmsted County

Nonprofit Social Services Organization
Winning Site: Rochester, Minnesota, 12 Employees
www.uwolmsted.org

A small employer working with hundreds of volunteers, this United Way chapter works at creating a culture people want to stick with. It gives employees five Fridays or Mondays off during the summer in exchange for working two-and-half extra hours each week during any 12-week period. It gives staff members four hours of paid time each quarter for volunteer work, an option enables one mother, for example, to spend time in her son’s kindergarten class. The organization also switched from vacation and sick days to paid time off, reducing absenteeism by 70% and cutting the amount of unscheduled time off, too. In addition, technology gives people options to work from home.

University of Minnesota Rochester

Education and Higher Learning
Winning Site: Rochester, Minnesota, 68 Employees
www.r.umn.edu

Having only been formally established in 2006, UMR is the most recent addition to the University of Minnesota system. As such, they are strongly committed to a policy of flexibility in the areas of employee work and time away from work. To this end, laptops are available for employees to check out in order to work offsite or from home. They can also earn compensatory time, which allows them to both complete their responsibilities and take time off. Job cross-training is also practiced so that in the event of absences caused by flexible work schedules all jobs can still be covered. UMR’s work depends strongly on interdisciplinary teams that allow employees to learn on the job from others and improve cohesion within the workforce, which then makes larger workforce initiatives much more integrated and effective.
University of Phoenix

Education and Higher Learning
12,000 Employees in U.S.
www.phoenix.edu

The University of Phoenix makes higher education accessible to working students through flexible schedules, interactive learning, convenient class locations and online programs. The school also stresses convenience for its employees, with a variety of shifts for full- and part-time staff members. According to University of Phoenix State Vice President Christina Robinson Grochett, flexibility is a great retention tool. She explains, “We have found that University of Phoenix’s workplace initiatives, such as paid time off for volunteer activities, flexible work schedules, full tuition reimbursement for employees and 80% reimbursement for their spouses and children, and wellness programs, have helped foster pride and understanding of our mission and brand. Our employees are engaged and more passionate about their jobs, and this has helped the school exceed its goals and objectives.”

Winning Site: Aurora, Colorado, 120 Employees
Winning Site: Houston, Texas, 267 Employees***

University of St. Thomas

Education and Higher Learning
Winning Site: Houston, Texas, 275 Employees
www.stthom.edu

For 15 consecutive years the University of St. Thomas has earned a place in the top tier of the U.S. News & World Report’s list of colleges offering masters degrees in the western U.S. Its students are beautifully prepared, with 75% of its pre-law students who apply gaining admission to law school and 100% of its cooperative engineering students entering engineering programs at Notre Dame, University of Houston and Texas A&M. The school believes its strong workplace helps it attract, retain and continue to develop the strong talent that generates these outcomes. The university established a Center for Faculty Excellence, for example, to provide teachers with resources that support their success in teaching, research and service throughout all stages of their careers. The school supports its students, too, not only with fine educational assets but also with strong opportunities for employment and encouragement to build careers at St. Thomas following their graduation. In fact, many of the institution’s full- and part-time employees started as student workers—and many stay for the long haul. St. Thomas retains employees over the age of 80 with more than 50 years of service, and allows eligible employees to keep full benefits while cutting back to a two-thirds, one-half or one-third schedule over three years.
Unum

Financial services
Winning Site: Portland, Maine, 9,114 Employees
www.unum.com

Unum has a host of innovative programs: a Recognition Time Award provides days off for strong performance; a childcare subsidy provides additional money every pay check to help with childcare costs for qualifying employees; and a paid volunteer time program pays employees to participate in company-sponsored volunteer activities. Unum says that in many ways it is a role model for workplace effectiveness and flexibility; it has a number of programs in place as well as toolkits on “how to make it work” for both employees and managers. It isn’t just its policies and toolkits, however, that make Unum a role model. What is striking is how the company strategically thinks about flexibility to solve business challenges. Take this example. In 2002, the company’s call center had two problems: one, it was running out of space; and two, turnover was out of control. It turned out just one solution—teleworking—was needed to solve both problems. A program was first piloted and then slowly rolled out. It took a while to streamline the process and learn to manage employees remotely, but it worked! Now over 50% of employees in the call center work remotely. Space is a non-issue; employees are happy; and when it comes to results, data found that the remote workers consistently were 7 to 10% more productive than those in the office!

USN Explosive Ordnance Disposal Training and Evaluation Unit Two

Navy Command
Winning Site: Virginia Beach, Virginia, 123 Employees

This Navy Command was one of seven to receive the 2010 Sloan Award. Professional development is a priority here. All employees and dependents have access to a free college degree program, which is taught on site two days a week, after working hours. Sailors can first focus on their job at EODTEU 2 then walk down the passageway to attend their college class without the worry and time for a commute from work to college. “This program allows command members to take college classes within our workspaces after-hours, and, on average, complete an associate’s degree within 18 months,” says Lt. Cmdr. Oliver Herion, the executive officer of EODTEU 2. Another program actually sends selected employees to the college of their choice; and even supplies a monthly stipend while they attend—provided they maintain a certain GPA. The primary mission of the unit is to provide advanced pre-deployment training to Atlantic Fleet explosive ordnance disposal platoons and mobile diving and salvage companies. The shore-based unit’s training calendar is more than 300 days, which includes many long workdays, including night shifts and weeklong evolutions. “In an effort to give the staff some downtime, the operations department schedules two weeks in July without training,” says Herion. “This gives the staff time to take leave, to take a breather, get some administration items done before
they start the training cycle again.” Giving back to the community is another
priority: all employees are able to volunteer their services for activities such
as cleaning parks or serving food to the needy, during work hours while
receiving their full pay.

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<th>Utah Food Services***</th>
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<td>Catering Company</td>
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<td>Winning Site: Salt Lake City, Utah, 90 Employees</td>
<td><a href="http://www.utahfoodservices.com">www.utahfoodservices.com</a></td>
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<td>This catering company curtailed overtime as the economy hurt its business. But with one of the industry’s lowest turnover rates for full-time employees, Utah Food Services works to keep staff employed with special projects, like developing and testing new recipes, or preparing foods to be frozen. There are now shifts to clean and organize the warehouse of this company, where all high-level managers load vans, push carts and wash dishes just like everyone else.</td>
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<td>Recruiters can do very well matching strong talent to the right jobs. But Vaco—which specializes in finance, accounting, IT and administrative professionals—has done phenomenally well. Formed in 2003, the first-year revenues were under $2 million; just five years later the firm posted more than $116 million. The company attributes its success largely to its ability to retain talent: whereas its competitors are known for turnover as high as 60%, Vaco experiences less than 5%. The company treats its employees well; gone are the days, it says, when employees were confined to their desks. Much of its staff members’ days are spent networking, and their workplace supports their need for mobility with smart phones and remote-access IT capabilities. Vaco’s strong involvement in its community further enhances its people’s networking opportunities; in 2008, the company began hosting annual professional seminars for clients, consultants, employees and the Richmond community at large. These educational programs also give participants a chance to network with each other. Even outside this program, Vaco is happy to give unemployed men and women specific advice and direction as they hunt for work, whether or not they might be placed with clients. The company also gives its staff members additional development opportunities, including quarterly training for new employees and annual training for all its people.</td>
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Valassis
Marketing Services
Winning Site: Livonia, Michigan, 411 Employees
www.valassis.com

Nine out of ten U.S. households regularly receive discount coupons and other communications from this company, which serves 15 million advertisers and wins a place on Fortune Magazine’s 100 Best Place to Work list every year it applies. The company helps its people grow, reimbursing them for tuition and engaging them in projects across the company. The diverse experiences and backgrounds of employees are embraced and put to use, with non-HR people working on human resources projects, for example. The firm says that the ability to keep learning keeps associates motivated and engaged. At the same time, leaders work one-on-one with associates to help them find ways to meet their family needs while still making work a priority. Technology makes it easy for many to work from home, while on-site conveniences ranging from manicures to car detailing help alleviate stress between work and home.

VCU Health System
Medical Services
Winning Site: Richmond, Virginia, 8,029 Employees
www.vcuhealth.org

An acute shortage of nurses and other health care professionals is challenging medical centers nationwide, and Richmond’s Virginia Commonwealth University Health System (VCUHS) is no exception. VCUHS—which U.S. News and World Report ranked among America’s best hospitals in 2008 and which has been included on Working Mother Magazine’s 100 Best listing for four years—has taken a unique approach to dealing with this shortage. Brand new employees immediately begin accruing more than five weeks off in their first year and, as their employment continues, they can earn up to 43 days off each year. Or, they can convert unused time to cash or carry it into future years. Employees who don’t use all their paid time off can also donate it to co-workers who need it; more than 4,200 hours were donated in 2008. And employees in active military duty continue to receive full salary during their military service. VCUHS prides itself on giving staff members scope to welcome new children into the family. Its onsite child care program is open 18 hours a day, 365 days a year. And postpartum Doula care is offered to all employees who deliver at VCUHS. Further, employees with new adopted or foster care children have the same benefits and leave as birth parents, and those benefits are substantial. “Our employees are not restricted to the 12 weeks of FMLA leave mandated by federal law,” says VCUHS Director of Workforce Development and Strategy Deborah Slayden. “They have options for extended leaves of absence of up to one year, and they can continue benefits during this time.” The organization also provides 20 days of back-up and sick child care for each son or daughter each year. As Slayden explains, “Our employees often don’t have the luxury of staying
home when so many patients depend upon our services.” The Virginia organization even offers date night and holiday shopping coverage for employees’ children. And because the average age of VCUHS employees is over 40, VCUHS is sensitive to the challenges faced by employees in the Sandwich Generation. That’s why it offers onsite adult day services in a dedicated facility located next to the child care center, allowing for intergenerational activities; a dedicated geriatric care manager for employees; monthly elder care education and support roundtables; and back-up care to employees who have adult dependents—at the same level that is offered for children. Employees have plenty of scheduling options, too. They can choose work hours with almost unlimited freedom, as long as patient care is completely covered, and nearly all can reduce the number of days they work each week. Additional staffing comes from part-time health professionals who do not have formal schedules at all; they just phone in their available work hours. Full health insurance benefits are provided to part-time employees who work at least 20 hours per week and can make themselves available to work in a number of different roles. In addition, nurses wanting to expand their skills can take advantage of the Weekend Scholars program, which allows employees to attend classes during the week while working weekends and receiving full-time pay. During difficult economic times, employees need help in other ways too. VCUHS offers employees and dependents prepaid tuition at Virginia Commonwealth University, and prospective home buyers can attend free home buying education classes. First time home buyers may even qualify for down payment assistance of up to $7,500.

