

W H E N
W O R K
W O R K S

2009 GUIDE TO BOLD NEW IDEAS FOR MAKING WORK WORK



ACKNOWLEDGEMENTS

Families and Work Institute would like to acknowledge the wonderful 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, and of 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 Shanny Peer for her superb management of this Guide and of *When Work Works*. This is a multi-faceted and demanding project and Shanny has overseen this work with an unusual attention to detail and to the big picture, always expecting and delivering work of the highest quality.

Sheila Eby has honed the art of capturing in a few sentences the most innovative ideas and impressive results of these award-winning employers, and we thank her for her masterful prose.

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Finally, our deepest thanks to Kathleen Christensen and the Alfred P. Sloan Foundation for providing leadership and support for this and other projects that have used research to uncover the misfit between the way work has traditionally been organized and the way that it can be organized to meet the needs of employers and employees alike in the 21st century. The words “strategic” and “visionary” are the best descriptions of how Kathleen and the Sloan Foundation have structured their grants. They have used research to provide the necessary and core knowledge but have insisted that research not be an end in and of itself, but instead lead to action. Thus, they have both inspired and required measurable results. The history of the work-life movement would have been far different and had far less impact without their truly unique national leadership. For all those who care about creating “change that lasts,” the funding of the Sloan Foundation’s Initiative on the Workplace, Workforce and Working Families should be a required case study.

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



2009 GUIDE TO BOLD NEW IDEAS FOR MAKING WORK WORK

**New Ideas from the 2008 Winners of
the Alfred P. Sloan Awards for Business
Excellence in Workplace Flexibility**

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WHAT'S NEW? WHAT'S NEWSWORTHY?

Ellen Galinsky, President, Families and Work Institute

How many of us wish that days were 26 hours, not 24! How many of us feel overworked or underworked? How many of us feel that work simply isn't working these days?

We are not alone in having these thoughts. Increasingly, employers are coming to similar conclusions. In a time of economic unrest and volatility, in a time when 24/7 workdays seem to have few boundaries, and in a time when worries about losing jobs are omnipresent, employers and employees alike are looking for new directions.

That's the purpose of *When Work Works*—to study and document the emerging trends in finding new ways to make work “work” for all of us.

Here are some of our findings:

Our ongoing nationally representative study of the U.S. workforce—the National Study of the Changing Workforce (NSCW)—reveals that many of us feel deprived, that we simply don't have enough time with the people in our lives who are important to us:

- 75% of employees report not having enough time for their children, up from 66% in 1992; and
- 61% report not having enough time for their husbands or wives, up from 50% in 1992.

Given the feeling of being pressed for time, it is not surprising that the vast majority of employees view having flexibility as an *extremely* or *very* important factor in deciding whether to take a new job.

- 39% of employees rate having the flexibility to successfully manage work and personal or family life as *extremely* important, and another 47% rate it as *very* important.

Yet only 50% of employees in the U.S. *strongly agree* that they currently have the flexibility they need to successfully manage their work and personal or family life.

So employees want effective and flexible workplaces, but what about employers? Why should they want them?

Using data from the 2008 NSCW, we are able to determine which aspects of having a good fit between life on and off the job go together and matter most for employees *and* for their employers. We found that, considered together, the following five factors (which employees in the study were asked to rate on a four-point scale from *strongly agree* to *strongly disagree*) create a reliable scale for assessing “work-life fit”:

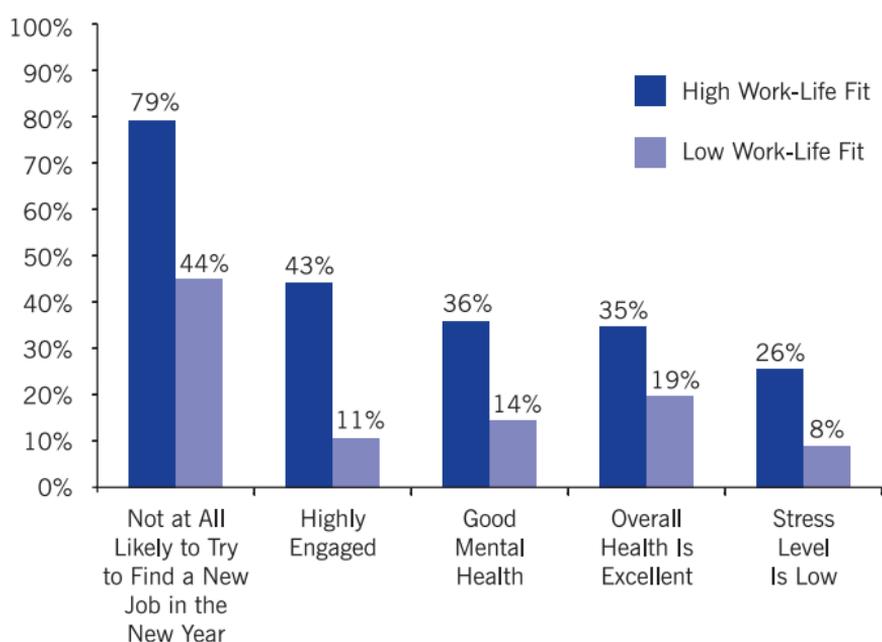
- I have the schedule flexibility I need to successfully manage my work and family life.
- My work schedule/shift meets my needs.
- I have the co-worker support I need to successfully manage my work and family life.

- My supervisor cares about the effect of work on my personal/family life.
- My supervisor is responsive when I have personal/family business.

We next examined how the degree of work-life fit (with employees who agree or strongly agree with these statements having a higher work-life fit) affects a series of outcomes of importance to both employers and employees.

Overall, employees who have a high work-life fit fare much better than employees who have moderate or low levels of work-life fit. They are more highly engaged and less likely to look for a new job in the next year, and they enjoy better overall health, better mental health, and lower levels of stress.

Work-Life Fit and Outcomes of Importance to Employees and Employers



Employers in this Guide exemplify what it means to provide flexible and effective workplaces.

That's the ticket of admission to appear in these pages. And it is a rigorous admission process because these employers are all winners of the Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility. Not only do the employers have to score among the top 20% of employers nationally (based on national norms from Families and Work Institute's National Study of Employers) to even qualify, but the real deciders are their employees. Employees are surveyed about working at these organizations and their responses count for two thirds of the final score used to select winners.

The national context—flexibility and the recession

It is important to look at the employers in this Guide within a national context and to address the question that everybody's asking: what's *really* happening to flexibility during the recession?

Because there were no national data and because speculation about the fate of flexibility in the recession ranged from “it’s thriving” to “there have been large reductions” or to “employers are providing flexibility to meet budgetary concerns but not to meet the needs to employees,” Families and Work Institute conducted a nationally representative study of employers in May of 2009. Rather than rely on anecdotes or opinions, we wanted to know the actual trends.

Among the questions we asked was: “Have you reduced, maintained, or increased flexible work options because of the current economic downturn?” We find:

- 6% of employers have reduced flexibility
- 81% have maintained flexibility
- 13% have increased flexibility

Since 94% of employers are maintaining or increasing the flexibility they offer, the large majority of employers in the United States appear to value flexibility and even to be using it as a tool to manage the recession. But then the question arises, *exactly how* are they using it?

A premise of our national *When Work Works* initiative is that effective employers are creating new ways to make work “work” for *both* themselves and their employees—even in a difficult economy. So we wondered what is happening nationally. We asked: “To what extent do employees have input into decisions about flexible work arrangements?” We find that among employers:

- 14% give employees a great deal of input
- 43% give employees some input
- 22% give employees not much input
- 22% give employees no input

Thus, while more than half (56%) of employers allow employees input, only about one in seven (14%) allows “a great deal of input” into the kind of flexibility employees are given.

The 260 employers profiled in the Guide exemplify “what’s possible,” even in a difficult economy. They do consider flexibility that works for both the employer and the employee. Below are the significant new and newsworthy trends we see:

Employers are using schedule flexibility to deal with the recession in constructive ways.

These employers are:

- Offering employees reduced hours or additional unpaid days off to avoid layoffs
- Avoiding layoffs through voluntary reduced hours
- Giving employees four Fridays off in the summer in lieu of raises the organization cannot afford to offer this year

- Encouraging employees to phase into retirement
- Opting for salary reductions across the board
- Allowing employees to work at home one or two days a week to save on commuting costs in response to fluctuating gas prices
- Giving employees the option to take unlimited, unpaid personal time off during the downturn, while keeping full medical benefits and the right to return to their jobs
- Allowing employees greater scheduling flexibility if their spouse has lost a job or seen their hours reduced and the family needs to make changes
- Reassigning responsibilities when no hiring is possible

As an example: Microchip Technology, a two-time Sloan Award winner in Chandler, Arizona with 1,485 employees, is the only semiconductor company that hasn't made a layoff in more than five years. It looked for and found other ways to cut costs, including pay cuts and shutdowns for salaried employees and rotational shutdowns for factory workers. These strategies were designed to take the needs of employees into account. The company-wide shutdown was scheduled to coincide with spring break for the largest number of employees' school-aged children while others were given the option to schedule other weeks for their shutdowns. Factory employees were able to use vacation time and personal time in lieu of full reduction of their rotational schedules. And all employees were given the option to take unlimited, unpaid personal time during the downturn, while keeping full medical benefits and the right to return to their jobs.

Another example is a real estate developer, Noisette, in Charleston, South Carolina, with 15 employees. In response to the recession, the company reviewed and cut expenses and found alternative financing for infrastructure projects when banks began freezing business loans and municipal lending nationwide. Reducing health insurance wasn't an option, however. In order to maintain this care, Noisette chose instead to reduce salaries, beginning with the executive team. Employees have been kept informed of the challenges faced by the company at weekly company-wide staff meetings—a practice that helps to inform employees and thus dispels rumors.

As a manufacturer and supplier of concrete construction materials—among the hardest hit industries by the recession—Salt River Materials Group in Scottsdale, Arizona instituted a *voluntary* reduced workweek. Participating employees can choose to reduce their workweek by 5%, 10% or 20% for a determined period of time. They can also choose to use their paid time off for the reduction in hours or take it as unpaid leave, reducing their pay accordingly without affecting other company benefits. Many of the company's 28 employees volunteered and appreciate this option as an alternative to layoffs. All things considered, this company is also doing well during these difficult times.

Employers are eliciting ideas from employees on responding to the recession, often using social networking strategies to do so.

One of the emerging trends we see on the horizon is the use of social networking strategies to deal with many tough organizational issues, including the recession. A number of employers in this Guide turned to their employees to suggest responses to the recession. The 17 employees of Image One, a printing services and supplies company in Oak Park, Michigan, helped develop a plan to restructure procedures and spending, reallocate job duties, provide job flexibility and grow the business. And lest you think that this only happens in small organizations, the American Institute of Certified Public Accountants (AICPA), a professional membership organization in Durham, North Carolina, created a “suggestion box” for its 600 employees to elicit ideas for new ways to cut costs, better serve their members and improve their processes. Employees have also been encouraged to share personal solutions for dealing with the recession, and those tips are exchanged with the entire staff through an employee newsletter.

Employers are providing direct financial assistance to employees.

At 1-800 CONTACTS, Inc., a direct-to-consumer retail contact lens business in Salt Lake City, Utah with 850 employees, the company’s Associate Outreach Fund offers emergency one-time financial assistance to employees in a financial crisis. More than \$14,000 in emergency relief was distributed in 2008, enabling a number of employees to keep their homes. And BCD Low Voltage Systems, Inc. in Phoenix, Arizona, with 21 employees, offers short-term loans for emergencies such as car repair. Likewise, the Cafe Rio, a restaurant company headquartered in Salt Lake City, Utah, with 16 employees in its corporate office, created a zero-interest loan program and has about \$40,000 out on any given month. An architectural firm, Cooper Roberts Simonsen Associates, Inc., in Salt Lake City, Utah, with 57 employees, created a We Care Fund. Supported through voluntary payroll deductions, the trust provides money to employees facing difficult circumstances, such as unexpected medical bills.

A health care company, Bon Secours Richmond Health System, a three-time Sloan Award winner in Richmond, Virginia with 6,579 employees, developed a comprehensive economic relief package that includes financial education, seminars for employees’ unemployed family members, an employee crisis fund providing monetary assistance to employees in financial trouble, the ability to trade time off for cash, a housing assistance program, discounts at many area businesses, and various college tuition assistance plans for employees and their families.

Employers are also providing financial information.

These programs range from financial literacy initiatives and financial counselors to calculators for helping employees manage their money more effectively during the recession. Topics covered include assistance with budgeting, saving for children’s college education, saving for retirement, financing

housing loans, and reviewing choices that affect tax rates. Employers also work with community groups to screen employees for publicly-funded benefits (such as the Earned Income Tax Credit, Food Stamps, children's health insurance, heating assistance, housing and automobile loans, among others). This assistance puts more money in the pockets of low-wage employees. And employers also let employees know about community supports such as food co-ops.

Amerisure Mutual Insurance Company, with winning sites in Dallas, Texas and Detroit, Michigan, offers company-paid, onsite financial planning meetings and seminars on many topics, including estate and college planning and ID theft prevention. Their programs are open to the company's 795 employees and their spouses. In addition, this four-time Sloan Award winner provides college scholarships for employees' children. The Beck Group, a three-time Sloan Award winner in Dallas, Texas, with 180 employees, makes consultants and Web-based tools available to employees to help them address financial topics such as planning for a new baby or an aging parent, saving money for college, managing debt and facing foreclosure. And three-time Sloan Award winner NRG::Seattle, with 11 employees, has hired a corporate coach to help the staff figure out how to be "uplifters" in these challenging times. The owner of this insurance company, Michelle Rupp, says, "If we take care of our own fear and acknowledge our own challenges, we are able to be present for our clients when they need our counsel and ear."

New initiatives in flexibility also draw on social networking techniques and enable employees to help each other.

Three-time Sloan Award winner KPMG LLP, with winning sites in Atlanta, Georgia; Chicago, Illinois; Dallas, Texas; Houston, Texas; Long Beach, California; Louisville, Kentucky; Melville, New York; Milwaukee, Wisconsin; Providence, Rhode Island; San Francisco, California; Short Hills, New Jersey; and Washington, DC, has created a shared leave program. Employees with serious illnesses or other emergencies can receive up to 12 weeks of additional paid personal from other employees who donate their unused time off. The company reports that fully 100% of needs for donated time are met by KPMG employees, usually within minutes of an employee making an anonymous request.

The U.S. Environmental Protection Agency—Research Triangle Park, with 1,200 employees in Durham, North Carolina, has developed a "leave bank" to provide a limited amount of additional paid time off in emergency situations to staff who have exhausted all their vacation and leave time. Likewise, Winona ORC Industries, Inc., a nonprofit provider of employment and vocational training for people with disabilities in Winona, Minnesota, enables its 47 employees to donate their unused vacation and sick time to each other.

Employers are providing flexibility so that their employees can volunteer in the community and help others in need.

Intel Corporation, a three-time winner in Chandler, Arizona, with 10,000 employees, celebrated its 40th anniversary in 2008 by asking employees to volunteer, with a goal of reaching one million hours for the company worldwide—a goal it achieved. Using the company policy that enables volunteering during the workday, more than 4,000 Arizona employees gave 130,000 hours to their communities. For every hour volunteered at a nonprofit or school, the organization also received a \$10 donation from Intel—up to \$10,000. McKinney, an advertising agency with 162 employees, calls its volunteer efforts “Camp McKinney,” an initiative designed to benefit the Urban Ministries of Durham, North Carolina. And Custom Communications, Inc./Custom Alarm in Rochester, Minnesota, with 74 employees, provides dollar matches for employee giving and donates 5% of company profits to charity.

Employers focus on health and wellness, often using social networking strategies to promote their goals.

Given the increasing stress of the recession and spiraling health care costs, it is not surprising that leading employers are promoting prevention and wellness. What’s interesting is how they are using the notion of “employees helping employees,” often assisted by screenings, healthy lifestyle programs, and “coaches.”

For example, Rice University in Houston, Texas has an on-campus subsidized Weight Watchers program open to its 2,700 employees. Collectively, employees have lost more than 2,000 pounds. They also have access to life-style screenings and yoga classes, and they can shop for healthy foods at a weekly farmers’ market on the campus. In Louisville, Kentucky, Delta Dental of Kentucky uses two fitness trainers to work with its 85 employees. The cost is minimal—\$5 per paycheck.

BECU, a credit union in Tukwila, Washington, holds a wellness fair every year, giving employees an opportunity to check their blood pressure, cholesterol and other key health indicators. For everyday issues, its 410 employees have access to a 24-hour “nurse help hotline.” Berkeley College, in Morris County, New Jersey, offers onsite screening, health risk assessments and a health coach for its 1,100 employees—and in the process has slowed the increase in its medical costs.

Employers have created systems to monitor overwork as a way of promoting wellness and improving the energy of employees.

Fenwick & West LLP, a law firm in San Francisco, California with 245 employees, has created “workflow coordinators” and two “balanced hours advisors” who review attorney hours regularly to ensure that those on reduced schedules are not subject to “schedule creep” or overlooked for good assignments. Similarly, in most offices, KPMG has created Wellness Scorecards to determine if someone is working too much overtime or skipping vacation. Supervisors are encouraged to use these scorecards to monitor their people’s progress in taking better care of themselves.

Beyond the basics—employers have expanded the use of flexibility to ensure that all employees have access throughout their day, year and career, and they are providing coaches to ensure their offerings will be used.

RSM McGladrey Inc., an accounting, tax, and business consulting firm with a winning site in Rochester, Minnesota, now offers its employees 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 come back to work with greater ease. Coach-on-Call gives employees free access to a professional coach offering advice and support on work-life issues. And the New Parent Coach provides resources, support and information to help new parents navigate through pregnancy, leave and the transition back to work.

With winning sites in Atlanta, Georgia; Birmingham, Alabama; Chicago, Illinois; and Milwaukee, Wisconsin, the accounting firm Ernst & Young (a three-time winner) offers very generous parental leave policies through an initiative called My JournEY. New mothers receive a three-month, fully-paid leave in addition to the 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 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. If a professional chooses to stop working after having a child, the firm stays in touch, through a mentor selected by the employee. Having a mentor keeps the employee connected to the firm and enables a better return in a year or two.

Knowing that the needs of employees differ over their work lives, a number of employers are surveying or conducting focus groups with employees of different generations and life stages to assess their needs. At Albert Kahn Family of Companies (also a three-time winner), an architecture and engineering company in Detroit, Michigan, the company held discussions with representatives among its Baby Boomer and Gen X employees about company culture, career advancement and work-life issues. These conversations led to increased investment options for 401k and profit-sharing programs as well as a new employee lounge and options for alternative work schedules for its 250 employees.

The law firm Alston & Bird LLP, with 995 employees in Atlanta, Georgia, wanted to ensure that its non-exempt employees have access to flexibility that is comparable with what its professionals are offered. It became the first law firm in that city to offer 9/75 and four-day work schedules to its non-exempt employees, allowing them to work 75 hours over eight or nine days instead of ten.

The use of teleworking appears to be increasing for a variety of reasons—to save on gas mileage and commute time, to save on real estate costs, to reduce the employers' carbon footprint and improve air quality, and to deal with the 24/7 nature of a global economy. In response, employers are looking for new ways to keep telecommuters in touch with the company. The management consulting firm Booz Allen Hamilton, with winning sites in Charleston, South Carolina and Washington, DC, recently introduced a virtual FlexWork Forum for employees on part-time or job-sharing schedules. This program allows them—as well as staff working outside a Booz Allen office—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 who are working flexibly.

Employers are developing and using performance metrics to ensure that their programs do not discriminate, are used by employees and yield results.

Grant Thornton LLP, an accounting and management consulting company in Dallas, Texas with 320 employees, has created Partner Performance Metrics to hold office managing partners accountable for the turnover and retention of women in their local offices, embedding metrics into the firm's partner performance management system. These efforts have paid off by increasing the number of women partners from 31 to 81 in just five years, an increase of 160%. The firm offers considerable career flexibility to encourage employees to develop and grow at the firm, whatever the changes in their personal and family lives.

As always, effective and flexible workplaces yield results that matter for employees, for employers, and for communities.

Throughout the profiles in this Guide, you will read how these winning employers are achieving the following results:

- Increasing employee engagement and satisfaction
- Unlocking innovation and creativity
- Increasing the skills and educational qualifications of employees
- Providing exceptional client service
- Reducing business costs
- Enhancing productivity and profitability
- Increasing employee recruitment and retention and reducing turnover
- Aligning staff coverage to meet business needs
- Reducing absenteeism and sick days
- Lowering health care costs
- Improving the environment, reducing the employers' carbon footprint, and reducing air pollution

Clearly, when work “works” for all, it is possible for all to benefit!

HOW EMPLOYERS WERE SELECTED FOR THE 2009 GUIDE TO BOLD NEW IDEAS FOR MAKING WORK WORK

All of the employers profiled in this Guide are winners of the Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility.

This awards 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 Alfred P. Sloan Awards honor organizations that are using workplace flexibility as a strategy to make work *work* better—for both the employer and the employee. The application process for the Alfred P. Sloan Awards 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 within participating communities.

2008 Participating Communities

In 2008, the Alfred P. Sloan Awards were offered in 30 communities nationwide:

Atlanta, GA; Arizona (statewide); Aurora, CO; Birmingham, AL; Boise, ID; Brockton, MA; Charleston, SC; Chicago, IL; Dallas, TX; Dayton, OH; Durham, NC; Houston, TX; Lexington, KY; Long Beach, CA; Long Island, NY; Louisville, KY; Melbourne-Palm Bay, FL; Michigan (statewide); Milwaukee, WI; Morris County, NJ; Providence, RI; Richmond, VA; Rochester, MN; Salt Lake City, UT; San Francisco, CA; Savannah, GA; Seattle, WA; Spokane, WA; Washington, DC; and Winona, MN.

In 2009 the Sloan Awards were also opened up to employers anywhere in the U.S. through a new “at-large” award.

The When Work Works Initiative

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

Why Workplace Flexibility?

Families and Work Institute conducts nationally representative studies of employees and employers. These studies find that *flexibility is a critical component of workplace effectiveness*—just as important as better-known components of workplace effectiveness, such as providing challenging jobs with learning opportunities, and offering a climate of respect, job autonomy, economic security, and supervisor support for job success. Flexibility calls for the same kind of shared responsibility and accountability as the other components of an effective workplace. Research finds that employees in effective and flexible workplaces are more likely to be engaged in helping their organizations succeed, more likely to be satisfied with their jobs, more likely to stay with their employer and more likely to be in better physical and mental health. Flexibility—a way to define how, when, and where work gets done and how careers are organized—is a strategic business tool to respond to the changing economy and changing workforce. Our vision of flexibility stresses that *flexibility must work for both the employer and the employee*. All of the winners of the Alfred P. Sloan Awards exemplify this vision. For more information on this initiative, or to find out about how to apply for the Alfred P. Sloan Awards, visit www.whenworkworks.org.

KEY TO READING EMPLOYER PROFILES AND SCORES

Key to Reading Employer Profiles

A brief profile is provided on each of the employers featured in this Guide, highlighting in bold print some of the **bold new ideas** they are using to make work “work” in the 21st century economy. The profile focuses on flexible programs and other initiatives that help make these organizations more effective and more successful, both for the employee and for the employer. Taken as a whole, these profiles underline the many positive business impacts these employers attribute to their flexible and effective 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. For this year’s Guide, we have also highlighted examples of the many creative responses used by these employers to navigate in today’s challenging economy.

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

Key to Reading Employer Scores

In order to win a Sloan Award for Business Excellence in Workplace Flexibility and be featured in this Guide, each of these organizations completed an employer questionnaire about its flexible and effective workplace practices, and then employees at the worksite were surveyed anonymously. All of the featured organizations in the Guide are Sloan Award winners for 2008 and rank in the top 20% of employers across the U.S., based on national norms.

Percentile Score: This score is based on comparing the employer’s responses about the organization’s workplace practices to nationally representative data on U.S. employers from the ongoing National Study of Employers (NSE), conducted by Families and Work Institute. In 2008, the 2005 NSE was used for norming. A score of 98, for example, 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.

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

Employee Score: This number reflects how employees responded to questions about their access to workplace flexibility initiatives, whether they view their organization as having a culture of flexibility (with supervisors who support and communicate about various types of flexibility—from flextime to flex careers), and whether they feel they can use flexibility without experiencing negative consequences. Other aspects of effective workplaces are also included. On a scale of 1 to 100, higher scores indicate greater access to flexibility, a strong culture of flexibility and absence of jeopardy.

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

- **Culture of Flexibility** reflects whether supervisors are knowledgeable about flexible practices and promote and communicate them effectively.
- **Flex Careers** refers to flexibility over the course 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.

BEST OF EMPLOYERS

Best in Overall Score

- 1 A Speaker for You
- 2 Hall Barnum Lucchesi Architects
- 3 Puget Sound Center for Teaching, Learning and Technology
- 4 PeacePartners, Inc.
Pro-Liquitech International
The Shodor Education Foundation
- 5 Intermountain Financial Group, LLC/MassMutual
KGA, Inc. (Kathleen Green Associates)
Management Recruiters of Winona
Metromojo, LLC
Point B

Best in Employee Score

- 1 A Speaker for You
- 2 Hall Barnum Lucchesi Architects
- 3 Arizona Weddings Magazine & Website
- 4 Blue Gecko, Inc
HR NETwork, Inc.
- 5 A&S Realty Specialists
Craig Technologies—Melbourne, FL
Rink Management Services Corporation
- 6 American Geotechnics
List Innovative Solutions, Inc.
PeacePartners, Inc.
Stanley Jones & Associates

Best in Employer Category Scores*

Best in Culture of Flexibility

- 1 A Speaker for You
Embolden, Inc.
IBM—Tucson, AZ
- 2 Intel Corporation
The Medical Center of Aurora and Centennial Medical Plaza
Microsoft Corporation—Midwest District
Trey McIntyre Project

Best in Flex Careers

- 1 A Speaker for You
Arizona Weddings Magazine & Website
Community Council of Greater Dallas
IBM—Tucson, AZ
MarketFitz, Inc.
The Medical Center of Aurora and Centennial Medical Plaza

* These Employer Category Scores are defined on page 13. The category scores provided for employers in this guide are rounded up to the nearest number on a scale of 1 to 10. These “Best In” lists are based on the actual category scores that are derived from responses to the employer survey in Round I. We list approximately the top ten in each category. Where scores are tied, employers are grouped together in alphabetical order, and sometimes more than ten are listed.

- Prescott Transit Authority
- The Shodor Education Foundation
- 2 A&S Realty Specialists
- Booz Allen Hamilton
- Clifton Gunderson, LLP—Milwaukee, WI
- Prestige Healthcare

Best in Choices in Managing Time

All Tied for First Place

- A Speaker for You
- The Alcott Group
- Arapahoe/Douglas Works! Workforce Center
- Arizona Weddings Magazine & Website
- AzulaySeiden Law Group
- Brevard Workforce Development Board, Inc.
- Catholic Charities of the Diocese of Winona
- CrossComm, Inc.
- EarthCorps
- Embolden, Inc.
- Farbman Group
- Intermountain Financial Group, LLC/MassMutual
- JRA Architects
- Keats, Connelly & Associates
- KPMG LLP—Chicago, IL
- MarketFitz, Inc.
- McKinnon-Mulherin, Inc.
- Menlo Innovations LLC
- Metromojjo, LLC
- Mill Steel Company
- Prestige Healthcare
- Pro-Liquitech International
- Quality Partners of Rhode Island
- Salt River Materials Group
- Schenck, Price, Smith & King, LLP
- Sellers, Richardson, Holman & West, LLP
- The Shodor Education Foundation
- Skanska USA Building Inc.
- Sport & Spine Physical Therapy of Winona, Inc.
- WithinReach

Best in Caregiving Leave

- 1 A Speaker for You
- KPMG LLP—all offices
- Long Beach Rescue Mission
- Shakespeare Squared
- Southeast Service Cooperative
- Sport & Spine Physical Therapy of Winona
- 2 Ernst & Young—Milwaukee
- 3 Amerisure Mutual Insurance Company—Farmington Hills, MI and Dallas, TX

Best in Time Off

- 1 Pro-Liquitech International
- 2 Cafe Rio (Corporate Office)
Management Recruiters of Winona
- 3 Hall Barnum Lucchesi Architects
NRG::Seattle
- 4 IBM—Tucson, AZ
Puget Sound Center for Teaching, Learning and Technology
U.S. Environmental Protection Agency—Research Triangle Park
- 5 El Paso Corporation
- 6 Arizona Interactive Media Group

Best in Reduced Time

All Tied for First Place

- A Speaker for You
A&S Realty Specialists
Arapahoe/Douglas Works! Workforce Center
IBM—Tucson, AZ
KPMG LLP—Atlanta, GA; Dallas, TX; Houston, TX; Long Beach, CA;
Providence, RI; Short Hills, NJ
Management Recruiters of Winona
NRG::Seattle
Point B

Best in Flex Time and Place

- 1 A Speaker for You
Metromojo, LLC
NRG::Seattle
Point B
- 2 Hall Barnum Lucchesi Architects
Henry & Horne, LLP
IBM—Tucson, AZ
KPMG LLP—all offices
McKinnon-Mulherin, Inc.
Sellers, Richardson, Holman & West, LLP

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

- 1 Willis HRH
Mother Jones and the Foundation for National Progress
The Children's Center of Wayne County
- 2 Fenwick & West LLP
Puget Sound Center for Teaching, Learning and Technology
- 3 Intermountain Financial Group, LLC/MassMutual
National CASA Association
Sellers, Richardson, Holman & West, LLP
WithinReach
- 4 Craig Technologies—Melbourne, FL and Washington, DC

Alfred P. Sloan Foundation

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

Families and Work Institute

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

Institute for a Competitive Workforce

The Institute for a Competitive Workforce (ICW) is a 501(c)3 affiliate of the U.S. Chamber of Commerce and is working to ensure that businesses have access—today and tomorrow—to an educated and skilled workforce. ICW's primary responsibilities for the *When Work Works* project are to provide support to the communities and connect local initiatives to national Chamber efforts. For more information, visit www.uschamber.com/icw.

Twiga Foundation

The Twiga Foundation is dedicated to inspiring, promoting and maintaining a family consciousness at home, in the workplace and in the community. Twiga's primary responsibilities for the *When Work Works* project are to provide support to the communities, acting as a liaison to key stakeholders in the *When Work Works* communities to build a broad local leadership constituency for creating better workplaces that meet the needs of employees, employers and communities. For more information, visit www.twigafoundation.org.

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

LOCAL PROJECT PARTNERS

2007 - 2008 Local Partners

When Work Works partnered with chambers of commerce and other local organizations in 30 select communities nationwide to bring the findings of our research into action.

Our 2007 - 2008 partners were:

Aurora Chamber of Commerce
Birmingham Regional Chamber of Commerce
Boise Metro Chamber of Commerce
Chandler Chamber of Commerce
Charleston Metro Chamber of Commerce
Chicagoland Chamber of Commerce
Dayton Area Chamber of Commerce
DC Chamber of Commerce
Detroit Regional Chamber and Michigan's Next Great Companies
Early Care and Education Long Island
Foresight Management
FUEL/Metropolitan Milwaukee Association of Commerce
Greater Dallas Chamber
Greater Durham Chamber of Commerce
Greater Louisville Inc.
Greater Richmond Chamber and the Richmond Human Resource Management Association
Greater Spokane Incorporated
Institute for Workplace Innovation (iWin)
Long Beach Area Chamber of Commerce
Melbourne-Palm Bay Area Chamber of Commerce
Metro South Chamber of Commerce
Morris County Chamber of Commerce
Rochester Area Chamber of Commerce
Salt Lake Chamber
Savannah Area Chamber
South Main Alliance and the Houston Mayor's Office
WellStar Health System
Winona Area Chamber of Commerce
The Women's Fund of Rhode Island and the Greater Providence Chamber of Commerce
Workforce Development Council of Seattle—King County and the Greater Seattle Chamber of Commerce

EMPLOYER PROFILES

1-800 CONTACTS, Inc.**	PERCENTILE OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY	
Direct-to-Consumer Retail Contact Business Winning Site: Salt Lake City, Utah 850 Employees Web Site: www.1800contacts.com	97	67	74	8	6	7	5	6	6	8	7
Employer Category Scores											

Contact lenses don't last long. Wearers need to replace them regularly, and 1-800 CONTACTS has made itself the world's largest contact lens retailer by providing the kind of service that keeps customers coming back. Today, over 75% of the company's business comes from repeat customers. Sales have increased from \$3 million to \$272 million and staff size has grown from 35 to 850 in 14 years. At a time when many companies are cutting back due to the economic downturn, 1-800 CONTACTS added 150 new positions in the fourth quarter of 2008 and plans to add 25 new positions in 2009. This two-time Sloan Winner attributes its strength in large part to flexibility. The company's technology investment allows call center staff to handle even the most complex orders at home. As a result, almost half of all call center employees work from home. In addition, in-house employees are able to enjoy the schedule of their choosing; there are over 225 different flexible schedules. 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. Other benefits include medical, dental, life, long- and short-term disability, auto and home insurance coverage, as well as reimbursements for adoption and tuition expenses. All this provides for an especially committed staff. In 2007, J.D. Power & Associates awarded 1-800 CONTACTS their highest service rating ever for a call center; and turnover rates are below one third of the national average for the call center industry. **The company's Associate Outreach Fund offers emergency one-time financial assistance to employees in a financial crisis. More than \$14,000 in emergency relief was distributed in 2008, enabling a number of employees to keep their house or apartment, fix a broken car or pay for unexpected medical bills, for example.**

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
A Speaker for You	99	95	97	10	10	10	10	9	10	10	5
Event Planning Company											
Winning Site: Louisville, Kentucky											
25 Employees											
Web Site: http://aspeaker4you.org											
Employer Category Scores											

A Speaker for You wants its employees to think like entrepreneurs. The Louisville event-planning company believes no team member can be successful unless the larger team wins, and extends its people breaks that the average company would not offer. Trusted employees can set their own schedules, take days off and schedule vacation days. “We have found that giving this kind of freedom to employees brings enhanced rewards to the company,” says President Tim Green. Employees have proven trustworthy over a long period of time. “That is why we continue to grow.”

