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

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

Thanks to all the staff of FWI—in particular to John Boose for his impressive layout and design; Kelly Sakai for helping create the Sloan Award questionnaires and analyzing the data to select the winners; Zon-Wei Cheng for supporting Sloan award applicants through the process and managing the production of this Guide; Barbara Norcia-Broms for her exemplary proofreading, and Dr. Kenneth Matos for managing the When Work Works project.

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

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

Thanks to our local partners—chambers of commerce, local and state SHRM chapters and other organizations in cities and states around the country—that have worked with us to reach out to their communities, sharing research and promising practices and bringing recognition to their best employers who are making work “work.”

We could not have uncovered these bold new ideas without their help.

Ellen Galinsky
Families and Work Institute

Mike Aitken, Shirley Davis and Lisa Horn
Society for Human Resource Management
WELCOME TO THE GUIDE

This Guide profiles promising and innovative practices from 297 employers that are creating effective and flexible workplaces to make work “work” better for both the bottom line and for employees.

All of these employers are recipients of the Alfred P. Sloan Award for Excellence in Workplace Effectiveness and Flexibility. They have been selected through a rigorous application process that incorporates an employer and employee survey. The winners are a diverse group, representing employers of different sizes and industries. Some operate from a single office with a staff of 10, while others are global enterprises with employees numbering in the tens of thousands. They also come from all over the country, representing 41 states and the District of Columbia.

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

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


For more information, visit www.whenworkworks.org.
ABOUT WHEN WORK WORKS

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

The Society for Human Resource Management (SHRM) is the world’s largest association devoted to human resource management. Representing more than 260,000 members in more than 140 countries, the Society serves the needs of HR professionals and advances the interests of the HR profession. Founded in 1948, SHRM has more than 575 affiliated chapters within the United States and subsidiary offices in China, India and the United Arab Emirates. Visit SHRM Online at www.shrm.org and follow us on Twitter @SHRMPress.

When Work Works is a national initiative, led by the partnership of Families and Work Institute (FWI) and the Society for Human Resource Management (SHRM), to help businesses of all sizes and types become more successful by transforming the way they view and adopt effective and flexible workplaces. When Work Works is one of the foremost providers of resources, rigorous research and best practices on workplace effectiveness and flexibility in the nation. The initiative administers the prestigious Alfred P. Sloan Award for Excellence in Workplace Effectiveness and Flexibility annually, which recognizes exemplary employers for using flexibility as part of an effective workplace strategy to increase business and employee success. Visit www.whenworkworks.org and follow us on Twitter @WhenWorkWorks @FWINews and @SHRMPress, and join the workflex conversation on Facebook.com/FWINews.
WHAT’S NEW? WHAT’S NEWSWORTHY?

Ellen Galinsky and Hank Jackson

WHAT IS AN EFFECTIVE WORKPLACE AND WHY IS IT IMPORTANT?

The concept of flexible workplaces continues to grow as a solutions-based strategy to address the changing nature of work and the increased pressure and demands of the global market. Business leaders continue to seek ways in which to create effective work environments that are conducive to increased productivity, innovation, creativity and engagement. The examples you’ll find in this latest edition of the “Guide to Bold New Ideas for Making Work Work” give strong evidence that flexible workplaces are key to a successful business strategy.

However, Society for Human Resource Management (SHRM) and Families and Work Institute (FWI) have also found that the effort to create an “Effective Workplace” no longer means simply offering flexible arrangements—although that is one component. FWI research indicates that businesses look at six different elements in their pursuit of an effective workplace. These six criteria of Effective Workplaces include both work and non-work factors, all of which benefit both the employee and the employer.

These are the evidence-based Alfred P. Sloan Awards for Excellence in Workplace Effectiveness and Flexibility that FWI and SHRM give annually to worksites that meet our criteria and that are documented in this Guide.

All too often, the name of the award is confused with “effective flexibility”—managing workplace flexibility well, but flexibility is only one component of an Effective Workplace, as you will see below:

Criteria of Effective Workplaces

Job Challenge and Learning
- My job lets me use my skills and abilities.
- The work I do is meaningful to me.
- My job requires that I be creative.
- I get to do different things on my job.
- My job requires that I keep learning new things.

Supervisor Task Support
- My supervisor is supportive when I have a work problem.
- My supervisor recognizes when I do a good job.
- My supervisor keeps me informed of things I need to know to do my job well.

Autonomy
- I have a lot of say about what happens on my job.
- I have the freedom to decide what I do on my job.
- I can be myself on my job.

Climate of Respect and Trust
- I trust what our managers say.
- My managers deal ethically with employees and clients.
- My managers seek information and new ideas from employees.
Work-Life Fit

- My supervisor cares about the effect of work on my personal/family life.
- My supervisor is responsive when I have personal/family business.
- I have the coworker support I need to successfully manage my work and family life.
- I have the schedule flexibility I need to successfully manage my work and family life.
- My work schedule/shift meets my needs.

Economic Security

- I am satisfied with my earnings from my job.
- I am satisfied with my benefits from my job.
- I am satisfied with my opportunities for career advancement.

Source: Families and Work Institute, 2008 National Study of the Changing Workforce (NSCW)

Taken together, these six characteristics of Effective Workplaces are strongly linked with employee engagement, job satisfaction and turnover intentions.

**Relationships between overall effectiveness and positive work outcomes**

![Graph showing the relationships between overall effectiveness and positive work outcomes.](image)

Source: 2008 National Study of the Changing Workforce (NSCW) (N=1,952 to 2,296); statistically significant differences are denoted as * (p<.05), ** (p<.01), *** (p<.001), n.s. (not statistically significant).
And taken together, these six characteristics of Effective Workplaces are also strongly linked with employee health and well-being.

**Relationships between overall effectiveness and positive health outcomes**

<table>
<thead>
<tr>
<th>Component</th>
<th>High overall effectiveness</th>
<th>Moderate overall effectiveness</th>
<th>Low overall effectiveness</th>
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<tbody>
<tr>
<td>Excellent overall health</td>
<td>41%</td>
<td>29%</td>
<td>20%</td>
</tr>
<tr>
<td>Low frequency of minor health problems</td>
<td>66%</td>
<td>55%</td>
<td>41%</td>
</tr>
<tr>
<td>No indicators of depression</td>
<td>82%</td>
<td>68%</td>
<td>50%</td>
</tr>
<tr>
<td>Low general stress level</td>
<td>33%</td>
<td>21%</td>
<td>10%</td>
</tr>
<tr>
<td>Low frequency of sleep problems</td>
<td>68%</td>
<td>34%</td>
<td>23%</td>
</tr>
</tbody>
</table>

Source: 2008 National Study of the Changing Workforce (N=2,243 to 2,295); statistically significant differences are denoted as * (p<.05), ** (p<.01), *** (p<.001), n.s. (not statistically significant).

We have found through our studies that flexibility has to be considered as a part of an Effective Workplace for it to work its magic—to have the kind of results we document above.

**WHAT’S NEW AND NEWSWORTHY IN EFFECTIVE WORKPLACES?**

Often, we say that the Sloan Award winners are the leading edge of workplace innovation. Regardless of how insurmountable a work place problem may seem, each of these innovative employers (representing all industries and all sizes) has found a solution to overcome it.

Not surprisingly, these leading-edge employers provide important foresight into the future of workplaces. And that’s the case with the six components of Effective Workplaces.

**Job Challenge and Learning**

It’s no secret that employees thrive when they are challenged and they are given the tools to succeed and learn from their experiences. At Health Management Systems of America, all employees have a personal education fund that enables them to attend seminars and other classes. (Detroit, MI; 30 worksite employees; and 36 employees in the U.S.)
Companies are recognizing that learning life skills is important. **Pillar Technology** recently rolled out a new program where employees are rewarded for participating in training and mentoring designed to boost a number of competencies, including emotional intelligence, developing people, business acumen, high-impact communication, technical acumen, consulting skills, passion and community building and collaboration. (Columbus, OH; 20 worksite employees; and 116 employees in the U.S.)

At software developer **Menlo Innovations**, employees are paired in teams. This improves collaboration as well as continuous mentoring and leadership not based on authority or age. (Ann Arbor, MI; 19 worksite employees; and 19 employees in the U.S.)

**Autonomy**

A motto at Software technology company **Architecture Technology Corporation** is “reward performance, not hours.” Self-directed work teams enable employees to choose their own projects and see them through to completion. (Minneapolis, MN; 35 worksite employees; and 85 employees in the U.S.)

Leaders at CPA firm **Mahoney Ulbrich Christiansen Russ** see themselves as “very progressive” in empowering all employees to be active participants in making the firm better. Whether it is designing a new technical procedure, coaching the softball team or planning an office baby shower, the firm encourages employees to be fully engaged. The company gives employees the freedom to take on leadership roles and the flexibility to develop and implement solutions. (St. Paul, MN; 46 of worksite employees; and 46 of employees in the U.S.)

**Work Life Fit**

Rather than have a one-size-fits-all flexibility policy, employees at **Harding, Shymanski and Company**, a public accounting firm, craft personal flexible work plans. The proposed plan must outline the opportunities and challenges for both the employee and the firm. It must include how the employee will continue to deliver excellent service to clients as well as metrics for measuring the success of the schedule throughout the year. (Evansville, IN; 22 worksite employees; and 98 employees in the U.S.)

Phased retirement programs are showing up more often among Sloan Award winners as a way to retain institutional knowledge and help mentor the future workforce. At **MHBT Inc.**, providers of insurance and risk management solutions, employees can take advantage of a “glide path” program to retirement, enabling them to work shorter weeks and fewer hours with a commensurate pay adjustment. (Dallas, TX; 208 worksite employees; and 280 employees in the U.S.)

More organizations are turning to cross training as a way to better accommodate flexible work plans. For example, **Excelas**, a national provider of medical information analysis for legal defense, extends the option of flexibility to the management team by cross training employees to cover client needs when a manager is out of the office. (Cleveland, OH; 49 worksite employees; and 49 employees in the U.S.)
Professional services firm **PriceWaterhouseCoopers** also uses cross training and rewards to bolster flexibility. A national flexibility contest encourages work teams to plan for flexibility, including rewarding those who embrace the plan. Firm leaders promote flexibility even in jobs that don't typically lend themselves to flexibility, such as receptionist positions. Cross training ensures that there is always someone who can cover a position so that flexibility can be extended to all employees.

(Charlotte, NC; 560 worksite employees; and 30,000 employees in the U.S.)

A number of employers are creating time-off banks where employees in need of more leave—beyond what they're allotted—can tap in to additional hours. **Caliper**, a human resources consulting firm, provides a banked FMLA bucket option, where unused paid leave can be deposited and then used by employees in need. Many employees have benefited from this bucket to maintain full pay during a disability, parental leave, and/or a leave for elder or end-of-life care for a family member.

(Princeton, NJ; 87 worksite employees; and 127 employees in the U.S.)

**Supervisor Task Support**

**Ontraport**, a software and business services firm, has employees engage in weekly one-on-one meetings with a direct supervisor. An open door policy on the part of the COO and Director of Operations is designed to help employees prioritize their projects.

(Santa Barbara, CA; 43 worksite employees; and 45 employees in the U.S.)

Leaders at not-for-profit healthcare provider **WellStar Health System** have a goal of “right people, right place, right time” to ensure the best outcomes for patients, team members, the community and the organization. To encourage flexibility, every manager is trained how to manage flexible work teams and team members, how to consider the business strategy of flexible work and why it is important.

(Marietta, GA; 12,587 worksite employees; and 12,587 employees in the U.S.)

Leaders at **Dynamic Edge**, an IT support company, pride themselves on respecting and trusting their employees, and getting feedback to improve how work gets done. Managers ask employees about what causes them the most stress and how that stress could be alleviated. Eliminating hours from the on-call consultants and setting up an alert system to weed out false alarms is a great example of how managers have heard employees’ problems and worked to solve them. In the process, they’ve been able to provide better supervisor support for work success.

(Ann Arbor, MI; 32 worksite employees; and 36 employees in the U.S.)

**Climate of Respect and Trust**

At the **Oncology Nursing Society**, all employees—regardless of exemption classification—can take advantage of the Society’s flexible workplace practices; and employees and supervisors do not have to go through multiple levels of approval to change schedules, telecommute or request time off.
Organizations have found that it is important to make expectations clear. At Oncology Nursing Society, all telecommuting employees sign a simple agreement that lists the expectations and responsibilities of telecommuters and workplace flexibility. 

(Pittsburgh, PA; 120 worksite employees; and 133 employees in the U.S.)

**ACME Business Consulting** has replaced the traditional model of travel-based consultants with keeping consultants in their home cities. This business model means ACME consultants are more deeply invested in the success of client companies in their own communities. ACME’s secret to workplace effectiveness is simple: they trust employees to do the right thing and they communicate that trust in many ways. 

(Portland, OR; 60 worksite employees; and 65 of employees in the U.S.)

**Economic Security**

Managing the lingering economic crisis has been challenging for employers, but effective workplaces find different ways to promote economic security. Management at the Texas Medical Center Library worked to reduce the effects of the economic downturn on employees. Although the budget was flat in 2011 and leaders were unable to give salary increases, they gave spot bonuses to all full- and part-time employees. In 2012, they were able to give all employees annual salary increases and, they hope to make up for 2011 this year. They continue to pay 100 percent of employees’ medical insurance premiums despite the continuing cost increases in health care. The Library has also continued to contribute 8.5 percent of employees’ annual salaries to their employees’ retirement plans with employees providing a match of 1.5 percent of their salaries. This benefit is for all employees who work 20 hours per week or more. 

(Houston, TX; 58 worksite employees; and 62 employees in the U.S.)

Employees at Bon Secours, a Catholic healthcare system, receive employer-provided benefits—including tuition reimbursement and employer-assisted housing—when they work 16 hours per week. They also help colleagues in need. For example, they have an employee-run program that provides gifts, money and food for fellow employees who are experiencing hardship at Christmas. They also have a college scholarship program open to employees and their family members; Paid Time Off cash-in opportunities where employees can trade in their accumulated Paid Time Off for cash; an online economic relief website, which offers guidance on a variety of financial issues; free employee workshops on preparing financially for college and preparing for retirement; and 24/7 counselor support for employees and their families. 

(Bon Secours Hampton Roads, VA: 4,441 worksite employees; Bon Secours Richmond, VA: 7,434 worksite employees; and 22,000 employees in the U.S.)

**TAKING ON THE CHALLENGE OF WORKLOAD**

If there has been a seemingly insurmountable problem, even among innovative employers, it has been workload.

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Many employers have recognized that a number of factors are colliding to foster heavier workloads: increasing job demands in the 24/7 global economy, improved technology where instant responsiveness from anywhere at any time is both possible and expected, and economic instability where there are fewer employees to do more work. This collision course is a recipe for difficulties, if not disaster. Employers realized that these conditions could harm employee health, work quality and turnover. Yet, few knew how to directly solve the problem in these challenging economic times. So, alternatively, they ramped up programs to help employees deal with stress.

The 2013 Sloan Award winners give evidence that this challenge is not only becoming visible, but also that leading employers are dealing with overwork directly in some innovative ways.

Managing Employees’ Workload

• **Providing additional staffing for workload peaks**

  During busy season, at Frost, Ruttenberg & Rothblatt, a CPA and advisory firm, managers hire a number of interns from local colleges and universities on a full-time or part-time basis for the firm’s tax and healthcare consulting practices. Each team of administrative assistants is responsible for coordinating coverage for the individuals they support. This approach gives the team responsibility for planning time off, notifying those they support and making certain that all workloads are covered.
  (Deerfield, IL; 110 worksite employees; and 110 employees in the U.S.)

• **Implementing cross training**

  At NPC Research, a human services research firm, staff members receive training in specific areas so that if one staff person is unavailable, a colleague can more easily fill in; and they can increase/decrease their full-time schedule in order to either respond to the intensity of their work schedule or deal with anticipated time off.
  (Portland, OR, 22 worksite employees; and 22 employees in the U.S.)

• **Using a team approach**

  Leaders at Recruit Training Command, a naval boot camp, believe teamwork is the most important characteristic to developing a supportive and flexible work environment. When employees work well as a team, the workload is more easily shared.
  (Great Lakes, IL; 1,200 worksite employees; and 1,200 employees in the U.S.)

• **Improving work design**

  Employees at the American Society of Addiction Medicine recently got a work-design revamp following problems with a more informal system. Now, teams work more cohesively, and employees better understand their roles and responsibilities. To combat feelings of overwork, leaders at ASAM awards days off immediately after completing major projects. They’ve also increased the use of interns and temporary help to handle
less strategic work, and they have shifted workloads and priorities to provide additional staff to specific projects when needed. (Chevy Chase, MD; 17 worksite employees; and 18 employees in the U.S.)

- Providing uninterrupted time during work time

A more efficient work environment is the goal of management at Ontraport, a software and business services firm. Everyone goes e-mail and chat “silent” for three hours each day to provide uninterrupted work time for “passion projects.” (Santa Barbara, CA; 43 worksite employees; and 45 employees in the U.S.)

- Creating a culture where “no” is respected

To combat overwork at the management level, the CEO of First Alliance Credit Union directed managers to say “no” when their workloads were too full to take on extra tasks. Hearing this directly from the CEO has made everyone less stressed. (Rochester, MN; 16 worksite employees; and 41 employees in the U.S.)

Monitoring Employees’ Workload

- Monitoring and helping employees who have heavy workloads

The goal at Public Policy Associates, a consulting firm, is to create a workplace where everyone can work together to address business needs while having a fulfilling life outside of the office. To avoid overwork, leaders review staff members' hours each month to address uneven workload spread. (Lansing, MI; 26 worksite employees; and 26 employees in the U.S.)

Inthinc Technology Solutions helps overworked employees work with managers to reduce their workload and find ways other team members can help support them. (West Valley City, UT; 92 worksite employees; and 105 employees in the U.S.)

- Helping employees prioritize tasks

Eagle County Government employees are encouraged to have open lines of communication with their managers so they can find the best ways for everyone to work. To help employees deal with reductions in staff causing increased feelings of overwork, the organization provides productivity training to help them prioritize tasks. (Eagle, CO; 465 worksite employees; and 465 employees in the U.S.)

Encouraging Real Time Off

- Creating e-mail off protocols during non-work times

At the real estate firm, The Habitat Company, no employee is required to respond to e-mails outside of his or her work schedule. (Chicago, IL; 62 worksite employees; and 800 employees in the U.S.)
Technology has given CPA firm Mahoney Ulbrich Christiansen Russ the ability to offer flexibility options to employees, but the firm leaders realize how work can infringe on family/personal time. So, employees are encouraged to use “out-of-office” responders and to set boundaries around work and personal hours. Managers try to avoid sending e-mails at night and on weekends to prevent the impression that a response is expected. (St. Paul, MN; 46 of worksite employees; and 46 of employees in the U.S.)