Venture Computer Systems** 99 76 75
Technology Company
Winning Site: Rochester, Minnesota, 25 Employees
www.venturecs.com

Founded in 1994, this company is now Rochester’s largest provider of IT consulting and business network support. That level of success doesn’t come without stress—employees often need to work long hours to deal with unforeseen emergencies. But Venture Computer Systems tells its people that family, friends and faith always come first and gives them time away when they need it, often on short notice. “That kind of flexibility goes both ways at this company,” according to Jon Eckhoff, president of Venture Computer Systems, which also dominates its markets in three other cities, “Employees are expected to meet expectations, remain focused and be productive each hour they work.” Because flexibility can provide stress in and of itself, the representative points out, co-workers need to pitch in for each other when one of them is away. “But we try to approach these situations with grace and calm.” The result: positive attitudes and happy employees, Eckhoff says. When other companies are struggling to find quality staff, this firm says it has a bank of resumes of outstanding candidates to choose from.
Verde Valley Sanctuary

Human Service Nonprofit
Winning Site: Sedona, Arizona, 11 Employees
www.verdevalleysanctuary.org

Verde Valley Sanctuary looks for ways to incorporate employees’ outside passions and skills into the workplace. For example, different staff members lead a cooking class and yoga group, while another who is interested in fashion and design does the thrift shop displays. The sanctuary, which aids abused women and children, employs weekly staff meetings, regular time off, flexibility of hours, and training to strengthen and maintain a well-functioning team.

The VIA Group***

Communications Technology
Winning Site: Houston, Texas, 46 Employees
www.theviagroup.com

Using the same communication and collaboration tools its customers depend on—including Web-based portals, instant messaging and presence tools, Web-based voice and video conferencing and the latest in Voice over IP technology—this communications technology company provides its associates and team members with a robust work environment. VIA team members have the flexibility to work from anywhere, whether that means the Houston corporate office, a client’s site, a remote virtual office or an airport or conference center. The focus here is on results, on creating communicating programs clients are dying to put into action, and flexibility helps gives staffers the creativity to make that happen. “The Via Group provides the latest technology available to enable us to provide a flexible workplace environment,” says the company, which gives its staff options for flexible hours and telecommuting.

Vinson & Elkins**

Law Firm
Winning Site: Houston, Texas, 836 Employees
www.velaw.com

For almost a century, Vinson & Elkins lawyers have provided innovative business solutions for clients worldwide whose needs are as diverse as the entities they represent. For the last three years, V&E has been recognized as one of the Best Places to Work in Texas in a survey conducted by Best Companies Group, Texas Monthly, the Texas Association of Business (TAB) and the Texas State Council of the Society for Human Resource Management. The firm says it recognizes that its people are its most valuable resource, and that flexible work arrangements have helped make it an employer of choice. “These programs improve morale and increase productivity,” says Sue Fahey, V&E director of human resources. Fahey adds, “We continue to explore new opportunities for flexibility that benefit our employees and support our firm’s
objectives. For example, we offer flexible hours, a paid time off donation pool, and back-up child and elder care subsidized by the firm. Allowing flexibility for employees and making their needs a priority helps ensure the longevity of our workforce, makes for happier more satisfied people, and ultimately allows us to provide better service to our clients."

**Visteon Corporation***  
Global Automotive Supplier  
Winning Site: Van Buren Township, Michigan, 1,161 Employees  
www.visteon.com

A Web-based solution allows employees at this company to get into the company's intranet from the public Internet. They can access business applications, e-mail, shared drives, company Web sites and more. As times got tougher economically, particularly for the auto industry, Visteon had to eliminate paying the cost for phone and Internet service at employees' residences. But the Michigan company continued to give its people opportunities to serve the community and organized collection bins for people in need.

**Vox, Inc**  
Business Consulting  
Winning Site: Chicago, Illinois, 10 Employees  
www.voxinc.com

This consulting firm—which helps business clients increase sales, enhance retention and grow profits—recently introduced an incentive compensation program that rewards employees four times a year. “Our previous bonus programs drove behavior to a degree,” says a company representative. “But we’re confident that this new program—which reports net margin numbers to our staff each quarter and then creates a pool of profits that we distribute to them—will further attract highly-motivated employees and drive the focus on financial success.” Vox also provides shorter hours on alternating Fridays during the summer, offers laptops so employees can work remotely, and makes flextime available so staff can arrive and leave at convenient times. “Our entire culture—from the management structure, to the open office layout, to free snacks and frequent employee events—are all aimed at enriching employees' opportunities to grow and contribute in real ways,” says a company representative.

**Warner Norcross & Judd LLP**

Law Firm  
432 Employees in U.S.  
www.wnj.com

These law offices attract and support young people through mentorships and subsidized training and education. At the same time, they help mature staff transition to retirement through a willingness to change older employees' job descriptions and through the company's options for reduced hours. Staff who
cut back on their schedules continue to be eligible for coverage—and they can remain on the partnership track, too. Work at home? Technology makes it easy for just about everyone to do so. Videoconferencing, meanwhile, allows all six of the company’s offices to participate simultaneously in firm-wide meetings without wasting a lot of time behind the wheel. That’s made for some happy employees, given the turnover rate at Warner Norcross & Judd, which was less than 5% in 2008. The company’s presence in the community is also notable; many of its people hold key leadership positions in dozens of professional, community, civic, trade and philanthropic organizations, and serve on various governmental boards and commissions.

Winning Site: Muskegon, Michigan, 23 Employees 94|78|75
Winning Site: Grand Rapids, Michigan, 335 Employees 94|76|74
Winning Site: Holland, Michigan, 14 Employees 94|76|73
Winning Site: Southfield, Michigan, 45 Employees 92|79|75

**Nonprofit Research Organization**
Winning Site: Seattle, Washington, 15 Employees
www.washingtonpolicy.org

This independent research organization has dramatically increased its total number of donors since 2002, doubling its operating budget and completing a capital campaign that raised $4.2 million. The organization—which studies and educates citizens on local public-policy issues—says it allows for relatively flexible hours and gives employees options to work from home, using a virtual private network to access the organization’s server from home. Staff events like lunches take place about four times a year, and managers understand if people need to schedule vacation time without much notice or leave unexpectedly for a family emergency. The organization can respond to these needs without skipping a beat because it cross-trains its employees; if someone has to be out of the office unexpectedly, another person can step in and handle his or her work. The organization says these practices drive low turnover and the ability to fill open positions quickly with strong people.

Winning Site: Seattle, Washington, 15 Employees

**Medical Services**
Winning Site: Seattle, Washington, 50 Employees
www.wsha.org

This Washington state membership organization provides issues management and analysis, information, advocacy and other services to community hospitals and other health-related organizations. WSHA has always promoted a culture that provides workplace flexibility to its staff. Remote access to the organization’s computer system allows most employees to work from home on an “as needed” basis. Understanding that this is not always possible, WSHA has started a test case of allowing infants into the office on a
trial basis. **WSHA has also created a Training and Development program where employees create an Individual Development Plan that aims to assist career growth and develop skills and talents. Each employee is allotted $1,000 annually for this purpose, and may be considered for additional funds upon request.**