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
A&S Realty Specialists**	98	79	87	8	10	9	6	8	10	9	2
Real Estate Company											
Winning Site: Chandler, Arizona											
12 Employees											
Web Site: www.aandsrealtyonline.com											

This small real estate company believes that retaining good employees is imperative to sustaining a successful business. Several people work from home and alter their hours when needed; the only requirement is that they get their jobs done. One employee, now 75, was hired in her golden years to do filing 25 hours per week, and she works on the days that suit her best, letting the company’s owner, Mary Benjamin, know ahead of time what her schedule will be. “We’ve got to care about each other,” says Benjamin, “We have become family with most of the people who work for us.” Flexibility keeps employees at her company, she says, and that keeps business flowing smoothly. “I can be out prospecting for new business instead of micromanaging staff.”

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
AAA Fair Credit Foundation	95	72	80	8	6	9	3	7	6	5	6
Nonprofit Credit Counseling											
Winning Site: Salt Lake City, Utah											
25 Employees											
Web Site: www.faircredit.org											

The AAA Fair Credit Foundation, which teaches people prudent financial management, doubled its size in the past year, adding several new services and tapping employee referrals to fill most of the jobs created. “We’re not just an employer; we’re a family,” says Preston Cochrane, AAA Fair Credit Foundation’s CEO, who reports a 5% annual turnover, extremely low compared to an average 24% turnover in the nonprofit industry. **All AAA Fair Credit staff members can take their birthday as a paid holiday, and all 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 that necessitate a lot of bureaucratic record keeping? An AAA Fair Credit representative says it does not. The program operates on the honor system and is believed to have contributed to comparatively low medical costs among the organization's personnel. The Salt Lake City employer also gives employees a mechanism to recognize co-workers' 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.) Does the practice undermine productivity, with everyone eagerly writing up Dollar Days for everyone else? No, reports Patsy Halladay, CFO of AAA Fair Credit Foundation, because people know that only a limited number of these special rewards are available, and they want to reserve them for the most deserving. The current economic environment has created a sharp increase in demand for the services provided by AAA Fair Credit, yet overall contributions to the organization are down, so employees have been allowed to compress their workweeks to spend less time commuting and more time getting work done.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
AES Alamos LLC	97	75	75	5	7	9	8	8	2	7	9
Electrical Services											
Winning Site: Long Beach, California											
93 Employees											
Web Site: www.aes.com											
				Employer Category Scores							

AES Alamos aspires to be one of the world's leading power companies by safely providing sustainable and affordable energy, and it has operated continuously without an accident in nine years. Employees can take time off for personal reasons; they don't have to conform to set start times or work schedules. "By treating people as responsible business people, we have totally engaged them in our success," says Plant Manager Tony Chavez. **AES emphasizes professional development and 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. "Everyone is a business person responsible for his or her area of the plant," says Chavez, "They are all in total control of their area to help us meet our overall goals."

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Aguirre Roden, Inc.	84	69	74	3	8	7	5	8	2	6	7
Architecture, Engineering and Construction											
Winning Site: Dallas, Texas											
50 Employees											
Web Site: www.aguirreroden.com											
				Employer Category Scores							

Some companies might give flexible work opportunities to white-collar executives, but they think twice before doing the same with construction workers. This Dallas architecture, engineering and construction company scored high in giving *all* its employees time off and choices in managing their schedule. The option of being away from work “for whatever reason,” as the firm puts it, is open to all employees at Aguirre Roden; the company says it encourages involvement in family activities during work hours. To make sure an absence never affects business deadlines, Aguirre provides flexibility in scheduling. “We understand the needs of our extended family and the obligations we all have to maintain a healthy workforce, raising children and being in an atmosphere where team members enjoy what they do,” a representative explains. “The result: a team that gets the job done for the client, but is also able to manage its obligations away from work.”

Albert Kahn Family of Companies***	94	68	73	8	9	8	6	4	0	7	8
Architecture, Engineering, Planning Design and Management											
Winning Site: Detroit, Michigan											
250 Employees											
Web Site: www.albertkahn.com											

Albert Kahn recognizes that Baby Boomers and Generation X’ers 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.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Albrecht, Viggiano, Zureck & Co. PC	99	66	66								

Accounting and Business Consulting
Winning Site: Hauppauge, New York
76 Employees

Web Site: www.avz.com

8	8	8	6	7	5	7	8
Employer Category Scores							

“Provided client responsibilities are met and deadlines are kept, we leave it up to most of our employees to adjust their schedules and telecommute,” says Managing Partner Tom Murray. This certified public accounting firm, one of the largest on Long Island, gives staff members wide-ranging options for flexibility—right down to helping them cope with the massive traffic jams the local highways witness each Friday as beach traffic begins: employees serving clients on the island’s eastern end work four-day weeks during summer months. 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. Some mothers work part time. 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,” Tom Murray explains. 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	98	67	70
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Human Resources Services/Professional
Employer Organization

Winning Site: Farmingdale, New York
45 Employees

Web Site: www.alcottgroup.com

8	7	10	5	6	3	8	8
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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,” says Dawn Davidson Drantch, Esq., director of employee relations and counsel for The Alcott Group; 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.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Allstates Technical Services	99	69	70	8	6	9	5	7	3	8	7
Technical Staffing Firm											
Winning Site: Birmingham, Alabama											
40 Employees											
Web Site: www.allstatestech.com											
				Employer Category Scores							

With more than 40 staff employees and 700 contract workers, this technical staffing firm says it is continually striving to motivate, engage, support and involve employees. Allstates surveyed its people and learned that employees overwhelmingly considered “work-life balance” a top priority, and that only a small fraction believed they were even close to achieving it. **Because it believes business success lies in finding and keeping the right people, the company implemented the Allstates alternative work location policy in 2007. The plan gives recruiters and business developers the option to work at home one day a week. Allstates provides these staff members with a laptop, software and the other materials to create a personal satellite office; employees, in return, maintain standard business hours and seamless interactions with co-workers, clients and contract workers.** Approximately 80% of eligible employees now use the policy. Allstates’ Director of Human Resources Julia Jacobs says, “This initiative focuses on retention and sends several positive messages to our employees, including that under defined and mutually-agreeable terms, we will do everything we can to make sure they succeed in their professional and personal lives.”

Alston & Bird LLP	99	70	70	7	5	8	7	9	5	8	8
Law Firm											
Winning Site: Atlanta, Georgia											
995 Employees											
Web Site: www.alston.com											

This law firm, serving blue-chip clients like UPS, Dow Chemical and Prudential Insurance, saw 115 of its lawyers win placements in the 2008 edition of *The Best Lawyers in America*. Nine of Alston & Bird’s practices—including Climate Change, Energy and Financial Services Regulation—were included in the national rankings of Chambers USA: America’s Leading Lawyers for

Business. The firm's Atlanta office says flexibility has strengthened its leadership in the legal community, building commitment among its people and reducing turnover. Available options include compressed workweeks, job shares, flexible schedules and telecommuting. The result is "a workforce that is fully engaged and dedicated to providing the highest level of service to our clients," says Chief Human Resources Officer Cathy Benton. **Alston & Bird also was the first Atlanta law firm to offer 9/75 and four-day work schedules to its non-exempt employees, allowing them to work 75 hours over eight or nine days instead of ten,** a practice that has helped the firm take a place on *Fortune Magazine's* 100 Best Companies to Work For for ten straight years. The firm also offers three months' paid leave for new mothers, generous adoption benefits, a "maternity closet" to recycle clothing, and reserved parking for expectant moms.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
American Geotechnics***	99	80	86	7	4	9	3	7	7	7	8
Geotechnical Engineering and Laboratory Services											
Winning Site: Boise, Idaho											
18 Employees											
Web Site: www.AmericanGeotechnics.com											
				Employer Category Scores							

"Roughly eight years ago, we started with no projects, no relationships, two people, two borrowed desks and chairs and an SBA loan of \$150,000," reports Rex Hansen, principal engineer at American Geotechnics. By 2007, the geotechnical engineering firm had paid off its SBA loan five years early, hired its 17th employee and generated total revenue of more than \$2 million. It wasn't micromanagement that drove these results. 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 and cell phone service 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. In fact, American Geotechnics says that among firms providing the services its offers, its revenue per employee is at the top of the scale.

The American Institute of Certified Public Accountants (AICPA)

PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
86	65	69	9	0	6	4	8	3	7	7
Employer Category Scores										

Professional Membership Organization
Winning Site: Durham, North Carolina
600 Employees

Web Site: www.aicpa.org

The American Institute of Certified Public Accountants (AICPA) dates back to 1887, when its predecessor, the American Association of Public Accountants, was founded. There is nothing antique about the group’s workplace, though. Seeing that a flexible work environment promotes learning, creative thinking and talent recruitment and retention, this organization offers flextime (with staggered start and end times), compressed workweeks (four-day and 9/80 schedules, with 80 hours worked over nine days instead of ten), part-time employment and telecommuting. AICPA also offers a wide variety of training opportunities, including management training, presentation skill workshops, computer applications and in-house Continuing Professional Education (CPE) courses. Community service is a strong priority for the organization, as evidenced by the partnerships it has formed with Durham Public Schools, Volunteer Centers of Durham and the Durham Bulls Education Rewards Program. During this time of economic uncertainty, the AICPA has been fully transparent in its communications with staff. The CEO and leaders in the organization have consistently used e-mail, video and face-to-face meetings to keep staff informed regarding the organization’s financial standing. **The Institute also has made available a suggestion box for staff to offer ideas on internal best practices to cut costs, better serve its members and improve processes. Employees are encouraged to share their best practices on what they are doing to survive the economic downturn on a personal level, and those tips are exchanged with the entire staff through employee newsletters.**

Amerisure Mutual Insurance Company****

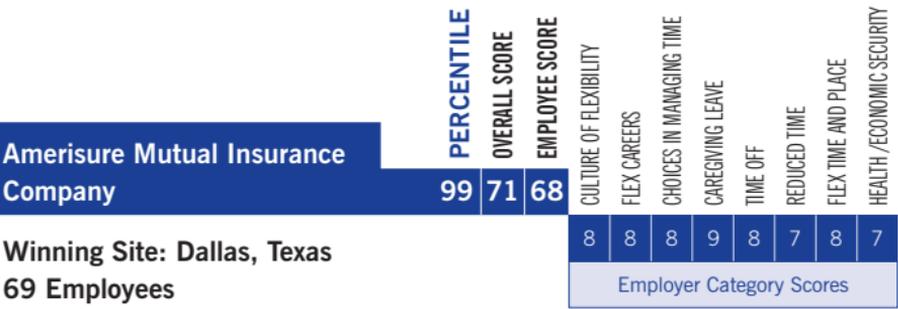
Insurance Company

795 Employees in the U.S.

Web Site: 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 medical leave (FMLA)—

more generous than the legal requirement—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.



Employees in Amerisure’s Dallas office can wear jeans and indulge in ice cream bars on Fridays; they enjoy themed cookies around holidays. Pizza lunches or hot breakfasts celebrate quarterly accomplishments, and occasional donut breakfasts punctuate early morning hours.



Amerisure’s Farmington Hills office continues to provide employees with social events including an annual company picnic and holiday party to foster camaraderie and build morale. Employees can also pitch in on charitable fundraising efforts for the Outreach Committee and get involved during work or non-work hours in one of the company’s designated charitable organizations, including Junior Achievement, the Special Olympics, and the Boys & Girls Clubs.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH / ECONOMIC SECURITY
AQAF	99	66	65	8	8	9	6	6	4	7	8
Nonprofit Health Care Quality Improvement											
Winning Site: Birmingham, Alabama											
38 Employees											
Web Site: www.AQAF.com											
				Employer Category Scores							

AQAF provides health care quality improvement expertise and services to federal and state governments and private organizations. To retain its expert team, AQAF gives them plenty of choice in defining their workday, with impressive business results: the organization just completed work on a three-year federal contract with cost expenditures 18% below budget, which the organization's CFO attributes, in part, to employees being empowered to work smarter and more productively. At AQAF, staff can choose from three types of arrangements: Flexible Work Hours, through which full- or part-time employees can adjust their start and end times; Compressed Workweeks 4/10, through which full-time staff can request four ten-hour days each week; or Compressed Workweeks 4/9, which gives full-time employees options to work four nine-hour days as well as one four-hour day each week. CFO Susan Holmes explains, "As an organization, we're focusing more on individual and team performance results, rather than the days and hours worked." Of course, employees can also choose a conventional schedule, but 93% choose one of the three alternatives. They're able to change their choice each quarter—more frequently with their manager's okay—and they often cite these options as one of the company's best employee benefits. Says CEO Fred Ferree, "Our flextime program represented a turning point, garnering greater employee commitment and productivity and strengthening our competitive position in the Birmingham labor market."

Arapahoe/Douglas Works!			
Workforce Center**			
99	73	70	
Colorado Workforce Center	8	4	10
Winning Site: Aurora, Colorado	8	9	10
89 Employees	8	8	8
Web Site: www.adworks.org			

According to data from the Arapahoe County Human Resources Department, flexible scheduling has decreased absenteeism by 41.6% over the past two years. Biannual employee surveys indicate that flexible scheduling is one of the most highly-valued employee benefits, and the number of staff attending training has shot up more than fivefold at this Colorado workforce center, with more than 80% of staff attending voluntary training sessions. According to an organization representative, both statistics demonstrate enhanced employee engagement. Serving people ranging from family members of the military to executives whose jobs have been moved overseas, this Colorado agency has, for the past two years, scored 100% on all the goals the Department of Labor has set for the organization, and is on track for yet a third year

of superior performance. As a county government agency, the organization has strict guidelines for salary increases and bonuses, so management must use other ways to attract and retain talented people. Among these are flexibility options that benefit both employees and their clients. **Staff can share jobs; they can also trade hours between 6:00 a.m. and 6:00 p.m. Monday through Friday, or even work some hours in the evenings or on Saturdays, since Arapahoe/Douglas Works! recently expanded its hours and days of operation. These choices not only increase employees' convenience, but they also make the agency more accessible to the community it serves.** Currently Arapahoe/Douglas Works! is partnering with local businesses, educators, community organizations and other workforce development regions to assist in stimulating economic recovery through the American Recovery and Reinvestment Act of 2009 with the highest possible return on investment of taxpayer dollars.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Arizona Interactive Media Group Communications Company	99	75	75								
Winning Site: Chandler, Arizona				7	6	8	8	9	0	9	7
37 Employees				Employer Category Scores							
Web Site: www.azimg.com											

Since the year 2000, this Internet communications company has grown revenue at a compounded average annual rate of nearly 20%—and that includes 2001, when the dot.com bubble burst. A subsidiary of Freedom Newspapers, a national, privately-owned information and entertainment company of print publications, broadcast television stations and interactive businesses, the group emphasizes flexibility and sees its workplace as a driver of exceptional employee contributions. “Virtually no one quits,” a representative says.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Arizona Weddings Magazine & Website	98	81	89								
Bridal Magazine				6	10	10	5	5	3	9	6
Winning Site: Scottsdale, Arizona											
10 Employees											
Web Site: 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. Members of their all female staff are proud to serve on the executive boards of Scottsdale Leadership, Phoenix’s NACE Chapter and the Crisis Nursery Event Committee, among other nonprofit organizations. 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.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Ashland Terrace Retirement Home	98	72	79	9	5	7	7	8	8	6	4
Senior Housing				Employer Category Scores							
Winning Site: Lexington, Kentucky											
18 Employees											

Web Site: www.ashlandterrace.org

Ashland Terrace was founded in 1849 as the “Home of the Friendless” for families left destitute by cholera outbreaks in Lexington. It was incorporated as “The Old Ladies’ Home” in 1973. Today a caring staff—and careful stewardship of several endowments—makes this nonprofit a gracious, affordable living environment for its elderly female residents. “Our employees are glad to come to work and happy at what they do once they get here,” says a representative, who reports that turnover and absenteeism are low, and that the waiting list of job applicants is long. **Ashland Terrace designs jobs and time slots around an employee’s availability**, and says it does all it can to support its employees when they face personal emergencies. The employer also gives employees great leeway in using initiative and imagination to perform their jobs well.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Aurora Chamber of Commerce	99	72	70	6	7	9	5	8	8	7	9
Business Membership Organization				Employer Category Scores							
Winning Site: Aurora, Colorado											
10 Employees											

Web Site: www.aurorachamber.org

The Aurora Chamber of Commerce has played no small role in building the prosperity of this growing Colorado town, now representing 12% of the metro Denver population. They have helped to bring in four national sporting tournaments that attract more than 14,000 annual visitors and generate at least \$15 million. These results don’t take place without some stress for the staff, according to Chamber President Kevin Hougen, and the Aurora Chamber countermands the tension by giving employees options for future time off—making up for overtime they log during busy periods with added vacation time at a later point. “We have long-term employees in an industry known for high turnover,” says Hougen, “and the average tenure for employees here is eight years.” How does the group achieve strong retention? The chamber responds as soon as they sense there might be a problem. When someone is thought to be unhappy, they take action quickly, meeting

with the employee to understand the issue and taking steps to alleviate the problem. The Chamber has just moved into new quarters with state-of-the-art communication systems that allow employees to work from home or at offsite locations.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
AzulaySeiden Law Group	92	67	69								
Law Firm				7	6	10	5	8	4	7	6
Winning Site: Chicago, Illinois				Employer Category Scores							
80 Employees											
Web Site: 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. “So much for rigidity,” comments HR Administrator Kathy Silberberg. 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. AzulaySeiden Law Group’s philosophy on flexibility in the workplace has proven particularly useful during the current difficult economic times. While the firm has faced some challenges maintaining its flexible environment, CEO Ira Azulay recognizes the importance of its workplace practices in retaining attorneys and staff, especially as they face economic challenges.

BabyLegs LLC	96	70	78								
Manufacturer of Children’s Apparel				6	7	5	5	6	4	6	5
Winning Site: Seattle, Washington											
11 Employees											
Web Site: www.babylegs.com											

Voted one of Seattle’s 14 hottest companies by *Seattle Metropolitan Magazine* in 2008, BabyLegs has grown by leaps and bounds since its founding

in 2005. Stay-at-home mom Nicole Donnelly created BabyLegs to keep her daughter's legs warm while allowing her diaper rash to heal, and her company now sells the original line of leg and arm warmers for little ones in more than 50 countries. BabyLegs credits the company's rapid growth to its commitment to flexibility. Employees have the option of adopting a flexible schedule or working remotely. BabyLegs also contributes monthly funds to employees' Health Savings Accounts and contributes toward employee life insurance policies. The office, which is child and pet friendly, also has an onsite gym for employees.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Bader Martin, P.S.	98	72	75	7	8	8	4	7	5	7	8
				Employer Category Scores							

Certified Public Accountants
Winning Site: Seattle, Washington
72 Employees
Web Site: www.badermartin.com

Increases in medical premiums paid by this award-winning CPA and business advisory firm have been less than 10% during the last two years, and employee contributions have remained at \$10 per month—"outstanding," the company reports, compared to medical costs at similar firms. **"Employees enjoy a healthy lifestyle," a representative of the organization explains, and the firm introduced a compressed workweek during the summer months to give employees more time to bike, run, dance and enjoy other pursuits outside work, keeping them happier and healthier as a result. Healthy snacks and meals are provided to staff during the busy tax season when accountants typically neglect their diets.** Then, too, the firm's emphasis on flexibility and work-life fit attracts young talent. Twelve new individuals joined Bader Martin last year, mostly referred by word of mouth—through suggestions from local college professors, for example. One of the Puget Sound region's largest local CPA firms, Bader Martin is also proud of the civic benefits its compressed workweeks and flexible options deliver; these include reduced traffic, pollution and gas consumption.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Barco, Inc.	89	67	68	4	6	9	5	7	0	8	6

Technology Company
Winning Site: Dayton, Ohio
56 Employees
Web Site: www.barco.com

"It's nice to walk around and hear how happy people are, talking about the different things they do at Barco," says Al Herman, vice president and general manager of this global technology company, which provides visualization products for markets ranging from medical imaging to traffic and transportation. Posting nearly a billion dollars in sales in 2007, Barco strives to offer employees increased options for workplace flexibility.

The Dayton office recently instituted a 9/80 condensed schedule, giving staff members every other Friday off and helping them save on gas money; those who travel frequently can telecommute. In addition to providing these meat-and-potatoes options, Barco also encourages friendly group activities: employees can participate in a Halloween costume contest, a March Madness Basketball tournament and a summer barbeque. “Employees have fun and go back to their worksite smiling,” says Herman, who also cites low rates of turnover and absenteeism.

Barfield, Murphy, Shank & Smith, PC	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
	98	76	80	8	9	8	3	8	4	8	8
Accounting Firm Winning Site: Birmingham, Alabama 100 Employees Web Site: www.bmss.com				Employer Category Scores							

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.**

BCD Low Voltage Systems, Inc.	87	70	79	7	2	7	6	4	0	6	9
Commercial Low Voltage Electrical Systems Integrator Winning Site: Phoenix, Arizona 21 Employees Web Site: www.bcdlvs.com											

BCD designs and provides commercial low voltage electrical systems and services, working hard to build quality into all it does, and says “win-win relationships with customers, vendors and employees” are key to delivering that quality. “Our employees are our number one resource, our face to our customers,” says CEO Mitch Bolnick. The company, recently selected by the National Systems Contractor Association as an award winner in the category of strategic advancement, provides policies built to encourage loyalty. “Money is certainly an aspect, but the workplace environment and flexibility are

just as important,” Bolnick says. The company helps employees by offering day-to-day flexibility and even extending short-term loans for emergencies such as fixing the car they rely on to get to work.

BDO Seidman, LLP**

Accounting and Consulting Firm

3,020 Employees in the U.S.

Web Site: www.bdo.com

BDO Seidman sees flexibility as a strategic business imperative, according to a 2008 story by Judy Martin featured on *National Public Radio's Morning Edition*. 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,” says Taylor; “people would often leave after they had families.” BDO is now in the final stages of implementing BDO Flex, a process for strategically managing how, when and where work gets done. The goals are to help everyone in the firm achieve the optimal work+life fit that meets his or her own needs and those of the firm, using a combination of formal arrangements and informal day-to-day flexibility. 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. Teams in new markets, including Austin, Nashville and Phoenix, work from home and from client offices; that gives clients local service, while BDO nets savings on office space and employees spend less on transportation and save time. BDO Seidman was recently featured in a February 26, 2009 *Business Week* article, on “Telecommuting: Once a Perk, Now a Necessity,” as a company that is saving on real estate and other expenses by making it easier for employees to work from home. CEO Jack Weisbaum also co-authored an op-ed in the *Chicago Sun-Times* about how BDO has used various forms of workplace flexibility to build its business during both up and down business cycles. **Weisbaum wrote that “Organizations need to explore workplace flexibility not just as a knee-jerk tactic to cut labor costs, but as a broader cost-cutting and business growth strategy to retain valued professionals, meet customer demands and work smarter in a resource-challenged, global business environment.”**

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
BDO Seidman, LLP	93	67	66								
Winning Site: Atlanta, Georgia				7	9	6	5	8	2	8	9
85 Employees				Employer Category Scores							
BDO Seidman, LLP	97	68	67								
Winning Site: Chicago, Illinois				7	9	9	5	8	2	8	9
200 Employees											
BDO Seidman, LLP**	93	71	73								
Winning Site: Dallas, Texas				7	9	6	5	8	2	8	9
121 Employees											
BDO Seidman, LLP	97	71	71								
Winning Site: Grand Rapids, Michigan				7	9	8	5	8	2	8	9
261 Employees											
BDO Seidman, LLP	97	71	71								
Winning Site: Kalamazoo, Michigan				7	9	8	5	8	2	8	9
30 Employees											
BDO Seidman, LLP	97	71	71								
Winning Site: Troy, Michigan				7	9	8	5	8	2	8	9
63 Employees											
The Beck Group***	84	67	69								
Architecture and Construction				7	9	5	4	8	0	5	9
Winning Site: Dallas, Texas											
180 Employees											
Web Site: 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,” says Communications Director Mindy Frink. 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. **To help employees figure out how to respond to today’s financial**

challenges, Beck makes consultants available to employees and provides Web-based tools to address financial topics such as planning for a new baby or aging parent, saving money for college, managing debt and facing foreclosure.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
BECU	98	67	69	8	7	8	6	5	8	8	9
Credit Union											
Winning Site: Tukwila, Washington				Employer Category Scores							
410 Employees											
Web Site: www.becu.org											

We've all heard plenty about the nation's credit crunch, but while many banks were reducing their lending last year, BECU continued writing checks to borrowers. BECU never pursued the shaky loans that helped create the credit crisis, and, today, they boast a healthy balance sheet. That emphasis on strength 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. BECU's many other workplace options—including telecommuting and alternative work schedules—make the company "a coveted employer in the community, with staggering application numbers," according to BECU Work-Life Specialist Monica Patti.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Benefit Insurance Marketing	94	73	78	8	4	5	5	7	0	6	8
Employee Benefits Consulting Firm											
Winning Site: Lexington, Kentucky											
25 Employees											
Web Site: www.teambim.com											

Established in 1980, Benefit Insurance Marketing now serves more than 600 employers, providing solutions to workforce and benefit challenges for more than 40,000 employees and their families. BIM believes it has achieved this growth by empowering employers to act on the inherent recognition that their employees are truly their most valuable resource and by demonstrating that same value within its own ranks, providing as much flexibility as possible to support employees in their work and in their personal lives. BIM offers full- and part-time work-from-home arrangements

and flexible schedules, and office hours start 30 minutes later than usual so employees with school-age children can drop them off before coming into the office. Comprehensive wellness programs—with exercise equipment provided onsite for use during the workday—help employees stay healthy without cutting into time with their families.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Berkeley College	94	65	71								
Higher Education				9	5	8	6	5	3	8	7
Winning Site: Morris County, New Jersey				Employer Category Scores							
1,100 Employees											
Web Site: www.berkeleycollege.edu											

Founded in 1931 and still family owned, Berkeley College allows students to earn their degree in as little as three years—and extends the same level of flexibility to its employees. Staff can compress their 35-hour workweeks into four days, structure their schedules to suit their personal lives, leave early on Fridays during the summer and work 30 hours a week without losing benefits. A paid time off policy gives staff even more options as they manage their work and personal responsibilities. **To encourage a healthy workplace, the school offers onsite screening, health risk assessments and a health coach for its employees—and in the process has slowed the increase in its medical costs.** These costs were up only 6.9% in 2007 compared with a 10% increase the year before. Berkeley College—which has received the Best Places to Work in New Jersey award for the last four years—also gives staff tuition waivers after six months of service and enables them to use the waivers at a school other than Berkeley after a year on the job.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Blue Gecko, Inc.**	99	81	88								
Technology Services				7	6	8	8	9	0	7	7
Winning Site: Seattle, Washington				Employer Category Scores							
20 Employees											
Web Site: www.bluegecko.net											

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

as the company accommodates *their* needs. “Our people get called in for emergencies. We need to give them the same level of flexibility we expect from them.”

Bon Secours Richmond Health System***	PERCENTILE	99	OVERALL SCORE	67	EMPLOYEE SCORE	66	CULTURE OF FLEXIBILITY	8	FLEX CAREERS	9	CHOICES IN MANAGING TIME	7	CAREGIVING LEAVE	7	TIME OFF	7	REDUCED TIME	8	FLEX TIME AND PLACE	8	HEALTH/ECONOMIC SECURITY	8
	Medical Services Winning Site: Richmond, Virginia 6,579 Employees Web Site: www.bonsecours.com																					
Employer Category Scores																						

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 network that includes Bon Secours Richmond—a health system with four hospitals, more than 30 regional centers, schools of nursing and medical imaging, and community outreach health services. The largely female staff of health professionals is still providing good help to citizens in Virginia. A current challenge is helping employees weather work-life issues during the current challenging economy while maintaining world-class health care services, according to Dawn Malone, administrative director of work and family services. A culture of flexibility has helped Bon Secours respond to the needs of its most valuable asset—its employees—in today’s changing landscape by prompting the health system to create programs that specifically target employees’ financial needs. When gas prices skyrocketed in the summer of 2008, Bon Secours launched a comprehensive fuel relief program including gas card giveaways, an online resource with carpooling and mass transit resources, and tips on how to save on fuel and winter heating expenses. Bon Secours also stepped up its commitment to flexible scheduling by offering compressed workweeks and the opportunity to transfer to a Bon Secours Richmond facility closer to an employee’s home when possible. These steps helped employees decrease fuel costs by up to 20%. **As the economy worsened, Bon Secours acted again—this time in the form of an economic relief package. The comprehensive program includes financial education, seminars for employees’ unemployed family members, a crisis fund providing monetary assistance to employees in financial trouble, trading 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.** An interactive Web tool houses all of these benefits in one place. Bon Secours has also increased its minimum wage to \$9 per hour, \$2.45 higher than what Virginia mandates, and raised subsidy levels so more employees could benefit from tuition prepayment and child care subsidies. And maternity leave was expanded by up to four weeks, recognizing that employees who might normally decrease hours following the birth or adoption of a child might not be

in the financial position to do so now. By taking all of these steps to reduce personal stresses, employees can remain more engaged at work and continue offering highest quality care to patients. In keeping with its mission of being a “good help” to those in need, Bon Secours is also co-sponsoring half-day Career Transition Seminars to assist those who have been downsized or are considering a career change.

Booz Allen Hamilton

Management Consulting

22,000 Employees in the U.S.

Web Site: www.boozallen.com

Booz Allen Hamilton has been at the forefront of management consulting 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,” and the firm can find plenty of agreement to that claim, having been named for the fourth consecutive year by *Fortune Magazine* as one of the 100 Best Companies to Work For, and listed for the past nine years among *Working Mother Magazine’s* 100 Best Companies for Working Mothers. 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. Consider the experience of one associate who cut her hours at the firm from 40 to 20 hours per week in 2007 so she could attend graduate school full time. This employee reports that her project managers were extremely supportive, allowing her to shift her billable hours throughout the month instead of requiring a certain number of hours each day. When she had a big school project on the horizon, she explains, she could work at Booz Allen full time the week prior to the deadline so she could concentrate entirely on school the following week. Indeed, flexibility is built into this company: fully 80% of its employees occasionally change their hours, and 54% take advantage of telecommuting opportunities. **Recently, the firm introduced a virtual FlexWork Forum for employees on part-time or job-sharing schedules; this program allows them—as well as staff working outside a Booz Allen office—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.** 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.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH / ECONOMIC SECURITY
Booz Allen Hamilton	99	75	74								
Winning Site: Charleston, South Carolina				8	10	8	8	8	5	9	9
80 Employees				Employer Category Scores							

Booz Allen Hamilton	96	70	71								
Winning Site: Washington, DC				8	9	5	7	6	5	9	9
14,000 Employees											

Brevard Workforce Development Board, Inc.	94	74	80								
Nonprofit Workforce Development Organization				5	6	10	6	5	0	9	8
Winning Site: Melbourne-Palm Bay, Florida											
25 Employees											
Web Site: www.bwdb.org											

“As a workforce development organization,” says BWDB President Lisa Rice, “it only makes sense that we are leaders in promoting flexibility and effectiveness.” **The organization emphasizes continuous improvement and measures its success along criteria including whether employees believe their opinions matter** (60% of staff feel strongly that they do); **whether they think they have good opportunities to do the things they do best** (60% say they do so every day); **and whether they say they have opportunities to learn and grow** (70% say they do). Flexibility is also emphasized; instead of vacation and sick leave, the organization’s employees can take time off for whatever they want. They get three weeks of paid leave before they reach five years of service (four weeks after that), and all staff members also have a floating holiday each year. Each supervisor has the ability to work with his or her staff on requests for flextime or telecommuting, and very few people are required to be present in the office every day.

Business Psychology Associates	99	70	76								
Benefit Management Services				9	7	9	4	6	4	7	8
Winning Site: Boise, Idaho											
60 Employees											
Web Site: www.bpahealth.com											

Last year, Business Psychology Associates won the Boise Metro Chamber of Commerce Small Business of the Year Award—it outpaced all other companies employing between 50 and 100 employees in criteria that included innovation, resilience and increased sales. This behavioral health care solutions provider says it’s proud of the award, which highlights companies that typify best practices and helps them continue their good work. The organization’s strength goes hand in hand with sensitivity to employees’ situations. BPA allows employees to work from home, has a flexible medical leave

policy and enables its staff to participate in nonprofit organizations during work hours. **New parents can bring infants to work until the children are five months old; moms and dads can work in a private office, if necessary, and take an increased number of breaks.** “We get job applicants who tell us they’ve always wanted to work for BPA,” a representative says, “and we’ve had employees come back because of the positive work environment.”

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Cactus & Tropicals, Inc.	96	72	78								
Plant Store				6	8	9	4	7	8	8	7
Winning Site: Salt Lake City, Utah				Employer Category Scores							
95 Employees											
Web Site: www.cactusandtropicals.com											

Cactus & Tropicals, founded in Salt Lake City’s Wasatch Mountains in 1975, sets its flourishing plants on paths winding through bonsai and orchids. The company, which has grown to offer plant maintenance and to make its premises available for weddings and other special events, enables its highly-skilled team members to create work schedules that complement their lives outside the shop. For more shift-specific positions, the company also draws up schedules that address staff members’ personal lives. Why are they taking this approach? Keeping top talent “makes us better at what we do,” says General Manager Kathy Harbin. Staff members “feel a personal responsibility for their jobs,” Harbin explains. The store’s commitment to retain staff is perhaps most evident in its willingness to welcome valued employees back after they’ve left for a period of time. “We allow and even encourage employees to take time off,” Harbin says, “We want people to want to be here and to be able to explore other options.” **Today’s tough times mean staff have had to take on some additional responsibilities that go beyond their usual job description; even the owner and general manager have taken cashier shifts—but employees understand that this is necessary to hold expenses down and keep the business running.**

Cafe Rio (Corporate Office)	99	78	77								
Restaurant Company				8	8	8	8	10	3	8	5

Winning Site: Salt Lake City, Utah
16 Employees
Web Site: www.caferio.com

Diners post rave reviews online for Cafe 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 22 locations and 1,000 employees. “Life comes at you fast and not always on your schedule,” says Chief People Officer Tera Sunder, explaining why, “Nobody is going to study why you need

time away from work.” Cafe Rio gave one woman a day off to try out for a reality TV program. “It was important to her,” she says, “so, it became important to us.” The business 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 Cafe Rio meal they buy for their family. In addition, Cafe Rio responds when employees face emergencies: **a zero-interest loan program has about \$40,000 out on any given month.**

Capital One Financial Corporation***

Financial Services

29,000 Employees in the U.S.