**Encouraging vacations**

Ryan, a tax services firm, has implemented a comprehensive flexibility plan called “myRyan.” They conducted a research study on manager concerns about flexibility and created a “Culture Council” to review feedback and make recommendations on flexibility program changes. As a result of this feedback, company leadership recently began requiring exempt employees to take at least 10 days off each year. (Atlanta, GA, 79 worksite employees; Austin, TX, 71 worksite employees; Baton Rouge, LA, 10 worksite employees; Boston, MA, 42 worksite employees; Carlsbad, CA, 25 worksite employees; Chicago, IL (Downers Grove), 29 worksite employees; Chicago, IL (Downtown), 53 worksite employees; Cleveland, OH, 20 worksite employees; Columbus, OH, 11 worksite employees; Dallas, TX, 330 worksite employees; Denver, CO, 19 worksite employees; Detroit, MI, 26 worksite employees; Ft. Lauderdale, FL, 16 worksite employees; Glendale, CA, 12 worksite employees; Houston, TX, 147 worksite employees; Kansas City, KS, 12 worksite employees; Los Angeles, CA, 47 worksite employees; Nashville, TN, 23 worksite employees; New York, NY, 29 worksite employees; Philadelphia, PA, 15 worksite employees; Pittsburgh, PA, 22 worksite employees; Providence, RI, 11 worksite employees; San Francisco, CA, 17 worksite employees; Scottsdale, AZ; 89 worksite employees; Seattle, WA, 15 worksite employees; St. Louis, MO, 13 worksite employees; Washington, D.C., 29 worksite employees; and 1,315 employees in U.S.)

**Discouraging interruptions during leaves and vacations**

The leaders at Colorado Springs School District 11 look at their employees holistically, understanding that they can’t be productive on the job if they’re burned out and stressed. The District offers generous leave and flexible work options, but leadership realizes the work-life lines often blur. As a result, they’ve taken steps to create a supportive workplace. No e-mail or any work technology access is permitted for employees who are on leave. (Human Resources - Colorado Springs, CO: 21 worksite employees; McAuliffe Elementary School - Colorado Springs, CO: 79 worksite employees; Monroe Elementary School - Colorado Springs, CO: 71 worksite employees; and 3,500 employees in the U.S.)
Helping Employees Manage Workload

- Providing opportunities and time for exercise and fitness
- Providing stress busters, like onsite massage or yoga
- Offering fun activities

CHALLENGES AT THE NEW LEADING EDGES

Men and Work-Life

Families and Work Institute data show that men’s work-family conflict now exceeds that of women’s, a phenomenon that we term The New Male Mystique. Data from other studies also indicate that men who use work-life assistance, especially flexibility, are often subject to stigma, penalties and even harassment. Authors of an article titled The Flexibility Stigma: Work Devotion vs. Family Devotion, argued that the stigma “stems in part from the sense that a man who makes caregiving responsibilities salient on the job is less of a man.”¹

Few companies have really addressed these issues, but there are some indicators from Sloan winners and from FWI’s and SHRM’s research about the future of these efforts.

- Listening to men about what they need and want
- Encouraging men to better communicate their needs and wants

Managers at Grid Training Corporation dba Northwest Lineman College have found that men in particular have trouble communicating and, as a result, have implemented a variety of communications trainings programs. (Meridian, ID; 52 worksite employees, and 81 employees in the U.S.)

- Providing paid leave for men and encouraging them to use it

At Legion Logistics, a third-party freight logistics company, male employees are given four weeks of paid paternity leave for the birth, foster care or adoption of a child. The first two weeks are at 100 percent of their pay and an additional two weeks can be taken at 60 percent of their pay. (Florence, KY; 28 worksite employees; and 28 employees in the U.S.)

- Monitoring adverse effects to men in working flexibly and addressing these issues

MOVING FROM WELLNESS TO WELL-BEING

According to FWI’s National Study of the Changing Workforce, the health of the American workforce has declined. Perhaps in response, research from SHRM and FWI finds that wellness programs are increasing. Many of these programs are becoming more robust and include the following type of assistance:

- Offering wellness information and resources online and in newsletters
- Providing access to on-site or other fitness centers

• Offering group-walking programs
• Holding exercise programs
• Offering wellness classes
• Offering weight loss programs
• Providing personal health assessments
• Providing nutrition counseling and courses
• Waiving health plan premiums when employees participate in annual on-site biometric screenings, have flu shots, participate in regular physician visits, have preventative screenings and go to exercise activities
• Reimbursing participation in tobacco cessation and weight management programs
• Providing personal chefs and onsite restaurants
• Daily meditation and stretching sessions
• And quiet rooms where employees can unwind on recliners

Some organizations are encouraging well-being by expanding the focus to emotional, environmental, intellectual, occupational, physical, social and spiritual health. This is the new frontier of work-life assistance. Employers are offering everything from prayer spaces to rewards for participating in emotional intelligence training.

LOOKING AHEAD

As we conclude the third year of the partnership between SHRM and FWI, we remain extremely excited about the increased awareness, interest and adoption of Effective Workplaces.

Our 2014 National Study, which will be released in the spring, will provide a snapshot of the trends among employers in America and give us further marching orders about where to target our work together. We look forward to continuing to meet your needs through our partnership with our educational programming, cutting edge research and thought-provoking resources and materials.

Ellen Galinsky
President and Co-founder
Families and Work Institute

Henry G. (Hank) Jackson, CPA
President and CEO
Society for Human Resource Management
All of the employers included in this 2014 Guide are winners of the 2013 Alfred P. Sloan Award for Excellence in Workplace Effectiveness and Flexibility.

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

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

In Round II, employers are invited to have their employees complete a questionnaire that asks about their individual use of and experiences with flexibility and other aspects of an effective workplace, the supportiveness of their workplace culture and whether they perceive any negative consequences for using flexibility at their workplace. For organizations with fewer than 250 employees at the worksite, all employees are surveyed. For larger worksites, a random sample of 250 employees is surveyed. Of those surveyed, a minimum 40% response rate is required. **The scoring used to select Sloan Award winners heavily weights the experience of employees.** While one third of the final score depends on the employer’s responses, two thirds of the score is determined by the employees’ responses. There is no minimum or maximum number of award recipients.
A brief profile of each winning employer highlights their bold new ideas for making work "work," focusing on flexible programs and other initiatives that help make these organizations more effective and successful, both for the employee and the employer. Taken as a whole, these profiles underline the many positive business impacts that employers attribute to their flexible and effective workplace practices and culture, and they point to positive impacts on the surrounding community as well, from reducing traffic congestion and going green to supporting volunteerism.

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

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

**Scores and Symbols**

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

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

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

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

- **Culture of Flexibility** reflects whether supervisors are knowledgeable about flexible practices and promote and communicate them effectively.
- **Flex Careers** refers to flexibility over the course of an employee’s career or working life, including provisions that enable employees to enter, exit and re-enter the workforce and to increase and decrease their workload or pace.
• **Choices in Managing Time** reflects the degree to which employees can exercise some choice about when they work—from scheduling hours and overtime to deciding when they take breaks—and about how their time at work is spent. This category also looks at differences that may exist between hourly and salaried employees.

• **Caregiving Leave** looks at whether the organization offers its employees leaves for birth, adoption and caregiving of ill family members and whether any of this leave is paid.

• **Time Off** includes policies and practices that apply when employees take time away from work, including scheduled absences (such as vacations and time for training) as well as formal policies for taking sick days and planned sabbaticals. It also includes informal access to time off for unanticipated or unplanned events.

• **Reduced Time** includes options such as access to part-time or part-year schedules.

• **Flex Time and Place** includes various forms of flexibility that affect when and/or where employees do their job, such as flex time, telecommuting and compressed workweeks.
BEST OF EMPLOYERS

Listed in alphabetical order within category

Best in Overall Score
Arizona Foundation for Legal Services & Education - Phoenix, AZ
capSpire, Inc. - Fayetteville, AR
Central Consulting Group - Plymouth, MN
Humanix - Spokane Valley, WA
InSysCo - Fredericksburg, VA
Pure Visibility, Inc. - Ann Arbor, MI
Rose City Mortgage - Portland, OR
Ryan - Baton Rouge, LA
Ryan - Denver, CO
Ryan - Kansas City, KS

Best in Employee Score
Arizona Foundation for Legal Services & Education - Phoenix, AZ
capSpire, Inc. - Fayetteville, AR
Humanix - Spokane Valley, WA
Ingenuity Marketing Group, LLC - St. Paul, MN
InSysCo - Fredericksburg, VA
Mom Corps - Marietta, GA
National Multiple Sclerosis Society - Southfield, MI
Noble-Davis Consulting, Inc. - Solon, OH
Prince, Perelson & Associates - Salt Lake City, UT
Pure Visibility, Inc. - Ann Arbor, MI
Rose City Mortgage - Portland, OR

Best in Employer Category Scores
Culture of Flexibility
Bon Secours - Hampton Roads, VA
Bon Secours - Richmond, VA
BuzzBee - Seattle, WA
Durham Convention & Visitors Bureau - Durham, NC
Geonetric - Cedar Rapids, IA
Goldenwest Credit Union - Ogden, UT
Ingenuity Marketing Group, LLC - St. Paul, MN
inthinc Technology Solutions - West Valley City, UT
Menlo Innovations LLC - Ann Arbor, MI
Mortgage Guaranty Insurance Corporation (MGIC) - Milwaukee, WI
OpenSky Corporation - Tolland, CT
Pillar Technology - Columbus, OH
Recruit Training Command - Great Lakes, IL
Rose City Mortgage - Portland, OR
Southeast Service Cooperative - Rochester, MN
Technology Transfer Services, Inc. - Tampa, FL
YWCA New Hampshire - Manchester, NH

Flex Careers
1-800 CONTACTS - Draper, UT
ACME Business Consulting, LLC - Portland, OR
Alexander & Company CPAS PSC - Owensboro, KY
Alpha Warranty Services - Riverton, UT
American Institute of Certified Public Accountants (AICPA) - Durham, NC
American Society of Addiction Medicine - Chevy Chase, MD
Arapahoe/Douglas Works! - Centennial, CO
Arizona Foundation for Legal Services & Education - Phoenix, AZ
Binkley & Barfield, Inc. - Houston, TX
BizLibrary - Chesterfield, MO
Bon Secours - Hampton Roads, VA
Bon Secours - Richmond, VA
Brown Schultz Sheridan & Fritz - Lancaster, PA
Bureau of Nutrition & Health Promotion, Iowa Department of Public Health - Des Moines, IA
BuzzBee - Seattle, WA
Caliper - Princeton, NJ
capSpire, Inc. - Fayetteville, AR
Career Path Services - Spokane, WA
Cascade Web Development, Inc. - West Linn, OR
Cascadia Consulting Group, Inc. - Seattle, WA
Catholic Charities - Winona, MN
Central Consulting Group - Plymouth, MN
CivicPlus - Manhattan, KS
CliftonLarsonAllen, LLP - Milwaukee, WI
Cordell, Neher & Company, PLLC - Wenatchee, WA
Cornerstone Research Group Inc. - Dayton, OH
Creative Plan Designs, Ltd. - East Meadow, NY
Cross, Gunter, Witherspoon & Galchus, PC. - Little Rock, AR
David Martin Agency, Inc. - Edina, MN
Designs For Learning - St. Paul, MN
DigiCert, Inc. - Lindon, UT
DMLO CPAs - Louisville, KY
Eagle County Government - Eagle, CO
Educational Data Systems, Inc. (EDSI) - Dearborn, MI
Excelas, LLC - Cleveland, OH
FMYI, Inc. - Portland, OR
Fortune Title Agency, Inc. - Roseland, NJ
Fronterra Integrated Geosciences - Houston, TX
Geonetric - Cedar Rapids, IA
Goldenwest Credit Union - Ogden, UT
Greenleaf Trust - Kalamazoo, MI
Grid Training Corporation dba Northwest Lineman College - Meridian, ID
Health Management Systems of America - Detroit, MI
Henry & Horne, LLP - Tempe, AZ
Hiawatha Broadband Communications Inc. - Winona, MN
Hickman & Lowder Co., L.P.A. - Cleveland, OH
Hill, Cheson & Woody (HCW) - Durham, NC
Hillcrest Family Services – Administration - Dubuque, IA
Humanix - Spokane Valley, WA
iHire, LLC - Frederick, MD
Ingenuity Marketing Group, LLC - St. Paul, MN
Innovative Care Management - Milwaukee, OR
InSysCo - Fredericksburg, VA
IntelliDyne, LLC - Corporate Office - Falls Church, VA
International Scholarship and Tuition Services, Inc. (ISTS) - Nashville, TN
JA Counter - New Richmond, WI
Kahn, Litwin, Renza & Co., Ltd. - Providence, RI
Klotz Associates - Houston, TX
KPMG - Anchorage, AK
Sability - Duluth, GA  
Santee Cooper - Moncks Corner, SC  
SC Campaign to Prevent Teen Pregnancy - Columbia, SC  
Senior Services - Seattle, WA  
Southeast Service Cooperative - Rochester, MN  
Springfield Nephrology Associates, Inc. - Springfield, MO  
Staffing Solutions Enterprises - Mayfield Heights, OH  
Sturgill, Turner, Barker & Moloney, PLLC - Lexington, KY  
TACG - Beavercreek, OH  
Tar Heel Basement Systems - Boone, NC  
Technology Transfer Services, Inc. - Tampa, FL  
Wist Office Products - Tempe, AZ  
YES Community Counseling Center - Massapequa, NY  
YWCA New Hampshire - Manchester, NH

**Choices in Managing Time**

5AM Solutions - Rockville, MD  
ACME Business Consulting, LLC - Portland, OR  
Alexander & Company CPAS PSC - Owensboro, KY  
American Society of Addiction Medicine - Chevy Chase, MD  
Arizona Foundation for Legal Services & Education - Phoenix, AZ  
BizLibrary - Chesterfield, MO  
Blue Mountain Quality Resources, Inc. - State College, PA  
Bottom Line Systems, Inc. - Crescent Springs, KY  
Caliper - Princeton, NJ  
capSpire, Inc. - Fayetteville, AR  
Cascade Employers Association - Salem, OR  
Cascade Web Development, Inc. - West Linn, OR  
William J. Perry Center for Hemispheric Defense Studies (CHDS)  
- at National Defense University - Washington, DC  
Central Consulting Group - Plymouth, MN  
Community Management Group - Charleston, SC  
Community-Minded Enterprises - Spokane, WA  
Creative Plan Designs, Ltd. - East Meadow, NY  
cSubs - Montvale, NJ  
David Martin Agency, Inc. - Edina, MN  
Designs For Learning - St. Paul, MN  
Durham Convention & Visitors Bureau - Durham, NC  
Educational Data Systems, Inc. (EDSI) - Dearborn, MI  
E-IT Professionals Corp. - Canton, MI  
Employer Solutions Group - Provo, UT  
Fronterra Integrated Geosciences - Houston, TX  
Fuller Lowenberg & Co., CPAs - Hauppauge, NY  
Goldenwest Credit Union - Ogden, UT  
Grid Training Corporation dba Northwest Lineman College - Meridian, ID  
Henry & Horne, LLP - Tempe, AZ  
Hill, Chesson & Woody (HCW) - Durham, NC  
Humanix - Spokane Valley, WA  
Ingenuity Marketing Group, LLC - St. Paul, MN  
InSysCo - Fredericksburg, VA  
JA Counter - New Richmond, WI  
Kahn, Litwin, Renza & Co., Ltd. - Providence, RI  
Laughlin Constable - Chicago, IL
Laughlin Constable - Milwaukee, WI  
Legion Logistics - Florence, KY  
Mahoney Ulbrich Christiansen Russ PA - St. Paul, MN  
Menlo Innovations LLC - Ann Arbor, MI  
Merjent - Minneapolis, MN  
METRO Architecture - Phoenix, AZ  
MHBT Inc. - Dallas, TX  
National Multiple Sclerosis Society - Southfield, MI  
Noble-Davis Consulting, Inc. - Solon, OH  
NPC Research - Portland, OR  
OpenEye Scientific Software, Inc. - Santa Fe, NM  
Orbit Logic - Greenbelt, MD  
Perspectives, Ltd - Chicago, IL  
Premier Community Health - Dayton, OH  
Prince, Perelson & Associates - Salt Lake City, UT  
ProtectCELL - Novi, MI  
Pure Visibility, Inc. - Ann Arbor, MI  
Recruit Training Command - Great Lakes, IL  
Ride Connection Inc. - Portland, OR  
River Network - Portland, OR  
Rochester Public Library - Rochester, MN  
Sability - Duluth, GA  
Solix, Inc. - Parsippany, NJ  
Southeast Service Cooperative - Rochester, MN  
Sturgill, Turner, Barker & Moloney, PLLC - Lexington, KY  
Swift - Portland, OR  
Top Flight Systems – TFS Medical Billing Services, Inc. - Lindenhurst, IL  
Ultimate Staffing Services - Portland, OR  
USG Corporation - Chicago, IL  

Caregiving Leave  
Bon Secours - Hampton Roads, VA  
Bon Secours - Richmond, VA  
Michigan Occupational Safety and Health Administration (MIOSHA) - Lansing, MI  
Rose City Mortgage - Portland, OR  
Springfield Nephrology Associates, Inc. - Springfield, MO  
Wist Office Products - Tempe, AZ  

Time Off  
capSpire, Inc. - Fayetteville, AR  
Gallagher, Flynn & Company - South Burlington, VT  
KPMG - Anchorage, AK  
KPMG - Atlanta, GA  
KPMG - Billings, MT  
KPMG - Boise, ID  
KPMG - Burlington, VT  
KPMG - Cleveland, OH  
KPMG - Denver, CO  
KPMG - Des Moines, IA  
KPMG - Houston, TX  
KPMG - Kansas City, MO  
KPMG - Melville, NY  
KPMG - Milwaukee, WI
KPMG - Minneapolis, MN
KPMG - New York, NY
KPMG - Philadelphia, PA
KPMG - Phoenix, AZ
KPMG - Short Hills, NJ
KPMG - St. Louis, MO
KPMG - Rochester, NY
Merjent - Minneapolis, MN
PricewaterhouseCoopers – Carolinas Market - Charlotte, NC
Pure Visibility, Inc. - Ann Arbor, MI
Rose City Mortgage - Portland, OR
Ryan - Atlanta, GA
Ryan - Austin, TX
Ryan - Baton Rouge, LA
Ryan - Boston, MA
Ryan - Carlsbad, CA
Ryan - Chicago, IL - Downers Grove
Ryan - Chicago, IL - Downtown
Ryan - Cleveland, OH
Ryan - Columbus, OH
Ryan - Dallas, TX
Ryan - Denver, CO
Ryan - Detroit, MI
Ryan - Ft. Lauderdale, FL
Ryan - Glendale, CA
Ryan - Houston, TX
Ryan - Kansas City, KS
Ryan - Los Angeles, CA
Ryan - Nashville, TN
Ryan - New York, NY
Ryan - Philadelphia, PA
Ryan - Providence, RI
Ryan - San Francisco, CA
Ryan - Scottsdale, AZ
Ryan - Seattle, WA
Ryan - St. Louis, MO
Ryan - Washington, D.C.