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<th>Wellbuilt Equipment Inc.</th>
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<td>Construction</td>
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<td>Winning Site: Chicago, Illinois, 21 Employees</td>
<td><a href="http://www.wellbuiltequipment.com">www.wellbuiltequipment.com</a></td>
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<td>This family-owned and -operated business conducts an annual survey where employees can submit anonymous suggestions to management and bring up issues they might be afraid to in person. Acknowledging the difficulties of the current economic climate, Wellbuilt has asked many employees to reduce their hours. These reductions have allowed the company to retain all of its workers and provide the same benefits as before the recession. Wellbuilt has been particularly active in encouraging employees to pursue outside careers or second jobs due to reduced hours at the company.</td>
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<th>WellPoint, Inc.</th>
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<td>Health Insurance Company</td>
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<td>Winning Site: Louisville, Kentucky, 1,020 Employees</td>
<td><a href="http://www.wellpoint.com">www.wellpoint.com</a></td>
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<td>WellPoint is the nation’s leading health benefits company, serving approximately 35 million members nationwide. <strong>The company offers its people phased retirement, an on-site fitness center and the ability to take their paid time off in 15-minute increments.</strong> Flexible hours, part-time schedules and job sharing are additional options, and a work-at-home program puts workstations in employees’ homes. This arrangement equips staff with a computer and phone line—and demand has been strong enough to generate a waiting list. Laptops and BlackBerry devices enable other associates to stay connected when they travel.</td>
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<th>WellStar Health System**</th>
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<td>Not-for-Profit Health Organization</td>
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<td>Winning Site: Atlanta, Georgia, 12,442 Employees</td>
<td><a href="http://www.wellstar.org">www.wellstar.org</a></td>
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<td>This health organization serves the largest share of the health care market in Atlanta, and its success goes hand-in-hand with a strong responsiveness to employees’ needs. At WellStar, flexibility isn’t a job perk. It’s an essential business strategy that helps team members balance their busy lives with changing plans and circumstances. The organization’s FlexWorks Program offers a variety of options for all work units including teleworking, compressed workweeks and daily flexing. And for nurses and other direct care providers, a web-based self-scheduling tool lets them swap shifts or request...</td>
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time off. One scheduling option even lets nurses work weekends only, while still receiving full time benefits—ideal for parents who prefer to be at home with their children during the week. The organization has created a Flexible Workplace Task Force, charged with expanding and integrating workplace flexibility, reviewing policies and guidelines and online tools to support managers and team members. As the economy declined, WellStar eliminated co-pays for such critical health tests as mammograms and colonoscopies, offered classes on stress reduction and money management and increased its reimbursement toward tuition and adoption costs. WellStar also arranged for local vendors to provide discounts on groceries to employees and enabled all its people earning less than $42,000 a year to have their taxes completed free of charge. Rising gas prices prompted WellStar to establish carpool programs and to encourage managers to think even more creatively about when and where their teams could work. The code-writers in IT now work from home; auditors are on compressed workweeks and many managers use options for daily flexing. WellStar, with an employee vacancy rate at an all-time low of 2%—and with a new hospital under development—welcomes employees of all ages into its ranks; with 32% of its staff older than 50, it is drawing up plans to actively identify more candidates in that age range. To grow the pipeline of younger talent, it has several relationships with local colleges and other schools, and a scholarship fund focusing on students in clinical specialties. Nurses have particularly strong scheduling choices, including the opportunity to work just on weekends and stay home during the week.

Wesley Community Centers of Savannah

Nonprofit Social Services Organization
Winning Site: Savannah, Georgia, 33 Employees
www.wesleyctrs-savh.org

This small nonprofit promotes economic, educational and spiritual growth among women, children and families in Savannah, Georgia, and its leaders say they give their employees the support they need to serve their clients. One example is Wesley’s Early Childhood Education and Development Center, which provides full-day child care to boys and girls from homeless or low-income families. Recognized as a Center of Distinction by the Georgia Department of Early Care and Learning, the program covers the cost of job-related training for staff, whereas many other child care facilities make teachers pay for their own development. Employees are encouraged to remain in school and expand their credentials, and they’re given the opportunity to build their careers by working in a number of departments. Wesley employees can also bring their children to work if their regular child care falls through and, if there are no alternatives, they can leave to pick up their children from school without losing pay. One way the small nonprofit has persevered despite the economic downturn is through its use of what it calls “wish lists”—goods and services the community donates, enabling the nonprofit to carry on.
Western International University

Private University
Winning Site: Phoenix, Peoria and Scottsdale, Arizona, 125 Employees
www.west.edu

This Arizona university focuses on working adults—men and women who often have demanding jobs and family responsibilities that compete for attention with professors’ assignments. The university helps students meet this challenge by offering courses online as well in traditional classroom settings. Staff enjoy a supportive workplace, and Western International University says this culture enables WIU to provide students with a quality education. Monthly prize drawings for those who telecommute, carpool or use public transportation encourage staff to reduce their travel expenses and air pollution. Staff are also rewarded for their community contributions and the university provides ample opportunities for them to do so. In addition, all employees can attend the university free of charge.

Western National Mutual Insurance Company

Insurance Company
Winning Site: Minneapolis, Minnesota, 297 Employees
www.wnins.com

Exemplifying the ideal of being an employer of choice this Minnesota company maintains a dedicated workforce with an average tenure of 14 years. As the nation began feeling the effects of the financial downturn, Western National provided its people with advice, workshops, emergency loans of up to $1500 and discount programs to help them manage their bank accounts. It also highlighted activities to help reduce stress. In fact, the company has won awards for its wellness programs, which include formal walking programs, yoga classes and massage sessions that any employee can participate in during the work day. Survey data, testimonials and even some experience with the insurer’s health claims indicate that the initiatives have had a positive affect on this organization’s employees. The Western National Mutual Insurance Company says that increased telecommuting among its employees has been associated with improved customer service.

Whitneybell Perry Inc

Architecture Firm
Winning Site: Phoenix, Arizona, 11 Employees
www.whitneybellperry.com

Whitneybell Perry Inc, established in 1970, has designed properties ranging from resorts to apartment complexes to child care centers. The firm says it strives to create a work environment that helps staff members deliver great service to clients, and prides itself on a creative, flexible work culture. “It has always been our priority to have a stimulating and pleasant work environment,” says President Douglas T. Whitneybell, pointing out that employees report reduced stress levels and strong morale, positively affecting their interaction with clients.
Flexible hours help staff manage the workflow at this Florida accounting firm; accountants bulk up on work in the months leading up to filing deadlines but enjoy half days on Fridays during the summer. Remote access helps employees manage the stress of tax season, and so do fun events the firm sponsors. For the past two years a daily song contest has invited staff to choose their favorite genre of music, listen to sample tunes and guess which artists recorded them. At the end of the tax season, an awards ceremony honors winners and provides a way for the whole firm to kick back and relax. You don’t have to be a young music enthusiast to fit in at Whittaker Cooper, though; the firm welcomes staff of all ages; one 70-year-old woman with many years of prior accounting firm experience helps us out during tax season. Whittaker Cooper also offers seasonal employment to semi-retired tax professionals who are not interested in working year round but like to pitch in during the tax season. The company recently won recognition as one of the 50 most influential firms in Brevard County, reflecting its strong participation in community groups; indeed, several of the firm’s principals have served on the boards of local philanthropic organizations.

This Winona organization gives hundreds of people with disabilities and special needs a chance to find work and lead more independent lives. Though extremely rewarding, the work is stressful, and the organization recognizes its people’s pressures by giving them choices. Staff can work from home when their personal situations demand time away from the office—to deal with a sick child or family member, for instance. And employees can also donate unused vacation and sick time to other staff members who have exhausted their benefits but still have critical obligations outside work. “Our staff is better able to focus on our clients, knowing that our organization has the flexibility to meet their own needs,” according to HR Manager Jayne Grupa. “We believe that our sensitivity to employees is paid back tenfold with staff willing to go the extra mile to make our organization thrive.”
Winona State University Rochester**

Higher Education
Winning Site: Rochester, Minnesota, 58 Employees
http://www.winona.edu/rochester/

Winona State University-Rochester, a regional campus of Winona State University, first opened its doors in 1917 and currently serves about 1,500 students each year. Because an important part of its mission is to provide education and services to diverse adult learners, there is a built-in understanding of the need to provide options that address the diverse needs of employees as well. Flexibility programs include a phased retirement option and adaptable work schedules for employees pursuing continuing education.

Winona Workforce Center***

Career Resource Center
Winning Site: Winona, Minnesota, 10 Employees
www.mnwfc.org/winona/winona

This organization is ground-zero for job seekers in the Winona, Minnesota area, offering a library of relevant books and directories as well as office equipment and software programs. Staff members direct clients to printer, video and computerized tools and explain how to use them. They also assist in writing resumes and cover letters and unlock the benefits of the Internet for them. The center, which gives its people significant choices in managing their time, offers older, part-time employees phasing into retirement the same defined-benefit pension plan that full-time staffers are eligible for.

Wist Office Products***

Retail Business
Winning Site: Chandler, Arizona, 60 Employees
www.wist.com

Wist Office Products, which recently scored the top spot in Arizona Business Magazine’s Ranking Arizona awards program, attributes its success in large part to a comfortable workplace that has enabled Wist to hold on to valuable staff members over the years. “We value our employees and truly believe they drive our success in this community,” says Business Development Director Heather Rodriguez. Wist offers flexible hours, compressed workweeks and options to work from home. It responds to employees’ desires for career flexibility, advancement opportunities and continuous education. Wist also offers many employee benefits such as a 401k matching program, generous commission structures and rewards for outstanding service and performance.
For 22 years, this Seattle nonprofit has been connecting Washington families to health and nutrition expertise. The organization’s workplace reflects their focus on health and families, offering a good fit between work and home. New parents can ease back into their work schedules, bringing their babies into the office with them. Reduced and compressed workweeks are also available. **WithinReach offers grandparents the same options it gives mothers and fathers, and welcomes them to bring newborns and older grandchildren into work.** The organization keeps a cabinet stocked with books, toys, puzzles and art supplies for kids and responds to staff member’s needs to work at home when there's an illness in the family or a shortened school day. This has included investing in laptops with VoIP technology so that Call Center staff can now also take client calls from home if need be. The nonprofit believes building a strong workplace is an ongoing process, and aims constantly to identify and meet its employees' needs. In recent years the group began offering cancer coverage, disability insurance and long-term disability, all available through paycheck deductions.