Web Site: www.capitalone.com

One of the ten largest banks in the U.S., Capital One operates on time-tested banking principles, with strong, stable bank ratings and capital levels well above regulatory requirements. Though conservative in its lending, the company 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 institution’s McLean and Richmond campuses offer 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. When associates need to travel between the Virginia campuses, the company’s 95 Express shuttle bus offers four daily round trips with work tables and power outlets so associates can use time normally spent driving to get things done. 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. **Increasing its focus on preventive health to boost employee morale and productivity, Capital One took a bold step to hold the line on employee contributions to benefits costs this year. Living up to its commitment to support employees' well-being, the company offers its Richmond and McLean health centers to employees' spouses, domestic partners and children—for free. Staffed with a doctor, registered nurse, nurse practitioner and lab technician, the centers provide non-emergency care, screenings, treatment for minor injuries, allergy shots and prescriptions. Capital One also recently opened its onsite fitness centers for use by employees and their family members for a low monthly fee.** Another addition: commuter benefits, which enable employees to use pre-tax dollars and save up to \$1,500 on public transportation and parking costs. And when gas prices began escalating last summer, Wiki technology was used to find carpool matches so commuting expenses could be shared. The company's commitment to flexibility has only grown in the face of today's economic challenges. Why? The company finds that flexibility helps it to husband resources better and be nimble and responsive to both its people *and* its customers.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Capital One Financial Corporation***	99	72	70								
Winning Site: Richmond, Virginia 6,000 Employees				9	9	8	8	8	5	8	9
Employer Category Scores											

Capital One Financial Corporation***	99	72	69								
Winning Site: McLean, Virginia (Washington DC area) 770 Employees				9	9	8	7	8	5	8	9

Cardinal of Minnesota, Ltd.	98	71	72								
Social Service Organization				7	6	7	7	8	7	7	8
Winning Site: Rochester, Minnesota 25 Employees Web Site: www.cardinalofminnesota.com											

Serving individuals with developmental disabilities since 1995, owner Jack Cardinal calls Cardinal of Minnesota “a fun place to work.” Birthdays, holidays and other milestones are celebrated by the staff and the work environment is casual enough to include an “office dog” named Boy. 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.

Priggen says the company's workplace policies reflect "the right thing to do." An employee would be encouraged to care for an ill family member, for example, rather than come to work. The result is lower stress, higher morale and stronger teamwork, he reports. But what about the company's clients? He says staff members pitch in to cover for each other when someone needs to be away. And though Priggen says he does not make workplace decisions based on cost/benefit analyses, he has grown his company steadily in the last 14 years, now serving 170 individuals living in their own homes or in one of the 34 small group homes Cardinal has created.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Career Path Services	97	65	67	9	3	9	7	7	0	4	5
Workforce Development Agency											
Winning Site: Spokane, Washington											
47 Employees											
Web Site: www.careerpathservices.org											
				Employer Category Scores							

Career Path Services, which routinely leads its region among nonprofits in performance outcomes and customer satisfaction, placed seventh last year among nonprofits on *Washington CEO Magazine's* list of 100 Best Companies To Work For. The private nonprofit agency provides resources for businesses and job seekers, and its importance continues to grow because of rising unemployment rates, increasing welfare caseloads and corporate downsizing. CPS give its staff great choices in setting their schedules; some teams work four ten-hour days; others work five eight-hour days and still others work four and a half days each week. CPS also gives its people two hours off each month for doctor appointments and one floating holiday each year. Staff members have plenty of development opportunities, too, gathering three times for corporate training, team building and performance awards and celebrations. The agency will be receiving funds from America's Recovery and Reinvestment Act to provide summer jobs for youth and young adults, serve more adults in poverty and help dislocated workers find skills training and employment.

Cascadia Consulting Group, Inc.**	97	80	81	5	7	10	4	9	5	9	8
Environmental Management Consulting											
Winning Site: Seattle, Washington											
30 Employees											
Web Site: www.cascadiaconsulting.com											

A recognized leader in environmental management, Cascadia helps businesses and government agencies get cleaner and greener. That requires creativity, and Cascadia says it makes the most of its people's talents by chucking the idea that work and play are at odds. The founding partners decided, "We wanted flexibility for ourselves, so we thought everyone else should have it too." **Employees—experts in 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 at the firm works fewer than 40 hours per week. Employees at Cascadia “work hard so we can play hard.” Flextime allows employees who stay late to meet a deadline or spend two weeks doing a waste sampling in the field, for instance, to take time off later at their own discretion. Are these practices effective? Rewards, the company reports, are visible across the board, from staff vitality to client satisfaction. Faced with the economic downturn, Cascadia had to reduce schedules temporarily for most of the staff, including its management team, but it remained open and creative about options, giving employees choices about which days or hours they wanted to take off as unpaid leave.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Catholic Charities of the Diocese of Winona	98	75	76								
Nonprofit Social Services Organization				6	8	10	4	8	8	8	8
Winning Site: Winona, Minnesota				Employer Category Scores							
38 Employees											
Web Site: 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. “This increases efficiency,” the representative reports. “If employees must be at home for a day, they can still get their work done.”** 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. What are the business results? Catholic Charities of the Diocese of Winona won a grant in 2007 from the Corporation for National and Community Service that has increased twofold the area it covers, and has also seen extensive growth in its Common Good Retired and Senior Volunteer Program, which engages people over age 55 in volunteer activities that meet community needs and enrich the lives of participants.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Chandler Chamber of Commerce***	99	67	68								
Business Development Organization				6	6	9	8	8	0	8	4
Winning Site: Chandler, Arizona											
11 Employees											
Web Site: www.chandlerchamber.com											

This thriving organization says flexibility keeps its staff dynamic. “Our employees can adjust their schedules as needed and leave the office for

personal appointments,” states President and CEO Jerry Bustamante. “We have a very small staff, and are really more of a family. If one member of the team cannot be at an early event because of a family conflict, the rest of the staff all chip in to make sure that event happens.” The Chandler Chamber also enjoys spending “fun” time together in team-building activities. Once a month, they leave the office early for “Fun Day,” where staff will do a fun activity together such as seeing a movie, painting pottery or enjoying a wine tasting. **Many employees at the Chandler Chamber have elderly parents, and the organization is always very understanding about time needed to care for their loved ones, from doctor appointments to quick trips across the country.** With the downturn in the economy, the Chandler Chamber has managed for almost a whole year with one full-time and one part-time position left unfilled: the staff actually approached the CEO and urged him NOT to fill those roles to save the Chamber money, and offered to fill in the blanks for the job responsibilities. This illustrates the devotion of the staff to the organization and their willingness to go the extra mile to get the job done.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH / ECONOMIC SECURITY
Child Care Council of Nassau, Inc.	98	74	79	9	5	8	7	8	4	8	6
Nonprofit Social Services Organization				Employer Category Scores							
Winning Site: Franklin Square, New York											
24 Employees											
Web Site: www.childcarenassau.org											

As a nonprofit, the Child Care Council of Nassau has little room for extras. But Executive Director Jan Barbieri notes the organization’s ability to offer flexible schedules is something extra it *can* offer, through a simple approach involving minimal cost. “Documentation is only required to support absences in excess of five days, otherwise an employee’s word is accepted as truth, and no one has taken advantage of the trust,” she says. Grandparents at the organization are allowed as much flexibility as parents; children and grandchildren, in fact, are regular visitors to the agency, occasionally spending the full workday there when their normal child care arrangements break down. This emphasis on flexibility goes both ways, making the organization more resilient. “Staff members support each other’s needs and rise to the occasion when a peer needs assistance to meet deadlines or fulfill work requirements,” Barbieri reports. Employees also support one another in their personal lives, accompanying each other for difficult medical treatments, for example, and joining in on fundraising activities. **The organization doesn’t let budgetary limits stand in the way of opportunities for personal and professional growth for the staff. The Council’s Advisory Board, consisting of former Board members and child care advocates, conducts a matching grant drive annually that brings in money from donors committed to professional development. Grants raised support a scholarship fund that has enabled staff to participate in experiences including full-week**

professional certificate programs and credit-bearing college courses, like some taken at Columbia University’s Institute for Not-for-Profit Management. It’s not a surprise that the Child Care Council of Nassau has won Best Practice Certification from its New York State membership organization, the New York State Child Care Coordinating Council.

The Children’s Center of Wayne County	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
	96	69	68	8	5	8	5	6	2	9	10

Nonprofit Social Services Organization
Winning Site: Detroit, Michigan
137 Employees
Web Site: www.thechildrenscenter.com

Almost a quarter of Wayne County’s children live below the poverty line. The Children’s Center rises to the challenge of helping these at-risk children through a staff of “outstanding psychologists, psychiatrists and social workers” —not to mention more than 100 highly-trained volunteers and interns. Flexible scheduling helps keep staff morale high: employees can schedule work between 8:00 a.m. and 8:00 p.m. on weekdays—and on Saturdays, too—and work from home if necessary. **The Detroit agency also enables its people to schedule their 40 hours of work within four days, and lets them take the fifth day off without using vacation time.** Of course, all scheduling must be consistent with client needs, which include some of the most challenging issues a family can face, ranging from autism to substance abuse to teen pregnancy. The Children’s Center credits its flexible management practices for extremely high retention; in fact, nearly half of the people who left for more money in the last 16 months have since reapplied for employment.

Children’s Home Society of Idaho**	95	69	76	7	7	9	2	7	5	5	7
Behavioral Health Services and Foster Care Support											

Winning Site: Boise, Idaho
42 Employees
Web Site: www.childrenshomesociety.com

The Children’s Home Society of Idaho (CHS), which celebrated its 100th anniversary in 2008, attributes its longevity to the commitment of its skilled professionals. The work can be tough at the children’s mental health care provider, which is the only agency in the area that does not cap the number of low-income children it serves. The organization has nonetheless achieved extremely low turnover since it began emphasizing flexibility in 2001. The Children’s Home “walks the talk” of its mission—strengthening families—by giving its valued staff the flexibility they need to participate in meaningful ways in the lives of their own children, allowing them great control over the

number of hours they work and how they schedule that time. This approach generates, in turn, a deeper sense of commitment and loyalty among the staff. The organization also provides stress management for all employees—with activities like professional onsite chair massages. Even after winning the Alfred P. Sloan Award the previous year, the group has continued to improve the work environment, “finding inspiration in the wonderful stories we heard at the awards ceremony,” a representative says. **The Boise organization recently upgraded its employee benefits package for health care to include reimbursement for family members through a program in which CHS “buys down” the deductible and caps the employee’s portion, with the company picking up the difference.** For example, an in-network deductible of \$1,500 is capped for employees at \$350, with CHS providing the remaining \$1,150. CHS has recently launched discussions with other area nonprofits to share ideas about how to build a community of support to weather the economic storm.

Clifton Gunderson LLP***

Accounting Firm

2,000 Employees in the U.S.

Web Site: www.cliftoncpa.com

Growth at Clifton Gunderson has made it the one of the nation’s largest certified public accounting and consulting firms; the company’s Arizona offices alone have more than 150 employees. Helping its staff members find the right fit among all the elements of their lives—work, family, community service and recreation—is not just a priority at this business; it is also a deeply held value. The firm has developed an initiative named “Project: Life” to help staff members strike the right fit between the various aspects of their lives. Flexible work arrangements provide employees with options like flextime, telecommuting and the ability to move back and forth between full- and part-time schedules. **It is not a one-size-fits-all approach: Clifton Gunderson employees design the flexible arrangement they need, and then discuss the plan with their supervisor.** The arrangements are agreed upon during the employee’s weekly HOT (Hands On Transactional) Management Meeting in order to ensure that the arrangement meets the goals of the employee *and* the company. Those who have adopted a flexible arrangement report being less stressed, are able to better deal with personal emergencies, have experienced easier transitions in and out of the workforce and have more opportunities for skill building and career growth. Whether employees are working from home one day a week to save gas and day care money or telecommuting through Webcasts and the paperless processes, the company believes flexible work arrangements strengthen its culture and teach employees to work smarter in response to today’s challenging economic times.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Clifton Gunderson LLP	99	71	74								
Winning Site: Milwaukee, Wisconsin				8	10	9	6	4	8	9	8
110 Employees				Employer Category Scores							

Clifton Gunderson's Milwaukee office made dramatic gains in the company's employee survey in 2007—a 32% increase in the number of people who said they had a mentor supporting their development and a 42% increase in the number of people who said they had the opportunity to do what they do best every day. When asked as part of the group's most recent Career Development Survey if Clifton Gunderson was a best place to work, the response increased by 19% with an overall positive response of 77%. No wonder that the Milwaukee office reduced its turnover from 20.3% to an all-time low of 8% in just two years.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Clifton Gunderson LLP***	99	71	73								
Winning Site: Phoenix, Arizona				7	7	9	7	6	5	8	9
100 Employees											

The Phoenix office has consistently maintained high retention rates, enabling it to offer high-quality service and continuity to clients. Low turnover suggests that employees have the resources needed to perform their tasks and don't feel overworked. The Phoenix office is a two-time Sloan Award winner and earned a Best Place to Work Award in 2008 from the *Phoenix Business Journal*.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Clovis, LLC	98	70	72								
Recruiting and Staffing Firm				8	6	7	9	8	6	6	6
Winning Site: Washington, DC											
73 Employees											
Web Site: www.clovisgroup.com											

Recognized in 2007 by *Washingtonian Magazine* as one of the city's great places to work—and by *Inc. Magazine* as one of the country's fastest-growing privately-owned companies—Clovis has experienced increased revenue growth since its founding in early 2000. A search firm, the company “recruits A-level talent for some of the best companies in the world,” a representative reports. A core value emphasizes flexibility in decision making, and that extends to workplace policies. Based on individual performance, employees can earn flexible schedules, working from home up to two days per week, adopt a compressed workweek and earn up to 64 hours in extra paid time off throughout the year. **Morning huddles heighten performance; every morning, Clovis associates meet with their managers to discuss their objectives for the day, their progress from the day before and any obstacles they're encountering in working to meet their goals.** “The huddles allow for a permanent culture of productivity as a result of open communication and solid planning.” Clovis also runs a volunteer committee that allows staff

unlimited paid time off to work in the community and involves employees in company-sponsored charitable events.

Cobb County Convention & Visitors Bureau	PERCENTILE	89	OVERALL SCORE	70	EMPLOYEE SCORE	73	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
	Nonprofit Promoting Tourism	7	5	9	4	8	3	5	4	Employer Category Scores				
Winning Site: Atlanta, Georgia														
10 Employees														
Web Site: www.cobbcvb.com														

The Cobb County Convention & Visitors Bureau is a nonprofit devoted to attracting tourists to Cobb County. It encourages employees to take courses to enhance their skills, covering related costs for registration, books and materials, and welcomes staff suggestions about how to improve the workplace and save on costs. Atlanta is ranked tenth in the nation for the worst commute and most congested traffic problems, and the Cobb CVB has stepped up to the plate by allowing each employee to work from home one day a week—a win-win for employees *and* the environment. **The Cobb CVB is dealing with the current economic situation by emphasizing open communication, since the CEO believes it is important to acknowledge uncertainty and share plans about how the organization plans to respond.** Employees are told how the impact of the credit crunch affects the company’s ability to do business, and everyone is kept in the loop on the budget and finances.

Community Council of Greater Dallas****	PERCENTILE	99	OVERALL SCORE	76	EMPLOYEE SCORE	75	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
	Nonprofit Community Service Organization	8	10	10	6	8	4	9	6	Employer Category Scores				
Winning Site: Dallas, Texas														
64 Employees														
Web Site: 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 and has recently hired three new permanent employees over age 55. CCGD has no question about the value of its flexible policies. Says Blaine, **“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.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Community Management Group	98	79	84								
Homeowners Association Management Winning Site: Charleston, South Carolina 36 Employees				8	7	10	4	8	6	9	7
	Employer Category Scores										

Web Site: www.cmgcharleston.com

It’s not every business that highlights *alligators* and *mosquitoes* on its Internet home page. But Community Management Group maintains properties for South Carolina homeowner and condominium associations, and providing clients with information about how to manage these everyday issues of life in South Carolina (including facts and myths) is part of why CMG is a thriving company. It is the only operation in its area that concentrates exclusively on homeowners association management, and this narrow focus means “client satisfaction is not a goal—it is a requirement.” “We work hard, but we have fun,” says Steve Peck, Community Management Group’s president and management director. “Our employment philosophy is that every member of the team at every level is important.” Recognizing that employees often spend more waking hours with their co-workers than their own families, the company says it builds flexibility into work responsibilities while fostering humor and camaraderie. CMG’s business has remained stable, but other companies in the community have suffered in the declining economy. Flexibility has been especially beneficial when employees’ spouses have lost their jobs or had their hours reduced. “Ours is a complex business to learn—as every employee must know a little about all departments and all communities, so each of our seasoned employees is very valuable to us. Where family obligations call for reduced hours or changes in responsibilities, we accommodate—we don’t want to lose anyone.” Peck adds, **“While many employers fear lost productivity when employees must occasionally stay home with family, we have found that the opposite is true—they may have workday interruptions, but the loyalty we show to their family is paid back in kind and then some. The work all gets done on time and mutual trust means attitudes are great and turnover is nearly zero.”** The formula seems to be working: a vast increase in the number of communities managed over the past three years has created new employment opportunities

at the company, nearly all offering flexible scheduling as well as top pay and benefits. Coordinating maintenance of association common areas proactively and responding to repair needs and emergencies requires a great deal of planning and flexibility. Peck says, “Our client community boards look to us to draft budgets based on future needs, to prepare for maintenance and emergencies, including the late summer threats of hurricane evacuations. Proactiveness demands flexibility, so we build it into everything we do.”

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN IMAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH /ECONOMIC SECURITY
Concept, Inc.	87	66	73	5	7	9	5	6	2	6	7
Advertising Agency				Employer Category Scores							
Winning Site: Birmingham, Alabama											
16 Employees											

Web Site: 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 provides onsite child care and a nursery that’s free of charge, and 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.

Continental Airlines, Inc.**	99	71	66	9	9	9	8	9	9	8	8
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Airline Company
Winning Site: Houston, Texas—
North Houston Center Reservations
2,000 Employees
Web Site: www.continental.com

“No organization is more flexible than we are,” says B. J. McDonald, Continental Airlines’ senior director of reservations, and a range of statistics demonstrates the strength flexibility has given the airline. In the call center industry, with a 40% turnover rate, Continental Airlines’ Reservations Department in Houston manages to keep its turnover down to 5%. More than one third of its reservations employees have perfect attendance each year—it doesn’t hurt to offer them a fully-loaded Ford Explorer as a reward! Lost time runs only 2% to 3% per month. When the company posted 150 job openings recently, 2,000 people applied. How does this Houston airline get these results? For starters, **it allows nearly 600 reservation agents to work from home—which has the added benefit of helping to reduce traffic congestion in Houston, where Mayor Bill White has adopted improving traffic mobility as a signature initiative and linked it to workplace flexibility.** Continental’s Expanded Day Off shift program also gives 25% of its

staff three or more days off each week on rotating basis. What if the car breaks down or the child care provider calls in sick at the last minute? Call in and request to “trade a day with the Director” and make up the missed time later. Employees can self-manage the 25 flexible programs available to them, adjust their shifts and schedule vacation days through an automated online program. An employee financial assistance program helps out those in need, and employees and their children can apply for full or partial college scholarships; 187 scholarships were granted in 2008 alone.

Cooper Roberts Simonsen Associates, Inc.***	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
	99	79	83	8	7	9	4	8	8	8	7
Architecture Firm Winning Site: Salt Lake City, Utah 57 Employees Web Site: www.crsa-us.com				Employer Category Scores							

The Sloan Award has honored this Salt Lake City company each of the past three years, noting its strong record giving staff time and funding to learn new skills. Flexibility is another strong suit; a company representative says she’s never seen a request for additional flexibility denied. Depending on how long they’ve been with the firm, employees receive a number of “benefit hours” to use in whatever way they wish. Together with vacation time, those hours can add up to as many as four weeks off each year. **Several years ago the company 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.** The slow-down in the construction industry has had an impact on the financial health of this architectural firm. But flexibility has been used to bring down personnel costs, for example, by reducing full-time hourly employees to 36 hours.

Craig Technologies

Engineering, IT and Technical Support Services
170 Employees in the U.S.
Web Site: www.craigtechinc.com

Carol Craig, owner and CEO 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 the mother of two small children, 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. No wonder the company’s turnover rate for 2007 was less than 5%! 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 has 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.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Craig Technologies	99	80	87	8	6	9	6	7	3	8	9
Winning Site: Melbourne-Palm Bay, Florida											
33 Employees				Employer Category Scores							

Owner Carol Craig recognizes the effects a volatile economy is having on nonprofit organizations and has responded by increasing financial support and staff volunteerism for charitable causes. She has developed an initiative for employee involvement with Junior Achievement in the Melbourne office that will soon be modeled company wide.

Craig Technologies	99	70	72	8	6	9	6	7	3	8	9
Winning Site: Washington, DC											
29 Employees											

The company has increased its transportation reimbursement benefits for Metro riders in the DC area to help offset rising costs of commuting to the worksite.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
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CrossComm, Inc. 99 80 83

Interactive Media Company
Winning Site: Durham, North Carolina
17 Employees
Web Site: www.crosscomm.net

9	7	10	6	9	0	7	6
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Employer Category Scores

This North Carolina technology design and consulting firm nearly doubled its revenues year over year for several years until this past year. Staff members contributed strongly to the period of growth, working long hours and weekends when necessary to complete their assignments. 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, has 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.

Custom Communications, Inc./
Custom Alarm 90 68 73

Provider of Security and Sound Systems
Winning Site: Rochester, Minnesota
74 Employees
Web Site: www.custom-alarm.com

8	3	7	5	8	2	8	7
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This family-owned business began in a basement with a single employee—the owner. Now, roughly 40 years later, Custom Communications, Inc. employs 74 people and says its practice of “treating everyone like family” has been a spur to growth. The average length of employment is more than nine years, with eight staff members celebrating anniversaries of 20 years or more. “We allow flexible work schedules, either four ten-hour days, varying start/stop times or extended breaks during the day, so parents can participate in children’s functions,” says owner and CEO Leigh J. Johnson. Staff members are also allowed to take breaks for a walk around the block. The company has implemented several measures in response to today’s economic challenges, including minimizing overtime, controlling expenses and cutting down on out-of-town trips, cross training employees so they can help out in other areas if their work is slow, and looking to develop new markets, products and services. **Johnson also believes in “giving back to the**

community in which we live and work,” providing dollar matches for employee giving and donating 5% of company profits to charity. Custom Communications, Inc. sponsors youth teams and encourages its people to get involved in sports as well, providing a financial contribution each year toward health club memberships or the purchase of exercise equipment.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Dava & Associates, Inc.	99	75	79	7	9	9	5	7	4	8	8
Planning, Engineering and Surveying Company				Employer Category Scores							

Winning Site: Prescott, Arizona
17 Employees
Web Site: www.davacivil.com

Constant filing deadlines build a high level of stress into this company’s business, but flexibility helps Dava & Associates offset the pressure. “We allow all staff members to create a work schedule that best addresses their family’s needs, whether it be for a doctor appointment or a child’s soccer game,” says owner Dava Hoffman. She says this approach has helped build a strong profile in the community, enabling Dava & Associates to sustain and expand client relationships without advertising. The company has remained Prescott, Arizona’s town engineer for 20 years, despite the area’s rapid growth and increased competition. Employees, government agencies and professional and civic groups have all recognized not only the company’s engineering and planning, but also its community leadership.

Deloitte LLP**

Audit, Consulting, Financial Advisory and Tax Services
42,468 Employees in the U.S.
Web Site: www.deloitte.com

Upgrading its workplace to reflect changing employee needs, Deloitte has launched Mass Career Customization (MCC), one of the business world’s most talked about and far-reaching flexibility initiatives. MCC uses the principles of mass customization in consumer products to create a new model for building sustainable careers. **Employees make choices around four major dimensions of career progression—role, pace, location/schedule and workload—calibrating each of the four dimensions that define their work experience based on the employee’s current aspirations and life circumstances.** Deloitte will implement MCC throughout the entire organization by the end of its next fiscal year, and requires all of its leaders to understand and apply it in helping their people fit work into life and life into work. Deloitte also offers child care resource and referral programs, emergency dependent child care and elder care counseling, among dozens of other work-life programs. How do they work in a business that is demanding and fast paced? “Providing a flexible work environment is *not* an accommodation,” explains

Stan Smith, national director of Deloitte’s Cross Generational Initiatives, “but a sound business practice that reflects the realities of today’s business world and the values of employees, especially those who are younger.” Deloitte says its emphasis on career-life fit has raised employee engagement levels and helped it win business. “We have also been able to showcase our practices with our clients and other organizations throughout the community; this brings eminence to the organization and reinforces our thought leadership on the topic of flexibility,” adds Smith. 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 wants its people to be successful at home as well as in the workplace.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Deloitte LLP	98	68	68								
Winning Site: Birmingham, Alabama				8	6	8	7	7	7	8	9
48 Employees				Employer Category Scores							

Deloitte’s Birmingham office showcases its flexibility programs to new clients and wins deals as a result, according to a firm representative, who says prospective customers see Deloitte’s management practices lowering turnover and helping staff members function at their best.

Deloitte LLP	98	68	67								
Winning Site: Chicago, Illinois				8	6	8	7	7	2	8	9
3,492 Employees											

Deloitte’s Chicago office participated in a regional panel discussion involving individuals who have taken advantage of career customization—just one example of many discussions in support of the company’s culture of career customization.

Deloitte LLP**	98	69	69								
Winning Site: Dallas, Texas				8	6	8	7	7	7	8	9
1,300 Employees											

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

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Deloitte LLP	98	65	65								
Winning Site: Dayton, Ohio				8	6	8	7	7	7	8	9
143 Employees				Employer Category Scores							

Deloitte's Dayton office says its clients share the view that engagement teams reflecting diversity drive better business solutions for them.

Deloitte LLP**	98	69	70								
Winning Site: Houston, Texas				8	6	8	7	7	7	8	9
1,469 Employees											

The Houston office includes many features that promote flexibility—from workspaces in open areas that encourage collaboration, to wireless connectivity throughout the office, to an onsite fitness center. There are also wellness rooms that can be used for lactation, prayer or meditation.

Deloitte LLP	98	66	66								
Winning Site: Jericho, New York				8	6	8	7	7	7	8	9
170 Employees											

Deloitte LLP	98	66	65								
Winning Site: Milwaukee, Wisconsin				8	6	8	7	7	7	8	9
378 Employees											

Milwaukee's Deloitte Parent Network supports parents while its International Resource Group focuses on the needs of international professionals.

Deloitte LLP	98	68	69								
Winning Site: Seattle, Washington				8	6	8	7	7	7	8	9
564 Employees											

Delta Dental of Kentucky, Inc.	96	69	77								
Dental Health Insurance				8	4	7	5	7	5	7	9
Winning Site: Louisville, Kentucky											
85 Employees											
Web Site: www.deltadentalky.com											

President and CEO Cliff Maesaka says that, "Word has gotten out that when you work at this company, you do not want to leave." The dental health insurance carrier arranges employee schedules that allow parents to get their kids off to school in the morning and be there when classes let out. The company's paid time off benefit can be used for vacation, illness or personal reasons, with very few questions asked. "We enjoy such a nice, flexible environment," says Maesaka, "and that is the reason people want to work here." The company puts great emphasis on meeting responsibilities both at home and at work. **Delta Dental contracts with two outside fitness trainers to**

work with employees four days a week in the onsite fitness center. The cost is minimal: employees pay \$5 per paycheck, a lot less than the average gym membership. Various exercise classes are offered free of charge for any employee who wants to join. Delta Dental also looks for things to celebrate, such as birthdays and team achievements, and sponsors impromptu wellness snacks in the café, catered luncheons, parking lot picnics, a summer luau and special games during the week of the Kentucky Derby. All these things help employees kick back and have fun together and feel good about their workplace.

Deming, Malone, Livesay & Ostroff CPAs	PERCENTILE 93	OVERALL SCORE 69	EMPLOYEE SCORE 76	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Certified Public Accountants Winning Site: Louisville, Kentucky 80 Employees Web Site: www.dmlo.com	6	8	7	4	7	5	5	5	5	7	
Employer Category Scores											

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.

Detroit Regional Chamber****	99	70	73	9	5	9	6	6	3	6	8
Nonprofit Business Membership Organization Winning Site: Detroit, Michigan 87 Employees Web Site: 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.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Discovery Communications, Inc.***	99	68	67	8	5	8	9	7	5	8	9
				Employer Category Scores							

Global Media Company

Winning Site: Silver Spring, Maryland

1,940 Employees

Web Site: 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. Time-saving services available onsite for staff include 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 million, based on health insurance cost savings and reduced staff time away from work.** The company even offers bicycle and sneaker reimbursement 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 on-site 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.

Durham’s Partnership for Children, a Smart Start Initiative***	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
	95	71	76	8	7	9	5	7	4	3	8

Nonprofit Focusing on Early Childhood Development
Winning Site: Durham, North Carolina
14 Employees
Web Site: www.dpfc.net

This organization’s purpose is to ensure that children across Durham County come to school healthy and ready to learn, and its workplace practices reflect its concern for children and their families. Employees can take advantage of job sharing and flexible hours, and they have a great deal of control over their own schedules and the amount of overtime they work; remote e-mail and network access make it easier to work non-traditional hours. **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 economic recession prompted the small nonprofit to offer an eight-week lunch-and-learn on financial planning and investment choices by a financial advisor who is a member of the organization’s board.

EarthCorps	95	78	80	5	7	10	4	8	0	8	9
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Nonprofit Environmental Restoration
Winning Site: Seattle, Washington
19 Employees
Web Site: www.earthcorps.org

This AmeriCorps affiliate teaches young adults how to master environmental restoration techniques—and how to lead the volunteers who put them into practice. Recognized as Organization of the Year by Seattle Works (a community organization for local young professionals), EarthCorps provides a work environment aimed at retaining staff and letting their best talents bloom. Consider one staff member hired as a full-time project manager while she was three months pregnant. “Prior to the birth, my supervisor and I came up with a plan for my return to work,” she says. “That plan included a combination of paid and unpaid leave followed by a part-time workload, with the idea that I would return to work full time.” Initially the employee’s mother helped her look after her son. But then, diagnosed with cancer, the mother needed aggressive medical treatments—a fact that threw the project manager’s work plan for a loop. EarthCorps created a new position that enabled her to work on a part-time basis with a flexible schedule. “Now that

my mother is well and my son is older, I've returned to work full time," she says. "I can confidently say that this readiness to help out has helped me become a much more productive and satisfied employee." There are apparently plenty of other EarthCorps employees who appreciate the organization's willingness to create solutions that benefit both employer and employee. A 2007 survey found that flexible hours were the third most important factor in job satisfaction, after pay and medical insurance.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH /ECONOMIC SECURITY
El Paso Corporation**	95	67	68								
Natural Gas Company				5	7	8	6	9	5	7	5
Winning Site: Houston, Texas				Employer Category Scores							
1,664 Employees											
Web Site: 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.

Embolden, Inc.***	99	81	85								
Web Consulting, Design and Development Company				10	5	10	7	7	2	9	6
Winning Site: Providence, Rhode Island											
15 Employees											
Web Site: www.embolden.com											

This Web development company—which grew revenues 40% year over year from 2006 to 2008 and improved its profit margin even more—gives credit

to its people's competitive wages and benefits. Embolden also offers employees wide choices in scheduling, including part-time work, non-traditional shifts, the ability to telecommute and generous personal time off. The company attributes its extremely low turnover rate—averaging less than 5% per year over the company's history—to its strong workplace that emphasizes consensus building and close ties among employees. Indeed, a number of sibling pairs, other relatives and long-term friends have worked for the company, which even features employees' children and pets on its Web site. Staff members can also exercise discretion in managing their daily lives, taking time as needed for doctor appointments and other personal needs. In the case of emergency child care, the company encourages employees to bring their children into the office when necessary. It also provides 100% of employee health care coverage, keeping costs down through gym memberships and other wellness initiatives. **The company is now focusing on leadership development for its VP-level staff, including one-on-one executive coaching, mentoring and project-based assignments, all designed to prepare the management team for growth.** The company's flexible philosophy has helped it adapt creatively to today's challenging times: when a valued employee needed to move to a distant location, the company figured out how to keep him active as a remote employee.

Employer Solutions Group	PERCENTILE 83	OVERALL SCORE 67	EMPLOYEE SCORE 73	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Human Resources Services				4	4	9	3	7	5	7	7
Winning Site: Salt Lake City, Utah				Employer Category Scores							
60 Employees											
Web Site: 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, with employees planning these lunches themselves. **In response to the current economic situation, 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.**

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH /ECONOMIC SECURITY
Environmental Services, Inc.	99	75	69								
Environmental Consulting				8	8	9	8	8	9	9	9
Winning Site: Savannah, Georgia				Employer Category Scores							
10 Employees											
Web Site: www.esinc.cc											

A wide variety of prestigious awards recognize this Georgia company as a leader in environmental consulting, with its staff sought by clients, government regulatory agents and peers as “the go-to people in the field,” says Office Manager Lariena Brown. An outstanding reputation attracts excellent people to the firm, and workplace flexibility retains them. Consider four team members who needed to relocate to cities where ESI had no presence. The company set them up with home offices, contending that the cost of doing so was far outweighed by the benefit of staff members’ continued service. **Supporting a high level of flexibility at ESI are metric-driven reviews, which identify specific expectations for each employee. With clear annual objectives and an understanding of their job responsibilities, team members can get their work done regardless of their schedules.** ESI further builds its people’s capabilities by giving them time to develop their knowledge and skills; the company pays for certifications, exams, classes and seminars. Difficult economic times required scaling back on the company’s generous health benefits, but to alleviate the strain on its staff, a new Health Savings Account (HSA) was added for employees and their families. The HSA allows staff to bank a stipulated amount of funds to cover health care costs as necessary. ESI allows its employees to bring their pets into the office, and rewards long periods of service with a view to employees’ personal interests. The firm gave one person a long-board surf board and another a vacation package—including flight, food, hotel, rental car and game tickets—to his alma mater football game in Michigan.