Reduced Time
Alexander & Company CPAS PSC - Owensboro, KY
Arizona Foundation for Legal Services & Education - Phoenix, AZ
BuzzBee - Seattle, WA
Cascade Web Development, Inc. - West Linn, OR
Central Consulting Group - Plymouth, MN
CliftonLarsonAllen, LLP - Milwaukee, WI
Cornerstone Research Group Inc. - Dayton, OH
Cross, Gunter, Witherspoon & Galchus, P.C. - Little Rock, AR
Deloitte LLP - Detroit, MI
Designs For Learning - St. Paul, MN
Frost, Ruttenberg & Rothblatt, PC. - Deerfield, IL
Henry & Horne, LLP - Tempe, AZ
Humanix - Spokane Valley, WA
Ingenuity Marketing Group, LLC - St. Paul, MN
Jackson Lewis - Melville, NY
KPMG - Anchorage, AK
KPMG - Atlanta, GA
KPMG - Billings, MT
KPMG - Boise, ID
KPMG - Burlington, VT
KPMG - Denver, CO
KPMG - Houston, TX
KPMG - Kansas City, MO
KPMG - Milwaukee, WI
KPMG - New York, NY
KPMG - Philadelphia, PA
KPMG - Phoenix, AZ
KPMG - Short Hills, NJ
KPMG - St. Louis, MO
Mahoney Ulbrich Christiansen Russ PA - St. Paul, MN
Microsoft Corporation - Milwaukee, WI
Mom Corps - Marietta, GA
Noble-Davis Consulting, Inc. - Solon, OH
NPC Research - Portland, OR
Orbit Logic - Greenbelt, MD
PricewaterhouseCoopers - Charlotte, NC
Rho - Chapel Hill, NC
Ride Connection Inc. - Portland, OR
River Network - Portland, OR
Ross Strategic - Seattle, WA
Sability - Duluth, GA
Santee Cooper - Moncks Corner, SC
Southeast Service Cooperative - Rochester, MN
Technology Transfer Services, Inc. - Tampa, FL
Visteon Corporation - Van Buren Township, MI

**Flex Time and Place**
Alexander & Company CPAS PSC - Owensboro, KY
BuzzBee - Seattle, WA
Central Consulting Group - Plymouth, MN
Cross, Gunter, Witherspoon & Galchus, P.C. - Little Rock, AR
David Martin Agency, Inc. - Edina, MN
Designs For Learning - St. Paul, MN
InSysCo - Fredericksburg, VA
JA Counter - New Richmond, WI
Merjent - Minneapolis, MN
Mom Corps - Marietta, GA
Orbit Logic - Greenbelt, MD
Point B - Phoenix, AZ
Pure Visibility, Inc. - Ann Arbor, MI
River Network - Portland, OR
Sability - Duluth, GA
Technology Transfer Services, Inc. - Tampa, FL
The Persimmon Group - Tulsa, OK
1-800 CONTACTS has created an effective workplace by providing a number of programs for employees: everything from an onsite restaurant with a professional chef to free personal trainers to a unique attendance system enabling employees to redeem points earned for time off. The attendance system enables call center employees to earn over 100 unpaid days or over 30 paid days off each year. Unlike standard PTO (paid time off) or vacation policies, it works by awarding points for positive attendance behaviors like coming to work on time. To take time off, employees simply redeem the points they’ve earned—the more advance notice they give, the fewer points it ‘costs’ to take time off. In addition, associates are able to trade, give away and pick up shifts from home or even via their smartphones. As a result of employee feedback, a number of initiatives were introduced to give employees more control over where and when they work. In addition to earning more time off, technological investments enable call center staff to manage orders at home. Nearly half of the call center staff members have taken advantage of this offering. Turnover in the call center has dropped dramatically—below one third of the national average for the call center industry. For those in need, the company’s employee outreach fund offers emergency financial assistance to employees in a financial crisis.

All employees of 5AM Solutions, a life sciences technology solutions firm, are provided the tools they need to have greater control over their hours and work from where they want. It’s all part of the company’s efforts to create an effective work environment and show employees that they’re respected. There are no set work hours, so employees can manage their personal lives while still getting their jobs done. There are times when a project has a major deadline or deliverable and employees have to work extra hours to get these completed. In these instances, managers have provided a bonus or additional paid time off (PTO) to show employees that they value them and appreciate the time and effort that they put in. One of the goals of 5AM Solutions leaders is to attract and retain top talent and to be an employer of choice. Leaders report that flexibility has resulted in employees feeling more satisfied, committed and engaged with their jobs. 5AM Solutions’ aim in creating innovative programs in the workplace is to help everyone succeed in both their personal and professional lives.
Access Sciences Corporation

Technology Consulting
Winning Site: Houston, TX - 85 Employees
www.accessscience.com

At Access Sciences Corporation, data drive leaders’ commitment to cutting-edge work arrangements at this information management, technology consulting and outsourcing firm, includes offering reduced schedules and smaller workloads to employees depending on their needs. Leaders have seen a decrease in absenteeism and turnover as a result of implementing a number of programs designed to promote flexibility. Turnover in 2011 was 16.3% compared to an average turnover rate of approximately 18% for the consulting industry. In 2012, the firm’s turnover rate was down to 13.56%. Leaders have implemented a reduced work program that enables older employees to ease into retirement. Different from typical consulting firms, leaders at the firm do not encourage an “up or out” career track mentality. This framework has given employees the security of knowing that they can sometimes take a slower approach to work should they need to focus on family or other important life events. A variety of wellness programs—including a holiday maintain-your-weight challenge with prizes and a “wellness room” with reclining chairs for employees to take a break and unwind—have been implemented. Leaders believe this has helped reduce health care costs. Leaders have also found that increasing flexibility has had a positive impact on employee morale, productivity and, ultimately, commitment to the company as evidenced by the reduction of turnover in 2012 to about 13% compared to roughly 16% in the previous year. This has made for a higher quality of work provided to the firm’s clients, resulted in increasingly satisfied clients and, thus, generated more business for the company.

ACME Business Consulting, LLC

Business Consulting
Winning Site: Portland, OR - 60 Employees
www.acmebusinessconsulting.com

ACME Business Consulting, LLC offers employees a unique approach rather than the conventional model of travel-based consultants by keeping consultants in their home cities. This bold business model means ACME consultants are more deeply invested in the success of client companies in their own communities, and it enables employees to eat dinner with their families each evening, not to mention the lack of travel expenses. ACME’s secret to workplace effectiveness is simple: they trust employees to do the right thing. ACME’s unlimited paid time off (PTO) policy enables employees to manage their PTO on their terms. Each employee at ACME is offered one week to volunteer with the organization/cause of his or her choosing. To make up for the gender disparity currently found in the business consulting industry, ACME created a recruiting task force to recruit female business consultants. As a result, approximately 30% of ACME’s Portland employees are female, a number higher than the industry average. ACME has also created targeted support and mentorship for its female employees through the Women of ACME group.
Alexander & Company CPAs PSC * * * 84 71 76

CPAs
Winning Site: Owensboro, KY - 27 Employees
www.acocpa.net

Alexander & Company CPAs PSC was founded by Edward T. Alexander in 1924 and is one of the oldest CPA firms in the state of Kentucky. Their mission is to provide high quality, efficient and responsive professional services to businesses, not-for-profit and governmental organizations and individuals, principally in Owensboro and the surrounding area. With continuous programs for personal and professional development, evaluation, promotion and equitable compensation, leadership at this firm attempts to attract, develop and retain people with intelligence, attitudes and skills that enhance their ability to serve their clients. They are committed to maintaining a managed, above-average rate of growth for the firm and a constant sensitivity to the quality of life and personal growth of their people, and to provide for the long-term continuity of the firm.

Alpha Warranty Services 70 77 76

Vehicle Service Contract Programs
Winning Site: Riverton, UT - 22 Employees
www.alphawarranty.com

Employees of this warranty services company receive many benefits and programs that are the building blocks of a beneficial workplace, including everything from mentoring to a culture of respect with time off to care for ailing family members to the opportunities for hard workers to win trips to offering movies free of charge and during work hours. Cloud computing and remote desktop access is also available to help employees work from anywhere. Feelings of overwork were recently addressed by increased hiring. Leaders at Alpha Warranty Services report that flex initiatives and other programs—including a robust wellness program and paid time off (PTO), have resulted in a dramatic increase in retention. To ensure that such programs continue, Alpha Warranty’s CEO recently took a pay cut because management realizes that: “A happy employee is a good employee.”

American Institute of Certified Public Accountants (AICPA) * * * * 78 72 74

Professional Society
Winning Site: Durham, NC - 500 Employees
www.aicpa.org

The American Institute of Certified Public Accountants (AICPA) shows steadfast commitment to creating supportive work strategies, even in departments and roles that present challenges to flexible work arrangements. In order to provide employees who work in the company’s service center (i.e., the call center) the opportunity to participate in company activities, employees in other departments are cross-trained to help take incoming calls. Breaks are scheduled dynamically so that employees can adjust their
schedules to participate in various groups and activities. E-mail specialists are able to work from home, as their jobs are done mainly online. Phone team members have been equipped with laptops so they can answer incoming calls remotely. Flextime, compressed workweeks and part-time hours are also available. Other benefits include paid volunteer time, gym membership fee reimbursement, internal and external training, Weight Watchers and more. Many employees are given smartphones, and all employees are given laptops and virtual private network (VPN) access. Management has found that taking a holistic approach has been critical to retaining and attracting talent in an industry where competition for top talent is fierce.

American Sensor Technologies Inc. 69 72 71
Pressure Sensor Manufacturer
Winning Site: Mt. Olive, NJ - 82 Employees
www.astensors.com

American Sensor Technologies' employees are provided everything from flexible work arrangements to cross training in order to promote supportive practices at this manufacturing firm. During a recent rolling furlough, cross training and team efforts enabled employees to share the work without losing their jobs or having their benefits interrupted. Innovative options leading to more flexibility for employees have saved potentially lost work hours and enabled employees to meet their work and life responsibilities. These adjustable work solutions, including flexible schedules, have resulted in higher morale, improved retention and the ability to maintain productivity goals. In addition to flex scheduling, employees can use comp time to manager personal affairs and then make up their hours later in the same week.

American Society of Addiction Medicine 78 78 79
Professional Society
Winning Site: Chevy Chase, MD - 17 Employees
www.asam.org

Employees at the American Society of Addiction Medicine recently got a work-design revamp following problems with a more informal work design. Prior to implementing a strategic plan around flexibility, telecommuting was offered, but it was not managed properly. This resulted in the need to discontinue the practice, build a cohesive system, articulate the strategy and then reintroduce the options for workplace flexibility initiatives under clearer guidance and assessment. Now, teams work more cohesively, and employees better understand their roles and responsibilities. More fluid work arrangements have also helped managers manage space resources. Anecdotal data indicate that employees have increased productivity and can more effectively plan their work. Staff members report satisfaction with their schedules, especially those who regularly telecommute. To combat feelings of overwork, leaders at American Society of Addiction Medicine have awarded administrative days off directly after completing major projects, have increased the use of interns and temporary help to manage less strategic work, and have shifted workloads and priorities to provide additional staff to specific projects when needed.
Amerisure Insurance

Winning Site: Farmington Hills, MI - 363 Employees
www.amerisure.com

On the job training and opportunities for employees at Amerisure Insurance to work remotely are two key initiatives that helped create a workplace atmosphere that meets both business and employee needs. Offering remote and flexible work options has enabled leaders at this insurance company to recruit and retain top performers. Leaders report that it is extremely important to retain these quality employees who are highly sought after by competitors. Providing flexible work options is one of the ways to attract top talent. Flexibility—especially remote work—is made possible by single sign-on technology that enables employees log onto their desktops from any location. This flexibility was key during the winter of 2012 in the metro Detroit office, as several winter weather advisories would have otherwise negatively impacted business. Managers and employees will also soon be able to participate in webinars regarding remote and flexible work options. Developmental programs are targeted toward recent college graduates with an interest in the insurance industry. These yearlong programs involve a series of training sessions coupled with on the job training.

Aptify

Association Management Services

Winning Site: Tysons Corner, VA - 35 Employees
www.aptify.com

Unlimited paid time off (PTO) and opportunities to work remotely on a full-time basis are two programs leaders at Aptify, the management software company, have established to reduce turnover. Employees can work remotely anywhere, anytime as long as they work during the established core work hours of 10:00 am to 3:00 pm. This option enables employees to select their personal work hours around core times. Many employees work remotely full time. Management and employees strive for flexibility to empower, create solutions and accept change. They also seek to be accountable, innovative and responsive. Leaders are in the process of brainstorming on how to improve wellness, including administering a Wellness Program Survey to measure employee needs. Leaders are also implementing pilot programs across Aptify offices to see what works best. Employees currently receive health discounts on various services. Unlimited paid time off helps reduce feelings of overwork or burnout, and, although turnover has increased, management is looking at ways to enhance programs and existing flexibility to increase retention.
Arapahoe/Douglas Works!—a member of the Colorado Department of Labor and Employment’s statewide network of workforce centers—utilizes programs that create a better workplace environment for employees, including short-notice time off for emergencies and a workout facility. Employees are able to donate their unused sick time, and Arapahoe County gives one “floating” holiday per year to each employee. A policy that enables employees to take off two hours of emergency leave—if the time is made up later—provides flexibility on short notice. In addition, virtual meetings and trainings, in particular, have helped reduce commute times. Flextime has proven an important variable in recruiting and maintaining a high-quality workforce. The Arapahoe County government also has a wellness program called Employee Assistance Program, health benefits and a workout facility that promotes well-being for all employees. To help out former military men and women, management at Arapahoe/Douglas Works! makes job listings available to veterans first, employs a number of veterans and has created a number of programs to meet their needs.

Architecture Technology Corporation

Software technology company Architecture Technology Corporation promotes a “work hard and play hard” culture while at the same time advocating for many of the key tenants of an innovative and effective workplace: everything from job autonomy to work-life encouragement. Unique programs include offering non-birth parents paid time off (PTO) and giving full-time employees control of their own hours during the workweek. Employees have the option to work condensed workweeks or any combination of 40 hours from Monday through Friday. A motto at the company is “reward performance, not hours.” Management is also adverse to overtime for its employees and requires Human Resources, the employee’s supervisor and the president of the company to approve all requests for extra hours. Self-directed work teams make it possible for employees to choose their own projects and see them through to completion. Turnover has been minimal; and, in fact, employees who leave the company often return, missing the self-directed work groups. Community and camaraderie are driven by in-office holiday and work celebrations and games. Additional benefits include free financial advising and paying for each employee and their guest to enter an annual 5K run.
At the Arizona Foundation for Legal Services and Education, employees are able to bring their children to work and run errands during the workday. Leaders at the Foundation know that creating an effective workplace leads to employees who are more focused and dedicated; but such benefits are a two-way street. Kids can join their parents at work, but only if they are mindful of not disrupting work. Such offerings have helped the company retain employees. Connectivity is also part of the organization’s plan to give employees the option to occasionally work from home, if needed. Over 70% of employees have company cell phones that are synced with the company calendar and e-mail. Employees have desktop remote access, enabling them to work anywhere with an Internet connection. Given that programs like these only work to help the workplace run smoother when they’re used, leaders at the organization work to minimize feelings of overwork by encouraging employees to use paid time off (PTO) to avoid burnout. The Foundation is also thinking outside of the box when it comes to hiring by working with the Arizona Area Agency on Aging to hire staff and volunteers.

Arizona Health Care Cost Containment System (AHCCCS) leaders take a holistic approach to help their employees be more productive by focusing on wellness, combating overwork and providing more control over schedules. Employees benefit from on-campus wellness events like cancer and diabetes screenings. To combat feelings of overwork, the agency hosts a bi-monthly brown bag on personal development where a professional speaker from the Employee Assistance Program covers topics ranging from stress management to time management. AHCCCS has also seen great returns on its investment in flexibility. Since implementing a virtual office program, turnover decreased sharply by 17% and has remained so ever since. Moreover, productivity increased by 10% in these positions. The organization’s leaders have also supported working virtually out of state in some instances for a pre-defined period of time in the cases of military spouse relocation. Management also employs targeted recruiting to attract individuals with disabilities, older job seekers and veterans, including attending veteran job fairs. Paid and unpaid internships are offered to students. All these programs have made the organization a more desirable place to work thus reducing turnover and improving talent acquisition outcomes.
Averett Warmus Durkee * * * * 78 70 75

CPAs
Winning Site: Orlando, FL - 72 Employees
www.awd-cpa.com

Averett Warmus Durkee leaders saw a need for new mothers to slowly get back into a full-time job and came up with a plan to make the workplace more welcoming for them. After maternity leave, some mothers struggled with the hours and travel associated with their job, so the accounting firm decided to offer a part-time option to employees who requested it. The initiative has increased retention of experienced personnel. It’s about really understanding employee needs and getting their input. During the busy tax season, leaders manage scheduling carefully with the input of their team so those who want overtime can take advantage of it and those who don’t are not required to do so. Employees know that greater flexibility is possible after tax season, and many employees take off several weeks in the summer and most of the holiday season. Though retirement is mandatory at age 65, retiring partners are encouraged to retain their presence in the firm with the offers of continued insurance benefits until age 70 and by maintaining office space. The firm also knows that a quality health plan is a must in today’s environment and has added wellness benefits to the company plan in addition to in-office benefits such as lunch and learn sessions on health and personal improvement topics, a flu clinic, a yearly health and wellness fair and healthy snacks and vegetarian options for firm sponsored meals.