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**Woodward Hobson & Fulton LLP**

**Law Firm**

**Winning Site: Lexington and Louisville, Kentucky, 134 Employees**

www.whf-law.com

Woodward, Hobson & Fulton has been a well-respected law firm for more than 90 years and has won recognition as a Best Place to Work in Kentucky for five years running. The firm’s voluntary turnover is now 7%, very low for the legal industry. Maybe it’s because 92% of employees say the firm’s policies give them the flexibility they need to manage their personal lives, according to a recent firm-wide survey. **One benefit of working at this Kentucky firm is its wellness program, so strong it has reduced the company’s health insurance costs so that WH&F can continue to pay a generous portion of the premium for its employees' health insurance.** The program, designed with leadership from one of the firm’s nurse paralegals, includes onsite flu shots and health fairs, a quarterly fitness prize drawing, fresh fruit delivered one Thursday each month to promote healthy food choices, gym membership reimbursement of up to $25 a month, a non-smoking discount on health insurance premiums, ongoing sessions of Weight Watchers at Work and insulated lunch bags to encourage healthy eating. To promote flexibility, WH&F cross trains staff members to fill roles other than their own; this practice gives participating employees a better understanding of the firm—and makes it easier for employees to cover for each other when someone needs to leave early or take an unplanned day off. At the same time, WH&F is always looking for ways to make being out of the office easier. WH&F purchased digital dictation software this year, enabling...
recordings to be sent remotely. In the past, if attorneys or paralegals worked away from the office and produced dictation, they had to return their tapes to the office before a transcriber could work with them. Now these recordings are downloaded into the software program, where people ready to transcribe the tapes have easy access to them.

**Workforce Development Council Snohomish County**

**Nonprofit Advocate for the Business Community**

*Winning Site: Everett, Washington, 17 Employees*  
[www.wdcsc.org](http://www.wdcsc.org)

This Seattle organization emphasizes development among its people; its WDC University asks staff members of all persuasions to be faculty members as well as students, sharing expertise in classes held during lunch. In addition, the organization pays for its employees to participate in the Snohomish County Young Professionals Network, ensures that all employees have professional development plans and encourages them to step up to the various training opportunities available to them. As for flexibility, the organization uses wide-ranging technologies—including the intranet, conference calling, WebEx for meetings, instant messaging, wireless communications, remote Outlook and handheld devices—to give staff choices about where and when they work. A special committee, representative of all staff, focuses on refining the work environment to ensure it addresses employees’ family lives as well as business needs. To help employees navigate a difficult financial environment, the organization created a Help for Hard Times Web site.

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**WorkSmart**

**Information Technology Consultants**

*Winning Site: Durham, North Carolina, 23 Employees*  
[www.worksmart.com](http://www.worksmart.com)

An IT consulting firm, WorkSmart has great business reasons for embracing flexibility; first, it needs people ready to respond to customer requests 24/7. Second, its use of technologies that increase flexibility makes WorkSmart that much more effective in recommending similar solutions to clients. All employees here have the equipment they need to do their jobs from home, including documentation housed on line and servers with remote/VPN access. Most staff members have smart phones they can use to do their work, and their clients can use the same kinds of devices to sign off on projects. There are also VoIP phones that can be plugged into any Internet connection; they work as though they were operating in the office. Team members rotate on-call responsibilities every week, so any single individual has to be available 24/7 only for a few weeks during the year. That may sound tough, but most IT positions require staff to be continually on call. That leaves more time for families, which WorkSmart includes in monthly, quarterly and annual get-togethers. Pizza lunches happen each month and gift cards mark wedding anniversaries and spouse and children's birthdays. Sustainability? Some senior technical staff members have fuel-efficient Hondas for driving to and from client sites. Though these cars are only for business use, staff
do take them home and some have been able to avoid buying a personal car as a consequence. Practices like these have pushed WorkSmart’s turnover down year after year and helped the company win a slew of awards, including a place in the ICF5000 for revenue growth.

Worktank Enterprises*** 99 | 74 | 73
Advertising Agency
Winning Site: Seattle, Washington, 63 Employees
www.worktankseattle.com

In offices overlooking Seattle’s historic waterfront, this advertising agency creates campaigns that showcase clients’ messages across a full range of media. This approach has made Worktank one of Washington’s fastest-growing private companies, named one of the nation’s top 500 women-owned businesses and ranked among the Inc. 5,000 Fastest Growing Private Companies in America. “We like to take every opportunity to create a workplace that is fun, inspires creativity and recognizes employees for their contributions,” said Leslie Rugaber, chief storyteller and co-founder of Worktank. The company provides generous standard benefits—paid vacations, a 401k plan, and comprehensive health plans—and their Web site affirms they also “believe in bringing dogs to work, the power of popcorn, and making Friday Socials a standing appointment on the Outlook calendar ... and gaming consoles on every floor.” Worktank also offers flexible start and stop hours and provides employees who work from home full work stations, including computer and Internet access. The agency credits these practices with its strong success and high productivity, and says low levels of turnover and absenteeism are additional benefits.

WorldatWork*** 99 | 72 | 75
Nonprofit Membership Association
Winning Site: Chandler, Arizona. 122 Employees
www.worldatwork.org

WorldatWork is focused on education, research and creating a community for compensation, benefits and work-life effectiveness. It gives its 25,000 members and professionals information about how “total rewards”—ranging from health insurance to work-life benefits to professional development opportunities—can help them attract, motivate and retain a talented workforce. So how does the organization manage its own workplace? “We live and breathe flexibility and wellness and provide a lot of support to make sure everyone can be engaged, productive and focused on what’s really important in life,” says President Anne C. Ruddy. It’s not just the access to a Privacy Room, chair massages, seminars, fitness assessments and control over a schedule that keep people engaged, it is a culture of “WellnessatWork” and flexibility that reinforces to each employee that their work-life effectiveness matters. Ruddy says these activities and initiatives produce measurable results in employees’ health and productivity. Fully 66% of employees participate in the wellness program and about one quarter regularly work outside
the office, with more doing so periodically. Does all this flexibility cause staff to lose focus? Apparently not: WorldatWork has expanded from just over 100 employees in 2005 to 150 in 2008, and has added a new location in Washington, DC. In addition, WorldatWork was recognized by ComPsych ® Corp with the silver Health at Work Award and named by the Arizona Republic as one of the Top 25 Workplaces for Women in Arizona. It also recently won the American Psychological Association’s National Psychologically Healthy Workplace Award in the nonprofit category. “In this time of financial stress brought on by a contracting economy, WorldatWork has made it a priority to create an environment that is sensitive to the health and well-being of our workers,” Ruddy says. By acknowledging that employees have other stresses in life, and doing what it can as an employer to relieve those stresses with financial planning seminars, fitness assessments, one-on-one mentoring, impromptu celebrations and private and public recognition, WorldatWork sends a message to all employees that they are valued for everything that they contribute—both inside and outside of the office.

YES Community Counseling Center*** 99 74 76

Nonprofit Community Counseling Services
Winning Site: Massapequa, New York, 32 Employees
www.yesscc.org

This Long Island nonprofit serves more than 10,000 people each year, helping them overcome addiction, family violence and difficulties in school, for example. “Given the high turnover and stressors for professional staffing in the human services field, it is imperative to prioritize the needs of our employees,” says Executive Director Jamie Bogenshutz. YES strives to create flexibility while maintaining the consistency and formal structure that is critical to its work; the organization allows some employees to work from home and gives clerical staff a great deal of flexibility in completing their responsibilities. As an example, the part-time biller is able to work some of her hours from home because she has access to files from her home computer. While there is no formal policy, this opportunity is made available to staff members who demonstrate an ability to work independently and effectively outside the office setting. “Respecting and acknowledging the personal issues that emerge for our employees not only improves their personal well-being, but enhances their performance,” says Bogenshutz, who reports that the core management staff has remained with the organization for an average of more than 20 years. Other staff, including both clerical and clinical employees, average six years or more, with many who have left to start families returning to work on a part-time basis.
Yum! Brands, Inc.

Fast Food Restaurants
Winning Site: Louisville, Kentucky, 1,350 Employees
www.yum.com

Yum! Brands is the world’s largest restaurant company. Claiming more than 36,000 eateries—including KFC, Pizza Hut and Taco Bell sites—it is ranked 239 on the Fortune 500 List. The recession posed big challenges for businesses in this industry, but Yum! Brands planned well in advance for the job eliminations it anticipated and provided affected people with notice, a financial package and career counseling to help them land on their feet. Even while orchestrating job eliminations, the company tested telecommuting programs, the ability to work at home one day a week, four-day work weeks and options to pay staff while they perform community service. In general, the firm is testing a “Results Only” work environment, in which the factors that really matter are the results staff deliver.

YWCA New Hampshire

Nonprofit Social Services Organization
Winning Site: Manchester, New Hampshire, 22 Employees
www.ywcanh.org

It’s challenging to aid victims of domestic and sexual violence, to run an after-school program where 90% of the children are on state assistance and to oversee a supervised visitation center. But this New Hampshire YWCA has taken steps—involving very little money—to support its people as they meet these challenges. The changes have generated significant growth, the organization says, enabling the addition of a “tremendously successful” new family resource center, for example. Also reducing absenteeism, shrinking turnover and boosting efficiency, these workplace enhancements are enabling the YWCA to sustain funding for its programs in the midst of a difficult economy. For starters, flexible work schedules help staff continue their schooling and care for their families. Telecommuting is possible, too; staff have access to their e-mail outside the office and some have laptops. Employees gain extra paid-time-off for going above and beyond their normal responsibilities, can take their birthdays off and they’ve had additional holidays added to their schedule. An in-house wellness program gives them access to free aerobic exercise (partially during paid time), and they have scholarships to attend Weight Watchers meetings (also partially during paid time). When the nonprofit realized its health insurance costs would significantly increase, it polled the staff to see what benefits they found most valuable before choosing a new policy. The organization also puts an emphasis on fun: there are raffles to win free parking each month and “staff days” with relaxing activities like yoga and crafts several times a year.
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Alabama
Barfield Murphy Shank & Smith
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Birmingham Metropolitan YMCA
Cayenne Creative Group
Concept, Inc.
El Paso Corporation
ITAC Solutions, LLC.
Kahn
Machen, McChesney & Chastain, LLP
Sain Associates
Sellers Richardson Holman & West LLP

Arizona
Arizona Foundation for Legal Services & Education
Arizona Health Care Cost Containment System
Arizona Small Business Association
Arizona Weddings Magazine & Website
Autohaus Arizona, Inc. (Autohausaz.com)
Barich Inc
BDO USA, LLP
Chandler Chamber of Commerce
Chandler-Gilbert Community College
Clifton Gunderson LLP
Contreras State Farm Agency, Inc
Cosmopolitan Medical Communications
Custom Accounting & Tax
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Arapahoe/Douglas Works!
Aurora Mental Health Center
E-470 Public Highway Authority
McGladrey
Medical Center of Aurora
Merrick & Co
University of Phoenix

Connecticut
KPMG LLP

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Maryland
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PRIZIM Inc.