Accounting Firm

26,000 Employees in the U.S.

Web Site: www.ey.com

Ernst & Young is a global leader in professional services, and its people can sometimes work long hours serving the firm's clients. How do they manage a dynamic career with life outside work? Ernst & Young has made an aggressive effort to help with a program called My JournEY. Designed for parents, the initiative includes three-month fully-paid maternity 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 to remain in contact after his or her departure—and this makes 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. 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."

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH /ECONOMIC SECURITY
Ernst & Young	98	70	66								
Winning Site: Atlanta, Georgia				8	9	8	6	8	9	9	9
1,111 Employees				Employer Category Scores							

Each of the southeast offices, including Atlanta and Birmingham, has an Inclusiveness and Flexibility leader who helps create programs that include mentoring, professional resource networks and gender and ethnicity initiatives. The Atlanta office has a very active professional women’s network as well as a working mothers’ network that assigns mentors to new moms on maternity leave, helping keep them connected to the office while on leave and getting them acclimated when they come back to work.

Ernst & Young	98	73	71								
Winning Site: Birmingham, Alabama				8	9	8	6	8	9	9	9
120 Employees											

Birmingham’s office, like others in the southeast region, has introduced a “flexibility coach”—a partner who takes on this advisory position and is supported in this role by twice-a-year training and monthly calls with the region’s Inclusiveness and Flexibility Leader and other flexibility coaches to learn about the latest and best flexibility practices. Employees can turn to these coaches for advice about how to successfully implement day-to-day flexibility or create a more formal arrangement, whether they want to go back to school, coach a little league team or do some volunteer work.

Ernst & Young***	99	73	70								
Winning Site: Chicago, Illinois				9	9	8	9	7	8	8	9
1,716 Employees											

Ernst & Young’s Chicago office maintains a full-time flexibility leader who works in conjunction with E&Y headquarters to share and implement best practices. That commitment to flexibility was evident in a recent employee poll conducted by Watson Wyatt, in which 90% of employees in the Chicago office had a favorable or neutral response when asked if they had the flexibility they needed to achieve their personal and professional goals. Favorable responses were up 6% compared with the previous year.

Ernst & Young	99	72	70								
Winning Site: Milwaukee, Wisconsin				9	9	8	10	7	8	8	9
147 Employees											

A summer flexibility program in E&Y’s Milwaukee office encourages teams to build staff schedules appropriate for individual employees. These arrangements may involve four ten-hour workdays, time off for a personal activity or any number of other options. Whatever the plan, it is ultimately up to the larger team to make it work. Why make the effort? This Milwaukee office

sees flexibility as a business advantage, helping it win and solidify business with 75% of the Fortune 1000 companies in Wisconsin and 56% of the Russell 3000 companies based in the state.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Farbman Group**	99	75	74								
Commercial Real Estate Management and Brokerage				8	9	9	7	9	8	9	7
Winning Site: Southfield, Michigan				Employer Category Scores							
100 Employees											
Web Site: 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 recognition by *Crain’s Detroit Business* multiple times as a “Cool Place to Work.”

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Fein, Such, Kahn & Shepard, P.C.	98	68	71								
Law Firm				8	7	9	6	5	5	8	7
Winning Site: Parsippany, New Jersey											
190 Employees											
Web Site: 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 Shareholder Deirdre R. Wheatley-Liss, Esq. 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.**

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Fenwick & West LLP	99	70	67	9	10	8	7	6	8	8	10
Law Firm											
Winning Site: San Francisco, California				Employer Category Scores							
245 Employees											
Web Site: www.fenwick.com											

Fenwick & West was recently named by *Multicultural Law Magazine* as one of the Top 25 Law Firms for Diversity and honored by *Working Woman Magazine* and *Flex-Time Lawyers* in 2008 as one of the Best Law Firms for Women. The firm is committed to workplace flexibility and to the advancement of women. “Fenwick & West is a founding member of the Project for Attorney Retention, which has been researching and compiling best workplace practices for the legal professional for more than a decade,” says Managing Partner Kate Fritz. “We have tried to be thoughtful about adopting and implementing those practices.” The firm has retained many women attorneys and staff who wanted to return to work on a reduced schedule after taking maternity leave and has kept other attorneys through creative telecommuting arrangements. **The firm’s other best practices include job sharing and reduced-hour schedules made available to all attorneys, for any reason, with salary, bonuses and benefits pro-rated proportionally for part timers. The firm’s workflow coordinators and two “balanced hours advisors” review attorney hours regularly to ensure that those on reduced schedules are not subject to “schedule creep” or overlooked for plum assignments.** Partners are rewarded for effective mentoring, and coaching and support are provided where improvement is needed.

First Alliance Credit Union	90	68	75	8	7	8	5	7	3	5	8
Financial Services											
Winning Site: Rochester, Minnesota											
40 Employees											
Web Site: www.firstalliancecu.com											

From work or from home, several employees at First Alliance take advantage of self-study programs on topics relevant to the credit union industry—subjects like accounting, human resources and operations. The organization, which says it is committed to providing its employees with a safe, flexible work environment, also hosts several employee blogs on its home page, where staff share observations ranging from “I’m in lock down mode at home working on a Christmas gift from my parents,” to “We volunteered at the United Way Community Winter Outerwear coat drive on Monday. It was awesome.” Indeed, the organization says it is committed to “making a difference” in the communities it serves, and has won awards from the United Way, the Louise Herring Award for Philosophy in Action and the Dora Maxwell Social Responsibility Recognition Award Program.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Frost, Ruttenberg & Rothblatt, P.C.	95	70	73								

Accounting Firm

Winning Site: Chicago, Illinois

147 Employees

Web Site: www.frronline.com

7	8	8	7	6	5	7	7
Employer Category Scores							

Workplace options have enabled this Chicago accounting firm to improve its retention of professional staff—from 45% in 2005 to 75% in 2007—and to increase its success recruiting on college campuses. **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.** Compressed workweeks, reduced schedules and flexible start and stop times are all available, and a paperless work environment enables employees to work from any remote location. 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. “The most important thing we do is to listen to each employee and respond individually to needs,” says Director of Human Resources Ann Weatherhead. “We educate our staff about our flexible benefits and encourage them to talk to us about their personal situations. We then work with the employee to structure a response that works for the individual and for the firm.” Results include special work arrangements for new mothers and fathers and extended time off to visit family in other countries or care for ailing parents. One employee on an extended leave caring for her aging father recently called the firm at her dad’s request to express his deep gratitude for having his daughter with him during his final days.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE
Fulbright & Jaworski L.L.P.**	99	66	62

Law Firm

Winning Site: Houston, Texas

2,119 Employees

Web Site: www.fulbright.com

8	7	8	9	8	4	7	8
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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 carpools accommodating three or more people and Metro Q-Cards and Park & Ride vouchers.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Girl Scouts of Kentuckiana	98	66	65	9	1	9	5	8	2	7	8
Nonprofit Social Services Organization											
Winning Site: Louisville, Kentucky											
85 Employees											
Web Site: www.kyanags.org											
Employer Category Scores											

At Girl Scouts of Kentuckiana, some employees choose to work evenings and weekends, and that option benefits the organization, too, because these hours are exactly when volunteers and Girl Scouts tend to be available. The organization tells its employees that family obligations take precedence over work responsibilities, and it values the commitment this supportive approach engenders. Employees get paid time off days that can be used for illness, doctor appointments, family matters or vacation time, and employees are welcome to bring their children to work if their child care arrangements fall through. The Kentucky employer says it believes its workplace practices attract and retain strong candidates, and taps their best talents.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Girl Scouts of Northern New Jersey	88	65	69	4	2	8	5	8	0	7	8
Nonprofit Social Services Organization											
Winning Site: Riverdale, New Jersey											
72 Employees											
Web Site: www.gsnnj.org											

This Girl Scout organization lets all its employees adjust their work schedules and compress their workweeks. “We have 35 mobile employees,” points out President and CEO Helen Wronski, “almost half of all staff members.” These staff members have to be in the office only one day a week and can work at home or offsite the other four. GSNNJ has provided them with mobile phones with e-mail capabilities, and some have laptop computers as well.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Givens Pursley LLP	99	71	74	8	6	9	4	7	4	8	9
Employer Category Scores											

Law Firm

Winning Site: Boise, Idaho

47 Employees

Web Site: www.givenspursley.com

One of Idaho's largest full-service commercial law firms, Givens Pursley boasts ten partners among the Best Lawyers in America, a demonstration of professional excellence that goes hand in hand with unusual flexibility. Consider partner Michael Creamer, who reached the top of a 22,500 foot peak in northern Nepal in 2008 as part of a five-week expedition while he was on sabbatical. Was the firm just accommodating a single passionate mountain climber? Not at all. Givens Pursley allows partners periodically to 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.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Governor's Office of Economic Development	95	68	74	8	6	7	4	6	8	8	8

Government Agency

Winning Site: Salt Lake City, Utah

70 Employees

Web Site: www.goed.utah.gov

The Governor's Office of Economic Development (GOED) promotes business growth in Utah. Executive Director Jason Perry says that addressing the needs of employees has helped it build a "productive, efficient workplace." **GOED actively supports the state's "Working 4 You" initiative. After being tested for a year, this program changed the workweek from five days to four ten-hour days, Monday through Thursday.** That's been a bonus for Utah citizens, who can now visit GOED outside traditional business hours, and prompted the agency to help staff manage the transportation and child care issues the new schedules involved. Employees in the statewide agency have also been given some choice in when and where they perform their jobs. GOED takes pride in the many accolades the state has won. Utah was recognized as the Best Managed State in the Pew Center on the States report and recently won the highest grade in the nation from Washington DC's Alliance for Worker Freedom. Utah also ranked first in the Milken Institute's "Best-Performing Cities 2008: Where America's Jobs Are Created and Sustained." The current economic slowdown has placed a strain on every

state, but Utah has worked hard over the years to keep a balanced budget and be innovative in its economic development programs and in the delivery of services to its citizens.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Grant Thornton LLP	98	69	67								
Accounting and Management Consulting				7	7	6	9	8	7	8	9
Winning Site: Dallas				Employer Category Scores							
320 Employees											
Web Site: www.grantthornton.com											

Grant Thornton took first place in the Public Accounting Report's second quarter 2008 audit rankings, with five new clients and a net gain of \$5.1 billion in assets audited. The firm's Dallas office believes this sustained growth is due largely to long-term staff members and strong client relationships. And how does this firm keep its people in an industry with high turnover rates? It offers a variety of flexibility options, including a formal program enabling employees to customize a flexible work arrangement and informal options for employees to stay connected and work at home when needed using a wealth of company-provided high-tech amenities. International video conferencing allows employees to attend meetings without packing a bag or climbing on a plane—reducing their work-family stress while also helping the firm manage its bottom line. The Women at Grant Thornton initiative focuses on promoting women into senior levels, by hosting networking breakfasts, financial planning seminars and rainmaking and negotiating seminars, for example. **A Partner Performance Metrics holds office managing partners accountable for the turnover and retention of women in their local offices, embedding metrics into the firm's partner performance management system.** These efforts have paid off by increasing the number of women partners from 31 to 81 in just five years, an increase of 160%. The firm offers considerable career flexibility to encourage employees to stay and grow through changes in their personal and family lives. "As my children grew, so did my relationship with Grant Thornton," says Zsia Rosmarin, a tax senior manager and tax practice co-leader in the firm's Edison, N.J. office; "I was ready to take on more challenging work, but I also wanted my schedule to meet the needs of my children as they were beginning school. Now instead of working three full days, I switched to work from 9:00 a.m. to 2:00 p.m. every day. This allows me to pick my children up from school and help with their homework." Recognizing that the "rumor mill" can fuel undue stress during an economic downturn, the firm has communicated proactively and transparently with its people nationally and locally. "Grant Thornton has kept me as a partner and our employees informed about the firm's financial position during the economic downturn," says Barbara Ryan, a tax partner and mother of two in Columbia, S.C. "The firm has also helped us as professionals think through excellent ways to help our clients in the current climate." And the firm has

not just maintained all of its benefits but has enhanced many of them for working parents: primary caregivers now get eight weeks of fully paid leave, non-primary caregivers get two weeks, and primary adoptive caregivers saw their paid leave extended from one week to eight weeks. The firm reimburses up to \$10,000 in costs related to infertility treatments or adoption. To keep employees healthy and help them manage stress, Grant Thornton has created local running/walking clubs for employees in offices across the country and even reimburses registration fees—\$272,000 so far—for employees running in community races. 230 employees and partners participated in the San Diego Rock ‘n’ Roll marathon, and Grant Thornton spent more than \$250,000 to pay for their travel, hotel and registration fees and sponsor the event.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Hall Barnum Lucchesi Architects	98	88	90	7	9	8	8	10	5	10	7
Architecture											
Winning Site: Houston, Texas				Employer Category Scores							
15 Employees											
Web Site: www.hbl-architects.com											

Founded as Hall Barnum Lucchesi Architects in 1966, HBL Architects boasts a dedicated and loyal workforce, with most employees remaining with the company more than five years and many calling HBL one of the best places they’ve ever worked. “We have essentially no turnover except departures caused by the relocation of a spouse,” says Vice President Daniel Barnum. HBL allows all employees whatever flexibility they need to manage their work and family obligations. For example, when a young architectural intern gave birth to a child with a slight birth defect, she was given four months off with full pay to care for the child, and then allowed to work mainly from home for the next year. In another example, a young mother was allowed to work from home three days a week so that she could provide extra care for her children while her husband was serving with the National Guard in Afghanistan. Even in these difficult economic times, the firm has retained its full medical and disability insurance for all employees and their families and generous holidays, including the week between Christmas and New Year’s Day.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Healstone	99	73	77	9	6	7	8	8	7	8	3
Real Estate Brokerage and Property Management											
Winning Site: Long Beach, California											
25 Employees											
Web Site: www.healstone.com											

Healstone Property Management is one of the fastest growing companies of its kind in southern California and its success is driven, it says, by

employees “highly motivated by unlimited opportunity for personal and professional growth.” Unlike national firms that have many desks to fill and are constantly recruiting, Healstone says it chooses only those individuals who are “aggressive and disciplined enough to succeed in our explosive, quick-start training program.” The firm also offers ongoing training and workshops—and a highly-regarded initiative linking new employees with mentors who are not only top producers themselves, but have a proven track record helping other people become rainmakers. The company encourages its high-caliber employees to develop their own positions by creating job descriptions that tap their strongest talents. Staff members are also free to develop their own schedules, with the agreement that their work will be completed on time and within budget.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Henry & Horne, LLP***	99	75	75	8	8	9	6	6	5	10	8
Certified Public Accountants											
Winning Site: Tempe, Arizona											
120 Employees											
Web Site: www.hhcpa.com											
				Employer Category Scores							

People, not numbers: that may sound like typical company PR, but Henry & Horne makes good on its motto, allowing its employees to set their own schedules. Staff can shift between full- and part-time positions, come back to work gradually after a birth or adoption and retire gradually, too. **When people want an extended leave, the company works with them to explore ways to stay involved—through office parties, perhaps—so they know the door will be open if they ever want to return.** Henry & Horne, with offices in Tempe, Scottsdale and Casa Grande, has also been recognized as one of the Best Places to Work in the Valley by the *Phoenix Business Journal* for six consecutive years and a Best Accounting Firm to Work For by *Accounting Today* in 2008. The Scottsdale Chamber of Commerce’s Sterling Award recognized Henry & Horne as a local business that has mastered sustainability in challenging times.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Hiawatha Broadband Communications, Inc.	84	67	69	4	7	8	4	9	3	6	7
Communication Technology											
Winning Site: Winona, Minnesota											
65 Employees											
Web Site: www.hbci.com											

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

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Hoyman Dobson	98	74	79	8	9	8	5	8	8	8	5
Accounting Firm											
Winning Site: Melbourne-Palm Bay, Florida											
50 Employees											
Web Site: www.hoyman.com											
				Employer Category Scores							

“The people we’re looking for aren’t just great at crunching numbers and producing figures,” this company’s Web site proclaims; “we want people who squeeze the most out of every day and enjoy life.” Does that outlook come at the expense of business effectiveness? Apparently not: the Florida accounting firm recently won *Bowman’s Accounting Report’s* award as one of the Best of the Best firms in the nation, and was also named one of the Best Places to Work in Florida’s Brevard County. Employee options include every other Friday off during the summer, flexible work arrangements to manage personal and family circumstances, team social events and offsite retreats. **Monthly team meetings keep everyone in the loop on the company’s performance and an open door policy enables all staff to raise any kind of issue with a supervisor.** Hoyman Dobson also reimburses educational expenses and allows staff members to take time off for courses. “We have a culture of personal caring that influences the development of our fundamental and evolving personnel policies,” a representative says, “with a huge emphasis on the balance of family life and work.”

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
HR NETWORK, Inc.	93	79	88	8	8	5	7	5	4	7	7
Human Resources Services											
Winning Site: Garden Grove, California											
10 Employees											
Web Site: www.hrnetworkinc.com											

This human resources service provider has ten employees. “Many small companies don’t believe you can run lean and still be flexible,” says President and CEO Audrienne Adams Lee. “I say, you can’t afford *not* to be flexible if you want to retain your valuable talent.” The company empowers employees to set their own schedules; “if they are not meeting with a client and want to knock off at 3:00 to be with their children when they come home from school, and then return to their work for an hour or two after the children are in bed, that’s okay at our company. Our focus is the end result.”

Many of the company's staff members work from home with a cell phone and laptop provided by the employer, and with an Internet allowance to assist with home office expenses. HR NETwork also has virtual workstations for employees to use when they come to the office. New mothers can take advantage of a post-pregnancy transition-to-work program; after returning from their disability leave, they can work a part-time schedule of not less than 20 hours per week for up to four weeks. HR NETwork offers benefit options, too, giving each employee a \$50 monthly allowance toward supplemental benefits such as life and disability insurance, allowing them to change their selections to meet their needs at each stage of life. To ensure that younger, less-experienced employees present themselves in an entirely professional way to clients, the company brings in an image coach, and even provides a small clothing budget. There are also 13 holidays annually, including a week off at the end of the year. All this gives HR NETwork an extremely committed and loyal set of employees, who routinely "put in 150%," says Lee, who gets plenty of calls from professionals who've heard of the company and want to come on board. "When those calls come in, we know we're doing something special and doing it right!"

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Humanix Staffing and Recruiting	87	73	81	8	9	9	3	7	2	4	7
Recruiting Firm				Employer Category Scores							
Winning Site: Spokane, Washington											
21 Employees											
Web Site: www.humanix.com											

Employees can't always leave their family situations at the door when they come to work in the morning, this Spokane recruiter says. **It offers staff members in difficult circumstances non-interest loans that can be paid back slowly over time, and permits colleagues to transfer their unused paid time off to co-workers with personal emergencies.** Community ties are also strengthened at Humanix. The company gives each staff member 20 hours of paid volunteer time, and employees can wear jeans on Friday if they donate \$3 to a pool of money intended for charitable causes, with Humanix matching every employee dollar donated. Proceeds go to two local nonprofits, which netted just under \$4,000 last year from blue jean Fridays. Steps to help staff succeed at work are also far reaching; the company makes sure a management team member meets one-on-one every 45 days with each staff member to discuss the individual's goals—which all stem from the company's strategic plan—and help find ways to achieve those objectives.

IBM

Information Technology

115,000 Employees in the U.S.

Web Site: www.ibm.com

Flexibility is a constant focus for IBM. Describing itself as “the world’s most forward looking company,” the organization offers a number of work-life integration options, including part-time and compressed workweeks, job sharing, leaves of absence and the ability to work from home. On any given day, more than one third of IBM’s employees worldwide are either telecommuting or working in a customer’s offices. The firm, which posted double-digit growth in 2008 compared with the previous year, says it makes work-life integration a business imperative because the impact on employee morale and effectiveness is so significant. “Flexible work options allow our people to serve clients as never before,” says a company representative, who reports metrics demonstrating enhanced productivity, client satisfaction and service excellence as results, not to mention improvements in employee morale, retention and recruitment. **Determined to gain optimum benefit from its workplace policies, IBM is supporting its employees in the practice of flexibility and sharpening the company’s vision to focus more on results than process.** “One of the reasons people come to work for this company is because we take workplace flexibility seriously,” says the IBM spokesperson. “They work where it is best for them and our clients.”

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
IBM—Central Region	98	76	76								
Winning Site: Chicago, Illinois				7	7	6	6	8	8	9	8
3,843 Employees				Employer Category Scores							

Managers at IBM’s Central Region believe that by reinventing how, where and when employees work, their employees can serve customers as never before, manage IBM resources more effectively and offer employees more latitude in meeting both their work and personal obligations.

IBM	99	69	69								
Winning Site: Rochester, Minnesota				9	9	7	6	7	8	8	7
4,400 Employees											

IBM Rochester recently launched education sessions for its employees on emerging countries and generations at work and created a part-time employee network group and a climate council, including people from all the site’s business units.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
IBM	99	78	71	10	10	10	6	9	10	10	8
Winning Site: Tucson, Arizona											
1,400 Employees				Employer Category Scores							

As in other IBM locations, employees in Tucson can make use of a number of flexible work options that enable them to work remotely as needed with management approval.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Image One	96	73	79	7	7	9	4	8	4	8	6
Printing Services and Supplies											
Winning Site: Oak Park, Michigan											
17 Employees											
Web Site: www.printerrepair.com											

This Michigan printing services and supplies company—which recently gained a place on the Inc. 5,000 List of Fastest-Growing Companies—says its strength “is all about flexibility.” The company encourages its people to be who they are, with “unique voices, personal passions and potential.” Image One maintains consistent communication and provides feedback to employees on company strategies and goals, and looks for unique ways each person can contribute. Employees participate in weekly “huddles” and get-togethers that provide additional forums for feedback and ideas. “Our team is our thinking core,” says President Rob Dube, “and it is powered by people who are given the freedom to exceed what their customers and even other team members think possible.” Image One celebrates the importance of families and welcomes employees’ children at work. **A culture of flexibility has helped the company respond to the economic downturn. Employees helped devise an action plan to restructure procedures and spending, reallocate job duties, provide job flexibility and grow business.** And, in cases where layoffs could not be avoided, management worked to help individuals find new work through business or personal contacts. Clear and consistent communication about how the company is responding to the economic crisis has also reassured employees about the company’s stability.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Inland Northwest Health Services	96	65	65	7	8	9	5	5	0	8	9
Medical Services											
Winning Site: Spokane, Washington											
1,070 Employees											
Web Site: 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.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Intel Corporation***	99	65	66								
Technology Company				9	7	8	6	8	5	7	7
Winning Site: Chandler, Arizona				Employer Category Scores							
10,000 Employees											
Web Site: www.intel.com											

Many believe the factory floor is no place for flexibility. But Intel sees its success tied to bold new ideas, and gives all its people, including those involved directly in production, a paid two-month sabbatical every seven years to ignite their imagination. Employees also get time for education and community service, as well as options to telecommute, share and exchange jobs and adopt a flexible schedule. Intel says its workplace practices continually recharge its staff members, giving them not just room to grow, but to “soar.” Indeed, *The New York Times* recently quoted a Piper Jaffray chip analyst, Auguste P. Richard, who commented on Intel’s recent decision to spend billions of dollars on new manufacturing facilities despite a steep market downturn. According to the industry expert, “Intel’s competitive advantage is their manufacturing and not design, and that’s how they maintain profits and market share.” **In 2008, Intel celebrated the company’s 40th anniversary by challenging employees, worldwide, to volunteer one-million hours in the community—and Intel’s people reached this lofty goal before the year end.** More than 4,000 Arizona employees rose to the challenge by volunteering over 130,000 hours, made possible by the company’s flexible workplace policies that allow employees to volunteer during the workday. The company also matches employee volunteer hours with a monetary grant. For every hour that an employee volunteers at a nonprofit or school, the organization receives a \$10 donation up to \$10,000.

Intermountain Financial Group, LLC/Mass Mutual	99	82	84								
Insurance Agency				8	7	10	7	9	6	7	9
Winning Site: Salt Lake City, Utah											
70 Employees											
Web Site: 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!

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Intermountain Healthcare**	96	66	66	9	9	9	6	5	3	8	8
Nonprofit Health Organization											
Winning Site: Salt Lake City, Utah											
680 Employees											
Web Site: www.intermountainhealthcare.org											
Employer Category Scores											

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.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
ITAC Solutions, LLC	99	76	75	8	7	9	7	8	6	7	8
Recruiting Firm											
Winning Site: Birmingham, Alabama											
30 Employees											
Web Site: www.itacsolutions.com											

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 IT Division Manager Ben Branch. "It's great to see us remain who we are, taking care of our ITAC family."

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH / ECONOMIC SECURITY
Johnson Bank**	99	73	74	9	7	9	6	7	7	8	9
Financial Services											
Winning Site: Chandler, Arizona											
126 Employees											
Web Site: www.johnsonbank.com											

"Unlike the banks making headlines, we've always been focused on long-term sustainability rather than short-term gains and trends," says Johnson Bank CEO Dick Hansen. "It's one of the many benefits of being privately-owned versus Wall Street-driven...It's why we didn't participate in some of the lending practices at the core of this crisis, and why we continue to demonstrate these key indicators of strength and stability." The 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. Apparently *Fortune Magazine* agrees, listing the Johnson Financial Group, its parent company, as one of its 100 Best Companies to Work For in 2008 and 2009. The bank offers programs for job sharing and flexible scheduling and opportunities to work outside the office. Salaried personnel have considerable control over the amount of overtime they work and how they schedule their hours. They 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—and with fully 100% of employees saying they are committed to the success of the company and 96% saying they are proud to work there.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH / ECONOMIC SECURITY
JRA Architects	86	71	78	6	5	10	2	6	0	7	7
Architecture Firm											
Winning Site: Lexington, Kentucky											
32 Employees											
Web Site: www.jrarchitects.com											

Flexibility begins even before people are hired at this Lexington, Kentucky architecture firm. As part of the initial interview, job candidates learn that

the company's work schedules need to work for employees as well as for the business. JRA Architects supports that statement with VPNs and other technology that lets employees who need to work at home or after hours gain access to the company's server. Employees can also go to doctor appointments or school functions during the day and make it up at their convenience. **JRA Architects has supported its staff through illness; President Joseph E. Jones reports that the firm has continued to pay sick employees after they've used up all their sick and vacation days.** Now the company is turning its attention to the needs of its younger employees, providing a mentoring program aimed at making their career experience even more positive. Ideas for reducing costs company wide in response to today's economy are discussed on a share-point site, and the firm is considering going to four ten-hour days to save on energy and other costs.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Kahler Slater	98	75	75	6	7	9	5	9	7	8	8
Interdisciplinary Design											
Winning Site: Milwaukee, Wisconsin											
87 Employees											
Web Site: www.kahlerslater.com											
				Employer Category Scores							

Kahler Slater has been able to hire all its top-rated candidates over the past several years, including many young design professionals and an experienced designer who left a highly regarded firm she'd been with for 26 years in Boston. When an opening emerged for a new CFO, more than 100 people applied. What's the draw? To a large extent, it's the company's culture—the firm gives an unusual degree of freedom to its people, ranging from the designs they propose for buildings to the schedules they adopt as they put their ideas into effect. "We recognize that it can be difficult for all of us to balance priorities between work, home and other pursuits, and our philosophy is to respect people's flexibility in the course of serving clients," says John Horky, the company's head of HR. "We ask our design staff to work a 45-hour week, which sounds like a lot, but surveys tell us it's actually less than the average in our industry, which is more than 50 hours a week." And while non-exempt staff have more limited scheduling options than their exempt colleagues enjoy, they do receive the equivalent of two extra days of paid time off each year so they can leave the office for whatever personal reasons they might have during the workday without losing pay. **Kahler Slater was featured as a benchmark firm by 9 to 5, the National Association for Working Women, for the quality part-time options it offers women—and men too—who can choose to work part time without compromising their ability to grow their career and move into leadership positions.** Management is also relaxed about staff members' specific start and stop times (though employees do have to respect their customers' scheduling preferences); designers are just expected to deliver wonderful work products. These practices

have given Kahler Slater a highly stable set of professionals; the company's average voluntary turnover in the last four years has been 5% of total staff, less than one-third the industry average reported by *Professional Services Management Journal* statistics. All this has helped the firm get noticed: Kahler Slater is the only design firm to have been affirmed by its employees through an employee survey process in each of the last five years as one of the Best Companies to Work for in America, as recognized by the Great Place to Work® Institute.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH /ECONOMIC SECURITY
Keats, Connelly & Associates	98	72	68								
Financial Planning				7	9	10	9	9	2	7	8
Winning Site: Phoenix, Arizona				Employer Category Scores							
34 Employees											
Web Site: keatsconnelly.com											

Keats, Connelly and Associates—a Phoenix-based wealth management firm with more than \$225 million under advisement—helps Canadians and Americans “realize their dreams of a cross-border lifestyle” by providing cross-border financial and tax planning. Among other benefits, employees can telecommute one day per week and flex their daily work schedule. President Bob Keats considers employees as “internal clients” and he created an employee experience committee charged with improving the work experience for the staff. In 2008 and 2009 KCA employees volunteered their time (often on the company clock) to community service activities with Phoenix Children’s Hospital, Junior Achievement, Packages from Home, Save the Family and the American Cancer Society. The company has received numerous awards throughout the years, including *Wealth Manager Magazine’s* Top Wealth Management firm seven years in a row.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH /ECONOMIC SECURITY
KFR Services, Inc.	87	69	78								
Database and Software Services				8	3	9	5	5	0	7	8
Winning Site: Charleston, South Carolina											
20 Employees											
Web Site: www.kfrservices.com											

Talk about employee retention: this woman-owned family business has one staff member who’s been telecommuting from New Jersey for more than ten years. Another employee worked from her home in Texas after her family relocated, and is now back in the office since returning to the Charleston area. Currently 25% of KFR’s employees telecommute full time, with many others doing so occasionally. “This has been a huge help for us,” says Scott Cave, director of finance and HR. “We’ve achieved higher productivity due to our flexible policies.” **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. All hourly employees can set their own schedules daily between 7:00 a.m. and 6:00 p.m., and a new paid time off policy lets employees take time off without advance notice for personal issues that require immediate attention. “We don’t care when they work or how many breaks they take,” Cave says, “as long as they work eight hours a day and take at least a 30-minute break.” KFR recently began offering personal finance education workshops through its local EAP to help employees better manage their personal finances during these difficult times.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
KGA, Inc. (Kathleen Greer Associates)	99	82	83								
Human Resources Consulting Company				8	9	10	6	9	7	9	7
Winning Site: Brockton, Massachusetts				Employer Category Scores							
18 Employees											
Web Site: www.kgreer.com											

KGA, which provides human resources consulting services to organizations ranging from the Boston Children’s Hospital to the 3Com Corporation, “practices what it preaches” about workplace flexibility, a representative says. **In addition to 22 days of paid time off each year, KGA offers one-month sabbaticals after every seven years of service.** The firm also provides a fully paid, annual two-night vacation weekend for employees and their spouse or partner. At work, KGA management says it strives to keep people engaged and encourages new ideas and creative responses. The company briefs all of its people on its quarterly financial results and awards spot bonuses to staff whose work has been “above and beyond,” translating into business growth. And there’s more: regular onsite message therapy, a fitness trainer, a Bring Your Dog to Work Day, and, most recently, an option to work from home one day per week to cut down on commuting expenses.

Kinberg & Associates, LLC	81	69	78								
Law Firm				4	6	8	1	7	6	7	1
Winning Site: Melbourne-Palm Bay, Florida											
10 Employees											
Web Site: www.kblegal.com											

Kinberg & Associates professes a strong respect for employees’ interests and obligations outside the workplace. The company lets its people work part time and take time off for personal reasons—whether to attend a child’s sports event, go to a doctor appointment or attend to urgent house repairs; missed time can be made up whenever it’s convenient. Does so much support for staff undermine the bottom line? Not at all—Kinberg has made sure employees can cover for each other thanks to cross training, and the company’s computer programs organize data so all employees have access to the same information. According to President Ed Kinberg, these practices fuel morale, boost productivity and increase employees’ focus on the needs of their clients.

Klotz Associates Inc.**

PERCENTILE
OVERALL SCORE
EMPLOYEE SCORE

93 69 74

CULTURE OF FLEXIBILITY
FLEX CAREERS
CHOICES IN MANAGING TIME
CAREGIVING LEAVE
TIME OFF
REDUCED TIME
FLEX TIME AND PLACE
HEALTH/ECONOMIC SECURITY

Civil Engineering

Winning Site: Houston, Texas

123 Employees

Web Site: www.klotz.com

8	7	9	4	8	0	4	6
Employer Category Scores							

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 Mayor Bill White's workplace flexibility initiative, this company says it is "traffic conscious" and links the benefits of workplace effectiveness and flexibility to a reduction in traffic congestion that benefits the larger Houston community.** Klotz Associates' approach includes a flexible "core hours" week that gives employees the option to choose their own hours to fit their specific needs. "Our plan allows staff members to create their own schedules, resulting in happier, more productive employees," according to company President D. Wayne Klotz, P.E., "By offering the benefit of flexible schedules, we keep ourselves ahead of the competition by attracting and retaining top talent to continue our commitment to exceptional client service."

KPMG LLP***

Audit, Tax and Advisory Services

21,470 Employees in the U.S.