Aviation Systems Engineering Company, Inc. (ASEC) 76 84 82

Aviation Systems Solutions
Winning Site: Lexington Park, MD - 100 Employees
www.asec.aero

Aviation Systems Engineering Company, Inc. (ASEC) provides employees with autonomy over when and how work gets done, job flexibility for returning veterans, and opportunities for disabled and older employees to get on-the-job training as well as tuition assistance. There is an overall flexible atmosphere for employees who can work flexible schedules, take military leave or leaves of absence for personal reasons with high likelihood of returning to the same position. ASEC also offers part time work. Leaders at ASEC are strong supporters of military service. Employees can receive supplementary pay up to 10 calendar days per military fiscal year in addition to satisfying Uniformed Services Employment and Reemployment Rights Act requirements. Returning military members are able to use flexible scheduling so they can have time with their families. Young people benefit from multiple internship programs in the corporate environment and supporting direct customers. Leaders report that these initiatives and a robust benefits package have resulted in a 98% retention rate. Leaders understand that employees have a life outside of their work and believe that offering flexibility to tend to their personal commitments makes them more motivated to succeed at work.
Bader Martin, P.S.  74 76 77  

Accounting  
Winning Site: Seattle, WA - 82 Employees  
www.bademartin.com  

Employees at Bader Martin, P.S., an accounting firm, can flex their schedules, work part time, work remotely when needed and take paid time off (PTO) when they want to. While the company can't do away with the busy season, they can make the office a pleasant place to work. During peak times, employees are provided meals at work. During slower summer months, all employees can work compressed schedules. The ability to log in remotely has been helpful during times when employees need to be home for a few hours, but don’t want take the day off. While managers don't require employees to check e-mail while on vacation or out of the office, many report they appreciate that they can log in remotely to keep up with their messages. Firm leaders believe flexibility has directly impacted retention and resulted in loyal, happy employees.

BambooHR  78 86 83  

HR Software Management  
Winning Site: Provo, UT - 21 Employees  
www.bamboohr.com  

Leaders of this human resources software company report that their people-driven culture embodies the best of flexible workplace principles and practices. Employees are able to work from home and school if they are unable to come into the office. Children are also able to come to the office with their parents when child care isn't available. Employees are also able to flex their start and end times, as leaders at the company realize people's peak productivity times differ. Increased quality of life for everyone at the company is the most important business case for implementing flexibility, according to BambooHR’s leaders. Flexibility has also given them the ability to hire the best employees regardless of location. Employees depend upon cloud computing services to manage their schedules and use an array of cloud-based tools, enabling them to work any time from anywhere. In addition, all BambooHR full-time employees are given a health reimbursement account.

BANK W Holdings, LLC  69 83 79  

Staffing & Recruiting  
Winning Site: Bedford, NH - 53 Employees  
www.bankwholdings.com  

Leaders at BANK W Holdings, LLC, a management company, see technology as a lynchpin in promoting a supportive workplace where employees have more control over their own schedules and their physical and mental wellness. Employees have the ability to check e-mail remotely and via their mobile devices and also work remotely when necessary. Recently implemented paid time off (PTO) software helps employees track their earned time off.
Through this system, the company has implemented floating holidays as well as PTO for employees to volunteer for a charity of their choice. Employees are encouraged to prioritize their health: a gym reimbursement plan is offered through health insurance coverage and a monthly newsletter covers topics such as healthy living, mental health and exercise. BANK W Holdings leaders acknowledge that sometimes life matters require immediate attention, and they strive to provide the flexibility that enables employees to tend to these matters and also work hard to accomplish their professional goals. And the approach appears to be working, as turnover is not an immediate concern and employee retention is a point of pride.

Barnes, Dennig & Co. * * 68 71 72
CPAs, Consultants and Advisors
Winning Site: Cincinnati, OH - 100 Employees
www.barnesdennig.com

Leaders at accounting and consulting firm Barnes, Dennig & Co. have implemented innovative programs to address the work-life needs of all employees regardless of gender and to promote wellness and less downtime. Approximately 30% of employees have flexible work arrangements. The firm recently implemented a paternity leave policy offering male employees three days paid leave for the birth or adoption of a child in addition to regular paid time off (PTO). Leaders encourage their employees to tend to unexpected personal and family matters. A “summer days” program is very popular: employees’ hard work and diligence during the busy season is rewarded with four-day weeks during the summer months, and accountants are allotted 14 summer days from May through October in addition to vacation and personal time. And, last year, the firm started a wellness initiative with a wellness committee comprised of members from support staff and industry teams. Programs developed include weekly wellness articles e-mailed to all staff, monthly wellness newsletters, monthly lunch and learn sessions on wellness topics and weekly fresh fruit delivery for wellness snack options for employees.

BDO USA, LLP
CPAs, Consultants and Advisors
3,219 Employees in the U.S.
www.bdo.com

BDO USA, LLP, a business services firm, takes a holistic approach when it comes to creating a supportive work environment where both employee and company needs can thrive. Employees are encouraged to find an individualized flexibility solution that works for them, while pursuing business needs. Flexibility helps employees’ productivity and enables the firm to compete efficiently in a global market. For example, telecommuting has enabled the company to grow quickly in new markets and saved the firm more than $500,000 since 2005. Technologies like web-conferencing and tools used to schedule and assign client work enable greater flexibility. BDO leadership
has taken steps to increase access to flexibility for administrative employees, many of whom must be at the office to do their jobs. Those steps include supervisor support of administrative staff when it comes to arranging flexible hours and workflex webinars; and the firm recently held a focus group with administrators at all levels to better align these workflex initiatives. Several programs at BDO help young employees feel more connected to the company and their colleagues, including career development, mentoring and networking. Veterans who are undergoing medical treatment or therapy for an injury incurred during their service are eligible for up to 26 of unpaid leave. BDO also offers a backup care program providing employees with 10 days of child or elder care each year, either in a center or at home. During the busy season, toolkits provide employees with ideas for reducing stress, like converting unused space into a relaxation area or a more casual dress code.

**Winning Site: Atlanta, GA, 82 Employees**

**Winning Site: Austin, TX, 21 Employees**

**Winning Site: Bethesda, MD, 129 Employees**

**Winning Site: Boston, MA, 102 Employees**

**Winning Site: Charlotte, NC, 77 Employees**

**Winning Site: Chicago, IL - E. Randolph**

37 Employees

**Winning Site: Chicago, IL - N. Wabash, 186 Employees**

**Winning Site: Dallas, TX, 158 Employees**

**Winning Site: Grand Rapids, MI - Kenmoor SE**

139 Employees

**Winning Site: Grand Rapids, MI - Ottawa**

119 Employees

**Winning Site: Houston, TX, 105 Employees**

**Winning Site: Kalamazoo, MI, 29 Employees**

**Winning Site: Las Vegas, NV, 23 Employees**

**Winning Site: Memphis, TN, 16 Employees**

**Winning Site: Miami, FL, 40 Employees**

**Winning Site: Milwaukee, WI, 38 Employees**

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

**Winning Site: Nashville, TN, 27 Employees**

**Winning Site: Orange County, CA, 99 Employees**

**Winning Site: Philadelphia, PA, 88 Employees**

**Winning Site: Phoenix, AZ, 39 Employees**

**Winning Site: Raleigh, NC, 37 Employees**
Leaders at Binkley & Barfield, Inc., a civil engineering consulting firm, see employees as one of their more valuable resources, and, to that end, efforts to create a great work environment are as wide ranging as providing tools to assist disabled employees to ensuring office lighting offers optimal comfort for employees. Firm leaders provide current staff with disabilities with assistive technology (including computer add-ons) and equipment to help them with continued success. The firm employs veterans from all branches of the military, recruiting from military engineering societies throughout Texas. And all employees are able to work from home thanks to portable computers and additional software that provide easier network access. Binkley & Barfield leaders offer paid internships for students enrolled in engineering programs which lead to full-time employment with the firm. Clearly, employees of the firm are happy: the staff team is comprised of over 40% with a five-year tenure, 26% with over 10 years, 17% with over 20 years and eight individuals with over 30 years at the firm.

The leadership at BizLibrary, an online employee training company, realizes employees have a life outside of work and offer a range of options to help them manage their schedules. But such initiatives, including telecommuting and shifting start and stop times at work, are seen as a two-way street. Employee realize that and work very hard in return to make the firm successful.
All employees can take advantage of flexible work schedules. Videoconferencing has become one of staff members’ most-used tools, as it enables easy and creative communication. BizLibrary leaders believe that retaining and recruiting a talented workforce is the most important business case for increasing workplace flexibility. Many employees that have been with the company for several years report that the flexible work schedule is one of the top reasons they are happy at BizLibrary.

Blue Mountain Quality Resources, Inc.  
Software Development and Software Implementation Services  
Winning Site: State College, PA - 40 Employees  
www.coolblue.com

At Blue Mountain Quality Resources, Inc., developers of software for pharmaceutical, biotech and medical device companies, the changing lives and needs of employees are taken into account. To that end, employees are offered the opportunity to work from home full time if they decide to move out of town, and they are encouraged to volunteer for causes while still getting paid. Although employees serve an industry that is highly regulated and they often work in customer-facing positions, leaders do their best to respond to employee needs in an effort to create a supportive work environment. Paid time off (PTO) can be used for any reason without advanced notice, and such initiatives, among others, have resulted in improved productivity and higher morale. Forty-four percent of Blue Mountain employees are “Gen Y” and, thus, have been a major focus of the company’s initiatives. Human Resources meets one-on-one with all employees annually to help them create a custom career plan, then match the individual’s goals to business goals and needs and to provide training opportunities in the areas identified. Virtual private network (VPN) access, web conferencing, laptops and instant messenger services all facilitate flexibility. Turnover in 2012 was just .25% and the average tenure is 6.8 years.

Boly:Welch * *  
Consulting and Employment Agency  
Winning Site: Portland, OR - 33 Employees  
www.bolywelch.com

Boly:Welch, an employment agency, has put in place many work-life initiatives with a focus on respecting each personal situation so that employees can work hard but smart. Management at the company believes that well-rounded employees who are fully engaged in the community and with their families make better, long-term employees. An open door policy enables employees to talk to leadership about a plan that works for their lifestyle and family situation. Remote access is available to all employees, a volunteer program offers up to 12 additional paid days per year for volunteering in the community and a wellness team has implemented daily stretching at 2:00 pm, 15-minute meditation twice per week, 20-minute city walks twice per week, summer bike rides, fresh and healthy foods onsite, incentives for
employees who pack lunches from home and participate in exercise programs and a boot camp led by coworkers. Financial seminars are also offered to employees. The agency has seen these initiatives pay off through retention: their turnover rate is less than 10% and average tenure is 11 to 12 years.

Bon Secours

Medical Services
22,000 Employees in the U.S.
www.bonsecours.com

Employees at Bon Secours, a Catholic healthcare system, are given opportunities for career advancement and access to onsite child care, all in an effort to advance an effective workplace where employees can learn, be challenged, have a sense of security and care for themselves and their families. Three onsite child care centers and a backup care system for employees whose children receive care elsewhere or are in school are among the programs for working parents. Employees can choose full-time, part-time and on-call schedules. Most employer-provided benefits—including tuition reimbursement and employer-assisted housing—are available to those working just 16 hours per week. Other unique offerings include an employee-run program that provides gifts, money and food for fellow employees who are experiencing hardship at Christmas; a college scholarship program open to employees and their family members; paid time off (PTO) cash-in opportunities where employees can trade in their accumulated PTO for cash; an online economic relief website that offers guidance on a variety of financial issues; free employee workshops on preparing financially for college and preparing for retirement; 24/7 counselor support for employees and their families; and a full range of employee wellness programs including personal health assessments, personal health coaching, exercise and wellness classes, weight-loss programs, incentives, nutrition education, product giveaways and a wealth of resources online and in regular wellness newsletters. In order to recruit a diverse workforce, the organization participates in senior employment events and hosts its own senior expos; convenes a summit where young professionals can talk about the issues of greatest importance to them; engages in several military recruitment programs, including one dedicated to helping disabled veterans find and retain meaningful employment; and invites students with disabilities (i.e., autism spectrum disorders) to work in the health system.

Winning Site: Hampton Roads, VA, 4,441 Employees * * * * * 88 | 81 | 84
Winning Site: Richmond, VA, 7,434 Employees * * * * * * * 88 | 74 | 80
Associates of health care consulting company Bottom Line Systems, Inc. are offered a range of options giving them more control over their work schedules and work-life support, even for part-time employees. Employees are able to work as few as eight hours per week, can set their own schedules and elect a full benefits package at 20 hours per week. Associates can also job share, telecommute and flex their schedules. Part-time associates also accrue paid time off (PTO) at the same rate as full-time associates. At the company’s yearly all staff meeting, associates can submit questions and comments to the president; and many new initiatives have been developed based on these suggestions. A new wellness program centers on making sure associates know their medical status and receive proper care for existing health issues. A financial planning program helps associates form a plan for retirement savings. Some associates can work from home using virtual private network (VPN) capabilities, toll free numbers, laptops, cell phones, fax machines and iPhones.

Leaders at public accounting firm Brown Schultz Sheridan & Fritz have found innovative ways to develop a supportive workplace, even for those employees whose positions may not lend themselves to programs such as telecommuting or flexible scheduling. Employees are offered other programs like yearly snow days, a floating holiday and an additional day off after tax season. Staff members are also able to make up time off work in the same pay period, so they do not have to use leave time. Flexible scheduling is available between Memorial Day and December 31. Other programs include dry cleaning services, a personal chef and onsite flu shots. Partial retirement schedules are available to older employees. Leaders develop new and younger employees by paying for a CPA exam review course as well as CPA application and exam fees. The firm also provides bonuses to employees once they have successfully completed all parts of the CPA exam. Leaders report that when employees are able to successfully manage the demands of work and home life, they are happy and, in turn, more productive. Most employees are provided laptops, wireless devices and file sharing capabilities to make remote work more convenient. Turnover at BSSF is just 6.6% which is very low for the accounting industry.
The Bureau of Nutrition and Health Promotion at Iowa Department of Public Health turned to its employees to find out why morale at the Bureau was suffering and, as a result, was able to come up with the building blocks of a more supportive workplace. Leaders created a “Whine List” to identify things they could control and possibly change. After prioritizing areas that could be impacted positively, a flexible work environment rose to the top of the list. Staff members in the department were involved in deciding what aspects of flexibility would go into the policy. Given tight constraints in the public sector regarding pay increases, flexibility provided an impactful way to improve morale. Employees can work remotely on a regularly scheduled basis as well as on an intermittent or as-needed basis. Even after a few months, employees and employers saw the benefits from the new policy. The number of vacation, sick leave and family care leave has declined due to the availability of variable scheduling. Additionally, the number of employees who have telecommuting work agreements has increased. Desktop computers are being replaced by laptops and pool laptops are available for those who do not yet have an assigned laptop. The Bureau now serves as a model to other bureaus and departments looking to improve morale by implementing flexibility.

An environment of manager support, mentoring and flexibility has led to tangible results at marketing firm BuzzBee. Leaders report that employees at this effective workplace are highly engaged in their work. More than a quarter of the staff members have been with the company for five years or more. The company identifies high potential junior employees and partners them with an experienced employee to provide on the job training that develops skills and experience. Managers also do what they can to be flexible and responsive when, in some cases, for example, employees need to take time to care for a sick child or parent. Leaders have invested heavily in technology that provides flexibility to employees whose positions aren’t normally flexible, including using tools that enable videoconferencing and remote document sharing. Employees are also offered lighter laptops that make it easier to work remotely. Leaders report that employees are happy and loyal to the company because of their flexibility options.
Caliper, a human resources consulting firm, provides employees with programs that help them with work-life challenges, enhancing the company’s culture and its ability to attract and retain top talent. “Work life balance” consistently ranks as the number one reason for retention in Caliper’s regularly scheduled employee satisfaction surveys. Their voluntary turnover rates were 4% in 2009, 0% in 2010 and 3% in 2011, compared with the nationwide averages (reported by SHRM) of 8%, 13% and 9%, respectively. Employees are able to flex work schedules and telecommute; and the latter is so successfully that Caliper’s most profitable day in their 50-year history was during a snowstorm where the business was supported with a 100% remote workforce. Caliper also models the importance of family and community. A supporter of paid family leave, Caliper provides a banked FMLA (Families and Medical Leave Act) bucket option, where unused paid time off (PTO) can be deposited and then used by other employees who need to supplement disability benefits. Many employees have benefited from this bucket to maintain full pay during a disability, parental leave and/or a leave for elder or end of life care for a family member. Caliper regularly engages employees in charitable efforts such as supporting New Jersey’s Trenton Area Soup Kitchen, Dress for Success and a local school in New Brunswick. They also give employees additional time off to participate in charitable events.

Leaders at capSpire, Inc., a company that provides consulting and software services to the energy industry, have developed a workplace environment of trust and open communication. Employees often work from home, and any request for flexibility is considered and most often granted. Employees are not required to work a 9:00 to 5:00 schedule. capSpire leaders empower employees to adjust their schedules based on their needs. Male employees receive two paid weeks off for the birth of a child. Employees receive insurance with no premium cost to the employee. Employees are also able to take as much time off as they need, and they are encouraged to stay totally “off the grid” while on vacation. Leaders report that although the consulting industry can experience rapid turnover, they have only lost four employees since 2009. Leaders continue to believe employee happiness goes hand in hand with employee productivity.
Leaders at Career Path Services, a nonprofit that provides workplace development services to individuals and employers in Washington state, provides fluid start and stop times to working parents and incentives to get all employees healthier. Employees who are parents are given time to pick up and drop off their children on the first and last days of school. Parents are able to work from home when their children are sick. Flexible work is made possible through technology like wireless Internet hubs and laptops that can be checked out. Compressed scheduling, plentiful paid time off and flexible start and end work times all help employees better manage their work and life fit. And Leaders at Career Path Services listen to their employees. For example, employees expressed frustration that they were not able to use accrued vacation time during their first year of employment. That policy has since been changed. Each employee is given $300 per year to use for wellness-related expenses, like a gym membership, workout gear or home gym equipment. This money can also be used toward professional development. Employees can arrange unlimited meetings with a financial advisor at no cost. Employees who are also active duty military are offered paid military time off. The company’s management strives to continually improve work and life integration, which empowers employees to be productive, engaged and satisfied in both work and home life.