Massachusetts
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Amerisure Insurance
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BDO USA, LLP
Brown & Brown of Detroit
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Educational Data Systems, Inc.
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Ernst & Young LLP – Detroit, Grand Rapids
Farbman Group
Frank, Haron, Weiner & Navarro PLC
Kahn
Kapnick Insurance Group
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Leader Dogs for the Blind
Menlo Innovations LLC
Michigan Civil Service Commission
Michigan Department of Education
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Michigan Health & Hospital Association
Michigan Occupational Safety and Health Administration (MIOSHA)
Motawi Tileworks, Inc.
Motion Marketing & Media
National Multiple Sclerosis Society, Michigan Chapter
Peckham Inc.
Plex Systems
Public Policy Associates, Inc.
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Cardinal of Minnesota, Ltd.
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Mediascope, Inc.
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Minnesota Child Care Resource & Referral Network
MRM Minneapolis
Netgain
Prevent Child Abuse Minnesota
Rochester Area Family Y
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Southeast Service Cooperative
Southern Minnesota Municipal Power Agency
Spanlink Communications
Sport & Spine Physical Therapy of Winona Inc
Stanley Jones & Associates
Synergystic Software Solutions
Thern Inc
U.S. Bank
United Way of Olmsted County
University of Minnesota Rochester
Venture Computer Systems
Western National Mutual Insurance Company
Winona O.R.C. Industries
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Brown & Gay Engineers, Inc.
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Center for American and International Law
CenterPoint Energy
Chevron Corporation
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Community Council of Greater Dallas
ContentActive LLC
Dallas Convention & Visitors Bureau
Deloitte LLP – Dallas, Houston
Dow Chemical Company
EGW Utilities Inc.
El Paso Corporation
Ernst & Young LLP – Dallas, Texas
Fulbright & Jaworski L.L.P.
Gimmel Group
HBL Architects
Houston Department of Health and Human Services
Houston-Galveston Area Council
Klotz Associates, Inc.
KPMG LLP – Dallas, Houston
Lee Hecht Harrison
Lockheed Martin Missiles and Fire Control
M. D. Anderson Cancer Center
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McQueary Henry Bowles Troy LLP
Medical City Dallas Hospital
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Pannell Kerr Forster of Texas, P.C. (PKF Texas)
PricewaterhouseCoopers
Ryan, LLC – Austin, Dallas, Houston
State Farm Insurance
Tegron – Dallas, Houston
Traffic Engineers, Inc.
University of Phoenix
University of St. Thomas
VIA Group
Vinson & Elkins

Utah
1-800 CONTACTS
AAA Fair Credit Foundation
Cafe Rio Mexican Grill
Christopherson Business Travel
CRSA
Deloitte LLP
Employer Solutions Group
Future Industries
Intermountain Financial Group, LLC
Intermountain Healthcare
McKinnon-Mulherin, Inc.
Nelson Labs. Inc
Software Technology Group
Utah Food Services

Virginia
Anthem Blue Cross and Blue Shield
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Bon Secours Hampton Roads
Bon Secours Richmond Health System
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Deloitte LLP
Desautel Hege Communications
EdLab Group
Humanix Staffing and Recruiting
Inland Northwest Health Services
MHT Insurance
National CASA Association
NRG::Seattle
People For Puget Sound
Peterson Sullivan LLP
Principal Financial Group
Prolumina
Quisenberry Marketing & Design
Senior Services
SH Worldwide, LLC
SiteCrafting, Inc.
Snohomish County Human Resources
Spokane Occupational and Hand Therapy
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Technology Services Company, Inc.
TeleCommunication Systems Inc.
Washington Policy Center
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Washington, DC
Capital One
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Wisconsin
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<td>City of Houston/E.B. Cape Center</td>
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<td>CMOOR Group</td>
<td>Louisville Magazine</td>
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<td>Community Management Group</td>
<td>Lowcountry Graduate Center</td>
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<tr>
<td>Compendium Inc.</td>
<td>Lyndon Fire Protection District</td>
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<td>Concept, Inc.</td>
<td>Machen, McChesney &amp; Chastain, LLP</td>
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<tr>
<td>ContentActive LLC</td>
<td>Mahoney Ulbrich Christiansen Russ PA</td>
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<td>Creative Plan Designs, Ltd.</td>
<td>Management Recruiters of Chattanoogabrainerd</td>
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<td>CrossComm, Inc.</td>
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<td>cSubs</td>
<td>McKinnon-Mulherin, Inc.</td>
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<td>Custom Accounting &amp; Tax</td>
<td>Mediascope, Inc.</td>
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<td>Decision Toolbox, Inc.</td>
<td>MeetingMatrix International, Inc.</td>
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<td>Desautel Hege Communications</td>
<td>Menlo Innovations LLC</td>
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<tr>
<td>DMC Athletics and Rehabilitation</td>
<td>Metro Architecture LLC</td>
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<td>Durham Convention and Visitors’ Bureau</td>
<td>Metropolitan Milwaukee Association of Commerce</td>
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<td>Durham’s Partnership for Children</td>
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<tr>
<td>Dynamic Edge, Inc.</td>
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</tbody>
</table>
By Employer Size (continued)

Minnesota Child Care Resource & Referral Network
Mission Data
Mom Corps Inc.
Morris Financial Concepts, Inc.
Morrison & Associates CPAs PLLC
Motawi Tileworks, Inc.
Motion Marketing & Media
Mount Olive College at RTP
My Computer Works
National CASA Association
Naval Aviation Forecast Detachment
Sembach
Netgain
Next Wave Systems LLC
NJ Foundation for the Blind
Noisette Company
Novo Group
NRG::Seattle
Nukk-Freeman & Cerra, PC.
Ohio College Access Network
Olive Garden Italian Restaurant
Omega Legal Systems, Inc.
Orchard Medical Consulting
PeacePartners, Inc.
People for Puget Sound
Premier Community Health
Prevent Child Abuse Minnesota
PRIZIM Inc.
Prolumina
Public Policy Associates, Inc.
Quisenberry Marketing & Design
Regal Financial Group
Rhode Island Legal Services, Inc.
Riney, Hancock & Co., PSC
Senior Citizens Services Inc.
SH Worldwide, LLC
Shakespeare Squared
Shodor
SiteCrafting, Inc.
Snohomish County Human Resources
Southeast Service Cooperative
Southern Minnesota Municipal Power Agency
Space Coast Business LLC
Space Coast Early Intervention Center
Sphinx Organization
Spokane Occupational and Hand Therapy
Sport & Spine Physical Therapy of Winona Inc.
Stanley Jones & Associates
StorerTV, Inc.
Studio Kremer Architects, Inc.
Talaris
Technology Services Company, Inc.
Technomics, Inc.
Tellennium Group
Third Rock Consultants LLC
Traffic Engineers, Inc.

Tredway, Lumsdaine & Doyle, LLP
Trey McIntyre Project
United Way of Olmsted County
Venture Computer Systems
Verde Valley Sanctuary
VIA Group
Vox, Inc
Washington Policy Center
Wellbuilt Equipment Inc.
Wesley Community Centers of Savannah, Inc.
Whitneybell Perry Inc
Whittaker Cooper Financial Group
Winona O.R.C. Industries
WithinReach
Workforce Development Council
Snohomish County
WorkSmart
Youth Environmental Services
YWCA of Manchester

50-99 Employees
Access Sciences Corporation
ACS, Inc. (Affiliated Construction Services)
Adams County Workforce & Business Center
Aguirre Roden Inc.
Albrecht, Viggiano, Zureck & Co., P.C.
Alma Lasers
Arapahoe/Douglas Works!
Averett Warmus Durkee
AzulaySeiden Law Group
Bader Martin, P.S.
Barling Bay, LLC
Binkley & Barfield, Inc.
Boise Rescue Mission
Community Coordinated Child Care (4-C)
Community Council of Greater Dallas
Cornerstone Research Group
Cosmopolitan Medical Communications
CRSA
Custom Alarm/CUSTOM Communications, Inc.
Dallas Convention & Visitors Bureau
Detroit Regional Chamber
DMLO
Employer Solutions Group
Family Service of Morris County
Gas South, LLC
Gimmel Group
Greater Louisville Inc.
Hancock Askew & Co., LLP
Health Dimensions Group
Hiawatha Broadband Communications, Inc.
Intermountain Financial Group, LLC
Kentucky League of Cities
Louis T. Roth & Co.
McCaulley, Nicolas & Company, LLC