Web Site: www.us.kpmg.com

KPMG's commitment to being an employer of choice has resulted in a high percentage of employees believing the firm is a great place to work and build a career. In addition, firm-wide turnover is down to historic lows, and KPMG has the best three-year retention rate for new hires among the Big Four accounting firms (according to *Business Week's* 2008 Best Places to Launch a Career ranking). Work-life practices at the audit, tax and advisory firm were key to driving these gains, the firm finds. In a June 2008 Congressional subcommittee hearing, Congresswoman Lynn Woolsey cited KPMG's strong package of benefits and its back-up child and elder care as an example of how companies can strengthen families. Not surprisingly, KPMG's workplace practices have won repeated recognition from publications including *Forbes* and *Working Mother*. In addition, its flexibility and work-life programs were a key reason the firm was named a 2009 Catalyst Award winner in recognition of its commitment to advancing women professionals. Flexibility options at KPMG include compressed workweeks, flextime, telecommuting, job sharing and reduced workloads—options used by people at all levels of the firm, including some partners on reduced schedules. In most offices Wellness Scorecards

are used to determine if someone is working too much overtime or skipping vacation. Supervisors are encouraged to use the scorecards to monitor their people's progress. As for new parents, KPMG offers all pregnant women eight weeks at full pay and additional time if necessary at two thirds pay. New fathers receive two weeks off at full pay. Adoptive parents whose spouse or partner is not staying home with the child are provided with eight fully-paid weeks in addition to \$5,000 for documented adoption expenses. All mothers returning to work have access to lactation rooms. Back-up child care and elder care are also available, with KPMG paying for up to 20 days in a center or at home. **In an emergency, such as a serious illness, it's possible for employees to get up to 12 weeks of additional paid personal time through a shared leave program, in which employees donate unused days off to a co-worker. Fully 100% of needs for donated time are met by KPMG employees, usually within minutes of an employee making the anonymous request.**

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
KPMG LLP	99	76	68								
Winning Site: Atlanta, Georgia				9	9	9	9	9	10	10	9
645 Employees				Employer Category Scores							

KPMG's Atlanta office has an active Local Action Council that's dedicated to enhancing the work environment and promoting work-life effectiveness. As part of a special health and wellness series, the group ran a series of articles in the local office newsletter promoting healthy lifestyles. The articles highlighted the firm's health and wellness benefit offerings, included some employee work-life success testimonials and promoted resources for staying fit and healthy.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
KPMG LLP***	99	77	69								
Winning Site: Chicago, Illinois				9	9	10	10	9	9	9	9
1,600 Employees				Employer Category Scores							

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

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
KPMG LLP	99	77	71								
Winning Site: Dallas, Texas				9	8	9	9	9	10	10	9
1,464 Employees				Employer Category Scores							

With the crunch of year-end financial reporting, the Audit practice typically works long hours from January through March. The Audit practice in the Dallas office initiated a busy season Predictable Flexibility program to encourage teams working at client sites to focus on communication and scheduling to meet the needs of employees. Dallas' Audit Staff Council initiated a monthly newsletter with a calendar of deadlines, efficiency tips and easy recipes.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
KPMG LLP**	99	76	69								
Winning Site: Houston, Texas				9	9	9	9	9	10	10	9
840 Employees				Employer Category Scores							

KPMG's Houston office is encouraging all new mothers to purchase a top-of-the-line portable breast pump. The equipment is pricey—around \$350 each. But mothers are reimbursed when they return to work, and they greatly appreciate being able to pump in the office lactation room or other work locations where they feel comfortable. For parents with older children, KPMG understands that sometimes there is no alternative but to bring a child to work, whether for a few hours or much of the day. When that happens, parents can bring in their kids and let them use a laptop that is scrubbed and loaded with simple children's games. Kids can also play DVDs with a headset, happily occupied while their parents work in the office.

KPMG LLP**	99	76	68								
Winning Site: Long Beach, California				9	9	9	9	9	10	10	9
774 Employees											

The Los Angeles area offices provide additional dependent care to help working parents logging overtime hours pay for the extra child care costs they incur.

KPMG LLP	99	72	64								
Winning Site: Louisville, Kentucky				9	9	9	9	9	9	10	9
47 Employees											

KPMG's Louisville office is strongly grounded in the city's rich history; it holds office events at places like the historic Churchhill Downs, supports Louisville's Living Green initiatives and hosts events in local libraries for employees and their families.

KPMG LLP**	99	70	61								
Winning Site: Melville, New York				9	9	8	10	9	9	10	9
132 Employees											

An Employer of Choice Council in KPMG's Long Island location has a strong mentorship program; in addition to encouraging mentors to meet regularly with the men and women they counsel, it schedules a specific day during the year for mentors to spend time with their protégés over lunch.

KPMG LLP	98	65	64								
Winning Site: Milwaukee, Wisconsin				9	7	7	8	7	4	8	7
105 Employees											

KPMG's Milwaukee office realizes that being a great place to work goes far beyond what happens inside the office each day. Families and personal

relationships come in many different shapes and sizes and have needs that can be just as diverse, and the office provides a culture of flexibility to support that diversity.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH /ECONOMIC SECURITY
KPMG LLP***	99	80	74								
Winning Site: Providence, Rhode Island				9	9	9	9	9	10	10	9
46 Employees				Employer Category Scores							

KPMG's East Providence office says it fully embraces all of the parent company's flexibility programs; indeed, 13% of the office personnel at all levels and functions maintain an alternative work arrangement. The office maintains a council to address workplace initiatives.

KPMG LLP	99	74	64								
Winning Site: San Francisco, California				9	9	9	9	9	9	10	9
620 Employees											

All employees in the San Francisco office are invited to attend four Web-based wellness seminars scheduled between April and October each year. Last year's topics were survival tactics for new parents; the basics of investing; managing your work style to reduce stress; and unique benefits at KPMG.

KPMG LLP	99	76	68								
Winning Site: Short Hills, New Jersey				9	9	9	10	9	10	10	9
420 Employees											

KPMG was recognized last year by the *New Jersey Business Journal* as one of the Best Places to Work in New Jersey, based at least partly on the Short Hills office adopting a "Team of Choice" concept. This initiative encourages all client team members to collectively map out their work schedule in advance, addressing the needs of the group as a whole. While doing this planning, the team also tries to support the personal preferences of team members. Last-minute late nights and weekend crunches now occur less frequently and staff members can more easily adjust their work schedules to make time for family and friends. The Short Hills office also expanded the availability of its free back-up child care, which employees can use when their regular babysitting arrangement becomes unavailable. Enrolled participants in the child care program can donate their unused allotment of days to employees who have already used all the time they're entitled to.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
KPMG LLP**	99	75	68								
Winning Site: Washington, DC	9	9	9	9	8	9	10	9			
1,005 Employees	Employer Category Scores										

This firm's Washington site sponsors Project Future, through which each employee has a yearly face-to-face meeting with a company partner to discuss mentoring possibilities, work-life challenges and career growth. Washington, DC, moreover, is one of more than 200 KPMG locations participating in a baseball and softball program that uses sports to encourage academic achievement, self-esteem and team spirit in boys and girls between the ages of 13 and 18.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Laughlin/Constable	85	69	75								
Advertising, Digital and Public Relations	8	6	7	6	6	3	3	8			
Winning Site: Milwaukee, Wisconsin											
110 Employees											
Web Site: www.laughlin.com											

Advertising agencies are not always known for family friendliness. That makes the atmosphere at Laughlin/Constable that much more notable, says Public Relations Vice President Anna Zeck. "When I had my first child, I went part time, but, in order for it to work, I had to be accessible full time," says this mother of three children under six. She set up an office at home while maintaining her work station at the office. "Between e-mail and a shared network, it works," says Zeck, who is not just an exception to the rule. **The company encourages new parents, for example, to think beyond the standard leave time and design a schedule that lets them return to work comfortably. This could mean working from home some days or not working at all on others.** "Whatever works best for the new parents is what we strive for," says Partner and Creative Director Steve Laughlin. The company knows making such arrangements helps them keep talented staff. "The competition is fierce, and that makes our family-friendly policies more attractive than ever," says Senior Vice President Joyce O'Brien. "We've found our approach builds a stronger, healthier and happier workforce. The positive impact on the bottom line is an added bonus." Laughlin/Constable offers family-friendly sick leave, paid leave for school functions, summer hours and even a children's holiday party.

Lee Hecht Harrison****

Career Management
1,767 Employees in the U.S.
Web Site: www.lhh.com

"Our business requires high-touch service delivery," says David Stroud, regional managing director for Lee Hecht Harrison (LHH) in the Southwest Rockies region. 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 this past year 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, says Stroud, with workplace options as a cornerstone. These winning LHH offices, for example, offer 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 time off 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. Using eePulse, employees are asked to rate their confidence in their team’s ability to change as needed, the economic environment for their line of business, the ability of their immediate managers to lead their department and their thoughts about their senior leadership team. Feedback guides management actions aimed at improving employee engagement, retention and performance and monitoring future progress in these areas. The bottom line impact? The company offices described below have found that more flexibility has driven greater productivity and higher revenues.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Lee Hecht Harrison****	98	76	78	8	9	9	8	8	8	8	8
Winning Site: Dallas, Texas											
18 Employees				Employer Category Scores							

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

Lee Hecht Harrison	99	80	85	8	9	8	8	7	8	8	8
Winning Site: Detroit, Michigan											
28 Employees											

The Detroit office leads Lee Hecht Harrison in financial performance, quality and customer service while maintaining a work environment that provides a

very high degree of flexibility. Big surges of work and longer hours are sometimes unavoidable here, but BlackBerrys and laptops promote flexibility for management, sales *and* operations, enabling staff to work from home when they can't be in the office. Then, too, managers give staff extra time off when the work flow subsides, and provide time and financial support to employees pursuing advanced academic degrees.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Lee Hecht Harrison	91	76	83								
Winning Site: Richmond, Virginia				6	6	6	6	9	2	7	7
11 Employees				Employer Category Scores							

LHH's Richmond office uses a flexible workforce as projects ramp up and down and offers flexible work arrangements for all personnel to align with its workforce model. It has noted that providing a flexible workplace promotes a high level of employee engagement and productivity.

Lee Hecht Harrison	93	67	66								
Winning Site: San Francisco, California				7	9	5	8	8	2	8	8
18 Employees											

Lefkowitz, Garfinkel, Champi & DeRienzo P.C.***	96	69	69								
Accounting and Business Consulting				4	8	8	6	7	5	6	9
Winning Site: Providence, Rhode Island											
58 Employees											
Web Site: www.lgcd.com											

"It seems to take a great deal of pressure off the day-to-day routine when you know you can have flexibility when you need it," says an employee of this premier public accounting and business consulting firm. LGC&D began offering flexible work schedules in the early 1980s, when doing so was still uncommon, particularly in the accounting industry. Since then, flexibility has strengthened its employee retention and recruiting efforts—and prompted the firm to expand its employee enrichment opportunities, investing in women's training and leadership development. **The firm launched a Women Count initiative in 2006 to strengthen business relationships among its professional female staff and other women in the Providence area and provide them with mentors. Today, the group participates in local professional, charitable and civic events—an involvement that LGC&D sees highlighting its commitment to the community and to the overall success of women.**

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH / ECONOMIC SECURITY
LeMaster Daniels PLLC	99	76	74	8	9	9	6	8	8	8	9
Accounting Firm											
Winning Site: Boise, Idaho											
18 Employees											
Web Site: www.lemasterdaniels.com											
				Employer Category Scores							

Talk about partnership: **LeMaster Daniels asks its employees to complete an application explaining what hours they'd like to work and what pay and benefits they'd like to maintain. The company then negotiates a schedule that matches the employee's needs for time and money with those of the firm.** Called ProFlex, this program can also enable participants to work from home, with schedules, compensation and benefits reviewed and updated annually. Medical appointments, parent-teacher conferences and children's sporting events can be worked into the day, and "employees are free to take time off from work to coach youth teams, volunteer in the community and take care of whatever family needs arise during traditional work hours," says CEO Scott Dietzen, adding, "We don't believe in a rigid 8 to 5 work schedule; life happens at all hours of the day." LeMaster Daniels is particularly busy during tax season, with employees working longer hours and weekends to meet deadlines. Throughout these months, the firm involves families in work activities like lunches and deadline celebrations, and reminds employees that regardless of the pressures at work, their health and families are always most important. The company says it "plies" employees with massages, catered lunches, weekend breakfasts and all kinds of treats and indulgences to reinvigorate them and thank them for their hard work. The firm's leadership team makes continuous improvements based on an annual employee survey and "doesn't just permit flexibility; we emphatically encourage it as a fundamental part of our company culture," reports Dietzen.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH / ECONOMIC SECURITY
Lexmark International, Inc.	98	70	69	7	7	8	7	8	7	8	9
Printing and Imaging Products											
Winning Site: Lexington, Kentucky											
2,800 Employees											
Web Site: 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, reporting \$5 billion in revenue in 2007. 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 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—and when gas prices soared in summer 2008, it even worked with the public transit company to add bus service for employees living in a popular outlying community. Lexmark actually calculates the metrics on miles saved and green house gases avoided through these steps, and helps employees measure how much they've reduced their carbon footprint.** In addition, employees can exchange their own locally grown fresh produce, along with gardening tips and recipes, at a Lexmark farmer's market!

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
List Innovative Solutions, Inc.	99	81	86	8	7	8	6	8	4	8	8
Technology Consulting											
Winning Site: Washington, DC											
62 Employees											
Web Site: www.listinc.com											
				Employer Category Scores							

“Step inside and you will find infectious laughter, flowing creativity and words of encouragement,” says Katie Sleep, founder and president of List Innovative Solutions. This woman-owned technology solutions company, which boasts a 98% employee retention rate and hires 60% of its people through employee referrals, started 11 years ago with only three employees and \$1.2 million in profits. Today the company has 62 employees, revenue of \$9.5 million and a culture that encourages employees to pursue their life ambitions outside the workplace and offers options including telecommuting and part-time and flexible scheduling. Some employees work shortened hours during the week to attend classes and learn new skills, and the 50 contractors employed by the company (who have access to benefits as well) are required to be in the office only between 9:00 and 3:00—whether they come in before or stay later is their decision. Katie Sleep also enlists her employees in ball games to offset stress and maintain a fun atmosphere. And it seems to work: the company's COO left a leading position at a competing technology company to achieve greater flexibility with List Innovative Solutions so he could have more time with his family.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
LJB Inc.	92	70	74	8	6	9	5	6	0	5	8
Architecture and Engineering Firm											
Winning Site: Dayton, Ohio											
172 Employees											
Web Site: www.ljbinc.com											
				Employer Category Scores							

LJB says its 43-year history is rich with innovations, and it's been unafraid to leverage new ideas in the workplace, too. Staff members can complete their work at the office or at home, help out at a nonprofit during working hours and adopt a flexible work schedule as they pursue a degree—which the firm also helps finance through tuition reimbursement. The engineering firm notes that these initiatives have driven a positive attitude among employees, not to mention lower turnover and an easier time recruiting new staff, especially recent college graduates. **LJB understands how important corporate communication is—especially to allay employee concerns about the firm's response to the economic recession—and its managers asked employees about “What Matters Most” in their 2008 annual reviews to better understand what they value most about the firm’s culture and benefits and how these affect their satisfaction on and off the job.**

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Long Beach Rescue Mission	98	70	74	9	4	7	10	8	0	7	9
Nonprofit Organization Serving the Homeless											
Winning Site: Long Beach, California											
26 Employees											
Web Site: 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. CEO James Lewis applies management practices that give his staff personal ownership of the group’s mission, values and goals, and these have eased some of the tension in a stressful work environment. **“I purposely pass on my authority as CEO to my senior leadership team to give them the opportunity to stretch their wings and handle areas beyond their proven expertise,” says Lewis.** The practice may sound risky, but Lewis says he is striving to build leaders and hedges any potential problems by asking them to seek his counsel before making particularly delicate decisions. Also invaluable is the fact that evaluations reflect concrete accomplishments rather than hours clocked. 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. Then too, the organization goes the extra mile when its people have extraordinary needs: It “pulled out all the stops,” says Lewis, to provide paid time off and counseling after a key program director passed away unexpectedly, and provided paid housing to other staff members who were experiencing their own personal or housing problems.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
LS3P Associates Ltd.	98	66	63								

Architecture and Planning
Winning Site: Charleston, South Carolina
90 Employees
Web Site: www.ls3p.com

8	8	7	5	8	2	8	7
Employer Category Scores							

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 BlackBerries 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. The firm’s management has responded to current economic challenges by planning ahead, communicating with staff and focusing on the essential tenets of the workplace culture—including flexible teamwork—to make the firm as efficient and fluid as the times require.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE
Management Recruiters of Winona	98	82	85

Executive Recruiting
Winning Site: Winona, Minnesota
10 Employees
Web Site: www.mrwinona.com

6	9	10	4	10	10	8	6
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Management Recruiters of Winona, an independently-owned franchise of the world’s largest executive search firm, is a small company. But it has filled thousands of positions since it was founded in 1995 and continues to command a growing share of its market. Voted Best Place to Work in Winona County by the Winona Chamber of Commerce, the organization stresses

training—"a constant," according to Account Executive Ernie Culp. A professional consultant is available on call and visits the company two or three times each year to focus on performance improvement in areas related to client development and candidate searches. Scheduling options are also a given. "Everyone is encouraged to manage their life at home as well as their time in the office, as this creates productive and long-term team members." To be sure, Culp estimates that this company's employee turnover is perhaps a fifth that of competing firms, reducing the ramp-up costs of new staff members, and also delighting customers. "Our clients love the fact that they can deal with the same employees on a long-term basis." **The Minnesota firm also helps its employees plan for retirement by involving them in a "financial independence timetable," meeting three times a year with a financial planner paid by the firm.** The company also urges its people to recharge by taking all their earned time off.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
MarketFitz, Inc.**	99	81	81	7	10	10	8	8	9	9	8
Marketing Services Firm											
Winning Site: Seattle, Washington											
32 Employees											
Web Site: www.marketfitz.com											

This Seattle marketing firm says it is collaborative, flexible, entrepreneurial—and virtual. Employees work from home or from client offices, connected to one another by secure, Web-based technologies. **MarketFitz associates choose their career paths and can influence the number of hours they work, the types of projects and client relationships they handle and the places where they do their work.** Management says this freedom attracts many of the most talented professionals in the industry; surveys show that 80% of employees cite "flexibility" as the number one reason they joined the firm, and their tendency to remain there gives MarketFitz an employee retention rate that is much stronger than the industry average. "At MarketFitz, we believe in the 'happy people' philosophy: happy people produce a better work product, which, in turn, produces happy clients," says President and CEO Heather Fitzpatrick. "Our company was designed with flexibility and work-life balance in mind, and our clients and employees alike tell us they benefit from the healthier lifestyle our company supports." In designing the company's compensation, benefits and work-flow structures, MarketFitz actually targeted individuals looking for flexibility, particularly those interested in part-time, telecommuting or variable-time schedules. Likewise, the company targeted professionals with other interests, like fine arts or volunteerism, and people seeking partial retirement. Although it is a relatively small company—it celebrated its ten-year anniversary in 2008—MarketFitz works hard to provide competitive benefits to both full- and part-time employees, and gauges employees' raises and evaluations around performance and client satisfaction, rather than "face time" in an office.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
McCauley, Nicolas & Company, LLC	99	71	69								

Certified Public Accountants and Advisors

Winning Site: Louisville, Kentucky

54 Employees

Web Site: www.mnccpa.com

9	8	9	7	9	7	7	7
Employer Category Scores							

Employee turnover averages 20% in the accounting field. But for the past four years, McCauley Nicolas has kept its own rate down to 11%; in the past 12 months, its turnover has averaged 6.5%. The accounting firm, serving clients throughout Metro Louisville and Southern Indiana, gives its workplace culture a lot of the credit. Allowing employees “as much control over their time as possible” is considered “a priceless benefit,” says CPA and Partner Kenny Adams. 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 protégé 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. “Our employees know that we care about them,” the representative explains, and, in turn, they “bring passion to their work,” redoubling efforts for clients during tax season.

McKinney	98	67	66
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Advertising Agency

Winning Site: Durham, North Carolina

162 Employees

Web Site: www.mckinney.com

8	8	9	7	6	3	8	8
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Launched in 1969—one of the first super-regional agencies to achieve a national reputation—McKinney has been for the past five years a top winner of the Effie Award, which recognizes “ideas that work” in marketing communications. In fact, the company ranks among the top few U.S. media and creative agencies for innovation awards. “We are most proud of our flexibility program, which treats our employees like the adults and professionals they are. If someone needs to leave at 4:00,” says Director of Human Resources and Vice President Lea Wharton, “he can put his work aside knowing his fellow employees understand and appreciate that need.” **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. Wharton says the emphasis on work-life fit keeps McKinney’s employees highly engaged and motivated, and able to do their best work ever. 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. 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. McKinney believes that volunteering gives its people a sense of empowerment to help make things better in their community during these uncertain economic times. Its 2009 volunteering program, Camp McKinney, benefits Urban Ministries of Durham and allows employees the flexibility they need to schedule volunteer hours during the course of the workweek.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH / ECONOMIC SECURITY
McKinnon-Mulherin, Inc.****	97	73	71	6	7	10	6	8	9	10	6
Communication and Design											
Winning Site: Salt Lake City, Utah											
14 Employees				Employer Category Scores							

Web Site: 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, L.L.P.	96	71	76	8	8	8	5	7	2	6	9

Insurance Company

Winning Site: Dallas, Texas

140 Employees

Web Site: www.mhbt.com

Established nearly 100 years ago, MHBT is the largest independent insurance firm in North Texas, with revenues that grew by nearly 8% in 2008, despite the tough economy. 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. "The responses we have gotten from our employees have been glowing with praise and satisfaction," says MHBT. **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.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
MDI Group**	98	74	78	9	6	9	5	8	4	8	6
Consulting and Staffing Firm											
Winning Site: Chandler, Arizona											
13 Employees											
Web Site: www.mdigroup.com											
				Employer Category Scores							

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

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Mediascope, Inc.**	97	74	81	8	7	9	4	8	8	6	7
Mailing, Bindery and Fulfillment Services											
Winning Site: Winona, Minnesota											
27 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 and Centennial Medical Plaza**	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
	99	72	69	9	10	9	7	8	8	8	9
Employer Category Scores											

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

The Medical Center of Aurora and Centennial Medical Plaza 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. Among its many awards, it was named #1 Best Company to Work For in Colorado in 2007 by *Colorado Biz* magazine. The Medical Center of Aurora and Centennial Medical Plaza 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 Medical Center of Aurora 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.

Menlo Innovations LLC***	95	79	83	4	4	10	7	8	0	8	5
Information Technology Company Winning Site: Ann Arbor, Michigan 13 Employees Web Site: www.menloinnovations.com											

This innovative software design and development firm has perfected the open and collaborative work environment first pioneered by Thomas Edison in his Menlo Park Invention Factory, the company’s namesake. Employees

there are paired together on shared computers in a team setting that favors creativity while also giving them flexibility they can use—whether that means spending extra time with their children in the summer or taking time off to hike while on a work sabbatical. 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. Founder Richard Sheridan says this flexibility is the reason Menlo attracts top talent in its highly competitive field; it takes in a continuous stream of resumes through word of mouth and enjoys exceptionally low turnover. As for business results, Menlo has more than doubled its revenue and staff in recent years while receiving praise from *Forbes Magazine*, *The Wall Street Journal* and *Crain's Detroit Business*. In 2008, revenues grew 63% while Menlo expanded its benefits programs and employees saw their profit-sharing checks grow dramatically as Menlo achieved the best profit results in its history. In 2007, the Ann Arbor firm was named to the Inc. 500 list of fastest-growing private companies in America, and, in 2008, they made the Inc. 5,000 list. Now, it is working to further enhance its team's soft skills, particularly communication and feedback, using *The Experience Economy* by B. Joseph Pine II and James H. Gilmore and *The Five Dysfunctions of a Team: A Leadership Fable* by Patrick M. Lencioni as the basis of this work.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Mercedes Homes	98	65	63								
Construction Company				7	7	9	5	8	7	8	8
Winning Site: Melbourne-Palm Bay, Florida				Employer Category Scores							
147 Employees											
Winning Site: www.mercedeshomes.com											

The construction industry is in decline, particularly in Florida, and Mercedes Homes has had its share of financial troubles, but it did garner *Professional Builder Magazine's* National Housing Quality Award in 2007 and 2008. The company emphasizes opportunities for learning, offering centralized classes at corporate locations, onsite training and seminars and professional conferences. Tuition assistance is available for classes related to work. Mercedes Homes also strives to help its people manage their professional and personal obligations, with paid time off and family care programs.

Merrick & Company

Engineering and Architectural Design

318 Employees in the U.S.

Web Site: www.merrick.com

It takes extraordinary skills to pull off the kinds of projects Merrick & Company has become known for—successes like the firm’s Spallatial Neutron Source Target Hot Cell, which is one of only three efforts the American Council of Engineering Companies honored with prestigious awards last year. 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 Deborah Norris, vice president of human resources. That loyalty is important because the firm’s strong growth required 90 new employees in 2007 and 100 more in 2008. **Older employees, moreover, can transition to retirement through a part-time plan with benefits or through an on-call program. Retirees remain engaged, working when they want to or when the company needs them for a specific project.** 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 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. Employee-owned, the firm 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, which has long enjoyed a low voluntary turnover rate that is now trending even lower, also budgets 1% of net revenue for training expenses and has an award-winning internship program that provides hands-on engineering experience and hires approximately 80% of the intern class each year. In 2008, the company received approximately 850 applications for 15 paid internships.**

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Merrick & Company	96	76	82	6	10	10	5	5	5	7	7
Winning Location: Atlanta, Georgia											
37 Employees				Employer Category Scores							

Some employees have over an hour commute each way to and from the main Atlanta office. While Merrick allows some employees to telecommute,

others need to interact directly with co-workers to get their work done. To eliminate the stressful commute, Merrick opened a new satellite office outside the city perimeter.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Merrick & Company	96	72	75								
Winning Site: Aurora, Colorado				6	10	10	5	5	5	7	7
281 Employees				Employer Category Scores							

ColoradoBiz Magazine named Merrick a Best Company for Working Families in Colorado and a Best Company to Work For in Colorado for three years running. Merrick makes smart use of technology to hold on to valued employees who move away—even to other states.

Merrick & Rowley Accounting, LLC	97	77	84								
Accounting Firm				7	8	9	5	5	8	8	5
Winning Site: Boise, Idaho											
12 Employees											
Web Site: www.merrickandrowley.com											

Merrick & Rowley was launched over a kitchen table 25 years ago, and upgraded to a location in the family garage just ten years ago. Now, with its own official offices, Merrick & Rowley prizes its employees' loyalty and thriving client base, and builds these further with strong flexibility. **The owners encourage staff members to bring their children to work, and, four years ago, engaged a full-time child care provider and created a cozy kitchen/family room and fenced backyard for its onsite child care.** The firm is so family oriented, its Web site includes pictures of smiling children sitting on their parents' laps. Not that the workplace is without stress. Like other accounting firms, this one experiences very busy tax seasons, during which the company provides lunch to its staff every day at no cost. The rest of the year, employees take turns fixing lunch and everyone sits down together to eat. "This has unified the staff and created a strong, trusting and caring relationship between management and employees," a representative says. "Stress and tension are soothed by the sound of children's laughter, and the unity and trust the company cultivates eliminates most, if not all, of the contention, gossip and distrust that is found in some companies. The staff is able to work together to find resolutions to any problem, and find strength and determination in each other." Sound like a nice, small-time operation? Hardly. With a strong, continuing stream of referrals, Merrick & Rowley won the *Idaho Press Tribune's* Best Accountant Award for 2005 and 2006, and co-owner Lafonda Merrick is now president of the Idaho Association of Public Accountants.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Metromojjo, LLC	98	82	83	7	7	10	8	6	4	10	7
Software Development											
Winning Site: Louisville, Kentucky											
10 Employees											
Web Site: www.metromojjo.com											
				Employer Category Scores							

Metromojjo was founded in 2003, and its growth since then has been “wild,” according to the dot.com’s Web site. The company, which creates software for social networking sites, allows its staff to contribute at home, in the office or at the local coffee shop, using phones, computers and video conferencing when they need to connect. **Employees’ presence is required only at weekly strategy sessions where employees set objectives with managers and other team members, report on their work, discuss issues and gain feedback. They also fuel each other’s energy.** “For a small company of only ten employees, we have greater retention, remarkable productivity, fewer sick days and less extended absences than most organizations,” says a representative, who also reports “a higher level of dedication than other, perhaps more stifling workplace solutions would encourage.”

Metropolitan Birmingham YMCA	89	66	74	8	6	7	4	7	2	5	7
Nonprofit Fitness and Child Care Organization											
Winning Site: Birmingham, Alabama											
750 Employees											
Web Site: www.ymcabham.org											

Birmingham’s YMCA doesn’t create a one-size-fits-all approach to flexibility. “Our employees are individuals with individual circumstances,” says a representative, “We take each of their circumstances on its merits and work out a solution that is a win for both the employee and the YMCA.” Staff members at the YMCA enjoy benefits that include generous time off, health, dental and mental health insurance, and **an exceptional retirement plan that has the nonprofit contributing 12% of each employee’s compensation into the plan, even for part-time staff.** A favorite benefit: the organization’s facilities, which include basketball, tennis, a pool and racquet ball, are available to staff throughout the day.

Metropolitan Milwaukee Association of Commerce	99	79	80	8	8	8	7	8	5	6	9
Nonprofit Civic Organization											
Winning Site: Milwaukee, Wisconsin											
37 Employees											
Web Site: www.mmac.org											

“For an organization that supports economic growth and prosperity, we’ve really become a model of flexibility,” says Mary Ellen Powers, COO of the Metropolitan Milwaukee Association of Commerce. “We’ve made strides in

work-life balance with a 35-hour workweek (not including lunch). And we provide a great deal of flexibility in when and where works get done, offering incredible freedom for our staff to self-manage a wide variety of personal needs.” Employees have maintained their strong work ethic and seem happier and less stressed, according to Powers, perhaps in part as the result of a **health program that has helped them ease stress, lose weight and generally adopt healthier habits. In fact, the group’s top three health concerns—nutrition, fitness and cancer—improved by 5%, 3% and 11% respectively in just one year. MMAC’s Wellness Program includes a yearly health risk appraisal for employees and spouses, annual biometric testing and flu shots in the office, health counselors who provide individualized health risk reduction services and access to a Web site providing a wealth of health-related information, including comparisons of local physicians and hospitals.** A Health Advisory Team of MMAC employees organizes bimonthly “lunch and learn” sessions on health topics and promotes walking programs and weight loss competitions, as well as keeping the break room filled with healthy snacks. The Metropolitan Milwaukee Association of Commerce recently became the first small business in Wisconsin to win a national Well Workplace Award from the Wellness Council of America.

Michigan Occupational Safety and Health Administration (MIOSHA)	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
State Government Agency Winning Site: Lansing, Michigan 210 Employees Web Site: www.michigan.gov/miosha	99	68	67	8	6	7	8	8	2	9	9
	Employer Category Scores										

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.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH /ECONOMIC SECURITY
Microchip Technology Inc.**	99	67	69	9	6	8	6	8	4	8	7
				Employer Category Scores							

Technology Company

Winning Site: Chandler, Arizona

1,485 Employees

Web Site: www.microchip.com

A leading provider of microcontroller and analog semiconductors, Microchip Technology promises its customers lower risks, reduced costs and faster time to market. 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 our virtual teams located in multiple time zones throughout the Americas, Asia and Europe," says Microchip's Vice President of Human Resources Lauren Carr. 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 the world's number one supplier of 8-bit microcontrollers in less than 15 years. In the current economic downturn, Microchip continues to act on its belief that "employees are our greatest strength." **It is the only semiconductor company that hasn't made a layoff in more than five years, turning instead to creative ways to trim costs, including pay cuts and shutdowns for salaried employees and rotational shutdowns for factory workers. And these measures were designed with the needs of employees in mind: the company-wide shutdown was scheduled to coincide with spring break for the largest number of employees' school children; others were given the option to schedule alternate weeks for their shutdowns.** Factory employees were able to use vacation time and personal time in lieu of full reduction of their rotational schedules. And all employees were given the option to take unlimited, unpaid personal time during the downturn, while keeping full medical benefits and the right to return to their job.

**Microsoft Corporation –
Midwest District**

PERCENTILE
OVERALL SCORE
EMPLOYEE SCORE

98 77 80

CULTURE OF FLEXIBILITY
FLEX CAREERS
CHOICES IN MANAGING TIME
CAREGIVING LEAVE
TIME OFF
REDUCED TIME
FLEX TIME AND PLACE
HEALTH/ECONOMIC SECURITY

Information Technology
Winning Site: Chicago, Illinois
536 Employees
Web Site: www.microsoft.com

9 4 7 8 6 5 9 8

Employer Category Scores

Founded in 1975, Microsoft is dedicated to helping people and businesses “realize their full potential,” says Midwest District General Manager Staci Trackey Meagher. The firm’s workplace practices are designed to help Microsoft employees meet their full potential, too. **Shared workspaces and flexible staffing options enable staff 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, and the company cites benefits such as increased productivity, accountability and employee focus—not to mention an opportunity to showcase its workplace technologies. Employees are required to perform against a set of job commitments that are reviewed through regular one-on-one discussions with their managers. To help supervisors and staff navigate the many flexible options they have, Microsoft posts information on its human resources intranet site, listing available options and tips for success. “Flexibility in our workspace adds to our reputation,” says Meagher. To showcase this point, this year *Crain’s Chicago Business* named Microsoft’s Chicago office second out of 20 employers identified as the Best Places to Work in Chicago.