Cascade Employers Association has adopted many initiatives to help develop a vital workforce, including everything from employees bringing their children to work to free financial advice to keeping overwork in check. Hourly and salaried employees are treated alike, receiving paid time off (PTO) for vacation and family leave issues. Employees have the option of working at home as well as bringing their children to work when unexpected school closures occur, prior to or after doctor appointments or when a child care provider is unable to care for a child at the last minute. Employee pets are also welcome in the office. The company retains a no-overtime philosophy and offers regular wellness activities and a free employee assistance program for mental health and financial counseling. The average tenure at the Association is 10 years, and employees report that flexibility options have been key to retention.
Cascade Web Development, Inc.  
Web Development Services  
Winning Site: West Linn, OR - 10 Employees  
www.cascadewebdev.com

Leaders at Cascade Web Development, Inc. have enlisted online tracking of work schedules and open communications when it comes to employee work loads and personal responsibilities as key ways to foster an effective workplace. All employees are able to work remotely, while at least 50% of the team primarily works remotely. Leadership encourages employees to communicate openly about their needs to ensure that work-life conflicts are addressed. Online hour tracking technology enables leadership to monitor potential overwork situations. And to take time away from the screen, leadership encourages employees to use alternative transportation (e.g., bikes) whenever possible. All these initiatives have helped boost productivity and cut down on work-life challenges for employees.

Cascadia Consulting Group, Inc.  
Environmental Consulting  
Winning Site: Seattle, WA - 35 Employees  
www.cascadiaconsulting.com

Management at Cascadia Consulting Group, Inc., an environmental consulting firm, focuses on understanding the many needs of employees in order to create a supportive workplace; and they are able to achieve this through teamwork. For example, when employees need time off, various teams at the company are encourage to step up and assist as needed to get the work done in a timely and professional manner. Many employees work from remote locations. By offering the ability to work from a variety of locations, employees can care for their families, take care of personal matters and manage any other issues while still maintaining their high quality of work. Particularly important is that the company server enables employees to access information wherever they may be. Employees can also gain extra vacation days by meeting certain company metrics. Leaders recognize that better work-life fit increases productivity, quality of work and job satisfaction. Employees positively mention flexibility in their evaluations and in exit interviews. Those applying to work at Cascadia mention the company’s reputation for having a flexible workplace as a strong consideration when applying.

Catholic Charities  
Nonprofit Social Service Agency  
Winning Site: Winona, MN - 16 Employees  
www.ccwinona.org

Catholic Charities’ leadership helps employees better manage different aspects of their lives by offering workplace flexibility and encouragement to take time off. As a nonprofit organization, flexible work can be a bonus when offering big paychecks isn’t an option. The organization’s leadership has put
these beliefs into practice in many ways. For example, one program director works from home one day per week to address paperwork away from distractions in the office. Leaders also worked with Minnesota Services for the Blind to obtain a smartphone for a blind employee that reads content on the screen. Employees are encouraged to use their vacation time to avoid burnout, and a wellness challenge encourages more employees to exercise. Technology has helped facilitate greater flexibility through 24/7 access to files and e-mail, which also helps to better serve clients. Leaders have seen workplace flexibility increase engagement, retention and job satisfaction without sacrificing productivity.

The Center for Organizational Excellence

Management and Technology Consulting
Winning Site: Rockville, MD - 35 Employees
www.center4oe.com

At The Center for Organizational Excellence, a management and IT consulting firm for the federal government, 90% of employees are provided with the technology to telecommute and all staff members have the ability to determine their own work schedules and work locations. All employees are treated as professionals and, as long as client needs are being met, they can choose when and where they work. A number of employees have relocated to other parts of the country. In each case, these employees were able to telecommute 100% of the time from their new homes. Technology has played an important role in increasing flexibility. As a federal contractor, consultants at the firm are constantly on the move. Employees are provided with laptops, a stipend toward use of their personal mobile devices, wireless broadband cards, tablets and other devices that enable them to work from any location.

Central Consulting Group

Software Consulting
Winning Site: Plymouth, MN - 10 Employees
www.centralconsultinggroup.com

At Central Consulting Group, leaders value and reward collaboration, performance and innovative thinking, rather than face time. Business and technology consultants at the firm are empowered by leadership to complete their work in the time frame that works best for them. Employees are encouraged to use their paid time off (PTO) throughout the year, and the majority of employees operate from home offices. Empowering employees to have control over their daily schedules and complete their work in a time frame and at a pace that works for them is key to this organization’s success. As a result, they experience very little turnover.
Christopherson Business Travel

**Winning Site: Salt Lake City, UT - 78 Employees**
www.cbtravel.com

An enhanced technology platform enables Christopherson Business Travel leaders to recruit across the nation and enable employees to work from home if they choose to, but off-the-clock time is respected. Technology makes it possible for existing employees to keep their same jobs and relocate anywhere in the country, if they so desire. But employees and managers are counseled to respect time away from the office and are not expected to keep an “always-on” connectivity. The agency has maintained an employee turnover rate of less than 3% over the past 20 years. Their managers trust their employees to be on task and doing great work without someone constantly looking over their shoulder, and employees appreciate that freedom. Employees who sign up for the company wellness program must complete challenges and requirements throughout the year, such as biometric screening and, in return, receive discounted premiums on their health benefits. Employees who travel frequently are provided with laptops and smartphones.

CivicPlus

**Local Government Website Design**

**Winning Site: Manhattan, KS - 124 Employees**
www.civicplus.com

At CivicPlus, a website development firm that caters to government, it’s all about making work “work” in the face of a number of different challenges that can arise. New mothers are able to ease back into work by taking advantage of part-time hours or working from home, and, if an employee’s significant other has to move for work, he or she is offered the opportunity to work remotely. Recent efforts to increase workplace flexibility include testing new furniture and nomad space in the office so telecommuters can have a place to “hang their hats” when they are onsite. The company also provides laptops to employees to work wherever/whenever, and they provide collaborative systems—including videoconferencing—so employees can share ideas. Internships often transition into full-time employment, depending on the position. Leaders report that, in order to attract and retain top talent, they need to offer flexibility; and this is especially important because of the company’s rural location.

CliftonLarsonAllen, LLP

**CPAs, Consultants and Advisors**

**Winning Site: Milwaukee, WI - 90 Employees**
www.cliftonlarsonallen.com

CliftonLarsonAllen, LLP, a public accounting firm, realizes that trust is a critical part of developing a supportive workplace and providing flexibility to employees. Nearly all of their employees can choose to formally work a reduced, flexible or compressed schedule or telecommute. Staff members are
cross-trained so that employees whose jobs require them to be in the office can take advantage of some form of flexibility. This, along with maximized technology, enables nearly every staff member to be able to work flexibly. Service desk employees can also use technology to log into the phone queue from home during inclement weather. Older employees who wish to ease out of the workforce or reenter the workforce on a limited basis are offered options within the company. The firm’s “alumni” are also offered seasonal part-time work when the need for extra help arises. Leaders believe the best way to serve clients is by trusting employees to deliver results rather than putting in face time. In order to develop their employees, leaders work with staff member from before they enter the firm to help them better understand each career path and how the experiences they will go through will help direct the path they choose.

CohnReznick LLP

Accounting
2,410 Employees in the U.S.
www.cohnreznick.com

Public accounting firm CohnReznick LLP provides an array of programs to help employees succeed in their careers, including modified work schedules and mentoring and networking opportunities with some directed mainly at advancing women. A formal mentoring program benefits all employees with the added bonus of helping mentees find flexibility options that work for them. Their collaborative advocacy network for women enables leaders to create a community that supports the development of women and provides them with the resources they need to succeed. Leaders at this tax and advisory firm are highly aware of the needs of their employees, many of whom are working parents or primary caregivers to elderly parents. Flexible work arrangements enable them to meet those needs as well as the needs of the firm; and they include flexible start and end times and part-time schedules. Employees can also use “ad hoc flexibility.” For example, employees are able to come in late if they have personal commitments, and they can then make up the hours by working from home or staying later at work. Part-time employees are eligible for many of the firm’s benefits and pro-rated paid time off (PTO). To support flexible work arrangements, investments have been made in mobile technology and remote access enabling a seamless work environment regardless of an employee’s physical location. Senior managers and above are also provided with smartphones. Leaders feel that by staying in constant communication with employees, they can understand and respond to their needs, aiding in retention; and they remain focused on employees’ productivity and not the hours an employee works.

Winning Site: Baltimore, MD, 190 Employees 76 72 75
Winning Site: Bethesda, MD, 385 Employees 76 74 76
Colorado Springs School District 11

School
3,500 Employees in the U.S.
www.d11.org

The leaders at Colorado Springs School District 11 look at their employees holistically by understanding that they can't be productive on the job if they're burned out and stressed out. The District has generous leave and flexible work policies, but leadership realizes the work-life lines can blur, so they've taken steps to create a supportive workplace. No e-mail or any work technology access is permitted for employees who are on leave. While some teachers are upset that they can't be connected—and the district is in the process of considering its options—the organization's goal is that employees have time away to care for themselves without the stress and knowledge of what is going on in the workplace. Employees can take up to 30 days of donated paid sick leave, 20 days of half-salary pay and 20 days of maternity/paternity leave as well as a one year unpaid leave of absence. A sick leave bank with up to 30 days of paid leave is also available. District leaders participate in veteran-focused job fairs, and disabled job seekers and retired individuals interested in returning to work have been hired for hour food service positions. Recruitment, retention and employee engagement serve as the business case for continuing a commitment to creating a more effective and flexible workplace. Although flexibility options have been available for over ten years, District leaders have made great strides in encouraging flexibility over the past two years, and they're looking to increase supervisor training and awareness of workflex options, such as job sharing; and flexible scheduling is even more supported. Generous health benefits and wellness support are also available to employees.

Winning Site: Colorado Springs, CO -
Human Resources, 21 Employees
63 72 70

Winning Site: Colorado Springs, CO -
McAuliffe Elementary School, 79 Employees
63 71 68

Winning Site: Colorado Springs, CO -
Monroe Elementary School, 71 Employees
63 69 68

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

At Community Management Group, a company that manages home owners associations, the goal is to have employees of all demographics use their workplace enhancing programs because leadership realizes that work-life pressures on men as well as women are changing. This is particularly important since workplace flexibility has resulted in high employee satisfaction and retention—low turnover and high productivity in a customer service business is the key to success. Leaders report that because clients depend on them to
be flexible in working for their communities, employees must work flexibly. To help facilitate greater flexibility, employees have embraced web-based accounting, databases and customer service and file storage tools. Team members can effectively complete their responsibilities from just about anywhere there is Internet access. Leaders report that the talent pool has not significantly deepened in customer service fields despite the changes in the economy. The Community Management Group is competing for top talent and continually evolving to build a top-notch team and reduce turnover.

Community-Minded Enterprises
Nonprofit Community Building
Winning Site: Spokane, WA - 26 Employees
www.community-minded.org

Community-Minded Enterprises, a nonprofit that provides community services, has created a supportive workplace by empowering employees and offering a fluid work environment. The organization has even gone so far as to designate all desks as flexible work stations—no desk “belongs” to a single employee, many of whom have the option to work from home. This work station sharing is coordinated through shared calendars and made practical through supplying many employees with smartphones and laptops. Each work team at the organization decides when and where it will work and puts its schedule information into Microsoft Outlook to coordinate scheduling among teams. Community-Minded Enterprises also works with area universities to recruit recent graduates and has a work-study and internship program aimed at college students. Generous paid vacation, holidays and sick day programs prevent employees from becoming burned out. And wellness activities like onsite yoga instruction and parking cost stipends all help take some of the stresses out of work. Creating a strong culture of flexibility has increased retention rates and feelings of loyalty.

Concept Solutions, LLC
Business and Technology Consulting
Winning Site: Reston, VA - 60 Employees
www.concept-solutions.com

Concept Solutions, LLC, a management and technology consulting company, has seen its productivity rise thanks to providing work programs and job autonomy. The firm also provides job sharing for new mothers, flexible scheduling around core business hours and global remote working. Company leaders report that flexibility is critical to the successful delivery of client needs. Technology tools like a company Intranet and web conferencing facilitate seamless telecommuting. In addition to increases in productivity, Concept Solutions leaders have seen increased retention and high job satisfaction. Employees also have access to an onsite gym with locker rooms and showers as well as a fitness group. A custom-built application enables all team members to communicate with one another and with customers regardless of location; and this plays a key role in workplace flexibility and efficiency. Employees appreciate the trust placed in them to manage their work and schedules.
Cordell, Neher & Company, PLLC
CPAs, Consultants and Advisors
Winning Site: Wenatchee, WA - 31 Employees
www.cnccpa.com

Cordell, Neher & Company, PLLC, a public accounting firm, enables employees studying for the CPA exam to study on company time and offers robust training options. There are opportunities for employees to alter their schedules based on life changes. For example, older employees can choose to phase into retirement by reducing their hours. Employees are also able to flex their start and end times as well as leave during the day to attend to family and personal needs. During the summer months, members of the administrative team can take advantage of a rotating schedule enabling them to leave early on Friday afternoons; and they are able to make up that time, use paid time off (PTO) or take the time without pay. Employees can work from home using a laptop and remote access to the firm’s systems. During the busy season and throughout the year, employees’ hours are limited to ensure they’re taking enough time away from work. Employees can create and modify their schedules throughout the year as long as there is coverage in the firm from all levels of professionals.

Cornerstone Research Group Inc.
Research and Development
Winning Site: Dayton, OH - 64 Employees
www.crgrp.com

Cornerstone Research Group Inc., a research and development company, is changing with the time in order to ensure a more supportive workplace. Leaders at CRG have found that more men are in need of flexible schedules and workloads. A number of men at the firm have moved to part-time fixed positions in order to take care of family responsibilities and to support community and charitable programs. Part-time fixed positions are available to all team members and managers, enabling employees to work flexible and fewer hours and still maintain benefits and position in the company. CRG employs more than ten veterans, recognizing the strong skills to the organization these employees bring to the company; and leaders work with their ongoing Reservist schedules as needed. Technology has opened up many new ways for company employees to succeed and offers new ways for team members to communicate. E-mail, instant messenger services and a virtual private network (VPN) are regularly used throughout the company. Most leaders have laptops and often work offsite for days while still maintaining management practices. Videoconferencing and teleconferencing is available onsite and is a regular practice for teams and customers.
Leaders at Creative Plan Designs, Ltd., a retirement consultancy, always look for innovative ways to enhance the workplace. For example, the firm provided employees impacted by Hurricane Sandy interest-free loans as a stopgap for their home repair bills while waiting for insurance payouts; and this was in addition to time off to take care of storm-related issues. Leaders listen to their employees when it comes to tragedies or when they’re looking to find ways to manage work-life issues. Often, when an employee comes to a leader with an issue, a new and innovative scheduling solution is created. Leaders are currently investigating a phone system that would enable employees to dial into the company’s main switchboard from home. The company’s flexibility policy offers workplace flexibility at all levels. In return, staff members are able to concentrate on their tasks when at work and not worry about issues at home. There has been virtually zero turnover in the past five years, with one person retiring and one returning to school.

At law firm Cross, Gunter, Witherspoon & Galchus, P.C., the goals and budgets are developed with the importance of making work “work” for their employees’ careers and family lives. To that end, seasoned employees are able to adjust their schedules to fit their work-life needs, and new employees are offered extensive support to succeed. Employees are required to work defined core times during the week that result in a three-day weekend every other week. Employees can also flex their start and end work times in order to manage needs outside of the office, and they can also elect to work from home when necessary. Changes have also been made for long-time employees wishing to adjust their work hours and responsibilities. One attorney requested to reduce her hours, and she now chooses the number of hours she works and when she works. She continues to receive secretarial support and other overhead as necessary. The firm’s three paralegals are mature employees with many responsibilities to attend to at home. They work from home as much as necessary with lightweight laptops that are easy to transport. New employees are assigned a mentor to assist with their new hire training and growth within the firm. Nearly half of their employees have been with the law firm since its inception 16 years ago.
cSubs, a provider of corporate subscription services, is an example of a workplace that embodies key components of an effective workplace, including creating employee trust, proving opportunities for ongoing learning and offering adaptable work schedules. Managers are responsive to the needs of employees who are going back to school. For example, one employee is finishing her bachelor’s degree during daytime hours and works from home in the evenings to make up the time. The program works on the honor system. Employees are able to work remotely as needed and to use flex time. An employee incentive award program enables employees to earn points by getting kudos from customers and coworkers; and, when a certain level is reached, they can use the company timeshare and airline tickets. During the period between Christmas and New Year’s, employees work in teams and coordinate coverage so that there is one person from each team in the office. That gives other employees the opportunity to take time off. cSubs is proud of their high retention rate and encourages employees to make suggestions to help cSubs become an even better place to work and grow.

Leaders at the Dallas Convention & Visitors Bureau realize that establishing a supportive workplace isn’t just about enabling employees to work from home. Case in point: many of the Bureau’s administrative staff members are unable to telecommute because of the nature of their job, so the organization pays them an extra $100 a month instead. Leaders also encourage employees to use paid time off (PTO) to get a break away from the office and the pressures of day-to-day work. Many employees, including supervisors, are able to work from home one day each week. And leaders report that this lowers stress levels and employees are more productive when working from home. All employees are offered a health club membership and seminars—including ones on handling stress—are offered to boost wellness.

Benefit consulting group David Martin Agency, Inc. takes a holistic approach when it comes to supporting employees, from offering a wellness program that encourages healthy eating to providing flexible hours that employees need to manage personal and community responsibilities. Programs are not
just given lip service: all of the agency’s 30 employees, including the CEO, take advantage of initiatives geared toward creating a supportive and productive work environment. The company boasts an over 70% participation in numerous activities such as initiatives around eating right; physical activity group events; support for community involvement, financial planning, college planning, caring for the elderly population and long-term care planning. Healthy living is a top priority at David Martin Agency, and company leaders create its programming with a focus on having fun together as a team, healthy eating, moving more, managing work/home/life, giving back to the community and balancing mind, body, soul and finances. The agency’s efforts are paying off: on average, employee tenure is 10 plus years.

**Deloitte LLP**  
CPAs, Consultants and Advisors  
**Winning Site: Detroit, MI – 1,064 Employees**  
www.deloitte.com

At professional services firm Deloitte LLP, leaders take a team approach to creating a supportive workplace, including encouraging team leaders to work with staff members to come up with flexible work options to enhance work-life integration. Options include an earlier start time to enable employees to pick up children from school or working from home one or two days per week. Also, older employees are able to phase into retirement by reducing their work hours over a period of time. The firm is experimenting with a new approach to work called “Small Things, Big Differences,” which was created to address responses to internal surveys indicating that one of the leading reasons people leave a career in professional services is due to poor work-life fit. Technologies like videoconferencing, webcams and remote access to voice mail have all helped Deloitte employees stay connected no matter where they are. Leaders include flexibility as part of their efforts to attract, retain and advance a diverse and highly talented workforce. To that end, the firm has a community-mentoring program for veterans; and this has led to the placement of a number of veterans as new hires within Deloitte. Should a Deloitte employee be called to active service, Deloitte will pay the differential between an employee’s usual salary and his or her military pay for up to 18 months per tour of duty.