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<td>500-999 Employees</td>
<td>1-800 CONTACTS, Amerisure Insurance, Arizona Health Care Cost Containment System, Aurora Mental Health Center, Beck Group, BECU, Birmingham Metropolitan YMCA, Frankfort Regional Medical Center, Herzing University Online, Kenexa</td>
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<td>Brookhaven Science Associates</td>
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<td>Brown &amp; Brown of Detroit</td>
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<td>CH2M HILL – Spokane</td>
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<td>Intel Corporation</td>
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<td>Intermountain Healthcare</td>
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<td>JC Malone Associates</td>
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| Johnson Bank |
| Kforce Professional Staffing |
| KPMG |
| Lee Hecht Harrison |
| Lexmark International, Inc. |
| Lockheed Martin Missiles and Fire Control |
| Lutheran Social Service of Minnesota |
| M. D. Anderson Cancer Center |
| MacAulay-Brown Inc. |
| Manpower, Inc. |
| Marine Corps Recruit Depot San Diego |
| McGladrey |
| Medical Center of Aurora |
| Medical City Dallas Hospital |
| Memorial Hermann Healthcare System |
| Michigan Department of Environmental Quality |
| Microchip Technology Inc. |
| Microsoft Corporation |
| Mortgage Guaranty Insurance Corp |
| National Multiple Sclerosis Society, Michigan Chapter |
| OCLC Online Computer Library Center |
| Plante & Moran, PLLC |
| Prestige Healthcare |
| PricewaterhouseCoopers |
| Raytheon Missile Systems |
| Resources Global Professionals |
| Rink Management Services Corporation |
| Robert W. Baird & Co. |
| Santee Cooper |
| Scientific Research Corporation |
| Scottsdale Healthcare |
| Stanley, Inc. |
| State Farm Insurance |
| Synergystic Software Solutions |
| Turner Construction Company |
| U.S. Bank |
| U.S. EPA – Research Triangle Park |
| University of Phoenix |
| Unum |
| Vaco Richmond LLC |
| Valassis |
| VCU Health System |
| Vinson & Elkins LLP |
| Visteon Corporation |
| WellPoint, Inc. |
| WellStar Health System |
| Winona Workforce Center |
| Yum! Brands, Inc. |
## Accounting, Auditing and Advising
- Albrecht, Viggiano, Zureck & Co., PC
- Alexander & Company PSC
- Anneken, Huey & Moser PLLC
- Averett Warmus Durkee
- Bader Martin, PS.
- Barfield Murphy Shank & Smith
- Barnes Dennig & Company
- BDO USA, LLP
- Cerini & Associates, LLP
- Clifton Gunderson LLP
- Custom Accounting & Tax
- Deloitte
- Dixon Hughes PLLC
- DMLO
- Ernst & Young
- Frost, Ruttenberg & Rothblatt, PC.
- Hancock Askew & Co., LLP
- Harding Shymanski and Company PSC
- Henry & Horne, LLP
- Holtz Rubenstein Reminick LLP
- Kolb+Co. SC
- KPMG
- Louis T. Roth & Co.
- Machen, McChesney & Chastain, LLP
- Mahoney Ulbrich Christiansen Russ PA
- Margolin, Winer & Evans LLP
- McGladrey
- Morrison & Associates CPAs PLLC
- Mountjoy & Bressler LLP
- Pannell Kerr Forster of Texas, PC.
- Peterson Sullivan LLP
- Plante & Morin, PLLC
- Potter & Company, LLP
- PricewaterhouseCoopers
- Riney, Hancock & Co., PSC
- Ryan, LLC
- Sellers Richardson Holman & West LLP
- Strothman & Company PSC
- True Partners Consulting

## Advertising, Marketing and Communications
- Cayenne Creative Group
- Concept, Inc.
- Desautel Hege Communications
- Drafftcb
- Image 4
- Ketchum Inc.
- Laughlin Constable
- McKinney
- McKinnon-Mulherin, Inc.
- Mediascope, Inc.
- Motion Marketing & Media
- MRM Worldwide
- Quisenberry Marketing & Design
- Resource Interactive
- Space Coast Business LLC
- Valassis
- VIA Group
- Worktank Enterprises

## Agriculture, Forestry, Fishing, Mining
- Salt River Materials Group

## Architecture, Design and Engineering
- Aguirre Roden Inc.
- Albert Kahn Family of Companies
- Altair Engineering
- American Geotechnics
- Binkley & Barfield, Inc.
- Brown & Gay Engineers, Inc.
- CDP Engineers Inc
- CH2M HILL – Spokane
- HBL Architects
- Klotz Associates, Inc.
- LS3P ASSOCIATES LTD
- MacAulay-Brown Inc.
- Merrick & Company
- Metro Architecture LLC
- Sain Associates
- Studio Kremer Architects, Inc.
- Whitneybell Perry Inc

## Arts, Entertainment and Recreation
- Grandparents.com
- South Carolina Aquarium
- Southwest Institute of Natural Aesthetics
- Sphinx Organization
- Trey McIntyre Project

## Business Consulting
- Accenture
- Alford Group
- Booz Allen Hamilton
- Health Dimensions Group
- Health Service Innovations
- Kaiser Consulting
- North Highland Company
- Point B
- Public Policy Associates, Inc.
- Resources Global Professionals
- SummitQwest
- Technomics, Inc.
- Tegron
- Vox, Inc
- Washington Policy Center

## Construction
- ACS, Inc. (Affiliated Construction Services)
- Beck Group
- Habitat for Humanity of Brevard County, Inc.
- P2S Engineering, Inc.
- Rink Management Services Corporation
- Turner Construction Company
- Wellbuilt Equipment Inc.

## Employee and Administrative Services
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- Call Experts
- Cosmopolitan Medical Communications

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Employer Solutions Group
Expedite Group
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Solix Inc.
Spanlink Communications
Talaris

Energy and Utilities
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American Electric Power
CenterPoint Energy
Chevron Corporation
EGW Utilities Inc.
El Paso Corporation
Gas South, LLC
Santee Cooper
Southern Minnesota Municipal Power Agency

Environmental Organizations
AASHE
Brookhaven Science Associates
Cascadia Consulting Group, Inc.
EMES, LLC
People for Puget Sound
PRIZIM Inc.
Student Conservation Association
Third Rock Consultants LLC
Youth Environmental Services

Event Planning
SH Worldwide, LLC

Financial Services, Credit Unions, Banks
AAA Fair Credit Foundation
BECU
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Capital One Financial Corporation
First Alliance Credit Union
Intermountain Financial Group, LLC
Johnson Bank
Keats, Connelly and Associates, LLC
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McCaulley, Nicolas & Company, LLC
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Principal Financial Group
Regal Financial Group
Robert W. Baird & Co.
Sansiveri, Kimball & Company, LLP
U.S. Bank
Whittaker Cooper Financial Group

Government Services, Public Administration and Safety
Arizona Health Care Cost Containment System
Houston Department of Health and Human Services
Houston-Galveston Area Council
Kentucky League of Cities
Lyndon Fire Protection District
Michigan Civil Service Commission
Michigan Department of Education
Michigan Department of Environmental Quality
Michigan Health & Hospital Association
Michigan Occupational Safety and Health Administration
U.S. EPA – Research Triangle Park

Healthcare and Medical Services
Aurora Mental Health Center
Bon Secours Hampton Roads
Bon Secours Richmond Health System
Bottom Line Systems Inc.
Cardinal Health Inc.
Central Baptist Hospital
DMC Athletics and Rehabilitation
Frankfort Regional Medical Center
Idaho Emergency Physicians
Inland Northwest Health Services
Intermountain Healthcare
Interventional Pain and Physical Medicine Clinic
M. D. Anderson Cancer Center
Medical Center of Aurora
Medical City Dallas Hospital
Memorial Hermann Healthcare System
Nelson Labs. Inc.
Neonatology Associates, Ltd.
Northeast Delta Dental
One Call Medical, Inc.
Orchard Medical Consulting
Premier Community Health
Prestige Healthcare
Scottsdale Healthcare
Spokane Occupational and Hand Therapy
Sport & Spine Physical Therapy of Winona Inc.
St Luke’s Rehabilitation Institute
Stanley Jones & Associates
VCU Health System
WellStar Health System

Insurance
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Anthem Blue Cross and Blue Shield
Benefit Insurance Marketing
Brower Insurance Agency LLC
Brown & Brown of Detroit
J.A. Counter & Associates, Inc.
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Kapnick Insurance Group
Kentucky Employers’ Mutual Insurance
McQueary Henry Bowles Troy LLP
MHT Insurance
Mortgage Guaranty Insurance Corp
NRG::Seattle
State Farm Insurance
Unum
WellPoint, Inc.
Western National Mutual Insurance
  Company

Legal Services
Arizona Foundation for Legal Services
  & Education
AzulaySeiden Law Group
Dorsey & Whitney LLP
Farrell Fritz, P.C.
Fein, Such, Kahn & Shepard, P.C.
Foley & Lardner LLP
Fowler Measle & Bell PLLC
Frank, Haron, Weiner & Navarro P.L.C.
Fulbright & Jaworski LLP
Givens Pursley LLP
Nukk-Freeman & Cerra, P.C.
Omega Legal Systems, Inc.
Prolumina
Rhode Island Legal Services, Inc.
Sebaly Shillito + Dyer
SilvermanAcampora LLP
Stoll Keenon Ogden PLLC
Sturgill, Turner, Barker & Moloney, PLLC
Tredway, Lumsdaine & Doyle, LLP
Vinson & Elkins LLP
Warner Norcross & Judd LLP
Woodward Hobson & Fulton LLP

Manufacturing and Product Development
Alma Lasers
BASF Corporation
Dow Chemical Company
Futura Industries
General Mills
Motawi Tileworks, Inc.
Thern Inc.
Visteon Corporation

Media and Publishing
Abernethy Media Professionals
Arizona Weddings Magazine & Website
Discovery Communications
Go To Team
Louisville Magazine
Shakespeare Squared
StorerTV, Inc.