Mill Steel Company

97 72 73

Steel Processing Manufacturer
Winning Site: Grand Rapids, Michigan
56 Employees
Web Site: www.millsteel.com

8 7 10 6 8 0 8 5

While the manufacturing sector has faced a lot of challenges in this economy, this third-generation family-owned steel processing business is posting double-digit annual growth rates—and attributing its success to the quality of its workplace. “We are a family, and family is there for you in good times and bad,” says Tom Stanfield, Mill Steel’s people development director. **Mill Steel rewrote its bereavement policy, expanding its union contract so it can better support employees with family members in other states and countries.** The company also modifies shifts and hours around family needs and trains those who can’t travel by bringing the instruction to them. “We have seen our teammates through cancer, illness and other tragedies, providing financial and job security,” says Mill Steel’s Stanfield. “This is who we are. This is what we do every day.” Their business colleagues have noticed. For the last two years running, the Michigan Business & Professional Association has named Mill Steel the Best of the Best—the number one company—in West Michigan’s 101 Best and Brightest Companies to Work For award program.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH / ECONOMIC SECURITY
MorganFranklin Corporation**	99	67	67								
Communications Technology Company				8	7	7	7	8	0	8	8
Winning Site: Washington, DC				Employer Category Scores							
220 Employees											
Web Site: www.morganfranklin.com											

MorganFranklin is a business and IT solutions company serving commercial and public-sector clients in the U.S. and abroad. In the past three years, the company has achieved strong growth, attributing its strength in large part to an emphasis on flexibility, feedback and fun for MorganFranklin team members. Laptop computers, VPN access, intranet, teleconferences and BlackBerry devices allow team members to choose where and when they work, and onsite emergency back-up child care gives parents additional flexibility. MorganFranklin team members can take advantage of personal days and floating holidays and take time off for personal matters without suffering financial impact. **The company also continually strengthens itself through feedback. Team members have the opportunity to anonymously evaluate their managers and participate in climate surveys that focus on the overall work environment, and the results help guide management decisions.** Recent innovations include a Matching Gift Program, an Employee Volunteer Program and a Women’s Initiative Program—offering development, mentoring and networking opportunities—and the option to take an unpaid sabbatical or move to a flexible schedule. Fun is a factor as well, with a formal committee that organizes employee events such as go-cart racing and sports outings and corporate-sponsored events that bring MorganFranklin families together.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH / ECONOMIC SECURITY
Mother Jones and the Foundation for National Progress	98	78	79								
Nonprofit Media Organization				5	7	8	9	8	3	7	10
Winning Site: San Francisco, California											
47 Employees											
Web Site: www.motherjones.com											

“Mother Jones has a staff of great people who work hard, believe deeply and routinely pull off amazing feats,” says Jay Harris, president and publisher of this media organization, founded 25 years ago with a dedication to socially conscious journalism. The publication has been associated with first-rate reporting since its premier issue, which won a coveted National Magazine Award; today its Web site scores 1.25 million views each month. Flexibility, says Harris, helps employees “give 100%, increasing productivity.” **The San Francisco employer has a summer hours policy that gives staff the option to work an extra hour every day Monday through Thursday during June, July and August; in exchange, staff members put in either a half day on Fridays or take every other Friday off entirely.** (This arrangement involves the mutual written agreement of employees and their supervisors and is possible only if work flow is not disrupted.) Mother Jones also has a generous parental leave

policy for new mothers *and* fathers: within four months prior to or following a birth or adoption, employees can take two months of paid leave.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Narragansett Bay Commission	95	65	69								
Wastewater Treatment and Collection Agency				9	7	6	7	8	0	4	7
Winning Site: Providence, Rhode Island				Employer Category Scores							
243 Employees											
Web Site: www.narrabay.com											

Among the numerous honors won by Rhode Island’s largest wastewater agency is the National Association of Clean Water Agency’s (NACWA) award for Excellence in Management—a nod, in part, to the organization’s commitment to flexibility. The state agency offers its people a number of scheduling options, including telecommuting, compressed workweeks and extended unpaid leaves for new parents, plus the option of returning to work part time. Employees can also use paid sick time to care for ailing family members. **NBC, which works to reduce pollution in the state’s water, encourages its staff to participate in wellness programs during work hours—including lunch-time yoga, Pilates and tai chi classes and workshops on topics like nutrition and stress management—a practice it believes reduces its medical costs. Wellness Clinics held every two years provide various screenings for participants, to assess blood pressure, cholesterol and glucose levels, for example, and the company uses aggregate data from these screenings to determine future wellness programs.**

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
National Able Network	97	67	69								
Nonprofit Employment Agency				7	8	8	6	6	4	6	8
Winning Site: Chicago, Illinois											
100 Employees											
Web Site: www.nationalable.org											

Funding cuts have prompted ongoing changes at this Chicago nonprofit agency, but commitment to employees remains in place. Future manager focus groups address continuous quality improvement, service integration and customer feedback and **the nonprofit has a formal mentoring program that identifies high potential employees; these individuals are paired with a member of the executive management team for one-on-one meetings over the course of a year. Mentees also have an opportunity to interact with each other and get leadership training from an outside consultant.** Scheduling options also are keepers. Staff members can work from home one day a week, for example, or select work hours that help them meet their responsibilities at home, as long as their supervisor approves. “We are a social service agency, and our managers have compassion for the people they work with, offering flexibility when it’s needed,” says, President and CEO Grace Jenkins. Do these practices enhance effectiveness? The

statistics would suggest so. Serving 50,000 job seekers annually of every age and skill level—including teenagers, workers over age 55, and people with disabilities—National Able Network helps 85% to 90% of them find employment, and the agency has tripled in size over three years. Like many other nonprofits, NAN has been forced to reduce staff costs recently, but it sought to minimize the impact by transferring employees to other open positions when possible, and reducing some employees to part-time status temporarily, with benefits intact, rather than laying them off.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
National CASA Association	95	75	79								
Nonprofit Child Advocacy Organization				7	5	9	3	7	4	7	9
Winning Site: Seattle, Washington				Employer Category Scores							
38 Employees											

Web Site: www.nationalcasa.org

Last year, nearly 240,000 abused and neglected children were helped by CASA, an organization whose volunteers make sure young boys and girls don't get lost in the legal system or languish in inappropriate foster homes. National CASA Association's flexible work environment results in employees having a positive attitude about their employer, reflected in the company's extraordinarily low turnover rate. **The organization offers a "bring your baby to work benefit"—employees 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.** The company also provides leave, time off and financial support for employees who adopt children or become foster parents. National CASA's Sloan Award recognition in 2006 and 2008 regularly brings job applicants to this organization, which is even more committed now to supporting flexibility and work-life fit for its employees in today's trying economy.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
New Horizons Independent Living Center	84	72	76								
Nonprofit Serving Disabled Individuals				5	6	7	1	8	0	7	8
Winning Site: Prescott Valley, Arizona											
15 Employees											

Web Site: www.newhorizonsilc.org

"We listen to employees," says New Horizons Executive Director Liz Toone. "We hear employees. We value and respect them." Several staff members at New Horizons Independent Living Center are about as familiar as they could possibly be with the needs of the disabled men and women they serve—they are disabled themselves. They and all the other employees at New Horizons Independent Living Center benefit from flexible scheduling, reflecting the organization's belief that job satisfaction drives increased productivity. The result: rare absenteeism and an extraordinarily low turnover rate.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Noisette Company	81	73	79								

Real Estate Developer

Winning Site: Charleston, South Carolina

15 Employees

Web Site: www.noisettesc.com

4	2	8	7	8	0	5	6
Employer Category Scores							

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.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE
North Carolina Mutual Life Insurance Company	82	66	68

Insurance Company

Winning Site: Durham, North Carolina

88 Employees

Web Site: www.ncmutuallife.com

7	3	9	5	9	0	3	5
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Founded in 1898—now with more than \$12 billion of insurance in force and a surplus exceeding \$18 million—North Carolina Mutual is the nation’s largest and oldest insurance company that can boast of roots in the African-

American community. The company has built on this history by creating key relationships with organizations such as the NAACP, the National Minority Supplier Development Council, the National Urban League and 100 Black Men of America. The company boasts an average retention rate of more than 17 years for employees corporate wide and believes the continuity provided by the large number of employees older than 50 helps the firm achieve its business goals. Staff members work on an abbreviated schedule of 35 hours per week at this Durham organization, and that allows them to attend to personal business without cutting into their personal time. Tuition reimbursement and in-house learning give the staff plenty of opportunities to expand their insights and capabilities. The employee assistance program helps staff members find and marshal resources to deal with day-to-day challenges and full-blown emergencies—and these days, that also means helping them deal with emotional or financial difficulties brought on by the declining economy. Realizing that even more help might be needed, **the company sponsored a Financial Fitness Fair and invited folks from a local credit union, the Consumer Credit Counseling Service and the Durham Housing Authority to come in and offer resources and confidential advice to employees.**

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
North Highland	91	72	76	8	6	7	7	8	2	3	7
Business Consultants											
Winning Site: Atlanta, Georgia											
238 Employees											
Web Site: www.northhighland.com											
				Employer Category Scores							

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,** according to Anne Harris, vice president of human resources. 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. These practices have helped the Atlanta firm achieve an extraordinarily low voluntary

turnover rate and the number three ranking in *Consulting Magazine's* 2008 list of Best Firms to Work For.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH /ECONOMIC SECURITY
NRG::Seattle***	98	81	82	8	8	6	7	10	10	10	5
				Employer Category Scores							

Insurance Company
Winning Site: Seattle, Washington
11 Employees
Web Site: www.nrgseattle.com

Owner Michelle Rupp expects her staff to take lunch off every day, discourages overtime and reminds her people they are measured by how happy their clients are, not by how much time they spend at their desks. NRG::Seattle also overturns the traditional management perspective that too many paid vacation days reduce productivity. Nominated by Independent Insurance Agents and Brokers of America as a Best Practices Agency, the company gives its employees a four-week paid sabbatical every five years. NRG also strives to be flexible with work hours and responds to employees' child care needs. The company pays for employees' insurance- and business-related education, and offers tuition reimbursement for other classes. Michelle Rupp says these practices bring out the best in her employees. "They are passionate about the company's success," she says. **NRG has a corporate coach on retainer who helps the staff members figure out how to be "uplifters" in these challenging times.** Rupp explains, "In today's economy, our clients are afraid and tense. Our personal clients have their jobs on the line, and our business clients are being squeezed. If we take care of our own fear and acknowledge our own challenges, we are able to be present for our clients when they need our counsel and ear." Rupp has noticed that employees feel "even more gratitude about our style in these tough times, because we know we are all in this together and have worked this way for a long time. I am seeing even more commitment than ever."

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH /ECONOMIC SECURITY
Omega Legal Systems, Inc.**	99	78	81	7	7	9	5	9	0	9	7

Financial and Practice Management Systems for Law Firms
Winning Site: Phoenix, Arizona
32 Employees
Web Site: www.OmegaLegal.com

This 30-year-old Phoenix company provides fully-integrated management systems to help law firms accomplish complicated billing and reporting tasks. It would be a mistake to assume, however, that the firm's sophisticated software was nothing more than the result of smart men and women putting their heads down and writing code. Omega has a Fun Club managed entirely by employees. The group takes on activities like sponsoring ice-cream socials or auctioning second-hand furniture and computers and giving

the proceeds to charities. Employees also take part in monthly management meetings, providing their perspectives on current business challenges and ways to meet them. **The company recently began paying employees for unused sick time each year at half what they would normally be paid for that time;** 26 of the company's 32 employees benefited from this policy. The firm is also amenable to giving its people unpaid leaves of six months or more, with assurances that a same or similar role will be there for them upon their return. Omega says its emphasis on workplace flexibility is a key component behind its recruitment and retention success. The business payoff? The average employee at Omega has a nine-year tenure, and the company believes their loyalty has helped drive a consistent 96% client retention rate. For two years straight, in fact, *Law Technology News* has named Omega Legal Systems among the top three time- and billing-vendors serving law firms with 50 or more attorneys.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
One Stop Environmental, LLC	99	70	74	8	6	7	5	7	3	6	8
Environmental Services											
Winning Site: Birmingham, Alabama											
30 Employees											
Web Site: www.onestopenv.com											

One Stop Environmental has grown exponentially since it opened its doors in 1999, providing locally-based, reasonably-priced environmental services. Now on the Inc. 500 list of the fastest-growing private companies in the country, the firm was named Birmingham's fastest growing company in 2007, and founder Shannon Riley was named the city's entrepreneur of the year. Success has come hand in hand with a commitment to boldly support its people's lives outside work. "They all know we will back them, as long as they communicate what they need," she says. When one employee's mother suffered a brain aneurism, he and his entire family were able to support her in the hospital—where One Stop employees brought them all lunch. After his mother left the hospital and he returned to work, the employee was able to stipulate exactly what shifts he wanted. "Family always comes first," says Riley, whose firm has two volunteer initiatives, one offering tutoring services at the local high school and the other keeping local stream beds and road sides clean. "The way we treat each other and impact our community goes a long way to making us a better company in every respect," she explains.

**Pannell Kerr Forster of Texas,
P.C. (PKF Texas) ****

**PERCENTILE
OVERALL SCORE
EMPLOYEE SCORE**

99 71 70

**CULTURE OF FLEXIBILITY
FLEX CAREERS
CHOICES IN MANAGING TIME
CAREGIVING LEAVE
TIME OFF
REDUCED TIME
FLEX TIME AND PLACE
HEALTH/ECONOMIC SECURITY**

**Certified Public Accountants and
Professional Advisors**

**Winning Site: Houston, Texas
128 Employees**

Web Site: www.pkftexas.com

8 8 8 7 8 4 8 9

Employer Category Scores

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. ****

97 83 86

Violence Prevention Program

Winning Site: Long Beach, California

11 Employees

Web Site: www.peacebuilders.com

7 8 10 5 9 8 10 7

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.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Peckham, Inc.	98	64	66	8	6	7	5	8	4	6	8
Nonprofit Social Services Organization											
Winning Site: Lansing, Michigan											
2,200 Employees											
Web Site: www.peckham.org											
				Employer Category Scores							

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.

Perspectives, Ltd.**	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
	93	66	74	9	5	6	4	5	5	7	8

Employee Assistance Programs Provider

Winning Site: Chicago, Illinois

41 Employees

Web Site: www.perspectivesltd.com

Employer Category Scores

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.

Plante & Moran, PLLC	97	70	72	8	5	8	8	7	2	8	8
Accounting and Business Advisory Firm											

Winning Site: Chicago, Illinois

85 Employees

Web Site: 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

important.” 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 provides 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.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH /ECONOMIC SECURITY
Point B	99	82	84	8	8	9	8	6	10	10	8
Consulting Firm											
Winning Site: Phoenix, Arizona											
19 Employees											
Web Site: www.pointb.com											
Employer Category Scores											

A culture of flexibility is the foundation of Point B’s work environment and helps it attract top talent. Managing Director Brian Murphy says, “It is the strong, collaborative culture and self-driven career path that helps associates achieve work-life balance without sacrificing professional growth. Each Point B associate is entrusted with creating his or her own work schedule to deliver high-end services to clients while balancing other priorities outside of work.” Point B’s success in retaining top talent through flexible initiatives is illustrated by a turnover rate of 6%, which is 14% lower than the industry average.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH /ECONOMIC SECURITY
Potter & Company, LLP	94	66	72	7	6	7	4	7	4	8	7
Certified Public Accountants											
Winning Site: Lexington, Kentucky											
63 Employees											
Web Site: 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.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Prescott Transit Authority	96	67	71								
Transportation Company				8	10	9	7	6	9	8	2
Winning Site: Prescott, Arizona				Employer Category Scores							
46 Employees											

Web Site: www.prescotttransit.com

The Silvernale family has owned and operated the Prescott Transit Authority, Arizona region’s most popular ground transportation service, for the last 30 years, providing its customers with buses, limousines, airport shuttles and tours. “Family operations are known for stress and conflict,” says CEO Steven Silvernale. But Prescott Transit’s respect for its staff members’ scheduling needs offsets that dynamic, replacing tension with teamwork. There are no workers’ compensation claims at Prescott, little absenteeism and significantly less turnover than competing companies experience. “We have the largest market share in our area,” Prescott says, “People like to work with us.” Like many companies, Prescott has had to tighten its belt in recent months—but it has tried to spread the sacrifices around, locking raises for the time being and asking employees to temporarily share a reduced workload so two people can keep getting paid, even if it’s not a full paycheck, rather than seeing one of them lose their income altogether.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Prestige Healthcare	99	67	63								
Long-Term Care Services				9	10	10	6	9	8	7	6

Winning Site: Louisville, Kentucky

250 Employees

Web Site: www.prestigehc.com

Headquartered in Louisville, Prestige Healthcare (formerly Northpoint Senior Services) 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 a negative reputation, steep regulation, low wages, very high turnover rates and difficulty attracting new employees. As one way of combating these problems, Prestige offers its staff a variety of scheduling options—including 4/2, 10 or 12 hour shifts, split shifts, flextime to cover family responsibilities, and telecommuting. **“We have a strong customer-service orientation toward our staff members, and that involves constantly seeking their input,”** says Human Resources Vice President Bill Gray. **“When we have important business decisions to make, we make sure they’re sitting at the table.”** The company is also extremely active in all relevant health care associations, trying to influence regulatory decisions that affect business margins

and, ultimately, wages. Results include dramatically improved employee and customer satisfaction and greater staff retention.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Presynct Technologies, Inc.	96	76	82	6	7	10	8	6	0	8	5
Technologies and Services for Health and Public Safety											
Winning Site: San Francisco, California											
30 Employees											
Web Site: www.presynct.com											

Doctors and other health professionals need accurate records of their patients' medical care. "But transcribing the data they provide is a low-margin business," says Evelyn Graham, president of Presynct Technologies, a provider of transcription and software development services. The San Francisco company operates on the idea that its employees can easily work from home, an arrangement that reduces its brick and mortar expenses. Telecommuting is also a benefit to employees. "Most of our medical transcriptionists have young children," Graham explains—and this approach enables the firm to tap into a greatly expanded labor pool. Software engineers are similarly able to work from home through pregnancies and their sons' and daughters' childhoods. **Presynct rewards strong output among at-home staff with an unusual bonus program. The company establishes a baseline production level for each new hire after six months of employment. That baseline is established on the least productive months, to make sure goals are reachable. Employees earn a bonus when their average production exceeds baseline, and their bonus increases annually for the first 12 years of service.** Bonuses are computed and paid monthly, underscoring the relationship between performance, compensation and length of service.

Pro-Liquitech International	99	83	81	9	8	10	8	10	8	9	8
Beverage Product Development											
Winning Site: Louisville, Kentucky											
16 Employees											
Web Site: www.flavorman.com											

Without spending a cent on advertising, this Louisville product development company has grown consistently over the past decade, prospering through the creativity of its employees. The company's "beverage architects" concoct flavors for sodas, energy teas, juice drinks and even a nutritional drink for pets—sold by the likes of Jones Soda, Nutrisoda and Chiquita. To keep their employees' imaginations—and taste buds—firing, the company offers a lot of control over their work schedules. "We don't want our people worrying about something that's going on at home," explains Business Manager Martin Snyder. Employees manage their own hours as a group without direct management oversight—they just have to make sure they complete projects

on time and satisfy their customers. In addition, they can redefine their job descriptions, adding tasks they perform well and setting aside responsibilities at which they're less adept; managers then reassign the overall workload. Sound confusing? Not to them. **Employees have a clear understanding of their goals thanks to detailed communications with their managers. Each year, all staff members work with their supervisors to document what they need to accomplish in the months ahead. The process eliminates confusion about roles, responsibilities and expected achievements.** The company has approached the current business climate as an opportunity to involve employees further in daily business decisions—looking to them for creative ideas about how to reduce expenses and increase revenues, for example, and asking some to make personal calls to clients to shore up their business. These measures show employees how everyone can work together to weather the financial storm.

Puget Sound Center for Teaching, Learning and Technology	PERCENTILE	99	OVERALL SCORE	84	EMPLOYEE SCORE	83	CULTURE OF FLEXIBILITY	8	FLEX CAREERS	7	CHOICES IN MANAGING TIME	9	CAREGIVING LEAVE	9	TIME OFF	9	REDUCED TIME	8	FLEX TIME AND PLACE	9	HEALTH/ECONOMIC SECURITY	10
	Employer Category Scores																					

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

Seven years ago, market analyses uncovered why educators were reluctant to adopt technology in their programs. It turns out that many teachers were unsure how to use technology and unconvinced it would enhance student achievement. Then, too, they didn't have opportunities for professional development or collaboration with their peers. The Puget Sound Center for Teaching, Learning and Technology emerged to address those findings, and, in its third year, won recognition by Microsoft as a model development site for the innovative use of technology in teaching. The organization 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. Executive Director Karen Peterson highly values her employees' contributions, saying, "Our greatest asset is our staff, who bring years of expertise, commitment and fresh thinking to education and training issues." As gas prices rose last year, the company found flexibility invaluable in retaining its employees. **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 also let this nonprofit cut the cost of its office space in half!

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH / ECONOMIC SECURITY
Quality Partners of Rhode Island	98	76	77	4	5	10	8	7	5	9	9
Nonprofit Health Care Quality Improvement											
Winning Site: Providence, Rhode Island											
37 Employees											
Web Site: www.riqualitypartners.org											
				Employer Category Scores							

Quality Partners of Rhode Island is a national leader in health care quality improvement, established 11 years ago to provide medical professionals with tools and information to improve their service delivery. The nonprofit reports 10% annual turnover—competitive in the health care field—and credits flexible work practices for its success in retaining employees. Fully 90% of its people have adopted a flexible schedule and can vary their start and end times each day. They can also compress their workweeks—several associates do so during the summer and return to regular schedules when fall begins. Other employees have reduced their hours to complete a college degree, have phased back into work after maternity leave or adjusted their hours to tend to an ill spouse. Supervisors can make decisions regarding requests for flexibility every day. “While we need to have productivity and continuity on a daily basis,” a representative says, “we make every effort to ensure our associates can take the time they need away from work, so they can truly focus while they’re here.”

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH / ECONOMIC SECURITY
Redmond Incorporated**	90	75	85	7	4	8	6	5	3	9	5
Minerals and Agricultural Products											
Winning Site: Salt Lake City, Utah											
24 Employees											
Web Site: www.redmondinc.com											

Most companies see business profits as their reason for existence. Redmond Incorporated—which has won recognition as one of Utah’s top ten employers for the past five years by the Utah Department of Workforce Services—says human development is its main goal. Redmond seeks to provide a workplace that supports its employees, their families and their communities. The Salt Lake City company gives its people unusual levels of flexibility and autonomy, allowing them to do their work when and where they deem appropriate. Staff members also have great control over the number of hours they work and significant options in scheduling their work. Redmond approaches other requests on a case-by-case basis, saying that families always come first.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Resources Global Professionals	98	75	80								
Business Consulting				8	8	9	4	8	4	9	6
Winning Site: Birmingham, Alabama				Employer Category Scores							
28 Employees											
Web Site: www.resourcesglobal.com											

This business consulting company serves 2,400 clients in 66 countries. It gains its strength from a staff of seasoned professionals able to add value as soon as they begin an engagement. The Birmingham firm hires top performers, and places them in an entrepreneurial system that fosters each member's ability "to do the right thing for the business—which isn't necessarily tied to a 9 to 5 schedule," says Gib Johnson, managing director of Resources' Birmingham practice. "Workplace flexibility is a natural byproduct of this culture," he says. Flexibility is firmly embedded in the corporate culture and embraced by the management team 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 loyal clients.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Rhode Island Legal Services***	99	70	70								
Nonprofit Legal Services Organization				8	6	9	7	7	5	7	9
Winning Site: Providence, Rhode Island											
50 Employees											
Web Site: 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.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Rice University	95	65	69								
Higher Education				6	4	7	9	5	5	7	9
Winning Site: Houston, Texas											
2,700 Employees											
Web Site: www.rice.edu											

No wonder the *Houston Business Journal* has named Rice University one of the Best Places to Work in Houston for three consecutive years. Rice

offers faculty and staff an impressive array of benefits that complements the prestige of working at one of the nation’s distinguished research universities. The university gives staff up to 26 days of paid time off to manage personal business, and up to six months of paid leave for medical reasons. Faculty members—women as well as men—can take six months of leave to care for a newborn or newly adopted child. Rice’s new child care center offers faculty, staff and students a child care option that is just a few blocks from campus. The new center supplements the back-up child care services and summer camps that have long been offered, as well as the back-up elder care program and back-up care for mildly ill children. As for finances, the university matches between seven and 15% of staff members’ salaries into retirement accounts for employees who work a minimum of 20 hours a week. Anyone looking for learning opportunities can take classes on campus at no charge, and their children are eligible for tuition-free college education. **An on-campus subsidized Weight Watchers program has allowed Rice employees to lose more than 2,000 pounds collectively. They also have on-campus access to life-style screenings and yoga classes, and they can shop for healthy foods at a weekly farmers’ market on the campus.** Despite rising health insurance costs, many employees are experiencing an increase of only \$1 per paycheck in insurance costs. Rice also offers carpooling and ride-sharing options to assist employees with the rising energy costs. It is not a surprise that the university has a low turnover rate—about 11%. It also gives Rice the ability to attract top-notch faculty and offer a highly competitive education to outstanding students at an extremely competitive cost.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH /ECONOMIC SECURITY
RIESTER**	98	70	70	8	6	8	6	8	0	8	6
				Employer Category Scores							

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

RIESTER creates marketing campaigns to motivate people to act on issues that matter. One of their most famous was a “tumor-causing, teeth-staining, smelly, puking habit” campaign to prevent youth from smoking. The result: a 24% decrease in youth tobacco consumption—still the most successful youth prevention campaign to this day. The company also cares about issues that matter to its employees—such as access to good child care for their children. **The experience of this communications company demonstrates the business value of onsite child care, even for smaller firms. RIESTER has found that having its own facility costs no more than using a local provider, and gives parents the ability to see their children during the workday.** The onsite child care has enhanced RIESTER’s productivity—no new mothers have left the company after having a child—and employees are less likely to miss a day because their child care arrangement fell through. Then, too,

turnover is lower than it is at most agencies, especially among new parents. “We have many folks who have had two or three careers with RIESTER, returning to us after exploring other options,” a representative reports. Flexible hours are available at the communications company, and employees can access RIESTER’s computer systems using their home technology. The Arizona firm says that is critical in an industry where crunch times can require people to work well outside the boundaries of a 9 to 5 schedule.

Rink Management Services Corporation

PERCENTILE
OVERALL SCORE
EMPLOYEE SCORE

91 72 87

CULTURE OF FLEXIBILITY
FLEX CAREERS
CHOICES IN MANAGING TIME
CAREGIVING LEAVE
TIME OFF
REDUCED TIME
FLEX TIME AND PLACE
HEALTH/ECONOMIC SECURITY

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

9 5 6 2 5 8 8 7

Employer Category Scores

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., Inc.

98 66 67

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

8 8 7 6 6 7 7 9

“Following four consecutive years of record revenues and operating income, we expect revenues to be down slightly in 2008, but we will again be very profitable,” says Robert W. Baird’s Chairman, President and CEO Paul Purcell. This employee-owned financial services firm, with client assets of more than \$66 billion, seems to have averted the issues plaguing so many other financial institutions, reflecting “our nearly 90-year history of managing our business conservatively, of taking a longer-term view and focusing on our core strengths.” People are among those strengths, and the company’s

policies aim to draw on its people's full potential. "Baird's flexibility and understanding nature is very helpful to my raising a family while being a career-minded female," says one Baird employee. "Our standard workweek is 37.5 hours, and the extra 30 minutes each day really makes a big difference in getting home a little earlier to be with my family." The company's flexible work arrangements take many different forms, including part-time and flexible hours, job sharing, compressed workweeks, telecommuting and remote office locations. More than a quarter of employees use some form of flexibility. Beyond the formal programs, employees can access additional paid time off for special circumstances, like caring for an ill family member. The company also gave extended time off to one associate to pursue his dream of competing on the U.S. Paralympic sailing team at the Beijing Olympics—and when he made the team, Baird gave him further flexibility and extra paid time off for intense training. During the summer, a number of departments arrange within their teams for earlier departures or afternoons off. In addition, Baird supports associates' volunteer efforts by allowing them to spend an extra paid day off each year with a nonprofit organization of their choice.

Former Baird Client Relationship Assistants—including those who have retired from full-time work but want to stay connected to the firm—can serve as "itinerant trainers" in new offices that open up; they help coach new employees in the new branches and can fill in temporarily when coverage is needed. Practices like these won a place for Baird on *Fortune Magazine's* 2009 list of 100 Best Companies to Work For along with numerous other awards—and have helped achieve a 9% turnover rate for employees, compared with an average of 13% for financial services firms overall.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
RSM McGladrey Inc.	93	66	69	5	6	7	4	8	8	9	7
				Employer Category Scores							

Accounting, Tax and Business Consulting
Winning Site: Rochester, Minnesota
66 Employees
Web Site: www.rsmmcgladrey.com

"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 employees reach their personal and professional success. All employees in the Rochester office enjoy options like compressed workweeks (which includes the option of taking half a day off each week during the summer), 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.** There are

two new programs, too. Coach-on-Call gives employees free access to a professional coach offering advice and support on work-life issues. And 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. “Flexibility is embedded into our Rochester location and supported by the overall culture of the firm,” said Bernie Nigon, partner and managing director of the Rochester office. RSM McGladrey scored a place on *Working Mother Magazine’s* list of the 100 Best Companies for Working Mothers for two years in a row and reports strong retention figures among its employees.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Salt River Materials Group	96	76	79								
Concrete Products Company				7	4	10	5	8	0	8	6
Winning Site: Scottsdale, Arizona				Employer Category Scores							
28 Employees											
Web Site: 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.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH / ECONOMIC SECURITY
Sanchez Daniels & Hoffman LLP	88	66	72	7	6	5	4	8	0	7	7
				Employer Category Scores							

Law Firm

Winning Site: Chicago, Illinois

64 Employees

Web Site: www.sanchezdh.com

One of the nation's largest certified minority-owned law firms, Sanchez Daniels & Hoffman credits flexibility for its people's strong morale and for its success recruiting and retaining employees. **The support staff enjoys summer hours; on a rotating basis, half are off and half work on Fridays.** Members of the support staff who live a distance from the office can avoid rush-hour traffic by adjusting the time they arrive or leave work—and if they have any sick or personal days they don't use, the firm pays them as though they'd worked those additional days. Lawyers, too, benefit from a flexible workplace; for example, the firm signed off on a three-day-a-week schedule for an attorney with a new baby.

Sansiveri, Kimball & McNamee, L.L.P.

97 67 69

Accounting and Business Consulting

Winning Site: Providence, Rhode Island

57 Employees

Web Site: www.sansiveri.com

Sansiveri, Kimball & McNamee's marketplace is "very competitive," says Managing Partner John McNamee. Accordingly, the accounting firm has steadily increased its business valuation client base, reduced turnover and absenteeism, and increased its revenues per service hour by 7% within one year of introducing programs designed to increase flexibility. Among its tactics was a move away from traditional vacation and sick leave practices in January of 2007. Now, the firm offers a Paid Time Off program that gives staff more options in managing their time outside work. Rather than giving vacation time per year plus sick days reserved only for illness, the new policy offers more paid days off for employees to use at their discretion. SKM 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 organization's 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.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Schenck, Price, Smith & King, LLP	97	71	76								
Legal Services				8	7	10	6	5	0	7	6
Winning Site: Morristown, New Jersey				Employer Category Scores							
79 Employees											
Web Site: www.spsk.com											

Employees are generally uneasy when their firm is merged into another company. But the people who recently joined Schenck, Price, Smith & King through a merger are the exception. The Morristown legal services firm believes that retaining employees who are both highly qualified and highly motivated is key to its long-term success. Providing a level of flexibility in scheduling along with the technology to work remotely and at any hour allows employees “to do their work while still promoting and supporting their family lives,” says Edward W. Ahart, managing partner. Virtually all the firm’s employees have the technology to access their work remotely, and the firm is always looking at technology upgrades to further enhance flexibility, and, in the process, boost the firm’s efficiency.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Scientific Research Corporation	98	68	73								
Advanced Engineering Company				8	6	7	5	7	4	8	7

Winning Site: Charleston, South Carolina
1,250 Employees
Web Site: www.scires.com

Scientific Research Corporation (SRC) has been in business for 20 years. SRC uses state-of-the-art technology to create different systems for the U.S. government and private industry—everything from cryptology and threat warning systems to global positioning system jammers. 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. 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.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Seattle Hospitality Group	99	78	79								
Event Management Company				7	7	9	9	8	7	9	8

Winning Site: Seattle, Washington
33 Employees
Web Site: www.seattlehospitality.com

This company stages events and tours in Seattle that make, in its own words, an “unforgettable” impact on the men and women in attendance. Its

clients include such blue chip names as Acura and Starbucks, and it has won recognition from *Washington CEO* magazine as one of Washington's Best 100 Companies to Work For. The Seattle Hospitality Group says its success stems from employees' creativity and customer focus, and it reinforces its staff's strengths by celebrating their unique backgrounds, circumstances and needs. The 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.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH / ECONOMIC SECURITY
SelectHealth**	98	66	69	9	8	9	5	6	2	7	9
Nonprofit Health Insurance Company											
Winning Site: Salt Lake City, Utah											
809 Employees											
Web Site: www.selecthealth.org											
				Employer Category Scores							

This Salt Lake City health insurer attributes its competitive strength to a culture of adaptability. When the organization began allowing claims processors to work flexibly, beginning work as early as 6:00 a.m. and ending as late as 8:00 p.m., for example, it achieved the best claims turnaround time of any competitor in the region. SelectHealth works closely with its parent company, Intermountain Healthcare, to offer a nursing education program to its employees, and works with them to adapt their schedules as necessary to complete their coursework and clinical rotations. **In 2008, SelectHealth celebrated its 25th anniversary by reimbursing employees up to \$25 when they bought running shoes, participated in community walks or spent money in some other way that advanced their health. The company also rewarded employees who exercised 25 minutes a day for 25 days—the “25 in 25” challenge—by making them eligible for great prizes.** To meet its goal of continual improvement last year, SelectHealth decided to expand its compressed workweek option and to provide support for managers implementing the new initiative. In addition, SelectHealth has increased the number of opportunities for employees to telecommute between one and five days per week. In 2009, SelectHealth is offering a brown-bag series called Tips for the Times with monthly sessions on topics such as financial planning and credit reporting, growing a healthy garden, and meals on a budget.