**Delta Air Lines**  
**Airline Company**  
**Winning Site: Atlanta, GA – 27,000 Employees**  
www.delta.com

A variety of positions at Delta Air Lines provide employees with a number of options for work responsibilities and scheduling. For example, “ready reserve” employees at the company provide support in customer-facing positions during peak travel times. A variety of maternity leave options are also available to flight attendants, including leave beginning in the 27th week of pregnancy and transfer to a ground position that can be held until one
week before the due date. Paid personal time gives employees control over how they use their time off. Delta’s Work@Home program provides eligible call center employees with the tools necessary to work remotely. A variety of affinity groups give a collective voice to groups of employees, like young employees and disabled employees. Teleconferencing and web tools help facilitate flexibility. By popular demand, Delta leaders are currently researching the possibility of onsite child care. An employee assistance program, financial health webinars, a health rewards program and onsite workout facilities are available to employees.

DesignHammer
Web Development Services
Winning Site: Durham, NC - 10 Employees
www.designhammer.com

At software development company DesignHammer, younger employees are provided mentoring in order to encourage professional development, and leaders emphasize the importance of not over-working employees. Given the nature of the firm's business, flexible work options have always been offered to employees; and, a few years ago, leaders began using web-based project management tools to provide more collaboration given the variety in the staff members’ schedules and locations. All employees—from the company owners to the part-time new hires—use flexibility to better manage their work and family responsibilities. Leaders believe their flexible workplace practices have influenced employees’ high productivity, engagement, retention and job satisfaction. This enables DesignHammer to recruit and retain valuable employees in a competitive job market.

Designs For Learning
Educational Services
Winning Site: St. Paul, MN - 20 Employees
www.designlearn.net

Designs for Learning, a Minnesota charter school management and development company, sees an effective and flexible workplace as something that’s been engrained in the organization since its inception. The leaders of the company keep the lines of communications open between employees and supervisors to respond to schedule needs, even involving the CEO—who mainly works offsite—to help make the process as smooth as possible. Workplace flexibility is seen as one of the best ways to increase employee productivity, effective work habits and employee satisfaction. Laptops, tablets, smartphones, a virtual private network (VPN) network and remote database all enable employees to access work from anywhere and at any time. Thirty hours is considered full time and part-time employees accrue paid time off (PTO). The nature of the firm’s work means a great deal of work is done during off hours, including responding to e-mails during the weekends. But employees are not required to work weekends or evenings; and they choose to work such hours if it fits their schedule. Employees are
also encouraged to take time off and enlist teamwork to help pick up the slack; and freelancers and part-time employees are also tapped to manage workloads and deadlines if needed.

**DigiCert, Inc.**

SSL Certificate Provider
Winning Site: Lindon, UT - 75 Employees
www.digicert.com

DigiCert, Inc., a certificate authority company, enables employees to take advantage of an education reimbursement program and flexible work options, including flexible scheduling. Vacation and sick time are rolled into one paid time off (PTO) bank, giving employees greater flexibility in how they use their time off. One employee was able to work remotely while taking care of an ill relative. Employees are also reimbursed for gym membership fees. In 2012, leaders implemented paternity leave, giving men three days off for the birth or adoption of a child. All employees and their families are treated to a yearly trip to Disneyland, and each employee can plan a one-week expenses-paid trip to a destination of his or her choosing (within a budget). The company has averaged less than 1% turnover since its inception.

**Dimension Data Americas**

Data Center
Winning Site: Raleigh, NC - 59 Employees
www.dimensiondata.com

At Dimension Data Americas, an IT infrastructure solutions firm, the focus is on creating an effective work environment that provides learning opportunities and the latest technology to help employees have more autonomy when it comes to when and where they work. Videoconferencing has enabled employees to join meetings while outside of the office and helps reduce travel. Flexibility has had a positive impact on the company’s bottom line by reducing travel costs and decreasing the need for more physical office space, as some people work remotely. Also, the company offers high-potential Millennials a two-year program where they can access curricula from the Harvard Business School and IE Business School in Madrid, Spain, and spend a week on campus taking classes. They are also assigned a project within a global project team—that they’re expected to present to the group at the end of the program—with the goal of developing their skills and talent so they can grow at the company. The firm also offers a wellness program focused on seven areas of health: emotional, environmental, intellectual, occupational, physical, social and spiritual.
DMLO CPAs

In order to create a supportive workplace at DMLO CPAs, an accounting firm, leaders have embraced flexible work options and cross training and more job autonomy for employees. Among manager-level staff, 55% have formalized flexible arrangements, and, at the supervisor level, 44% have formalized flexible arrangements. Several administrative staff members have flexible arrangements as well. Leaders ensure that employees are cross-trained in critical positions so that there is a backup option should an unanticipated or last minute need for flexibility arise. Leaders made the decision to switch to optional Saturdays during tax season—a fairly radical departure from industry norms. During summer hours, the office closes at noon on Fridays and some employees choose to work a four-day week. Employee feedback shows that flexibility is one of the primary ways they've been able to continue working in such a demanding profession. Employees can use a variety of flexible arrangements, including flexible working hours, compressed workweeks, part-time hours, variable scheduling (wherein an employee would adjust his or her schedule over the course of the year), leaves of absence, telecommuting, job sharing and phased retirement. Employees can also work annualized hours, meeting a certain number of hours in a year, instead of within a week or a month.

Durham Convention & Visitors Bureau

Employees at North Carolina’s Durham Convention & Visitors Bureau have access to a “creativity room” which provides a quiet space to relax, make personal calls or mediate—whatever they choose. Employees are encouraged to work from home when completing a tedious or complicated project or when they need to care for a sick family member. Positions such as administrative assistants where the employees need to be in the office to do their jobs, are given other options to help with work-life issues, including coming in late, leaving early or a few hours during the day, without needing to take paid time off (PTO) given that the work is made up. Temporary employees are hired to enable all employees to be able to attend all-staff events. Generous benefits include frequent paid trainings and 100% covered health and dental insurance. Employees are provided with subsidized Internet access and smartphones, and all staff members receive ongoing monthly training, as well as staff retreats. All of these programs are considered recruiting tools and have the added bonus of keeping morale and productivity high.
Dynamic Edge, Inc. * * *

IT Services
Winning Site: Ann Arbor, MI - 32 Employees
www.dynedge.com

Leaders at Dynamic Edge, Inc., an IT support company, pride themselves in respecting and trusting their employees and getting feedback from them to make key changes to how work gets done. Leaders ask employees to keep them up to date on what causes them the most stress and how that stress could be alleviated. Eliminating hours from the on-call consultant and setting up an alert system to weed out false alarms is a great example of how leaders have heard employees’ problems and worked to solve them. Employees have the option to work from home to manage various life experiences; and, by giving employees laptops, phones and TV monitoring, employees can work from home while still being part of the team. An internship program benefits young people, and most interns have been hired upon completion of the program. Employees who have needed to move out of state due to their spouses’ work or schooling have been able to continue their work remotely. Leaders report that when they provide flexibility well-suited to their employees and their families’ needs, they remain happy, productive and engaged.

Eagle County Government 71 69 71

Local Government Administration
Winning Site: Eagle, CO - 465 Employees
www.eaglecounty.us

Eagle County Government employees are encouraged to have open lines of communication with their leaders so they can find the best ways to work for everyone by working with their supervisors to create flexible work arrangements. Leaders report that the strongest business case for implementing flexibility is attracting and retaining exceptional employees. According to a recent wellness survey, 90% of their employees are happy at work and enjoy their jobs. Forty-five percent of employees report having taken advantage of some form of flexibility either on a temporary or permanent basis. Eagle County’s government employee wellness program is nationally recognized, and 94% of employees participate. Most employees earn a $300 wellness bonus each year, and more than half of employees receive reduced premiums on their health benefits due to good health. Leaders encourage all employees who can work remotely to do so with laptops and tablets available to over 50% of the workforce. Animal control officers and sheriff offices all work on specialized tablets. Employees can elect to forward work e-mail to their smartphones, and the county uses teleconferencing and web meetings. To help employees manage reductions in staff causing increased feelings of overwork, the organization provides productivity training to help them prioritize tasks.
**Educational Data Systems, Inc. (EDSI)**

**Management Consulting/Workforce Development**

**Winning Site: Dearborn, MI - 31 Employees**

www.edsisolutions.com

Educational Data Systems, Inc. (EDSI), a workforce development consulting company, provides cross-training and adjustable schedules to respond to work-life issues that may arise for all employees. Devices such as smartphones and tablets are available to key employees who need to stay connected away from the office. Videoconferencing is used for many meetings, which has alleviated travel issues. Employees use the company’s proprietary system to document all responsibilities and tasks so that employees can be cross trained, ensuring that all work is completed when someone needs to be out of the office for any reason. Many EDSI employees are in the Reserves. When in training or when called to serve, employees receive a pay differential. Employees have also been helped with additional expenses incurred due to military service. Older employees have the option to reduce their hours as they phase into retirement. In addition to a paid internship program, motivated young employees can also participate in a future leaders program. In order to find and retain the best talent, leaders at EDSI are continually evaluating how to create more flexibility for employees. Leaders have found that increased flexibility leads to better productivity and a happier workforce with lower turnover.

**E-IT Professionals Corp.**

**IT Staffing and Services**

**Winning Site: Canton, MI - 23 Employees**

www.eitprofessionals.com

Employees of technology staffing and services provider E-IT Professionals Corp. can bring their children to work on a regular basis, and employees can work remotely if the need arises. It is part of the company’s business strategy to create an effective workplace that has boosted talent retention. Employees are provided with technology to make work possible from anywhere, including notepads, smartphones and web conferencing. Flexibility directly affects the employee job satisfaction and dedication to their work: two things that leaders at E-IT report directly boost the bottom line.

**Employees Only**

**Human Resource Management**

**Winning Site: Rochester, MI - 30 Employees**

www.employeesonly.net

Leaders at Employees Only, a human resources outsourcing firm, have successfully re-designed each employee’s job as a remote work position for those employees who have needed to relocate with their spouses to other states. The firm also encourages perpetual learning. These are a few examples of the options that have helped make work “work” for employees and for the company. Remote employees have access to company databases and
software via a remote login connection on a company-provided laptop. Other employees have also been provided with phones and printers to enable them to work remotely. All employees are able to take advantage of flex options such as reduced work hours, job sharing, flexible schedules and the ability to schedule work around classes. Leaders report that they realize how costly turnover is to an organization, not just for onboarding and training, but also for the knowledge drain that can occur when valued members of their team leave the organization. From 2007 to 2012, the organization's turnover rate fell 20%. Leaders believe this is due to many of the flexible work initiatives the firm has implemented.

**Employer Solutions Group**

Human Resource Management
Winning Site: Provo, UT - 47 Employees
www.esghr.com

Leaders at Employer Solutions Group, a provider of payroll and human resource management, have implemented a number of workplace initiatives, including reduced work schedules or job sharing for employees returning from FMLA leave, flexible scheduling, compressed workweeks as well as a family-friendly environment which includes access to a break room with a television for children while they wait for their parents to complete their work for the day. In addition, employees who work remotely are provided the necessary tools to do their jobs away from the office. Retired employees have been recruited to work part-time hours in low-stress jobs. Employee gym memberships are compensated as long as they workout at least ten times each month. Leaders report that the number one reason they implemented flexibility is to attract and retain talent. Absenteeism and tardiness have also improved since these flexible work options have been implemented. At the end of the day, leaders at the company attribute its business success to employee well-being.

**Excelas, LLC**

Medical Legal Services
Winning Site: Cleveland, OH - 49 Employees
www.excelas1.com

A number of supportive workplace initiatives which include empowering employees have helped leaders at Excelas, LLC, a national provider of medical information analysis for legal defense, meet the ever-changing demands of their clients. Clients are often faced with strict deadlines, and employees at Excelas have the ability through flex scheduling to meet those deadlines—even if they require working outside of typical business hours. In addition, Excelas leaders have made a significant investment in technology that makes it possible for 57% of their employees to work from home offices, ensuring they have complete flexibility with their work hours. Team lead positions extend the option of flexibility to the management team by cross training employees to cover client needs when a leader is out of the office. Excelas executives and managers are able to work from home and flex their hours as
needed because the team lead for their department is able to be in the office and make decisions as necessary.

First Alliance Credit Union
Winning Site: Rochester, MN - 16 Employees
www.firstalliancecu.com

First Alliance Credit Union has implemented a number of initiatives, including flexible work schedules, enabling parents to bring their children to the office and creating work-at-home options for employees to manage work-life issues. For example, one employee worked remotely for three weeks to care for a parent; and employees can also use work time to attend meetings at school, take children (or parents) to doctor visits, volunteer in their communities or attend their children’s sporting events or performances. To combat overwork at the management level, the CEO directed leaders to say “no” when their workloads were too full to take on extra tasks. Hearing this directly from the CEO has made everyone less stressed. Leaders found that male employees are most in need of paternity leave, so these requests for flexibility have been encouraged and granted. Employees who work from home or who will be away are provided with laptops. Young employees are invited to join several networking groups to build their skills and leadership abilities. All of these offerings have increased employee productivity, reduced costs, created greater efficiency, reduced absenteeism and boosted the bottom line. The credit union’s retention rate has never been higher—even among teller positions, which, in most financial institutions, have high turnover rates.

FM Global
Winning Site: Park Ridge, IL - 172 Employees
www.fmglobal.com

Despite recent natural disasters that resulted in an increase in claims, FM Global, a provider of commercial property insurance and business continuity solutions worldwide, has maintained profitability and services. Ongoing training for employees and an environment where employees can adjust their schedules to meet work and personal needs are part of the reason. Leaders at FM Global believe that the well-being of employees is tied to effective management of work and life issues; and happy employees are more productive employees. Leaders have also made training available online for office employees, and engineers receive extensive classroom and on-the-job training. Work schedules for most employees are flexible. Employees can adjust work hours temporarily and can work compressed weeks in the summer. An Employee Assistance Program and other wellness programs help promote physical activity and overall health. Laptops are being converted to tablets to provide easier access to needed information and for documenting information. Leaders have also promoted videoconferencing to reduce travel time for employees.
FMYI, Inc.  
Social Collaboration Software  
Winning Site: Portland, OR - 10 Employees  
www.fmyi.com

FMYI, Inc. management’s message to employees is simple: “get the work done and take the time you need to recharge, care for yourself or care for your family.” Leaders at this global sportswear company believe that holistically and positively respecting the lives of employees impacts the company. Half of FMYI employees work from home; and this move to flexibility has enabled the company to retain top performing employees. A no-limit time off policy offers employees the benefit of the doubt with regard to time management. FMYI’s online collaboration tool enables employees to work on client projects and keep teammates up to date on project status. As a small team, however, leadership understands the importance of face time. Subsequently, the team assembles for a fun and productive meeting once every summer, and all employees are welcomed to weigh in regarding the future direction of the company.

Fortune Title Agency, Inc.  
Property Insurance  
Winning Site: Roseland, NJ - 23 Employees  
www.fortunereo.com

Fortune Title Agency, Inc., foreclosure specialists serving the majority of foreclosure attorneys in New Jersey, provides adjustable hours and help for employees who are stressed out. Leaders at this agency understand the needs of families and offer flexible scheduling that is highly valued by their many working parents. Employees may bring children to work when necessary, and evening and weekend hours are permitted to help employees meet their hourly requirements. Technology enables employees to remotely access their assignments; schedule-tracking technology makes it easy to shift schedules to manage flexibility while ensuring proper staffing levels; and a new phone system to enable remote company line access will be implemented this year. When necessary, customized approaches are provided to help employees thrive. For example, one employee left due to the stress of her position at an offsite location, and, following a personal move, the agency took care of the licensing to enable her to return to work in-house and then remotely. This helped the employee become a top performer in the company.

Fronterra Integrated Geosciences  
Geoscience and Engineering Services  
Winning Site: Houston, TX - 14 Employees  
www.fronterrageo.com

Many employees at Fronterra Integrated Geosciences, a consulting firm, can take advantage of compressed workweeks, flexible scheduling, robust medical coverage benefits and generous paid time off (PTO). Leaders at Fronterra are able to work from home when possible, although business needs often
preclude them from participating in other forms of flexibility. The same is true of the company’s receptionist who can request to flex her hours when needed. However, employees who spend weekends, nights or vacation days working on big projects can take compensation days. Findings from a recent employee satisfaction survey found that 100% of employees responded positively to statements like “management cares about individuals” and “I’m motivated to perform well.” Fronterra’s leaders have created a culture where employees can focus on and enjoy their job while at work without having to worry about what’s going on at home.

Frost, Ruttenberg & Rothblatt, P.C. 83 73 78
CPAs and Advisors
Winning Site: Deerfield, IL - 110 Employees
www.frrcpas.com

Leaders at Frost, Ruttenberg & Rothblatt, P.C., a CPA and advisory firm, have always been focused on creating an effective work environment where employees can thrive on the job and in their personal lives. During the busy season, leaders hire a number of interns from local colleges and universities on a full-time or part-time basis for the firm’s tax and healthcare consulting practices. Each team of administrative assistants is responsible for coordinating coverage for the individuals they support. This approach gives the team responsibility for planning time off, notifying those they support and making certain that all workloads are covered. Part-time and seasonal scheduling is available for certain jobs. Senior-level partners and staff members are able to ease into retirement by working part time while they transition their clients to younger staff members. Because of the value leaders place on the experience and expertise of seasoned professionals, they have been able to recruit experienced staff from the larger accounting firms that have less flexible retirement practices. These individuals have joined the firm on either a full-time or part-time basis depending on their personal situations and needs. In turn, employees have benefited from their vast experience and ability to grow targeted practice areas. Leaders also implemented a variety of wellness programs like onsite yoga and health club discounts. Cloud computing is available to employees from anywhere, enabling them to work remotely.