Membership Organizations
Arizona Small Business Association
Associated Industries

Better Business Bureau of Dayton/Miami
  Valley Inc.
Chandler Chamber of Commerce
Charleston Metro Chamber of Commerce
Detroit Regional Chamber
Greater Louisville Inc.
Metropolitan Milwaukee Association of
  Commerce
Washington State Hospital Association
WorldatWork

National Security
AAI Services Corporation
Azimuth Corporation
Center for Seabees & Facilities
  Engineering
Executive Transport Detachment
Lockheed Martin Missiles and Fire
  Control
Marine Corps Recruit Depot San Diego
Naval Aviation Forecast Detachment
  Sembach
Naval Education and Training Command
Naval Submarine Support Command
Pearl Harbor
Raytheon Missile Systems
USN Explosive Ordnance Disposal
  Training and Evaluation Unit Two

Real Estate and Property Management
Community Management Group
Farbman Group
Noisette Company
Rhode Island Housing

Recruiting and Career Management
Analysts International
Decision Toolbox, Inc.
Educational Data Systems, Inc.
fahrenHEIGHT360
Humanix Staffing and Recruiting
ITAC Solutions, LLC.
JC Malone Associates
Kenexa
Kforce Professional Staffing
Lee Hecht Harrison
Management Recruiters of Chattanooga-
  Brainerd
Manpower, Inc.
Mom Corps Inc.
Novo Group
Peckham Inc.
Vaco Richmond LLC

Restaurant and Food Services
Café Rio Mexican Grill
Olive Garden Italian Restaurant
Utah Food Services
Yum! Brands, Inc.
### Retail and Sales
- 1-800 CONTACTS
- Autohaus Arizona, Inc. (Autohausaz.com)
- Best Buy
- Compendium Inc.
- Inficom
- LeVeck Lighting Products, Inc.
- Lexmark International, Inc.
- Wist Office Products

### Schools, Libraries and Educational Services
- A Speaker For You
- Center for American and International Law
- Chandler-Gilbert Community College
- City of Houston/E.B. Cape Center
- CMOOR Group
- Durham’s Partnership for Children
- EdLab Group
- George Mason University
- Herzing University Online
- Idaho Association for the Education of Young Children
- Lowcountry Graduate Center
- Mount Olive College at RTP
- Ohio College Access Network
- PeacePartners, Inc.
- Rochester Community and Technical College
- Shodor
- Southeast Service Cooperative
- Space Coast Early Intervention Center
- University of Minnesota Rochester
- University of Phoenix
- University of St. Thomas
- Western International University
- Winona State University – Rochester

### Social and Community Services
- Amethyst, Inc.
- Big Brothers Big Sisters of Greater Birmingham
- Big Brothers Big Sisters of Kentuckiana
- Big Brothers Big Sisters of North Texas
- Birmingham Metropolitan YMCA
- Boise Rescue Mission
- Cardinal of Minnesota, Ltd.
- Catholic Charities of the Diocese of Winona
- Center for Accessible Living, Inc.
- Child and Family Services
- Choices Recovery Services
- Community Coordinated Child Care (4-C)
- Community Council of Greater Dallas CRSA
- Family Service of Morris County
- First Things First, Inc.
- Idaho Federation of Families for Children’s Mental Health
- Intercultural Mutual Assistance Association
- Leader Dogs for the Blind
- Lexington Habitat for Humanity
- Long Beach Rescue Mission
- Lutheran Social Service of Minnesota
- Madison Area YMCA
- Minnesota Child Care Resource & Referral Network
- National CASA Association
- National Multiple Sclerosis Society, Michigan Chapter
- NJ Foundation for the Blind
- Pima Council on Aging, Inc.
- Prevent Child Abuse Minnesota
- Pride Inc.
- Rochester Area Family YMCA
- Senior Citizens Services Inc.
- Senior Services
- United Way of Olmsted County
- Verde Valley Sanctuary
- Wesley Community Centers of Savannah, Inc.
- Winona O.R.C. Industries
- WithinReach
- YWCA of Manchester

### Software and Web Development and Information Management
- Access Sciences Corporation
- Atomic Object LLC
- Barich Inc
- BioPharm Systems
- CIBER Global Solution Center
- ContentActive LLC
- CrossComm, Inc.
- E-IT Professionals Corp.
- Falkor Group, LLC
- Gimmel Group
- KFR Services, Inc.
- KIZAN Technologies LLC
- MeetingMatrix International, Inc.
- Menlo Innovations LLC
- Microsoft Corporation
- Mission Data
- Netgain
- Next Wave Systems LLC
- OCLC Online Computer Library Center
- Pillar Technology Group LLC
- SAVO Group
- Scientific Research Corporation
- Service Express, Inc. (SEI)
- SiteCrafting, Inc.
- Software Technology Group
- Stanley, Inc.
- Synergystic Software Solutions
- TeleCommunication Systems Inc.
- WorkSmart
### Technology Manufacturing and Services
- Barling Bay, LLC
- Blue Gecko, Inc.
- Cisco Systems Inc.
- Cornerstone Research Group
- Craig Technologies
- CSC
- Custom Alarm/Custom Communications, Inc.
- Dynamic Edge, Inc.
- Dynamic Network Services, Inc.
- FeatureTel LLC
- Hiawatha Broadband Communications, Inc.
- Iformata Communications
- Intel Corporation
- Microchip Technology Inc.
- Motorola, Inc.
- My Computer Works
- Plex Systems
- Software Information Systems, LLC
- Technology Services Company, Inc.
- Tellennium Group
- Venture Computer Systems

### Transportation
- Delta Air Lines
- E-470 Public Highway Authority
- Traffic Engineers, Inc.

### Workforce Development Agencies
- Adams County Workforce & Business Center
- Arapahoe/Douglas Works!
- Snohomish County Human Resources
- Winona Workforce Center
- Workforce Development Council
  - Snohomish County

### Government Services, Public Administration and Safety
- Arizona Health Care Cost Containment System
- Houston Department of Health and Human Services
- Houston-Galveston Area Council
- Kentucky League of Cities
- Lyndon Fire Protection District
- Michigan Civil Service Commission
- Michigan Department of Education
- Michigan Department of Environmental Quality
- Michigan Health & Hospital Association
- Michigan Occupational Safety and Health Administration
- U.S. EPA – Research Triangle Park

### Tourism
- Carlson
- Christopherson Business Travel
- Courtyard by Marriott Melbourne-West
- Dallas Convention & Visitors Bureau
- Durham Convention and Visitors’ Bureau

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<th>By Business Issue</th>
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<td>J C Malone Associates</td>
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<td>Lutheran Social Service of Minnesota</td>
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| Sain Associates                        |
| The SAVO Group                          |
| Southern Minnesota Municipal Power Agency |
| St. Luke's Rehabilitation Institute    |
| Studio Kremer Architects                |
| SummitQuest                             |
| Synergistics Software Solutions        |
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| Third Rock Consultants                  |
| University of St. Thomas                |
| Utah Food Services                      |
| Vaco Richmond                           |
| Warner Norcross & Judd                  |
| WorkSmart                               |
| WPC – Washington Policy Center          |
| YWCA New Hampshire                      |

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<th>Enhancing Employee Engagement and Satisfaction</th>
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<td>Big Brothers Big Sisters of Greater Birmingham</td>
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<td>Leader Dogs for the Blind</td>
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<td>Michigan Health &amp; Hospital Association</td>
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<tr>
<td>Nukk-Freeman &amp; Cerra, P.C.</td>
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</table>
By Business Issue (continued)

Pillar
TCS – TeleCommunications Systems Inc
Third Rock Consultants
YWCA New Hampshire

Providing Exceptional Client Service
Best Buy
The Call Experts
Cobb EMC
General Mills
Health Service Innovations
MHT Insurance
FIMA Council on Aging Inc
TSC – Technology Services Company
Wesley Community Centers of Savannah
Western National Mutual Insurance

Reducing Business Costs
Cobb EMC
EMES
General Mills
Nukk-Freeman & Cerra, P.C.
Synergistics Software Solutions
Tegron

Enhancing Productivity and Profitability
Abernethy Media Professionals
Access Sciences Corporation
Alma Lasers
Analysts International Corporation (AIC)
Autohaus Arizona
Bartling Bay
Better Business Bureau of Dayton/Miami Valley
The Call Experts
Cayenne Creative Group
CSC
Dallas Convention and Visitors Bureau
Decision Toolbox
Dow Chemical Houston Department of Health and Human Services
Dynamic Edge
E-IT Professionals Corporation
EMES
Expedite Group
Foley & Lardner
Gas South
General Mills
Gimmel Group
Hancock Askew & Co.
HBL Architects
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Holtz Rubenstein Remnick LLP
Idaho Association for the Education of Young Children
Idaho Federation of Families for Children’s Mental Health
Iformata Communications
Kaiser Consulting
Kenexa
Kforce Professional Staffing
KiZan Technologies
Leader Dogs for the Blind
LiveOps
Louis T. Roth & Co.
Louisville Magazine
Lutheran Social Service of Minnesota
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Morrison and Associates CPAs
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TSC – Technology Services Company
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WPC – Washington Policy Center
YWCA New Hampshire

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Aurora Mental Health Center
Autohaus Arizona
Frankfort Regional Medical Center
WorkSmart