Sellers, Richardson, Holman & West, LLP	98	74	69	7	9	10	4	8	6	10	9
Accounting											
Winning Site: Birmingham, Alabama											
44 Employees											
Web Site: www.srhwcpa.com											

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.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Shade Tree Garage	98	70	76								
Auto Repair				6	6	9	5	8	7	7	8
Winning Site: Morristown, New Jersey				Employer Category Scores							
10 Employees											
Web Site: www.shadetreegarage.com											

Shade Tree Garage opened in an empty warehouse at the end of a dead-end street more than 30 years ago. “We held a painting party to spruce up our humble beginnings, added a couple of floor jacks and some hand tools and the work began,” says owner John O’Connor. The company has grown and prospered since then, in part through its commitment to highly reliable service provided by a talented and friendly group of technicians. “Happy employees are productive employees,” O’Connor says. Running a small family-owned and operated business, he encourages employees to be there for their families—and to take time to give back to the community organizations that strengthen and support their own children. All employees here have substantial control over the number of hours they work and when they schedule them. The company pays the entire premium for health care insurance and offers older, part-time employees phasing into retirement the same defined benefit pension plan offered to those working full time.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Shakespeare Squared	90	70	75								
Educational Publisher				6	7	9	10	6	2	7	7
Winning Site: Chicago, Illinois											
23 Employees											
Web Site: 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.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
The Shodor Education Foundation	99	83	83	8	10	10	8	8	9	8	8
Nonprofit Education Services											
Winning Site: Durham, North Carolina											
36 Employees											
Web Site: www.shodor.org											
				Employer Category Scores							

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 free-lance consulting without affecting their employment at Shodor.

Sirna Therapeutics, a subsidiary of Merck & Co., Inc.	91	72	74	5	7	7	9	8	0	5	8
Pharmaceutical Company											
Winning Site: San Francisco, California											
56 Employees											
Web Site: www.sirna.com											

Located on the University of California San Francisco's Mission Bay Campus, Sirna Therapeutics—a wholly-owned subsidiary of Merck & Co., Inc.—is a pioneer in the science of RNA interference, a Nobel Prize-winning breakthrough that has fundamentally changed some basic understandings of

biology. Sirna is striving to develop new medical solutions and bring them to market quickly, and that means keeping its brain trust intact through an attractive workplace culture. Sirna provides generous time off for child care leave: up to 18 months of combined paid and unpaid leave. New fathers are also granted paid time off based on management discretion. Employees can commit up to 20 hours of their paid time annually to community service at approved organizations, and an employee social committee plans monthly barbecues, holiday parties, baseball outings and volunteer events. **Professional development seminars and other learning opportunities, including an education leave for employees interested in pursuing a doctorate, are provided to employees through partnerships with local universities and research organizations and through distance learning programs.**

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Skanska USA Building Inc.	98	72	71								
Construction Company				8	8	10	6	7	3	8	9
Winning Site: Durham, North Carolina				Employer Category Scores							
180 Employees											
Web Site: www.skanska.com											

Skanska, a leading international construction group headquartered in Sweden, recently won the number two spot on *Fortune Magazine's* list of the world's most admired companies, and was the only construction-related company to win a Best Place to Work award for its local office in the Triangle area in 2007 and 2008. Steve Stouthamer, area general manager for the Durham office, says the organization emphasizes teamwork and group accountability as a way to promote flexibility and alleviate stress. **Skanska also concentrates on three major areas of diversity: gender, ethnic and educational background. "The latter may seem surprising," Southamer says, "but looking beyond the traditional engineering background is important to be able to bring well-needed creativity to this industry."** Skanska does not require employees to have an engineering background, but looks for individuals with a passion for learning and an interest in construction. By recruiting from different disciplines, Skanska benefits from employees who think outside the box. To save on costs in a tight economy, Skanska has cut down on travel expenses through more use of video and telephone conferencing, and equipped employees with the tools they need to work efficiently from home.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Smiley Pete Publishing	96	78	81	5	5	9	7	8	0	9	6
				Employer Category Scores							

Publisher

Winning Site: Lexington, Kentucky

15 Employees

Web Site: www.smileypete.com

An effective work culture allows Smiley Pete Publishing to attract talented employees. With more than a decade of experience in magazine publishing, this Lexington-based company specializes in content that is locally focused and generated to meet its readers' needs. Flexible scheduling is credited for improving employee morale, positively affecting profits and increasing retention. Employees are encouraged to make their family lives a part of their day-to-day experience, and children are regularly invited to the office. Management notes that this focus on an effective office culture has energized the work environment, benefiting employer and employees alike.

Solix Inc.**	98	68	70	8	6	9	6	6	0	7	7
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Funding Program Administrator

Winning Site: Whippany, New Jersey

325 Employees

Web Site: www.solixinc.com

Solix President and CEO John Parry instituted an annual review process two years ago to apply lessons learned from the Sloan Awards benchmarking report and from the annual *Guide to Bold New Ideas*. "This Guide is a gold mine," he says, adding that, "Last year, inspired by what we learned in the Guide, we initiated or improved a number of policies—sabbaticals, leaves of absence, compressed workweeks, earlier start times, adoption assistance, volunteerism—a whole range of things that make sense that we hadn't really thought of before." One new Solix pilot program has a team of nine employees working from home three to four days a week. To be eligible to participate, staff must be within the top two thirds of Solix's quality and productivity measurements. Participating staff are required to log eight hours a day, but they can do so at their convenience; for example, an employee could work from 6:00 to 8:00 a.m., and then put in another six hours from 3:00 to 9:00 p.m. With no shortage of good ideas, this is the same company that was lauded for the way it used flexibility in 2008 to keep a customer's costs low: more than 100 employees agreed to work 40-hour weeks during the project's duration, rather than the 37.5 hours they usually worked, because they knew they'd be able to translate all those extra hours into additional days off during the holidays, when many had children at home.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Southeast Service Cooperative	99	73	69								
Educational and Administrative Support Services Provider				8	6	9	10	8	4	8	8
Employer Category Scores											

Winning Site: Rochester, Minnesota
13 Employees
Web Site: 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 reduced staff absenteeism dramatically in the last four years, and any turnover has been due to people moving away or starting a new career. During the same period of time, the organization has gotten higher marks from its customers. “In recent small group interviews with school district superintendents, they affirmed repeatedly that we’ve turned the Service Cooperative into an organization they highly value,” says Executive Director Suzanne Riley. She explains, **“Seeing the essential value of each employee as a whole person—not only a producer, but a person with personal needs, commitments, and interests—has transferred to how we value our clientele and respond to them as people, not just as customers.”** 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. “Flexibility has probably been our most effective workplace strategy in driving down absenteeism and ‘presenteeism’—when a person is on duty, but not engaged mentally or emotionally.” 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.

Space Coast Early Intervention Center

97 73 81

Nonprofit Therapeutic Preschool	7	6	8	6	8	8	8	6
Winning Site: Melbourne-Palm Bay, Florida								
39 Employees								
Web Site: www.sceic.com								

Half the students at this early childhood education center have special needs; they learn right alongside the kids in the classroom developing in more typical ways. Executive Director Sally Shinn says that the SCEIC motto—“Together, we will 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 January 2008, when the whole staff got together to move the entire school! Their only cost was \$300 for pizza and beverages. Every single employee helped, along with their kids, parents, friends and neighbors.

Sport & Spine Physical Therapy of Winona, Inc.	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
	98	76	78	9	8	10	10	8	9	6	7
Physical Therapy				Employer Category Scores							
Winning Site: Winona, Minnesota											
12 Employees											
Web Site: 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.**

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH / ECONOMIC SECURITY
Sprint	95	65	68	9	4	5	5	8	0	8	6
Employer Category Scores											

Telecommunications Company
Winning Site: Atlanta, Georgia
389 Employees
Web Site: www.sprint.com

Sprint is widely recognized for its development of innovative technologies and does not hesitate to offer them to its own staff members. Solutions include wireless data cards, wireless phones and laptop computers, all promoting employee flexibility. “We find that our employees who telecommute or work on a flexible schedule are happier and more productive,” a representative says, reporting that Sprint continues to look for innovative programs that make the organization a top company to work for.

St. Luke’s Episcopal Health System	84	67	78	5	4	8	5	5	2	7	8
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Nonprofit Healthcare System
Winning Site: Houston, Texas
6,000 Employees
Web Site: www.sleh.com

St. Luke’s Episcopal Health System successfully converted the entire work unit of Medical Record Payment systems—coding staff—to a group that worked at home, equipped with the right technology. Business results? Productivity among the coders rose an average of 20% in 2003 when the conversion happened, and it has remained there ever since. Individuals involved have autonomy—working within broad parameters—to complete their work with support from supervisors and co-workers provided through communication capabilities within the software and through e-mail. Supervisors and managers also have flexibility in the form of a 9/80 work option, and may work at home occasionally when their attendance is not required at meetings. While increasing productivity, flexibility has also reduced absenteeism and enabled SLEHS to immediately recruit skilled employees—notable, since demand for this capability is high—and to achieve a 100% retention rate for its experienced coders since the teleworking program was started. Other benefits? Weather emergencies, including hurricanes and flooding, have not interrupted service, and the experience overall of the work-at-home pilot program for coders at St. Luke’s Episcopal Hospital has been so successful, it has generated laudatory notice in *The Houston Chronicle*. This program, moreover, is in addition to other flexible programs at St. Luke’s: a concierge service, health club, child care and pharmacy discounts, assistance programs, adoption assistance, an employee assistance program that helps employees address issues beyond the workplace, and parking and transportation assistance. Other benefits include a range of health and life insurance programs, flexible spending accounts and retirement plans.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Stanley Jones & Associates	96	78	86	5	6	9	4	7	8	7	8
Speech, Occupational and Physical Services											
Winning Site: Rochester, Minnesota											
32 Employees											
Web Site: www.sjatherapyservices.com											
				Employer Category Scores							

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. Staff members are paid on an hourly basis, so they can take off as much time as they like (within reasonable limits). They have choices as to which days they would like to work, too, and how many hours they want to put in. 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.

State Farm Insurance Companies**	97	67	66	8	6	8	5	8	3	8	8
Insurance Company											
Winning Site: Dallas, Texas											
2,401 Employees											
Web Site: 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 organization's character and strength.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Stayner, Bates & Jensen P.C.	96	76	85								

Accounting Firm

Winning Site: Salt Lake City, Utah

25 Employees

Web Site: www.stayner.com

5	8	9	6	7	4	6	7
Employer Category Scores							

Workplace flexibility has taken root in this accounting firm, with each employee's needs considered individually. One staff member takes a week off every month to care for her grandmother; others have taken time off to study for the CPA exam or complete college classes. A new mom was able to bring her baby into the office, while other employees' children also visit the office occasionally, watching videos in the break room on school holidays, for example. "Flexibility helps us retain our most valuable asset: our employees," explains owner Sandy Banks, CPA. Scheduling choices become particularly important in the months leading up to April 15 when accountants keep very long hours. Stayner lets people schedule the overtime as they like, during early mornings, evenings or weekends. The firm further offsets the stress of extended days by bringing in dinner from local restaurants—the accountants don't have to leave the office to eat, so they can get home earlier. **The company made a bold move to make its workplace even more flexible this year by going paperless; with work files stored electronically, employees are able to work offsite, accessing files with special permission.**

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE
Strothman & Company PSC	96	68	71

Certified Public Accountants and Advisors

Winning Site: Louisville, Kentucky

50 Employees

Web Site: www.strothman.com

9	8	8	3	7	4	7	8
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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 7:00 a.m. to 4:00 p.m., 7:30 a.m. to 4:30 p.m., 8:00 a.m. to 5:00 p.m., 8:30 a.m. to 5:30 p.m. or 9:00 a.m. to 6:00 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.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Symbio Solutions, Inc.	98	77	78	8	8	9	5	9	5	8	8
Software Developer											
Winning Site: Dallas, Texas											
40 Employees											
Web Site: www.symbiosolutions.com											
				Employer Category Scores							

Symbio Solutions has driven double-digit sales growth for each of the last four years, a level of success it attributes to its employees. They are “upbeat and positive, yet goal driven,” the firm says, and “greatly incentivized to see us all succeed.” That’s no exaggeration. In an anonymous 2007 employee survey, 100% of staff said they believed that management truly cared about employees when making decisions. In addition, every single employee stated that he or she never dreaded Mondays. How do you build such a winning team? Symbio, which helps health care organizations automate processes ranging from scheduling to vendor management, credits its flexible workplace and excellent medical benefits. **At a time when most employers are looking for ways to cut back on doctors’ costs, Symbio subsidizes 85% of its employees’ health insurance, as well as life and disability.** The company also cites a strong compensation package, which includes cash incentives for projects completed on time and to specification, and ownership opportunities in the company based on contribution and tenure.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Teen Living Programs	94	73	77	7	8	9	5	6	3	8	6
Nonprofit Social Services Organization											
Winning Site: Chicago, Illinois											
37 Employees											
Web Site: www.teenliving.org											

“On any given night, 2,000 Chicago children do not have a safe place to stay,” Teen Living Programs says. The organization seeks to serve these youth with housing, job training, educational support, health care, counseling and life skills. **The Chicago organization has adopted a hiring protocol that gives many of its people a voice in selecting a new staff member and a stake in that person’s success.** The process begins with a candidate pool generated by the human resources department; then the hiring manager selects a short list to meet with. Looking for qualifications, temperament and supervisory compatibility, the supervisor then further culls the candidate pool to a list of two or three people. Each of them then participate in a “fit” interview, conducted by representatives from three departments, who individually speak to the candidates to ascertain whether they would be a good fit for the organization’s mission, values and corporate culture. “If anyone in the fit interview team throws up a red flag,” says Dr. Clinical Director Ozella Phillips, “the person is not hired, even if he or she was the hiring manager’s first choice.” “This process means that everyone becomes responsible for guarding the quality of the culture, and everyone has a stake in being sure the new hire succeeds,” Ozella says. The organization gives staff options as

a means to retain them, proactively suggesting flexible scheduling whenever that seems appropriate for the employee. “Supervisors are given a great deal of latitude,” says the representative; there are options to adjust the days of the week staff members work or the number of hours they clock. Four-day workweeks, flexible and floating shifts and modified work hours can be tapped whenever those options make sense for the job and the employee. Teen Living Programs also has taken innovative steps to further build teamwork between the administrative staff and the people who work in the teen residences. Twice a year, cleaning days take place at the teen residences; administrative staff, program staff and the kids themselves volunteer to take part. “Some of the most memorable moments between administrative and program staff and clients are built during these days,” the representative says. Another example: after the organization’s annual black tie fundraiser, where a number of program staff volunteer, the executive director always hosts a late night celebration party for the entire staff.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Trey McIntyre Project	82	66	78								
Dance Company				9	4	5	7	4	3	5	8
Winning Site: Boise, Idaho				Employer Category Scores							
17 Employees											
Web Site: 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.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
True Partners Consulting	98	73	76	8	8	8	5	7	8	8	9
Tax Advisory											
Winning Site: Chicago, Illinois											
93 Employees											
Web Site: www.tpctax.com											
				Employer Category Scores							

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.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Turner Construction Company	98	66	66	9	7	7	7	9	5	6	7
Construction Company											
Winning Site: Chicago, Illinois											
200 Employees											
Web Site: 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.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Tushaus Computer Services Inc.	93	66	67	6	6	9	4	7	2	8	9
Employer Category Scores											

Computer Products and Services
Winning Site: Milwaukee, Wisconsin
80 Employees
Web Site: www.tushaus.com

With \$30 million in revenues, this company aims to maximize its clients' return on technology investments by delivering solutions that are fully integrated. That puts an emphasis on teamwork, which uses technology to enable its people to collaborate actively no matter where they're working, at home or in the office. **"Technologies, including computer telephony, video conferencing, remote access and Web meetings, allow our employees to work from anywhere they have Internet access as seamlessly and effectively as if they were in the office,"** says Vice President of Operations Tim Smiley. Teams also regularly meet through conference calls. "Our employees enjoy peace of mind in that they do not have to choose between family and work," says Smiley, who reports reduced stress and a more relaxed workplace. Tushaus also offers a generous and extremely flexible paid time off policy combining sick and vacation time off, in addition to flexible scheduling, flexible leaves, job sharing and telecommuting—practices that helped Tushaus win Milwaukee's *Metroparent Magazine's* Family Friendly Award in 2007.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Type A Learning Agency LLC	92	76	83								
Educational Services				7	7	6	6	8	2	9	7
Winning Site: Chicago, Illinois				Employer Category Scores							
10 Employees											
Web Site: www.typea.net											

Type A Learning Agency achieves strong retention by offering workplace options, with most staff members working from home at least one day a week. To ensure optimal performance under these circumstances, the company has established a virtual charter that lays out all its expectations of staff members who work outside the office. “There are definite standards that need to be met to keep quality and productivity high,” explains Anna Belyaev, co-founder and CEO. The company also emphasizes that employees need to be flexible when the job does require them to be onsite at specific times. “Staff members need to be 100% accountable for their work and productivity, or it won’t work,” Belyaev points out. **Employees working from home use conference lines for internal meetings and iChat, which lets them know when someone is concentrating on a project or is on the phone. With this protocol, staff can feel free asking questions as though everyone were in the office.** “Our employees have expressed many times how grateful they are to have flexible work arrangements,” says Belyaev, who reports that the firm has retained many people through its willingness to address their needs. “Frankly, we’re asking more from them than ever before, and I know from personal experience that when you’ve had a couple of stressful days in the office, it’s nice to work the next day from home in your PJs on your couch.” The firm doesn’t want its people just clocking in, she says. “We want them to be business-focused leaders, taking risks, demonstrating ownership. Flexibility is not about benefits, it’s about what works.”

United Way of the Bluegrass	92	69	72								
Grassroots Community Change and Mobilization Organization				7	5	7	5	9	5	5	9
Winning Site: Lexington, Kentucky											
28 Employees											
Web Site: www.uwbg.org											

This organization’s mission of improving lives has become increasingly relevant in uncertain economic times. United Way of the Bluegrass says it focuses on “outcomes, not hours,” and it believes that emphasis helps it attract and retain excellent employees and improve lives in the communities it serves. The nonprofit boasts a diverse workforce that includes recent college graduates, retirees and people with physical disabilities, as well as men and women from different racial and ethnic backgrounds and carrying different responsibilities at home. **The organization’s Loaned Executive program—a ten to 12 week period each year during which temporary employees are invited to work part- or full-time—has helped UWBG attract people from all**

these diverse groups, ranging from recent college graduates seeking work experience to retired executives easing into retirement to stay-at-home parents looking for reduced hours. This temporary employment opportunity often leads to an invitation to stay on full- or part-time as positions become available within the organization. It also allows job seekers to gain experience and make contacts in their chosen field with United Way's many corporate partners. Several permanent management-level employees with young children have moved to reduced work schedules and continued to receive comparable benefits and salaries. And employees working at least 30 hours per week are eligible for health benefits; those who work at least 20 hours per week are eligible for paid time off. Understanding the importance of community involvement, United Way allows its people three or more hours each month to participate in volunteer activities, and periodically invites employees to work together on a community project. The organization also lets its people pledge for days off: for each 1% of their salary they donate to UWBG, they get an additional day off, up to three extra days per year. In light of current economic conditions, United Way has become even more flexible and responsive to the needs of employees and of the community. For example, employees with longer commutes are being encouraged to work from home a day or two each week to help cope with unstable gas prices. The community resources it provides, such as the 211 helpline, are readily available to support its own people too.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
University of Phoenix, Inc.	98	66	66								
Higher Education				8	7	8	5	9	5	8	9
Winning Site: Houston, Texas				Employer Category Scores							
215 Employees											
Web Site: 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."

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Urban Ecology Center	95	72	76								
Nonprofit Community Center				7	6	8	6	8	2	7	9
Winning Site: Milwaukee, Wisconsin				Employer Category Scores							
28 Employees											
Web Site: www.urbanecologycenter.org											

Talk about reducing your carbon footprint: this organization compensates its employees an additional dollar for every day they get to work without burning fossil fuels. Using a carpool or highly fuel efficient vehicle? That merits an extra 50 cents per day. Urban Ecology Center staff traveling for work or personal reasons can use the organization's car, which is a hybrid vehicle. The organization, located in two urban parks encompassing 15 acres of wooded land and riverbank habitat on the east bank of the Milwaukee River, strives to retain staff by giving them the flexibility they need to manage work and life, and weekly professional development options.

U.S. Environmental Protection Agency—Research Triangle Park	97	73	71								
Government Agency				8	9	7	4	9	3	9	8
Winning Site: Durham, North Carolina											
1,200 Employees											
Web Site: www.epa.gov/rtp											

The U.S. Environmental Protection Agency—Research Triangle Park (EPA-RTP) was recognized for several years running as one of the top three places for post-doctoral scientists to work by *The Scientist*. It's not hard to see why. 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. **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.**

Venture Computer Systems, Inc.	93	71	77								
Technology Company				8	6	9	4	8	2	3	6
Winning Site: Rochester, Minnesota											
19 Employees											
Web Site: 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.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
The VIA Group	88	74	82								
Communications Technology				6	3	5	5	7	0	8	5
Winning Site: Houston, Texas				Employer Category Scores							
44 Employees											
Web Site: 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.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Vinson & Elkins LLP	97	66	66								
Law Firm				9	8	7	7	7	5	8	7
Winning Site: Houston, Texas				Employer Category Scores							
816 Employees											
Web Site: 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.”

Virginia Commonwealth University Health System (VCUHS)**

PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
99	70	72	9	9	7	8	6	8	8	8
Employer Category Scores										

Medical Services

Winning Site: Richmond, Virginia

8,203 Employees

Web Site: www.vcuhealth.org

An acute shortage of nurses and other health care professionals is challenging medical centers nationwide, and Richmond’s Virginia Commonwealth University Health System (VCUHS) is no exception. VCUHS—which *U.S. News 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.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Vox, Inc.	87	71	77	6	6	8	5	7	0	8	6
Business Consulting											
Winning Site: Chicago, Illinois											
25 Employees											
Web Site: www.voxinc.com											
				Employer Category Scores							

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.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Washington Health Foundation**	97	75	78	6	7	10	4	8	7	7	7
Nonprofit Health Organization											
Winning Site: Seattle, Washington											
22 Employees											
Web Site: www.whf.org											
				Employer Category Scores							

The Washington Health Foundation wants to make Washington the healthiest state in the nation. To this end, the nonprofit provides resources to employers in an annual “healthiest business” challenge and to school personnel at an annual healthy school summit. The organization is doing right by its employees, too. Staff can work from home, adopt non-traditional schedules and take mental health days. **They’re encouraged to “meet on the move” —to walk while they discuss work issues with each other—and to take time during the workday to exercise.** A casual dress policy makes it easier for them to do so, as do reimbursements for gym memberships and fun competitions to see which employee teams can log the most miles. Then there’s food: the Washington Health Foundation provides fresh fruits and vegetables for snacks and orders a healthy lunch for the entire staff each Thursday. Finally, the organization’s commuting policy offers each employee a bus pass, since individuals who use public transportation not only put less wear and tear on the environment, but they also increase their physical activity.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
West Bend Mutual Insurance Company	83	65	74	7	7	8	3	5	2	8	7
Insurance Company											
Winning Site: West Bend, Wisconsin											
768 Employees											
Web Site: www.thesilverlining.com											

“The worst brings out our best,” says the tagline of this Wisconsin insurance company, founded more than 100 years ago after a fire roared through West Bend and underlined the need for a strong insurance provider. Continuing this tradition, West Bend’s Charitable Foundation supports dozens of charitable organizations and encourages the staff to support worthy causes and help individuals in need. The firm makes sure its people are prepared to serve their clients exceptionally well. For starters, the company has a comprehensive continuing education program and state-of-the-art training facility. Employees are reimbursed for courses related to their position, including professional development seminars and degree-related programs. West Bend also offers its people choices in scheduling, empowering managers to respond to staff requests for compressed workweeks, job sharing and part-time schedules. **Should someone need extended time away from work—in the case of a family illness, for example—he or she can dip into a pool of unused vacation days donated by other staff members. For example, when a West Bend associate’s husband was diagnosed with cancer, she tapped co-workers’ donated vacation time to be with him.** West Bend also offers

its employees, spouses and dependants over 18 years of age use of the company’s fitness center, which is open 24 hours a day, seven days a week. The company provides five lactation rooms and pumps for new mothers, and gives all parents the ability to stage a gradual return to work after the birth or adoption of a child.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH / ECONOMIC SECURITY
Western International University	98	66	69								
Private University				8	8	8	4	8	0	7	6
Winning Site: Phoenix, Arizona				Employer Category Scores							
125 Employees											
Web Site: www.wintu.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.

Whitneybell Perry Inc	98	69	73								
Architecture Firm				8	7	8	2	8	7	8	7
Winning Site: Phoenix, Arizona											
11 Employees											
Web Site: 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.

Willis HRH	97	66	65								
Insurance Company				5	9	9	6	7	0	9	10
Winning Site: Richmond, Virginia											
215 Employees											
Web Site: www.hrh.com											

An effective human resources strategy isn’t just about finding people to perform jobs, this Richmond, Virginia employer says. “It’s about finding the right people, giving them tools to succeed, inspiring them and ultimately holding them accountable.” Willis HRH (formerly Hilb Rogal & Hobbs) gives its employees a range of workplace options, enabling them to choose the

benefits and schedules they find most beneficial. “The small things,” the representative says, “add to our employees’ work experience and help them manage their work and family lives.” There are no mandated 9 to 5 schedules; most employees can change their hours periodically and many can change them every day. Most can compress their workweeks, too, fitting their hours into fewer than five full days. Are the number of hours they work set in stone? Absolutely not. Employees can return to work gradually after the birth or adoption of a child, and ease into retirement, too.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Winona ORC Industries, Inc.	95	69	75	6	7	7	4	9	5	5	7
Nonprofit Provider of Employment and Vocational Training for People with Disabilities				Employer Category Scores							

Winning Site: Winona, Minnesota
47 Employees
Web Site: www.winonaorc.org

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.”

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Winona State University—Rochester	95	69	71	3	6	8	6	8	8	8	9
Higher Education											

Winning Site: Rochester, Minnesota
53 Employees
Web Site: 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.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Winona WorkForce Center	97	65	67								
Career Resource Center				5	6	8	5	6	3	5	9
Winning Site: Winona, Minnesota				Employer Category Scores							
13 Employees											

Web Site: 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**	98	68	70								
Retail Business				6	9	9	5	7	0	8	6

Winning Site: Chandler, Arizona

60 Employees

Web Site: 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.

WithinReach***	99	74	75								
Health and Nutrition Referral				8	8	10	8	6	2	5	9

Winning Site: Seattle, Washington

22 Employees

Web Site: www.withinreachwa.org

For 20 years, this Seattle nonprofit has been connecting Washington families to health and nutrition expertise. The organization's workplace reflects the focus on health, offering a good fit between work and home. Parents of newborns at WithinReach can ease back into their work schedules, bringing their babies into the office with them. Reduced and compressed workweeks are also available. **WithinReach offers grandparents the same options it gives mothers and fathers, and welcomes them to bring newborns and**

older grandchildren into work. The organization keeps a cabinet stocked with books, toys, puzzles and art supplies for kids and responds to staff members' needs to work at home when there's an illness in the family or a shortened school day. Yet WithinReach is hardly complacent with these benefits; the nonprofit believes building a strong workplace is an ongoing process, and aims constantly to identify and meet its employees' needs. Last year, the group began offering cancer coverage, disability insurance and long-term disability, all available through paycheck deductions.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH /ECONOMIC SECURITY
Woodruff-Sawyer & Company	85	68	71	5	7	8	5	6	0	6	7
Insurance Services											
Winning Site: San Francisco, California											
285 Employees											
Web Site: www.wsandco.com											
				Employer Category Scores							

Named by Towers Perrin the Number One Directors and Officers Broker in the U.S. in 2007, Woodruff-Sawyer is one of the largest privately held insurance firms in the West. The company acts on its belief that flexibility enhances productivity, with many employees flexing their start and stop times daily or working a compressed workweek, taking every other Friday off in exchange for making up the time during the other days in the week. "Employees use that free day for errands that would otherwise disrupt their workday," says Melody Silberstein, senior vice president of human resources, who notes the option also lifts employee morale and boosts productivity. **There are opportunities to work remotely, too. Woodruff-Sawyer has satellite offices throughout the Bay Area, and permits staff who normally work in the San Francisco headquarters office to ease difficult commutes by reporting to satellite offices nearer their homes, on a pre-determined schedule that has been arranged with their manager.** The insurer also has an employee-sponsored mentoring committee that guides employees on finding a good fit between work and home life. The seminar, led by Silberstein, is geared to help employees achieve both personal and professional goals.

Woodward, Hobson & Fulton, L.L.P.

Law Firm

134 Employees in Kentucky

Web Site: 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.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
Woodward, Hobson & Fulton, L.L.P.	99	73	72								
Winning Site: Lexington, Kentucky				8	7	8	8	8	8	9	8
42 Employees				Employer Category Scores							

Both of the firm's winning offices in Kentucky demonstrate a strong commitment to flexibility. In Lexington, of the 42 employees, there are examples of employees exercising daily flextime, sharing jobs, and working part time, and some employees are transitioning into retirement.

Woodward, Hobson & Fulton, L.L.P.	99	78	78								
Winning Site: Louisville, Kentucky				8	7	8	8	8	8	9	9
92 Employees											

Among the 92 employees in the Louisville office, some are working a compressed schedule, others are working flexible hours around classes that may even occur during the workday, and many continue to utilize daily flex-time. Workplace flexibility enables the firm to retain these experienced and valued employees.

PERCENTILE

OVERALL SCORE

EMPLOYEE SCORE

CULTURE OF FLEXIBILITY

FLEX CAREERS

CHOICES IN MANAGING TIME

CAREGIVING LEAVE

TIME OFF

REDUCED TIME

FLEX TIME AND PLACE

HEALTH/ECONOMIC SECURITY

Workforce Solutions Greater Dallas

92

68

72

Nonprofit Workforce Development Agency

Winning Site: Dallas, Texas

30 Employees

Web Site: www.wfsdallas.com

This Dallas agency has built a strong record matching job seekers to open positions; its success, it says, lies in its team of 30 who annually touch a whopping 200,000 people in quest of work. What fuels that level of productivity, Workforce Solutions says, is an environment that helps staff meet commitments to work and family. Employees have the opportunity to work from home and the flexibility they need to handle personal and family issues as they arise. Career growth is also emphasized; **Workforce Solutions offers employees customized training through the National Workforce Institute, which certifies staff members' new skill levels.** The Dallas organization reports that this innovative practice has increased productivity and overall job satisfaction while decreasing turnover.

4	6	8	6	8	0	7	7
Employer Category Scores							

Worktank**

98

72

72

Advertising Agency

Winning Site: Seattle, Washington

75 Employees

Web Site: 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.

8	9	9	5	7	0	7	9
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WorldatWork	PERCENTILE OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY	
	97	70	74	8	5	9	4	7	0	8	9
Employer Category Scores											

**Nonprofit Association for Compensation,
Benefits and Human Resources
Professionals**

Winning Site: Chandler, Arizona

150 Employees

Web Site: 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 *CompPsych*® 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.

	PERCENTILE	OVERALL SCORE	EMPLOYEE SCORE	CULTURE OF FLEXIBILITY	FLEX CAREERS	CHOICES IN MANAGING TIME	CAREGIVING LEAVE	TIME OFF	REDUCED TIME	FLEX TIME AND PLACE	HEALTH/ECONOMIC SECURITY
YES Community Counseling Center	98	71	76	7	7	9	4	9	8	7	7
Nonprofit Community Counseling Services											
Winning Site: Massapequa, New York											
45 Employees											
Web Site: www.yesccc.org											
				Employer Category Scores							

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.

INDEXES

By Employer Location

Arizona (statewide)

A & S Realty Specialists
Arizona Interactive Media Group
Arizona Weddings Magazine & Website
BCD Low Voltage Systems, Inc.
Chandler Chamber of Commerce
Clifton Gunderson LLP
Dava & Associates, Inc.
Henry & Horne, LLP
IBM
Intel Corporation
Johnson Bank
Keats, Connelly & Associates Inc.
MDI Group
Microchip Technology Inc.
New Horizons Independent Living Center
Omega Legal Systems, Inc.
Point B
Prescott Transit Authority
RIESTER
Salt River Materials Group
Western International University
Whitneybell Perry Inc
Wist Office Products
WorldatWork

Atlanta, GA

Alston & Bird LLP
BDO Seidman, LLP
Cobb County Convention & Visitors
Bureau
Ernst & Young
KPMG LLP
Merrick & Company
North Highland
Sprint

Aurora, CO

Arapahoe/Douglas Works! Workforce
Center
Aurora Chamber of Commerce
Medical Center of Aurora and Centennial
Medical Plaza
Merrick & Company

Birmingham, AL

Allstates Technical Services
AQAF
Barfield, Murphy, Shank, & Smith, PC
Concept, Inc.
Deloitte LLP
Ernst & Young
ITAC Solutions, LLC
Metropolitan Birmingham YMCA
One Stop Environmental, LLC
Resources Global Professionals
Sellers, Richardson, Holman & West, LLP

Boise, ID

American Geotechnics
Business Psychology Associates
Children's Home Society of Idaho
Givens Pursley LLP
LeMaster Daniels PLLC
Merrick & Rowley Accounting, LLC
Trey McIntyre Project

Brockton, MA

KGA, Inc. (Kathleen Green Associates)

Charleston, SC

Booz Allen Hamilton
Community Management Group
KFR Services, Inc.
LS3P Associates Ltd.
Noisette Company
Scientific Research Corporation

Chicago, IL

AzulaySeiden Law Group
BDO Seidman, LLP
Deloitte LLP
Ernst & Young
Frost, Rutenberg & Rothblatt, P.C.
IBM—Central Region
KPMG LLP
Microsoft Corporation—Midwest District
National Able Network
Perspectives, Ltd.
Plante & Moran, PLLC
Sanchez Daniels & Hoffman LLP
Shakespeare Squared
Teen Living Programs
True Partners Consulting
Turner Construction Company—
Chicago Business Unit
Type A Learning Agency LLC
Vox, Inc.

Dallas, TX

Aguirre Roden, Inc.
Amerisure Mutual Insurance Company
BDO Seidman, LLP
The Beck Group
Community Council of Greater Dallas
Deloitte LLP
Grant Thornton LLP
KPMG LLP
Lee Hecht Harrison
McQueary Henry Bowles Troy, L.L.P.
State Farm Insurance Companies
Symbio Solutions, Inc.
Workforce Solutions Greater Dallas

INDEXES

By Employer Location (continued)

Dayton, OH

Barco, Inc.
Deloitte LLP
LJB Inc.