Fuller Lowenberg & Co., CPAs 70 78 76
CPAs
Winning Site: Hauppauge, NY - 16 Employees
www.flcpas.com

Leaders at Fuller, Lowenberg & Co., CPAs have always provided flexibility for their employees because it makes them more at ease, reduces their stress and enables them to be more focused and happy while at work. Flexible tax season hours and Friday afternoons off during the summer make it possible for employees to participate in and take care of family matters. Monthly firm meetings allow employees to share their ideas with partners, and everyone can learn from one another. Leaders at the firm report very low turnover and they maintain a friendly, safe environment to work. Since the firm’s
inception, employees have been promoted from within. For example, one of their employees began as a receptionist many years ago. She was then encouraged by leadership to learn bookkeeping and complete her college degree. Several years ago, she did so and then passed the CPA exam. She is now a key member of the team at Fuller, Lowenberg & Co., has direct client responsibilities and participates in the firm’s various networking events.

Gallagher, Flynn & Company

CPAs and Consulting
Winning Site: South Burlington, VT - 69 Employees
www.gfc.com

An environment of trust, understanding and teamwork has helped create a supportive workplace environment at accounting firm of Gallagher, Flynn & Company helping to ease stress and high turnover. Two leaders were able to reduce their hours in order to spend more time with their families while an additional leader was hired to cover those hours. An older receptionist requested to reduce her schedule to four days per week. The next administrative employee was given the responsibility of covering reception on the regular receptionist’s day off. Other employees who need time during normal working hours to attend to other responsibilities are given that time as long as it is made up later. One employee who needed extra time to complete the adoption of her daughter was able to accept donations from other employees, and, as a result, the firm was able to keep her on staff and raise office morale at the same time. Employees are able to access the firm’s database from home, enabling them to work remotely when necessary. Videoconferencing has helped reduce travel between offices. All of these measures have kept attrition well below the industry average.

General Motors Financial Company, Inc. (GM Financial)

Auto Loan Financing
Winning Site: Huntersville, NC - 281 Employees
www.gmfinancial.com

Leaders at General Motors Financial Company, Inc. (GM Financial), providers of auto loan financing, have taken steps to move away from the “traditional” view of call centers by giving employees job and scheduling autonomy and creating a culture of coaching and training. Employee stress has decreased as a flexible arrival time policy has done away with the strain of trying to beat morning commuter traffic. As long as employees complete their eight-hour shift, they can arrive to work as much as three hours after their scheduled arrival time. As a result, tardiness has decreased 90%. Reduced hours and compressed workweeks are available during the summer. Leaders at GM Financial are actively working to train high potential team members to become future leaders as a way to promote from within the organization. Leaders are also implementing a program on financial literacy for team members. According to a recent survey, employee engagement at GM Financial is 89%. The attrition rate is incredibly low for the call center industry—just 6.24%—and average tenure in the front line team is seven years.
Geonetric * *  
Web Software Solutions  
Winning Site: Cedar Rapids, IA - 67 Employees  
www.geonetric.com  

At Geonetric, a web software solutions company focused on healthcare, the idea of employee empowerment and autonomy has been taken to another level in the pursuit of an effective workplace. Leaders recently implemented a dramatic change to the structure of the company, eliminating managerial positions. At daily 15-minute meetings, team members tell everyone what they worked on yesterday, what they’re working on today and openly discuss any impediments. No one is being “watched over” in the office by a leader. This autonomy, coupled with technology, enables almost every employee to work from home or away from the office setting; and they can elect to take a one-week sabbatical every two years, work from home and use flexible scheduling. All employees are now on self-organizing teams. Each team meets weekly, prioritizing work and only working on what will bring the most value. All teams are cross functioning so that others are capable of stepping in when needed to ensure tasks are completed on time. At Geonetric, community involvement is important to employees who participate in activities and projects like Big Brothers Big Sisters and develop websites for area nonprofits. The company wellness committee members implemented programs to help improve health in various areas, including bringing in a dietician to provide cholesterol training and tips for creating healthy meal plans. Based on the latest biometric screenings, employees’ health has improved overall. With a workforce that sometimes doubles in a single year, maintaining flexibility can be a challenge, but leaders report that it adds to their unique culture and helps attract and retain top talent.

GOAL ZERO  
Portable Solar Power  
Winning Site: Bluffdale, UT - 105 Employees  
www.goalzero.com  

Leaders at GOAL ZERO, a provider of portable solar power, report their overall goal is to nurture all employees and empower them to find their passion and stick to it. Employees can work compressed workweeks. Full-time employees who have gone to part time for family reasons can connect remotely into the office when they must stay home. Employees can also access important documents securely via a web-based digital management system. In order to increase efficiency, leaders have introduced online task-management systems that make it possible for everyone to access projects so workflow and deadlines are known company-wide. Leaders report that turnover is low at GOAL ZERO due to the company’s culture, benefits and flexibility.
Goldenwest Credit Union

Credit Union
Winning Site: Ogden, UT - 300 Employees
www.gwcu.org

Goldenwest Credit Union has developed a supportive work environment by offering ongoing education and flexible work arrangements, depending on where an employee is in his or her life/career cycle. Leaders believe better work-life fit is a key component of success in the workplace and at home. Employees returning from military service are able to phase back into work; and the company partners with a local program that places people with disabilities in the workplace. The credit union also provides computer literacy training to help professionally develop older employees who did not have the opportunity to learn basic software programs during their formal education or earlier work experience. Education is valued at the firm and, to that end, flexible work schedules for employees attending college or other institutions of learning are provided. A unique wellness program which uses social media encourages good mental, emotional and physical health habits through individualized coaching. Leaders report that when employees are given the flexibility to take care of family and personal needs, they are more loyal to their employment organization.

Greenleaf Trust

Insurance
Winning Site: Kalamazoo, MI - 81 Employees
www.greenleaftrust.com

Employees at Greenleaf Trust, one of Michigan's first trust-only banks, are able to adjust their work schedules and often take care of personal issues on company time; and such benefits have led to a highly engaged and happier workforce. Leaders enable working mothers to have a compressed week to offer them more time at home with their families. And remote access is provided to all employees who travel or work from home. Employees can leave work to attend school functions for their children, attend medical appointments for themselves or other family members, care for sick family members and participate in volunteer opportunities. This time is paid in full, and is not counted as vacation time. Older employees can elect to phase into retirement. Employees who have faced life-threatening illnesses have been able to retain their jobs, working from home when they are up to it. An online wellness calendar provides information on the many wellness programs available to employees. The latest employee survey results show that 84.29% of employees at Greenleaf Trust are highly engaged and highly satisfied with their work, their teams and their company.
Leaders at Northwest Lineman College (Grid Training Corporation) know that in order for an employee to be successful, they need to have flexibility and be able to communicate their work-life needs to managers. Employees who work from home are provided laptops or docking stations with virtual private network (VPN) and Skype access. Leaders believe that flexibility has resulted in increased retention and job satisfaction even among some employees who may be a bit apprehensive about asking for scheduling changes. Leaders at the college believe men, in particular, have trouble communicating and, as a result, have implemented a variety of communication trainings programs to manage this challenge. Overall, being able to work more efficiently and flexibly has reduced feelings of overwork among employees who have increasingly heavier workloads given the college’s growth rate.

Employees at real estate firm The Habitat Company are held to high standards and work hard, but leaders recognize that their employees have lives outside of work, too. Employees can take advantage of “summer hours” from May through September wherein they may extend their workdays on alternating weeks to either work a half day on Fridays or have the full day off on Friday. Other flexible work initiatives include flexible start and end work times, generous paid time off (PTO) and sick days, and the ability to work from home with remote access to e-mail, software programs and company drives. In addition, no employee is required to respond to e-mails outside of his or her work schedule. To facilitate flexible work, employees have remote access to all e-mail and work-related documents, and laptops are made available to employees who need them to work remotely. Leaders have found that employee retention has improved, and the company has experienced an overall increase in performance thanks to flexibility.

At Hancock Askew & Co., LLP, it’s all about empowering employees by offering a flexible work schedule, technology and freedom to work remotely so that they can manage the changing needs of their families. Leaders at the accounting firm realize tax season can be stressful, so they take steps to help ease the burden by providing meals, movie tickets, shoe shines and other
fun incentives. All employees also receive two paid holidays after the peak season is over. In the summer, staff members receive three extra days off, in addition to their regular paid time off (PTO). Many of the firm’s retired employees come back to help out during the busy season. In an industry with traditionally high turnover, leaders report that providing flexibility makes the firm more attractive. In turn, they’re able to recruit and retain top candidates who are committed, qualified, productive and motivated. Employees rely on an open system that provides them remote access to files, aiding in flexibility.

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

**Winning Site: Evansville, IN - 22 Employees**

**www.hsc CPA.com**

Leaders at Harding, Shymanski and Company, P.S.C., encourage employee empowerment by enabling employees to design their own schedules. Individuals take a key role in crafting personal flexible work plans that meet business needs at this public accounting firm. Approval of an employee’s flex work plan is based on that individual’s specific needs. The proposed plan must outline the opportunities and challenges for both the employee and the firm and include a plan for the continued delivery of excellent service to clients. It should also include a plan for measuring the success of the schedule throughout the year. Firm leaders have granted employees time off when their spouses return from military service. Eligible employees who wish to become CPAs can take courses and will be reimbursed the cost of first-time CPA exam fees. Additionally, CPA candidates can use paid time off (PTO) to take the CPA exam. Many employees are provided laptops, which enable them to work offsite on occasion, and some employees are provided tools so they can access the company server remotely. Productivity and engagement levels are high at the firm, while turnover rates remain low.

**Hawley Troxell**

**Law Firm**

**Winning Site: Boise, ID - 48 Employees**

**www.hawleytroxell.com**

Leaders at law firm Hawley Troxell work hard to create a culture that emphasizes the importance of life outside of work and also bolster wellness for its employees. Leaders work closely with employees to address work-life conflicts, and they believe this has resulted in low turnover. Cross training also helps decrease feelings of overwork during busy times of year. Recently, a non-partner career track for associate attorneys was implemented and provides an alternate method of advancement within the firm. Onsite yoga, Pilates and gym membership reimbursements are also available. In addition, two free health assessments are offered each year for employees and their families. Laptops are provided to those who wish to work remotely.
Health Management Systems of America

EAP
Winning Site: Detroit, MI - 30 Employees
www.hmsanet.com

Health Management Systems of America’s leaders support an effective workplace by encouraging perpetual learning and work-life fit for their employees. Leaders at this provider of wellness and behavioral healthcare services make resources available to help employees manage their day-to-day lives. All employees have access to a personal education fund that enables them to attend seminars and other classes. Employees are given the technological tools to facilitate work outside of the office. Employees are able to work from home one day per week and can elect to work compressed workweeks. A wellness program and an employee assistance program help employees create plans for achieving a healthy lifestyle. The result, according to company leaders, has been high employee morale and low turnover.

Henry & Horne, LLP

Accounting
Winning Site: Tempe, AZ - 117 Employees
www.hhcpa.com

At accounting firm Henry & Horne, LLP several employees are able to adjust their hours to work part time during the off-season, but receive their regular salary, knowing that during the busy season they will make up some of that time. Employees who work at least 20 hours per week are eligible for benefits. Employees are able to utilize flexible work options as the volume of business will allow. An internal survey found what leaders already expected: employees highly value the flexibility offered to them. Employees are able to access the computer network outside of the office, making flexibility easier. Firm leadership decided to remove a common practice at accounting firms to require that accountants work a specified “hours commitment,” leaving the decision on work time to their employees. Leaders are happy to see that—by empowering employees and providing flexibility—the work is getting done in a timely fashion and client needs are being met. They are taking care of their employees, knowing that they, in turn, will take care of the business.

Hiawatha Broadband Communications Inc.

Telecommunications
Winning Site: Winona, MN - 100 Employees
www.hbci.com

Leaders at Hiawatha Broadband Communications Inc. strive to engage their employees in creating an environment where work and family coincide and also reducing stress on the job. Leaders pride themselves on contributing to the local community, which includes encouraging employees to volunteer their time when possible. To address the health and financial needs of
employees, the technology company’s leaders have implemented a wellness program and have made it possible for employees to purchase additional life and disability insurance. Leaders have also developed a program to help address employee stress during the company’s busy season. Technology tools are also available to help facilitate flexible working schedules.

Hickman & Lowder Co., L.P.A. 69 79 76

Law Firm
Winning Site: Cleveland, OH - 26 Employees
www.hickman-lowder.com

Leaders at law firm Hickman & Lowder, Co., L.P.A. believe in the value of each individual and that everyone, regardless of age, health or capacity, deserves the best life possible. Each attorney at Hickman & Lowder chose to practice law because it allows them a meaningful way to advocate for people whose lives are complicated by special concerns and frustrated by an impersonal, imperfect system. Many of their staff are related to children and adults with disabilities or know what it means to be a caregiver for an older relative or friend. Paralegals and secretaries work together with attorneys to counsel and represent individuals and families touched—and challenged—by disability, special needs and the physical and mental changes that old age sometimes brings. Today the firm is nearly 30 strong, who spend all day every day strengthening their firm in order to empower their clients.

Hill, Chesson & Woody (HCW) 80 83 83

Insurance
Winning Site: Durham, NC - 52 Employees
www.hcwbenefits.com

Leaders at Hill, Chesson & Woody (HCW) have created a supportive and equitable workplace by implementing options beyond just telecommuting for employees in a variety of different jobs. Administrative positions at this employee benefit management company are not eligible for flexibility. Nevertheless, these employees can take advantage of coming in later for appointments, leaving early or leaving for a few hours during the day without needing to take paid time off (PTO) as long as the work is made up later. Other employees are able to take advantage of more flexible schedules and work from home. Summer hours from May through September enable employees to leave at noon every other Friday. Cloud-based computing provides greater flexibility for employees in where and when they work, as documents and programs can be accessed remotely. Long-term care benefits are available to all employees at no cost as is a health advocacy service for employees and their immediate families who have elder care responsibilities. Leaders at the firm believe that flexibility isn’t a benefit: it’s a talent acquisition, talent management and talent retention strategy that provides the best possible outcomes for employees and clients!
Leaders at Hillcrest Family Services, a nonprofit health services and education provider, report that flexibility has increased employee productivity and job satisfaction by managing employee and business needs. Leaders are willing to respond to employees’ needs for flexibility as long as they make good business sense. A wellness program provides resources for employees and a generous paid time off (PTO) program (which includes time off for full-time employees earning time off at a rate of .096 per hour worked, and .088 per hour for part time employees) helps employees recharge. And part timers working more than 20 hours per week are entitled to pro-rated benefits. Social service providers generally have high turnover rates; and to help manage the problem, leaders at the organization periodically review benefits, wages and satisfaction surveys to develop retention strategies.

Hubbard Radio, WTOP/WFED

Hubbard Radio, WTOP/WFED leaders offer not only full-time employees nearly a week’s worth of paid time off to volunteer, but also part-time employees 20 hours to “do good” in the community. And all employees working 25 or more hours per week are eligible for full-time benefits. Non-union employees receive unlimited sick leave. Union employees’ unused sick leave rolls over into a sick leave bank annually which can be used for any FMLA (Family Medical Leave Act) eligible event with a maximum accrual of 25 days. It’s part of their strategy to promote better work-life fit, support families, raise morale, increase productivity, aid in retention of talent and attract the best in the industry. Employees can work offsite aided by remote access, company-issued cell phones, laptops and smartphones. Additionally, as employees retire, some retain consultant status. They can be called upon for their years of expertise and talent to help out in a pinch. Leaders report that their flexible work environment enables employees to address non-work related issues in a timely manner thus decreasing stress and feelings of overwork.

Employee empowerment is a key part of the strategy at staffing agency Humanix to foster a happy and productive work environment, and, in turn, boost the company’s bottom line. Pets are welcome in the office, as are children when school or child care is closed. Each staff member also receives 20 hours of paid volunteer time each year. Employees are able to work out a
flexible schedule that meets their needs and the needs of the business. Laptops can be checked out to use from home when needed. For employees that cannot work remotely—including front office and switchboard jobs—leaders at Humanix have incorporated cross training so that other staff can cover these positions when needed. One employee with a rare disease is able to work from home when her limitations prevent her from coming into the office. A wellness and stress reduction committee works to improve health and wellness in the office. In addition, one orientation room has been converted into an exercise room. Retention of staff members is one of the top priorities at Humanix, as it saves money and improves productivity and engagement; and leaders at the firm believe all the measures they've implemented contribute to a low turnover rate. In an industry with an average tenure of 18 months, Humanix employees average eight and a half years.

At iHire, LLC, an employment agency and network, employees are not evaluated on how long they are sitting at a desk, but on the achievement of their objectives—objectives they come up with themselves based on the goals of senior leadership. In 2012, the firm’s leaders transitioned to a “results only” work environment. Employees work when they want, where they want and as long or as little as they want as long as the job gets done. Since transitioning to this results-based approach, employees have reported increased productivity, higher engagement levels, better job satisfaction and reduced stress levels—all of which are great for employees and the business. Additionally, turnover is zero. A key part of the firm’s strategy is technology. At least half of the staff members have laptops and are able to connect to the network remotely; and, ultimately, the goal is for all employees to have laptop computers. For those employees who do not yet have laptops, leaders provide guidance and training on all of the options available to them, such as webmail, forwarding phone calls to an external number, mobile access to e-mail and work calendars and tasks, instant messenger and videoconferencing.

Leaders at the print company IMAGE ONE are focused on helping employees better communicate about their personal and professional lives, providing work arrangements that work based on employee needs and monitoring the work environment so that it remains supportive. There are systems in place to ensure that employees and leaders are talking about workflow and how individuals are handling work volume and stress. When problems arise, adjustments are made to help diminish feelings of overwork. Employees have access to workshops to help with burn out and also to teach things
such as medication and healthy eating. One unique program is “We Care Fridays.” Each Friday, one unsuspecting team member receives the day off paid. Flexibility also plays a key role in ensuring a happy and productive workforce. For example, one of the customer care team members needed to relocate out of state for her spouse’s job. Instead of losing a valuable member of the team, leaders adjusted her position and provided her technology resources so that she can work full time from her new home. In 2012, the company offered a 12-month communications workshop designed to help employees share personal and professional experiences and learn how to communicate better in their lives. All these initiatives have helped the company retain and attract employees.