Unlocking Innovation and Creativity
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EMES
Idaho Federation of Families for Children’s Mental Health
Low Country Graduate Center

Addressing Generational Differences and Caregiving Responsibilities
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Accenture
ACS, Inc. (Affiliated Construction Services)
Alma Lasers
Amethyst
Anneken, Huey & Moser
Arizona Foundation for Legal Services and Education
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Averett Warmus Durkee
BASF Corporation
Boise Rescue Mission
Brookhaven Science Associates/
Brookhaven National Laboratory
Brown and Brown of Detroit
Bryson Financial Group
The Call Experts
Cardinal Health
CDP Engineers
CenterPoint Energy
Central Baptist Hospital
Christopherson Business Travel
Cornerstone Research Group
County College of Morris
Desautel Hege Communications
Dorsey & Whitney
Dow Chemical
Durham’s Partnership for Children
EGW Utilities
Expedita Group
Express Employment Professionals
fahRENHEIGHT360
Farrell Fritz, P.C.
First Things First
Foley & Lardner
Frank, Haron, Weiner & Navarro
Frankfort Regional Medical Center
General Mills
Gimmel Group
Habitat for Humanity of Brevard County, Inc.
Hancock Askew & Co.
Health Service Innovations
Idaho Federation of Families for
Children’s Mental Health
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Kenexa
Kentucky Employers Mutual Insurance
(KEMI)
Kentucky League of Cities
Ketchum Inc.
KiZan Technologies
Leader Dogs for the Blind
Louis T. Roth & Co.
Mahoney, Ulbrich, Christiansen & Russ PA
Manpower Inc
Merrick & Company
Michigan Health & Hospital Association
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Neonatology Associates, Ltd.
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Olive Garden Italian Restaurant
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PricewaterhouseCoopers
Plex Systems
Prevent Child Abuse Minnesota
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U.S. Bank
United Way of Olmsted County
Warner Norcross & Judd
WellPoint Inc
Wesley Community Centers of Savannah
Westin Savannah Harbor Golf Resort & Spa
Whittaker Cooper Financial Group
Workforce Development Council of Snohomish County
WPC – Washington Policy Center
YWCA New Hampshire

Leveraging Technology
AAI Service Corporation
AASHE
Abernethy Media Professionals
Accenture
Access Sciences Corporation
ACS, Inc. (Affiliated Construction Services)
Adams County Workforce and Business Center
Analysts International Corporation (AIC)
Anneken, Huey & Moser
Arizona Foundation for Legal Services and Education
BASF Corporation
Better Business Bureau of Dayton/Miami Valley
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| Brookhaven Science Associates/   | Metro Architecture LLC |
| ---                              | Michigan Health & Hospital Association |
| Brookhaven National Laboratory   | MHT Insurance |
| Brown and Brown of Detroit       | Mission Data |
| Bryson Financial Group           | Morris Financial Concepts |
| Cayenne Creative Group           | Mortgage Guarantee Insurance Corporation |
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| Cerini & Associates              | MRM Worldwide |
| Chevron Corporation              | My Computer Works |
| Child and Family Services        | Netgain |
| Christopherson Business Travel   | Nukk-Freeman & Cerra, P.C. |
| Cobb EMC                         | One Call Medical |
| Contreras State Farm Agency, Inc | Pillar |
| Cornerstone Research Group       | Pima Council on Aging Inc |
| CSC                              | Plex Systems |
| Custom Accounting and Tax        | Prevent Child Abuse Minnesota |
| Decision Toolbox                 | Principal Financial Group |
| Desautel Hege Communications     | Prizim |
| Dorsey & Whitney                 | Prolumina Communications |
| Dow Chemical                     | Public Policy Associates |
| Durham’s Partnership for Children| Quisenberry Marketing and Design |
| Dynamic Network Services         | Raytheon Company |
| EGW Utilities                    | Resource Interactive |
| E-IT Professionals Corporation   | Rhode Island Housing |
| EMES                             | Rochester Community and Technical College |
| Expedite Group                   | Ryan LLC |
| Express Employment Professionals  | Santee Cooper |
| fahrenHEIGHT360                  | The SAVO Group |
| Falkor Group                     | Senior Citizens Services |
| First Things First               | Southern Minnesota Municipal Power Agency |
| Frank, Haron, Weiner & Navarro   | Space Coast Business |
| Gas South                        | St. Luke’s Rehabilitation Institute |
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| Hancock Askew & Co.              | SummitQwest |
| HBL Architects                   | Synergistics Software Solutions |
| Health Service Innovations       | TCS – TeleCommunications Systems Inc |
| Herzing University               | Tegron |
| Holtz Rubenstein Reminick LLP    | The Tellennium Group |
| Houston Department of Health and Human Services | Third Rock Consultants |
| Idaho Association for the Education of Young Children | Tredway, Lumdsaine & Doyle |
| Idaho Federation of Families for Children’s Mental Health | TSC – Technology Services Company |
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| Kaiser Consulting                | Valassis |
| Kenexa                           | Visteon |
| Kentucky League of Cities        | Warner Norcross & Judd |
| Ketchum Inc.                     | WellPoint Inc |
| Kforce Professional Staffing     | Western National Mutual Insurance Company |
| Kolb+Co                          | Westin Savannah Harbor Golf Resort & Spa |
| Lockheed Martin Missiles and Fire Control | Whittaker Cooper Financial Group |
| Louis T. Roth & Co.              | Workforce Development Council of Snohomish County |
| Louisville Magazine              | WorkSmart |
| Mahoney, Ulbrich, Christiansen & Russ PA | YWCA New Hampshire |
| Manpower Inc                     | " |
| M. D. Anderson Cancer Center     | " |
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CSC

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Bottom Line Systems
Brookhaven Science Associates/
Brookhaven National Laboratory
Brower Insurance Agency
Central Baptist Hospital
Chandler-Gilbert Community College
Chevron Corporation
Child and Family Services
Cosmopolitan Medical Communications
County College of Morris
Desaute Hege Communications
Dorsey & Whitney
Dynamic Network Services
Employees Only
Expedite Group
Express Employment Professionals
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First Things First
Frankfort Regional Medical Center
Gas South
Gimmel Group
Harding Shymanski and Company PSC
HBL Architects
Holtz Rubenstein Reminick LLP
Houston Department of Health and
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Clinic
J C Malone Associates
Kaiser Consulting
Kentucky League of Cities
KiZan Technologies
Leader Dogs for the Blind
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Merrick & Company
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Morison and Associates CPAs
Mountjoy and Bressler LLP
My Computer Works
Olive Garden Italian Restaurant
One Call Medical
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Principal Financial Group
Public Policy Associates
Rick Hendrick Imports
Santee Cooper
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St. Luke’s Rehabilitation Institute
Studio Kremer Architects

The North Highland Company
U.S. Bank
University of St. Thomas
Vaco Richmond
Valassis
Wesley Community Centers of Savannah
Workforce Development Council of
Snohomish County
WPC – Washington Policy Center

Promoting Health and Wellness;
Reducing Stress
Access Sciences Corporation
American Electric Power
Autohaus Arizona
Brookhaven Science Associates/
Brookhaven National Laboratory
Brower Insurance Agency
Bryson Financial Group
Chandler-Gilbert Community College
Cornerstone Research Group
Dallas Convention and Visitors Bureau
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Pima Council on Aging Inc
Plex Systems
Premier Community Health
Prizim
Raytheon Missile Systems
Sain Associates
The SAVO Group
Third Rock Consultants
WellPoint Inc
WellStar
Western National Mutual Insurance
Company
YWCA New Hampshire

Reducing Environmental Impact
Atomic Object LLC
Bader Martin, P.S.
BECU
Cisco Systems Inc.
Klotz Associates, Inc.

Encouraging Volunteerism and
Supporting Communities
AAI Service Corporation
Abernethy Media Professionals
Accenture
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Access Sciences Corporation
Anneken, Huey & Moser
Barling Bay
Brown and Brown of Detroit
Cayenne Creative Group
Cerini & Associates
Chandler-Gilbert Community College
Chevron Corporation
Cobb EMC
Contreras State Farm Agency, Inc
Desautel Hege Communications
Frank, Haron, Weiner & Navarro
Harding Shymanski and Company PSC
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Kentucky Employers Mutual Insurance (KEMI)
LiveOps
Low Country Graduate Center
Minnesota Child Care Resource & Referral Network
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Ryan LLC
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Studio Kremer Architects
SummitQwest
Vaco Richmond
Visteon
Warner Norcross & Judd
Whittaker Cooper Financial Group

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Dynamic Edge
EMES
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Emphasizing Communications with Staff
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cSubs
Courtyard by Marriott
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Synergistics Software Solutions
WorkSmart

Delivering Support to Employees
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Altair Corporation
American Electric Power
Big Brothers Big Sisters of Greater Birmingham
Boise Rescue Mission
The Center for American and International Law
Central Baptist Hospital
Child and Family Services
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Westin Savannah Harbor Golf Resort & Spa
Workforce Development Council of Snohomish County
Yum! Brands Inc

Helping Employees Manage Transportation Costs
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Averett Warmus Durkee
Birmingham Metropolitan YMCA
Bon Secours
Bottom Line Systems
CDP Engineers
Dallas Convention and Visitors Bureau
Herzing University
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WellStar
WorkSmart
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1800 Duke Street
Alexandria, VA 22314
T: 800.283.7476
E: info@shrm.org
www.shrm.org

For more information on the When Work Works initiative, visit www.whenworkworks.org.
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  President & CEO, Solix Inc.
  Four-time Sloan Award Winner

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- G. Brint Ryan
  CEO, Ryan LLC
  Sloan Award Winner