Durham, NC

The American Institute of Certified
Public Accountants (AICPA)
CrossComm, Inc.
Durham's Partnership for Children,
a Smart Start Initiative
McKinney
North Carolina Mutual Life Insurance
Company
The Shodor Education Foundation
Skanska USA Building Inc.
U.S. Environmental Protection Agency—
Research Triangle Park

Houston, TX

Continental Airlines, Inc.
Deloitte LLP
El Paso Corporation
Fulbright & Jaworski L.L.P.
Hall Barnum Lucchesi Architects
Klotz Associates, Inc.
KPMG LLP
Pannell Kerr Forster of Texas, P.C.
(PKF Texas)
Rice University
St. Luke's Episcopal Health System
The VIA Group
University of Phoenix, Inc.
Vinson & Elkins L.L.P.

Lexington, KY

Ashland Terrace Retirement Home
Benefit Insurance Marketing
JRA Architects
Lexmark International, Inc.
Potter & Company, LLP
Smiley Pete Publishing
United Way of the Bluegrass
Woodward, Hobson & Fulton, L.L.P.

Long Beach, CA

AES Alamitos LLC
Healstone
HR NETWORK, Inc.
KPMG LLP
Long Beach Rescue Mission
PeacePartners, Inc.

Long Island, NY

Albrecht, Viggiano, Zureck & Co. PC
The Alcott Group
Child Care Council of Nassau, Inc.
Deloitte LLP
KPMG LLP
YES Community Counseling Center

Louisville, KY

A Speaker For You
Delta Dental of Kentucky, Inc.
Deming, Malone, Livesay & Ostroff CPAs
Girl Scouts of Kentuckiana
KPMG LLP
McCauley, Nicolas & Company, LLC
Metromojito LLC
Prestige Healthcare
Pro-Liquitech International
Strothman & Company PSC
Woodward, Hobson & Fulton, L.L.P.

Melbourne, FL

Brevard Workforce Development
Board, Inc.
Craig Technologies
Hoyman Dobson
Kinberg & Associates, LLC
Mercedes Homes
Space Coast Early Intervention Center

Michigan (statewide)

Albert Kahn Family of Companies
Amerisure Mutual Insurance Company
The Children's Center of Wayne County
BDO Seidman, LLP
Detroit Regional Chamber
The Farbman Group
Image One
Lee Hecht Harrison
Menlo Innovations LLC
Michigan Occupational Safety and
Health Administration (MIOSHA)
Mill Steel Company
Peckham, Inc.

Milwaukee, WI

Clifton Gunderson LLP
Deloitte LLP
Ernst & Young
Kahler Slater
KPMG LLP
Laughlin/Constable
Metropolitan Milwaukee Association
of Commerce
Robert W. Baird & Co., Inc.
Tushaus Computer Services, Inc.
Urban Ecology Center
West Bend Mutual Insurance Company

Morris County, NJ

Berkeley College
Fein, Such, Kahn & Shepard, P.C.
Girl Scouts of Northern New Jersey
KPMG LLP
Schenck, Price, Smith & King, LLP
Shade Tree Garage
Solix Inc.

By Employer Location (continued)

Providence, RI

Embolden, Inc.
KPMG LLP
Lefkowitz ,Garfinkel, Champi
& De Rienzo PC
Narragansett Bay Commission
Quality Partners of Rhode Island
Rhode Island Legal Services
Sansiveri, Kimball & McNamee L.L.P.

Richmond, VA

Bon Secours Richmond Health System
Capital One Financial Corporation
Lee Hecht Harrison
Rink Management Services Corporation
Virginia Commonwealth University
Health System (VCUHS)
Willis HRH

Rochester, MN

Cardinal of Minnesota, Ltd.
Custom Communications, Inc./
Custom Alarm
First Alliance Credit Union
IBM
RSM McGladrey, Inc.
Southeast Service Cooperative
Stanley Jones & Associates
Venture Computer Systems, Inc.
Winona State University—Rochester

Salt Lake City, UT

1-800 CONTACTS, Inc.
AAA Fair Credit Foundation
Cactus & Tropicals, Inc.
Cafe Rio
Cooper Roberts Simonsen Associates, Inc.
Employer Solutions Group
Governor's Office of Economic
Development
Intermountain Financial Group LLC/
Mass Mutual
Intermountain Healthcare
McKinnon-Mulherin, Inc.
Redmond, Incorporated
SelectHealth
Stayner, Bates & Jensen P.C.

San Francisco, CA

Fenwick & West LLP
KPMG LLP
Lee Hecht Harrison
Mother Jones and the Foundation for
National Progress
Presync Technologies, Inc.
Sirna Therapeutics, Inc.
Woodruff-Sawyer & Company

Savannah, GA

Environmental Services, Inc.

Seattle, WA

BabyLegs LLC
Bader Martin, P.S.
BECU
Blue Gecko, Inc.
Cascadia Consulting Group, Inc.
Deloitte LLP
EarthCorps
MarketFitz, Inc.
National CASA Association
NRG::Seattle
Puget Sound Center for Teaching,
Learning and Technology
Seattle Hospitality Group
Washington Health Foundation
WithinReach
Worktank

Spokane, WA

Career Path Services
Humanix Staffing and Recruiting
Inland Northwest Health Services

Washington, DC

Booz Allen Hamilton
Capital One Financial Corporation
Clovis
Craig Technologies
Discovery Communications, Inc.
KPMG LLP
List Innovative Solutions, Inc.
MorganFranklin Corporation

Winona, MN

Catholic Charities of the Diocese
of Winona
Hiawatha Broadband Communications,
Inc.
Management Recruiters of Winona
Mediascope, Inc.
Sport & Spine Physical Therapy of
Winona, Inc.
Winona ORC Industries Inc.
Winona WorkForce Center

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By Size of Employer

10-24 Employees

A&S Realty Specialists
American Geotechnics
Arizona Weddings Magazine & Website
Ashland Terrace Retirement Home
Aurora Chamber of Commerce
BabyLegs LLC
BCD Low Voltage Systems, Inc.
Blue Gecko, Inc.
Cafe Rio
Chandler Chamber of Commerce
Child Care Council of Nassau, Inc.
Cobb County Convention & Visitors Bureau
Concept, Inc.
CrossComm, Inc.
Dava & Associates, Inc.
Durham's Partnership for Children,
a Smart Start Initiative
EarthCorps
Embolden, Inc.
Environmental Services, Inc.
Hall Barnum Lucchesi Architects
HR NETWORK, Inc.
Humanix Staffing and Recruiting
Image One
KFR Services, Inc
KGA, Inc. (Kathleen Greer Associates)
Kinberg & Associates, LLC
Lee Hecht Harrison—Dallas, TX
Lee Hecht Harrison—Richmond, VA
Lee Hecht Harrison—San Francisco, CA
LeMaster Daniels PLLC
Management Recruiters of Winona
McKinnon-Mulherin, Inc.
MDI Group
Menlo Innovations LLC
Merrick & Rowley Accounting, LLC
Metromajo, LLC
New Horizons Independent Living Center
Noisette Company
NRG::Seattle
PeacePartners, Inc.
Point B
Pro-Liquitech International
Puget Sound Center for Teaching,
Learning and Technology
Redmond Incorporated
Shade Tree Garage
Shakespeare Squared
Smiley Pete Publishing
Southeast Service Cooperative
Sport & Spine Physical Therapy of
Winona, Inc.
Trey McIntyre Project
Type A Learning Agency LLC
Venture Computer Systems, Inc.
Washington Health Foundation
Whitneybell Perry Inc

Winona WorkForce Center
WithinReach

25-49 Employees

AAA Fair Credit Foundation
The Alcott Group
Allstates Technical Services
AQUAF
Arizona Interactive Media Group
A Speaker For You
BDO Seidman, LLP—Kalamazoo, MI
Benefit Insurance Marketing
Brevard Workforce Development Board,
Inc.
Cardinal of Minnesota, Ltd.
Career Path Services
Cascadia Consulting Group, Inc.
Catholic Charities of the Diocese of
Winona
Children's Home Society of Idaho
Community Management Group
Craig Technologies
Deloitte LLP—Birmingham, AL
First Alliance Credit Union
Givens Pursley LLP
Healstone
ITAC Solutions, LLC
JRA Architects
Keats, Connelly & Associates
KPMG, LLP—Louisville, KY
KPMG LLP—Providence
Lee Hecht Harrison—Detroit, MI
Long Beach Rescue Mission
MarketFitz, Inc.
Mediascope, Inc.
Merrick & Company—Atlanta, GA
Metropolitan Milwaukee Association of
Commerce
Mother Jones and the Foundation for
National Progress
National CASA Association
Omega Legal Systems, Inc.
One Stop Environmental, LLC
Perspectives, Ltd.
Prescott Transit Authority
Presynct Technologies, Inc.
Quality Partners of Rhode Island
Resources Global Professionals
Rink Management Services Corporation
Salt River Materials Group
Seattle Hospitality Group
Sellers, Richardson, Holman
& West, LLP
The Shodor Education Foundation
Space Coast Early Intervention Center
Stanley Jones & Associates
Stayner, Bates & Jensen P.C.
Symbio Solutions, Inc.
Teen Living Programs

INDEXES

By Size of Employer (continued)

United Way of the Bluegrass
Urban Ecology Center
The VIA Group
Vox, Inc.
Winona ORC Industries, Inc.
Woodward, Hobson & Fulton, L.L.P.—
Lexington, KY
Workforce Solutions Greater Dallas

50-99 Employees

AES Alamos LLC
Aguirre Roden, Inc.
Albrecht, Viggiano, Zureck & Co. PC
Amerisure Mutual Insurance Company—
Dallas, TX
Arapahoe/Douglas Works! Workforce
Center
AzulaySeiden Law Group
Bader Martin, P.S.
Barco, Inc.
BDO Seidman, LLP—Atlanta, GA
BDO Seidman, LLP—Troy, MI
Booz Allen Hamilton—Charleston, SC
Business Psychology Associates
Cactus & Tropicals, Inc.
Clovis, LLC
Community Council of Greater Dallas
Cooper Roberts Simonsen Associates,
Inc.
Custom Communications, Inc./
Custom Alarm
Delta Dental of Kentucky, Inc.
Deming, Malone, Livesay & Ostroff CPAs
Detroit Regional Chamber
Employer Solutions Group
Girl Scouts of Kentuckiana
Girl Scouts of Northern New Jersey
Governor's Office of Economic
Development
Hiawatha Broadband Communications,
Inc.
Hoyman Dobson
Intermountain Financial Group, LLC/
Mass Mutual
Kahler Slater
Lefkowitz, Garfinkel, Champi
& DeRienzo P.C.
List Innovative Solutions, Inc.
LS3P Associated Ltd.
McCauley, Nicolas & Company, LLC
Mill Steel Company
North Carolina Mutual Life Insurance
Company
Plante & Moran, PLLC
Potter & Company, LLP
Rhode Island Legal Services
RSM McGladrey Inc.
Sanchez Daniels & Hoffman LLP
Sansiveri, Kimball & McNamee, L.L.P.

Schenck, Price, Smith & King, LLP
Sirna Therapeutics
Strothman & Company PSC
True Partners Consulting
Tushaus Computer Services Inc.
Winona State University—Rochester
Wist Office Products
Woodward, Hobson & Fulton, L.L.P.—
Louisville, KY
Worktank
YES Community Counseling Center

100-249 Employees

Barfield, Murphy, Shank & Smith, PC
BDO Seidman, LLP—Chicago, IL
BDO Seidman, LLP—Dallas, TX
The Beck Group
The Children's Center of Wayne County
Clifton Gunderson LLP—Phoenix, AZ
Clifton Gunderson LLP—Milwaukee, WI
Deloitte LLP—Dayton, OH
Deloitte LLP—Jericho, NY
Ernst & Young—Birmingham, AL
Ernst & Young—Milwaukee, WI
Farbman Group
Fein, Such, Kahn & Shepard, P.C.
Fenwick & West LLP
Frost, Rutenberg & Rothblatt, P.C.
Henry & Horne, LLP
Johnson Bank
Klotz Associates Inc.
KPMG LLP—Melville, NY
KPMG LLP—Milwaukee, WI
Laughlin/Constable
LJB Inc.
McKinney
McQueary Henry Bowles Troy, L.L.P.
Mercedes Homes
Michigan Occupational Safety and
Health Administration (MIOSHA)
MorganFranklin Corporation
Narragansett Bay Commission
National Able Network
North Highland
Pannell Kerr Forster of Texas, P.C.
(PKF Texas)
RIESTER
Skanska USA Building Inc.
Turner Construction Company
University of Phoenix, Inc.
Western International University
Willis HRH
WorldatWork

250-999 Employees

1-800 CONTACTS, Inc.
Albert Kahn Family of Companies
Alston & Bird LLP
The American Institute of Certified
Public Accountants (AICPA)

INDEXES

By Size of Employer (continued)

Amerisure Mutual Insurance Company— Farmington Hills, MI	Deloitte LLP—Dallas, TX
BDO Seidman, LLP—Grand Rapids, MI	Deloitte LLP—Houston, TX
BECU	Discovery Communications, Inc.
Capital One Financial Corporation— McLean, VA	El Paso Corporation
Deloitte LLP—Milwaukee, WI	Ernst & Young—Atlanta, GA
Deloitte LLP—Seattle, WA	Ernst & Young—Chicago, IL
Grant Thornton LLP	Fulbright & Jaworski L.L.P.
Intermountain Healthcare	IBM—Chicago, IL
KPMG LLP—Atlanta, GA	IBM—Tucson, AZ
KPMG LLP—Houston, TX	IBM—Rochester, MN
KPMG LLP—Long Beach, CA	Inland Northwest Health Services
KPMG LLP—San Francisco, CA	Intel Corporation
KPMG LLP—Short Hills, NJ	KPMG LLP—Chicago, IL
Merrick & Company—Aurora, CO	KPMG LLP—Dallas, TX
Metropolitan Birmingham YMCA	KPMG LLP—Washington, DC
Microsoft Corporation—Midwest District	Lexmark International, Inc.
Prestige Healthcare	The Medical Center of Aurora and Centennial Medical Plaza
Robert W. Baird & Co., Inc.	Microchip Technology Inc.
SelectHealth	Peckham, Inc.
Solix Inc.	Rice University
Sprint	Scientific Research Corporation
Vinson & Elkins LLP	St. Luke's Episcopal Health System
West Bend Mutual Insurance Company	State Farm Insurance Companies
Woodruff-Sawyer & Company	U.S. Environmental Protection Agency— Research Triangle Park
	Virginia Commonwealth University Health System (VCUHS)
1000+ Employees	
Berkeley College	
Bon Secours Richmond Health System	
Booz Allen Hamilton—Washington, DC	
Capital One Financial Corporation— Richmond, VA	
Continental Airlines, Inc.	
Deloitte LLP—Chicago, IL	

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By Type of Employer

Accounting, Auditing and Advising

Albrecht, Viggiano, Zureck & Co. PC
Bader Martin, P.S.
Barfield, Murphy, Shank & Smith, PC
BDO Seidman, LLP
Clifton Gunderson LLP
Deloitte LLP
Deming, Malone, Livesay & Ostroff CPAs
Ernst & Young
Frost, Ruttenberg & Rothblatt, P.C.
Grant Thornton LLP
Henry & Horne, LLP
Hoyman Dobson
KPMG LLP
Lefkowitz, Garfinkel, Champi
& DeRienzo P.C.
LeMaster Daniels PLLC
McCauley, Nicolas & Company, LLC
Merrick & Rowley Accounting, LLC
Pannell Kerr Forster of Texas, P.C.
(PKF Texas)
Plante & Moran, PLLC
Potter & Company, LLP
RSM McGladrey Inc.
Sansiveri, Kimball & McNamee, L.L.P.
Sellers, Richardson, Holman
& West, LLP
Stayner, Bates & Jensen P.C.
Strothman & Company PSC
True Partners Consulting

Advertising, Marketing and Communications

Arizona Interactive Media Group
Concept, Inc.
Laughlin/Constable
MarketFitz, Inc.
McKinney
McKinnon-Mulherin, Inc.
RIESTER
Worktank

Architecture, Design, Construction and Engineering

Aguirre Roden, Inc.
Albert Kahn Family of Companies
American Geotechnics
The Beck Group
Cooper Roberts Simonsen
Associates, Inc.
Dava & Associates, Inc.
Hall Barnum Lucchesi Architects
JRA Architects
Kahler Slater
Klotz Associates Inc.
LJB Inc.
LS3P Associates Ltd.
Merrick & Company
Scientific Research Corporation

Skanska USA Building Inc.
Turner Construction Company
Whitneybell Perry Inc

Arts and Performance

Trey McIntyre Project

Business Consulting

Booz Allen Hamilton
North Highland
Point B
Resources Global Professionals
Vox, Inc.

Educational Services

Berkeley College
Puget Sound Center for Teaching,
Learning and Technology
Rice University
The Shodor Education Foundation
Southeast Service Cooperative
Space Coast Early Intervention Center
Type A Learning Agency LLC
University of Phoenix, Inc.
Western International University
Winona State University—Rochester

Employee and Administrative Services

The Alcott Group
Benefit Insurance Marketing
Business Psychology Associates
Employer Solutions Group
HR NETwork, Inc.
KGA, Inc. (Kathleen Greer Associates)
Perspectives, Ltd.
Solix Inc.
WorldatWork

Energy

AES Alamitos LLC
BCD Low Voltage Systems, Inc.
El Paso Corporation

Environmental Organizations

Cascadia Consulting Group, Inc.
EarthCorps
Environmental Services, Inc.
One Stop Environmental, LLC

Event Planning

A Speaker For You
Seattle Hospitality Group

Finance, Insurance, Real Estate and Property Management

AAA Fair Credit Foundation
A&S Realty Specialists
Amerisure Mutual Insurance Company
BECU
Capital One Financial Corporation

By Type of Employer (continued)

Community Management Group
 Farbman Group
 First Alliance Credit Union
 Healstone
 Intermountain Financial Group, LLC/
 Mass Mutual
 Johnson Bank
 Keats, Connelly & Associates
 McQueary Henry Bowles Troy, L.L.P.
 Mercedes Homes
 Noisette Company
 North Carolina Mutual Life Insurance
 Company
 NRG::Seattle
 Rink Management Services Corporation
 Robert W. Baird & Co., Inc.
 SelectHealth
 State Farm Insurance Companies
 West Bend Mutual Insurance Company
 Willis HRH
 Woodruff-Sawyer & Company

Government Services

Arapahoe/Douglas Works! Workforce
 Center
 Governor's Office of Economic
 Development
 Michigan Occupational Safety and
 Health Administration (MIOSHA)
 Narragansett Bay Commission
 U.S. Environmental Protection Agency—
 Research Triangle Park

Legal Services

Alston & Bird LLP
 AzulaySeiden Law Group
 Fein, Such, Kahn & Shepard, P.C.
 Fenwick & West LLP
 Fulbright & Jaworski L.L.P.
 Givens Pursley LLP
 Kinberg & Associates, LLC
 Rhode Island Legal Services
 Sanchez Daniels & Hoffman LLP
 Schenck, Price, Smith & King, LLP
 Vinson & Elkins LLP
 Woodward, Hobson & Fulton, L.L.P.

Mailing and Fulfillment Services

Mediascope, Inc.

Manufacturing and Product Development

BabyLegs LLC
 Image One
 Lexmark International, Inc.
 Mill Steel Company
 Pro-Liquitech International
 Redmond Incorporated
 Salt River Materials Group

Media and Publishing

Arizona Weddings Magazine & Website
 CrossComm, Inc.
 Discovery Communications, Inc.
 Mother Jones and the Foundation for
 National Progress
 Shakespeare Squared
 Smiley Pete Publishing

Medical Services

AQAF
 Bon Secours Richmond Health System
 Delta Dental of Kentucky, Inc.
 Inland Northwest Health Services
 Intermountain Healthcare
 The Medical Center of Aurora and
 Centennial Medical Plaza
 Prestige Healthcare
 Quality Partners of Rhode Island
 Sirna Therapeutics
 Sport & Spine Physical Therapy of
 Winona, Inc.
 St. Luke's Episcopal Health System
 Stanley Jones & Associates
 Virginia Commonwealth University
 Health System (VCUHS)
 Washington Health Foundation
 WithinReach

Membership Organizations

The American Institute of Certified
 Public Accountants (AICPA)
 Aurora Chamber of Commerce
 Chandler Chamber of Commerce
 Detroit Regional Chamber
 Metropolitan Milwaukee Association of
 Commerce

Recruiting and Career Management

Allstates Technical Services
 Clovis, LLC
 Humanix Staffing and Recruiting
 ITAC Solutions, LLC
 Lee Hecht Harrison
 Management Recruiters of Winona
 MDI Group
 National Able Network

Restaurant Companies

Cafe Rio

Retail and Sales

1-800 CONTACTS, Inc.
 Cactus & Tropicals, Inc.
 Wist Office Products

Social and Community Services

Ashland Terrace Retirement Home
 Cardinal of Minnesota, Ltd.

INDEXES

By Type of Employer (continued)

Catholic Charities of the Diocese of Winona
Child Care Council of Nassau, Inc.
The Children's Center of Wayne County
Children's Home Society of Idaho
Community Council of Greater Dallas
Durham's Partnership for Children,
a Smart Start Initiative
Girl Scouts of Kentuckiana
Girl Scouts of Northern New Jersey
Long Beach Rescue Mission
Metropolitan Birmingham YMCA
National CASA Association
New Horizons Independent Living Center
PeacePartners, Inc.
Peckham, Inc.
Teen Living Programs
United Way of the Bluegrass
Urban Ecology Center
Winona ORC Industries, Inc.
YES Community Counseling Center

Software and Web Development and Information Management

Embolden, Inc.
KFR Services, Inc.
Menlo Innovations LLC
Metromojo, LLC
MorganFranklin Corporation
Omega Legal Systems, Inc.
Presynct Technologies, Inc.
Symbio Solutions, Inc

Technology Manufacturing, Services and Consulting

Barco, Inc.
Blue Gecko, Inc.
Craig Technologies
Custom Communications, Inc./
Custom Alarm
Hiawatha Broadband
Communications, Inc.
IBM
Intel Corporation
List Innovative Solutions, Inc.
Microchip Technology Inc.
Microsoft Corporation
Sprint
Tushaus Computer Services Inc.
Venture Computer Systems, Inc.
The VIA Group

Tourism

Cobb County Convention & Visitors
Bureau

Transportation

Continental Airlines, Inc.
Prescott Transit Authority
Shade Tree Garage

Workforce Development Agencies

Brevard Workforce Development
Board, Inc.
Career Path Services
Winona WorkForce Center
Workforce Solutions Greater Dallas

Business Results of Flexibility

Improving Recruitment and Retention, Reducing Turnover

AAA Fair Credit Foundation
 Alston & Bird LLP
 American Geotechnics
 Amerisure Mutual Insurance Company
 Arizona Interactive Media Group
 Aurora Chamber of Commerce
 AzulaySeiden Law Group
 Cactus & Tropicals, Inc.
 Children's Home Society of Idaho
 Community Council of Greater Dallas
 Community Management Group
 Continental Airlines, Inc.
 Craig Technologies
 Custom Communications, Inc./
 Custom Alarm
 Delta Dental of Kentucky, Inc.
 Discovery Communications, Inc.
 EarthCorps
 Embolden, Inc.
 Environmental Services, Inc.
 Ernst & Young
 The Farbman Group
 Fenwick & West LLP
 Frost, Ruttenberg & Rothblatt, P.C.
 Fulbright & Jaworski L.L.P.
 Girl Scouts of Kentuckiana
 Grant Thornton LLP
 Hall Barnum Lucchesi Architects
 HR NETWORK, Inc.
 IBM
 Inland Northwest Health Services
 ITAC Solutions, LLC
 Kahler Slater
 KFR Services, Inc.
 Klotz Associates, Inc.
 KPMG LLP
 Laughlin/Constable
 Lefkowitz ,Garfinkel, Champi
 & De Rienzo PC
 List Innovative Solutions, Inc.
 LJB Inc.
 Management Recruiters of Winona
 MarketFitz, Inc.
 McCauley, Nicolas & Company, LLC
 Menlo Innovations LLC
 Merrick & Company
 Merrick & Rowley Accounting, LLC
 Metromojito LLC
 Microchip Technology Inc.
 Microsoft Corporation—Midwest District
 National CASA Association
 New Horizons Independent Living Center
 North Carolina Mutual Life Insurance
 Company
 North Highland
 Omega Legal Systems, Inc.
 Pannell Kerr Forster of Texas, P.C.
 (PKF Texas)

Perspectives, Ltd.
 Point B
 Potter & Company, LLP
 Prescott Transit Authority
 Prestige Healthcare
 Quality Partners of Rhode Island
 Rhode Island Legal Services
 Rice University
 RIESTER
 Robert W. Baird & Co., Inc.
 RSM McGladrey, Inc.
 Salt River Materials Group
 Sanchez Daniels & Hoffman LLP
 Sanchiveri, Kimball & McNamee L.L.P.
 Schenck, Price, Smith & King, LLP
 Shakespeare Squared
 The Shodor Education Foundation
 Smiley Pete Publishing
 Southeast Service Cooperative
 St. Luke's Episcopal Health System
 Stanley Jones & Associates
 Stayner, Bates & Jensen P.C.
 Strothman & Company PSC
 True Partners Consulting
 Turner Construction Company—
 Chicago Business Unit
 Type A Learning Agency LLC
 United Way of the Bluegrass
 University of Phoenix, Inc.
 Virginia Commonwealth University
 Health System (VCUHS)
 Wist Office Products
 Woodward, Hobson & Fulton, L.L.P.
 Workforce Solutions Greater Dallas
 Worktank
 YES Community Counseling Center

Enhancing Employee Engagement and Satisfaction

Alston & Bird LLP
 AQA
 Arapahoe/Douglas Works! Workforce
 Center
 Ashland Terrace Retirement Home
 Bader Martin, P.S.
 BCD Low Voltage Systems, Inc.
 BDO Seidman, LLP
 BECU
 Bon Secours Richmond Health System
 Capital One Financial Corporation
 Chandler Chamber of Commerce
 The Children's Center of Wayne County
 Children's Home Society of Idaho
 Clifton Gunderson LLP
 Community Management Group
 Deloitte LLP
 HR NETWORK, Inc.
 IBM
 Image One

Business Results of Flexibility (continued)

Inland Northwest Health Services
 Intel Corporation
 Johnson Bank
 Lee Hecht Harrison
 LJB Inc.
 LS3P Associates Ltd.
 Mediascope, Inc.
 NRG::Seattle
 PeacePartners, Inc.
 Resources Global Professionals
 Shade Tree Garage
 The Shodor Education Foundation
 Smiley Pete Publishing
 Space Coast Early Intervention Center
 Sprint
 Trey McIntyre Project
 University of Phoenix, Inc.
 Venture Computer Systems, Inc.
 Vinson & Elkins L.L.P.
 Winona ORC Industries
 Workforce Solutions Greater Dallas
 WorldatWork

Reducing Absenteeism

American Geotechnics
 Arapahoe/Douglas Works! Workforce Center
 Arizona Interactive Media Group
 Ashland Terrace Retirement Home
 Metromojito LLC
 New Horizons Independent Living Center
 Prescott Transit Authority
 Sansiveri, Kimball & McNamee L.L.P.
 Southeast Service Cooperative
 St. Luke's Episcopal Health System
 Trey McIntyre Project
 Worktank

Providing Exceptional Client Service

1-800 CONTACTS, Inc.
 Albrecht, Viggiano, Zureck & Co. PC
 Alston & Bird LLP
 Amerisure Mutual Insurance Company
 Arapahoe/Douglas Works! Workforce Center
 BCD Low Voltage Systems, Inc.
 BDO Seidman, LLP
 Bon Secours Richmond Health System
 Cardinal of Minnesota, Ltd.
 Career Path Services
 Cascadia Consulting Group, Inc.
 Community Management Group
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 The Children's Center of Wayne County
 Deloitte LLP
 Ernst & Young
 Hiawatha Broadband Communications
 IBM
 Kinberg & Associates, LLC

Klotz Associates, Inc.
 Lee Hecht Harrison
 LS3P Associates Ltd.
 Management Recruiters of Winona
 MarketFitz, Inc.
 Merrick & Rowley Accounting, LLC
 Microchip Technology Inc.
 Omega Legal Systems, Inc.
 Prestige Healthcare
 Puget Sound Center for Teaching, Learning and Technology
 Resources Global Professionals
 Rhode Island Legal Services
 Sansiveri, Kimball & McNamee L.L.P.
 Seattle Hospitality Group
 Southeast Service Cooperative
 Space Coast Early Intervention Center
 Stanley Jones & Associates, Inc.
 Venture Computer Systems, Inc.
 The VIA Group
 Vinson & Elkins L.L.P.
 Virginia Commonwealth University Health System (VCUHS)
 Western International University
 Whitneybell Perry Inc.
 Winona ORC Industries
 YES Community Counseling Center

Reducing Business Costs

1-800 CONTACTS, Inc.
 AAA Fair Credit Foundation
 Aguirre Roden, Inc.
 AQA
 Bader Martin, P.S.
 BDO Seidman, LLP
 Berkeley College
 Capital One Financial Corporation
 Cobb County Convention & Visitors Bureau
 Craig Technologies
 Discovery Communications, Inc.
 Embolden, Inc.
 Narragansett Bay Commission
 Pesynt Technologies, Inc.
 Puget Sound Center for Teaching, Learning and Technology
 Solix Inc.

Enhancing Productivity and Profitability

American Geotechnics
 Arizona Weddings Magazine & Website
 Cafe Rio
 Capital One Financial Corporation
 Craig Technologies
 Deming, Malone, Livesay & Ostroff CPAs
 El Paso Corporation
 Embolden, Inc.
 Ernst & Young
 The Farbman Group

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ITAC Solutions, LLC
Johnson Bank
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Menlo Innovations LLC
Microchip Technology Inc.
Microsoft Corporation
Mill Steel Company
MorganFranklin Corporation
Mother Jones and the Foundation for
National Progress
National Able Network
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Aligning Staff Coverage to Business Needs

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Arapahoe/Douglas Works! Workforce
Center

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Unlocking Innovation and Creativity

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Concept, Inc.
Image One
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Menlo Innovations LLC
Seattle Hospitality Group
The VIA Group
Worktank

Addressing Organizational Opportunities and Challenges**Addressing Generational Differences and Caregiving Responsibilities**

A&S Realty Specialists
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 Albert Kahn Family of Companies
 Booz Allen Hamilton
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 Community Council of Greater Dallas
 Deloitte LLP
 Deming, Malone, Livesay & Ostroff CPAs
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 Hall Barnum Lucchesi Architects
 Henry & Horne, LLP
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Optimizing Talent
 Allstates Technical Services
 Arizona Interactive Media Group

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 Urban Ecology Center
 Virginia Commonwealth University Health System (VCUHS)
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 Wist Office Products
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Promoting Health and Wellness, Reducing Stress

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Addressing Organizational Opportunities and Challenges (continued)

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Encouraging Volunteerism and Supporting Communities

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MorganFranklin Corporation
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Redmond Incorporated
Rink Management Services Corporation
Robert W. Baird & Co., Inc.
Sansiveri, Kimball & McNamee L.L.P.
Scientific Research Corporation
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Sport & Spine Physical Therapy of
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Trey McIntyre Project
Turner Construction Company – Chicago
Business Unit
United Way of the Bluegrass
West Bend Mutual Insurance Company

Making Work Fun

Barco, Inc.
Cardinal of Minnesota, Ltd.
Chandler Chamber of Commerce
Community Management Group
Delta Dental of Kentucky, Inc.
Environmental Services, Inc.
Hoyman Dobson
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Mutual
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MorganFranklin Corporation
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Sirna Therapeutics, Inc.
Sport & Spine Physical Therapy of
Winona, Inc.
Worktank

Employer Responses to a Faltering Economy

Managing Staff Costs through Enhanced Flexibility

AAA Fair Credit Foundation
 Cascadia Consulting Group, Inc.
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 Custom Alarm
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 Salt River Materials Group
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 Skanska USA Building Inc.
 Turner Construction Company –
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Strengthening Communications with Staff

The American Institute of Certified
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 LJB Inc.
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 Noisette Company
 Perspectives, Ltd.

Seeking Employee Input

The American Institute of Certified
 Public Accountants (AICPA)
 Employer Solutions Group
 Image One
 JRA Architects
 Mediascope, Inc.
 Omega Legal Systems, Inc.
 Pro-Liquitech International

Delivering Support to Employees

1-800 CONTACTS, Inc.
 Albrecht, Viggiano, Zureck & Co. PC
 Amerisure Mutual Insurance Company
 Ashland Terrace Retirement Home
 BCD Low Voltage Systems, Inc.
 The Beck Group
 BECU
 Bon Secours Richmond Health System
 Cafe Rio

Children's Home Society of Idaho
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 Cooper Roberts Simonsen Associates,
 Inc.
 Craig Technologies
 CrossComm, Inc.
 Deloitte LLP
 Deming, Malone, Livesay & Ostroff CPAs
 Durham's Partnership for Children,
a Smart Start Initiative
 Grant Thornton LLP
 Humanix Staffing and Recruiting
 Image One
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 KFR Services, Inc.
 Lee Hecht Harrison
 Long Beach Rescue Mission
 Medical Center of Aurora and Centennial
 Medical Plaza
 North Carolina Mutual Life Insurance
 Company
 NRG::Seattle
 Peckham, Inc.
 Perspectives, Ltd.
 SelectHealth
 Symbio Solutions, Inc.
 Virginia Commonwealth University
 Health System (VCUHS)
 WorldatWork

Helping Employees Manage Transportation Costs

Barco, Inc.
 BDO Seidman, LLP
 Bon Secours Richmond Health System
 Capital One Financial Corporation
 Clifton Gunderson LLP
 Craig Technologies
 Discovery Communications, Inc.
 Johnson Bank
 Michigan Occupational Safety and
 Health Administration (MIOSHA)
 Puget Sound Center for Teaching,
 Learning and Technology
 Rice University
 United Way of the Bluegrass
 Woodruff-Sawyer & Company

Increasing Support to the Community

Arapahoe/Douglas Works! Workforce
 Center
 Arizona Weddings Magazine & Website
 Career Path Services
 Children's Home Society of Idaho
 Craig Technologies

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

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- John C. Parry Jr.
President & CEO of Solix Inc.
Whippany, NJ
Two-time Sloan Award Winner

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