Leaders at marketing agency Ingenuity Marketing Group, LLC see job autonomy, employee respect and flexible work options as a low-cost program they can provide to attract, engage and retain the best talent. All positions at Ingenuity Marketing lend themselves to workflex initiatives, and leaders have found that employees experience high job satisfaction when they have the ability to schedule their own workflow and downtime in relation to project deadlines. The firm’s leadership has been able to create a supportive workplace due to many initiatives including remote access and flexible scheduling; cloud-based project management and timekeeping software; the ability to “bank time” during busy periods for additional paid time off (PTO) within a calendar year; and respect for the interests, passions and needs of employees that increases focus and engagement at work, encouraging well-rounded lifestyles and reduced stress. Team building and wellness merge at Ingenuity. For example, a picnic and yoga session near a local lake served as a recent retreat.

Leaders at Ingram Medical, a medical sales company, offer reduced, altered shifts times and opened a new location to better respond to employee needs and schedules. Customer service and sales positions need to be staffed at the company 12 hours each weekday and four hours each Saturday, so leaders offer a variety of scheduling options to sales personnel. Employees whose job responsibilities enable them to do so are able to work from home occasionally to care for their families. Previously, sales employees were offered only one shift: 8:00 am to 6:00 pm. Leaders found that the company needed to be open later and that employees felt the shifts were too long, so they decided to stay open longer and offer varied scheduling.
options. This solution was a win-win for both employees and for the company. Many Ingram employees are university students who need flexibility to take classes and study for exams. With such a large portion of employees attending school, leaders decided to open a branch closer to the local university, making it possible for them to retain valuable employees and make everyone’s lives easier. A wellness program and fun activities like a quarterly movie night help employees feel good and contribute to a high morale. Leaders have made a commitment to hiring “ahead” so that workloads never become overbearing for employees. Leaders use flexibility themselves, modeling positive work-life behavior for the whole company.

**Innovative Care Management**

Healthcare management company Innovative Care Management provides employees with scheduling autonomy and an array of flexible work options, and that’s led to empowered and happy employees. To help employees negotiate work and personal needs, Innovative Care Management takes advantage of technology to provide a telecommuting model, with many staff members only in the office once a month, customer service staff members able to work from home 60% of the time and a majority of employees opting in to four-day workweek. The four-day workweek has been particularly helpful to prevent burnout for nursing staff on the frontlines with patients and families struggling with chronic or catastrophic health conditions. Treating employees with dignity and respect and continually reviewing processes and available technology to find work-life solutions works well for this company. For example, one working father at the organization opted for full-time telecommuting after his daughter was born, so that he could care for his daughter during normal work hours and perform his work duties in the evenings and weekend. Now, his daughter is attending preschool, and he is moving back to a regular work schedule. The leaderships’ approach appears to be paying off: 60% of employees have been at Innovative Care Management for five or more years, and 38% have been at the company for over 10 years.

**Institute of Electrical and Electronics Engineers (IEEE)**

Institute of Electrical and Electronics Engineers (IEEE), a technical professional organization, provides an array of programs and tools for employees in order to promote professional development, autonomy and wellness. Employees use technology for remote access and also to manage and take control of their own learning through current technological tools. Interdepartmental cross-training programs make backup coverage possible so colleagues can pace themselves and set priorities. And flexible workplace initiatives enable
an employee to manage his or her time and flexibility to work remotely, which has proven successful in terms of retention and engagement. The company offers reduced summer hours and flexibility with work start and stop times. Lunch and learn sessions and training programs on stress and time management are available for employees. A range of wellness benefits such as discounts for nutrition and fitness programs, free pedometers, walking meeting rooms, chair massages, annual skin care screenings, and free biometric screenings, flu shots and wellness workshops help employees keep their personal needs as front of mind as the technology services they provide to their clients.

InSysCo  91 89 90
Technology Solutions
Winning Site: Fredericksburg, VA - 17 Employees
www.insysco.com

At InSysCo, a software development and business support firm, the flexible culture extends to all employees regardless of the reason they need flexible schedules. Employees are also given the autonomy to figure out their own work schedules. Leaders strive to hire individuals with excellent skills who will fit into the culture of personal responsibility. Technology plays an important role in enabling employees to work remotely and to utilize flexible work schedules. Team members stay in communication with texting, personal e-mails and videoconferencing. Leaders report that when employees can make their own decisions about how, when and where they can work, motivation and productivity improves. Leaders also note that InSysCo is highly successful because of flexibility and employee empowerment; and that's also contributed to the firm's low turnover rate.

IntelliDyne, LLC – Corporate Office  80 79 80
Technology Consulting
Winning Site: Falls Church, VA - 34 Employees
www.intelli dyne-llc.com

The management team at IT company IntelliDyne, LLC is committed to promoting flexibility and fostering a culture where every employee is valued and supported. Employees are able to work with leaders to create a customized approach to flexibility. These options include reduced hours, telecommuting, using floating holidays or taking up to four weeks of vacation to visit family in another country, leave donation, paid volunteer time, time off banks, disability coverage and additional paid time off (PTO) for men and women during birth or adoption. In the 2012 Employee Survey, 90% of survey participants indicated that they are able to satisfy their responsibilities both at home and work, and 91% of survey participants indicated that working at IntelliDyne enables them to manage work and life responsibilities. The company's wellness program, iTHRIVE, provides a variety of healthy living initiatives plus an employee assistance program. Many employees are given laptops and Blackberry devices, enabling them to work remotely.
International Scholarship and Tuition Services, Inc. (ISTS) 82 83 83

Scholarship, Grant and Tuition Program Management Services
Winning Site: Nashville, TN - 22 Employees
www.applyists.com

A corporate code of “family first” informs workplace policies at International Scholarship and Tuition Services, Inc. (ISTS), a company that provides scholarship and tuition program management. ISTS’ president and CEO leads by example and expects her executive level and managerial employees to fit the culture as well. Remote offices have been set up to enable sales team members to work from a variety of locations and be near their families. Employees use videoconferencing and online meeting software to stay connected with those outside of the office. A collaborative software system helps the team stay organized internally, track departmental metrics and schedule meetings. Healthy snacks are available (including a program called “fruit Fridays”) and exercise is encouraged (including a recent walking initiative). The insurance plan includes employee assistance program consultations as well as mental health coverage. Leaders have found that by maintaining a flexible work environment, employees are more loyal to the company, which results in lower turnover rates and better service for customers.

inthinc Technology Solutions 69 69 69

Telematics Solutions Provider
Winning Site: West Valley City, UT - 92 Employees
www.inthinc.com

inthinc Technology Solutions leaders are willing to work with any employee to meet the needs of the employee and the company. Compressed work-weeks and flexible scheduling are available to all. Leaders report that the most important business case for increasing flexibility is increasing employee morale and, thus, retention. In 2012, turnover was less than 10%. The wellness program includes an employee assistance program, discounted gym membership and a soon-to-launch financial wellness initiative. Overworked employees have been able to work with managers to reduce their workload and find ways other team members can help support them.

JA Counter * * * *

Financial and Insurance Services
Winning Site: New Richmond, WI - 15 Employees
www.jacounter.com

Leaders at financial services firm JA Counter have instituted ROWE (Results-Only Work Environment) for all employees, including the receptionist. Leaders report they have developed a culture that retains top talent and responds to employees’ work and life needs. And employees at this firm report being especially proud of working in an environment that focuses on results and accomplishments as opposed to face time. Employees have control over their work schedules, have a greater sense of responsibility over their work and feel more trusted by their managers. In their search for
employees that fit this organization’s culture, leaders at JA Counter seek out candidates who appreciate working flexibly, are creative and have a love of continuous learning.

**Jackson Lewis**  
**Workplace Law Firm**  
**Winning Site: Melville, NY - 62 Employees**  
[www.jacksonlewis.com](http://www.jacksonlewis.com)

At Jackson Lewis, a labor law firm, the focus is on assisting employees in all job classification to have more predictable and flexible schedules. The firm’s management offers many scheduling options—like working fewer hours per week or working a compressed schedule—to non-exempt and professional staff members. For hourly employees, an overtime calendar enables them to see when they may be called upon to work overtime up to one month in advance. Managers are required to be knowledgeable about flexible work programs so that policy is implemented consistently. Leaders at Jackson Lewis see the results of flexibility in satisfied and productive employees—nearly a quarter of whom have been with the company for 10 years or more. Open positions at the firm are posted to America’s Job Bank, which includes career search websites that appeal to diverse segments of job seekers, including veterans and people with disabilities. On-campus recruiting at area schools helps to appeal to younger job seekers. Technologies like personal digital assistants, a web-based document management system and remote desktop, e-mail and voice mail access all enable increased flexible work options. Flu shots, gym discounts and an employee assistance program contribute to improved employee wellness.

**Kahn, Litwin, Renza & Co., Ltd.**  
**Accounting**  
**Winning Site: Providence, RI - 120 Employees**  
[www.kahnlitwin.com](http://www.kahnlitwin.com)

Kahn, Litwin, Renza & Co., Ltd.’s leadership has created an effective workplace by offering learning on the job, flexible work arrangements and opportunities for employees to phase in and out of their careers depending on personal needs. All employees of this accounting, tax and advisory firm in good standing are able to apply for a flexible work arrangement. Younger employees can benefit from a mentoring program. The firm’s retention rate is well below the industry average, which leaders attribute to flexibility. Employees are able to use time during the workday to participate in onsite activities that benefit their physical wellness. An employee network is available to all employees and includes helping male employees address their caregiving concerns. Employees are able to take advantage of several flexible work options, including phasing back into work after the birth of a child, transitioning into retirement, telecommuting, reduced hours and moving on and off the leadership track. These options are made possible through access to technology like laptops, cell phones and personal digital assistants.
Klotz Associates employees whose work schedules don’t easily lend themselves to flexibility have backup personnel available within the company to enable them to take breaks, take care of personal issues or manage sudden changes to their normal routines. Managers at this engineering consulting firm have enabled employees to work offsite as needed, although the nature of much of Klotz Associates’ work requires time in the office because face-to-face interaction is needed to review and discuss large drawings and schematics. In order to manage issues related to overwork, leaders are required to limit overtime to two weeks with a minimum of one week of regular time before employees can accrue additional overtime. Management encourages employees to discuss overwork issues with supervisors; and those supervisors are then required to provide alternative means to meet work goals. All of these initiatives have resulted in happier, more productive employees.

KPMG
CPAs, Consultants and Advisors
22,793 Employees in the U.S.
www.kpmg.com

Leaders at KPMG, an audit, tax and advisory services firm, realize an effective and flexible workplace is more than providing a flexible work option. It is really about employee empowerment and taking the needs of employees into account no matter where they are in their careers. Employees are empowered to job-share, work a part-time schedule, vary their hours or take a sabbatical or leave of absence. From time to time, retired partners may be called upon to provide guidance on particular projects. New employees are assigned to an onboarding associate to help them acclimate to the firm. In 2012, KPMG launched a national Veterans’ Network. This network is committed to embracing diversity and fostering an environment of inclusion that encourages the recruitment, retention and success of veterans and military service members (and their families) within KPMG. Disability awareness training in KPMG’s major offices enables employees to learn to communicate in a productive and polite manner with employees who are disabled. The Abilities in Motion Network, with 12 local chapters, serves to provide opportunities for disabled employees and to facilitate dialogue between disabled employees and KPMG leaders. Virtual meeting technology like teleconferencing, webcasting and online meeting services have saved money and improved work-life fit by reducing travel. People Management Leaders counsel employees in career development, performance and improving work-life fit. Wellness programs benefit employees through online resources and in-person programs such as National Wellness Challenge, which encourages employees to try new healthy activities.
| Winning Site: Anchorage, AK, 61 Employees | 93 | 70 | 79 |
| Winning Site: Atlanta, GA, 1,045 Employees | 93 | 75 | 83 |
| Winning Site: Billings, MT, 12 Employees | 93 | 74 | 81 |
| Winning Site: Boise, ID, 35 Employees | 93 | 65 | 76 |
| Winning Site: Burlington, VT, 21 Employees | 93 | 71 | 81 |
| Winning Site: Cleveland, OH, 84 Employees | 88 | 79 | 84 |
| Winning Site: Denver, CO, 355 Employees | 93 | 73 | 82 |
| Winning Site: Des Moines, IA, 60 Employees | 93 | 78 | 84 |
| Winning Site: Houston, TX, 774 Employees | 93 | 73 | 82 |
| Winning Site: Kansas City, MO, 258 Employees | 93 | 71 | 81 |
| Winning Site: Melville, NY, 116 Employees | 93 | 70 | 79 |
| Winning Site: Milwaukee, WI, 80 Employees | 84 | 76 | 81 |
| Winning Site: Minneapolis, MN, 322 Employees | 93 | 75 | 83 |
| Winning Site: New York, NY, 2,885 Employees | 93 | 69 | 79 |
| Winning Site: Philadelphia, PA, 902 Employees | 93 | 73 | 82 |
| Winning Site: Phoenix, AZ, 116 Employees | 93 | 75 | 83 |
| Winning Site: Rochester, NY, 62 Employees | 94 | 79 | 86 |
| Winning Site: Short Hills, NJ, 418 Employees | 93 | 76 | 84 |
| Winning Site: St. Louis, MO, 204 Employees | 93 | 75 | 83 |

**Laughlin Constable**

Advertising, Digital, Public Relations

227 Employees in the U.S.

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

The work environment at Laughlin Constable, an advertising agency, is creative and fun, yet professional; and leaders have developed a culture of trust by providing employees with a bevy of effective work practices. The agency’s management believes that by providing workplace flexibility, employees feel a sense of loyalty to the company. They have implemented innovative scheduling practices that include job sharing, flexible work hours, flexible summer hours, early dismissal before every holiday and ease-back-into-work following maternity leave and FMLA (Family and Medical Leave Act) leaves. Managers have successfully found a way to approve 100% of the requests for part-time work (reduced work schedules) for those employees who need to manage child care, family health concerns or children’s school schedules. Managers monitor employee time reports to ensure employees aren’t overworked. The firm has a low turnover rate in comparison to other companies in the industry. In addition, managers love to conduct informational interviews with college students to steer them in the right direction for finding a
job after graduation; and company representatives attend job fairs at colleges
and speak to classes that are relevant to the advertising industry.

Winning Site: Chicago, IL, 50 Employees 74 81 79
Winning Site: Milwaukee, WI, 172 Employees 74 80 79

Legion Logistics 78 73 76

Third-Party Logistics
Winning Site: Florence, KY - 28 Employees www.legion-logistics.com

At Legion Logistics, a third-party freight logistics company, it’s not about face
time but about results; and it’s also about helping veterans succeed in the
civilian workplace, whether the firm hires them or not. More than one-third of
the company’s workforce is affiliated with the military—veterans, active duty
members and military spouses. Recruiters visit numerous military bases each
year and have attended military job fairs; and they will interview any veteran
who applies. Even if Legion Logistics isn’t the right fit, the recruiters might be
able to offer suggestions to veterans about their resumes, help sharpen their
interview skills or refer them to a community partner that might be a better
fit. As far as younger employees, internships are offered with flexibility, so
that students can successfully complete class work—two of the 2012 sum-
mer interns will be accepting jobs at the company after graduation. Leaders
believe flexibility in the workplace improves productivity, engagement, reten-
tion and job satisfaction. All employees have a say in what hours and days
they are going to work and can work remotely. Technology enables employees
to work remotely through call forwarding and remote log in. Management
does not believe in unproductive face time—employees can leave for the
day when their work is done. Male employees are given four weeks of paid
paternity leave when they welcome a child into their lives, whether through
birth, foster care or adoption. The first two weeks are at 100% of their pay,
and an additional two weeks can be taken at 60% of their pay.

Lexmark International, Inc. 86 79 81

Document and Print Management and Other Business Solutions
Winning Site: Lexington, KY – 2,249 Employees www.lexmark.com

For the management of Lexmark International, Inc., a document and print
management firm, the key solutions to internal success include flexibility
and wellness options for employees. Employees are offered the flexibility
to telecommute as well as flexible workplace hours, an unlimited vacation
policy, adoption assistance and dependent care benefits. A new health
and wellness center offering onsite medical attention, health coaching and
prevention services and the opening of an onsite child care center provide
additional programs to employees to help them manage work-life issues.
Leaders are also committed to recruiting and retaining a diverse workforce.
Lexmark recruiters attend career fairs specifically designated for people with
disabilities and veterans. Leaders of Lexmark’s technical rotation program hire new graduates and place them in a program with three eight-month rotations through various departments to develop their skills and expose them to opportunities within the company.

Mahoney Ulbrich Christiansen Russ PA 82
CPAs, Consultants and Advisors
Winning Site: St. Paul, MN - 46 Employees
www.mucr.com

Management at CPA firm Mahoney Ulbrich Christiansen Russ PA has focused on enhancing the workplace ecosystem through employee empowerment, mentoring and setting up clear lines between work and personal life. The firm’s leaders see themselves as “very progressive” in empowering employees (from top to bottom) to be active participants in making the firm better. Whether it is designing a new technical procedure, coaching the softball team or planning an office baby shower, management encourages employees to be fully engaged and provides employees the freedom and flexibility to come up with solutions and take leadership roles. Technology has made it possible for the firm’s management to offer flexibility options to employees, but leaders realize how work can infringe on family/personal time. So, employees are encouraged to use “out of office” responders and to set boundaries around work and personal hours, and managers try to avoid sending e-mails at night and on weekends to prevent the impression that an immediate response is expected. Support extends to a variety of components of their workforce: military employees have had positions held for them and care packages sent to them during deployment; disabled employees have been offered the option to work remotely and adjust their work load and hours; managers communicate with older employees about transition plans; and younger employees are encouraged via internship programs, conference participation, CPA-exam preparation assistance and mentoring programs.

ManpowerGroup
Employment Services
Winning Site: Milwaukee, WI - 600 Employees
www.manpowergroup.com

The work-life needs and requests of employees at ManpowerGroup, a workforce solutions provider, are listened to and management focuses on being open and honest when it comes to expectations for employees and the company. Employees are able to work reduced hours, take longer periods of leave and retire early. ManpowerGroup leaders report that flexibility drives increased productivity among a contemporary workforce by enabling employees to manage their work and life responsibilities. Flexibility also drives productivity, engagement, retention and job satisfaction, leading to increased employee survey scores. Mobile devices, virtual networks, webinars, conference calls, chat rooms, videoconferencing, collaborative software and a private internal social network all make flexibility possible.
At public accounting firm Mantyla McReynolds LLC, the two-month busy period during tax season has been made more palatable due to initiatives that help employees manage the extra workload and still maintain a life. During that time, leaders encourage employees to go home after regular work hours to be with their families and relax. Then, they are asked to work remotely from their homes for a couple of hours later in the evening. Even during off-peak months, parents have the ability to remotely access the firm’s server to facilitate working from home. Employees receive half days off on Fridays, the week off between Christmas and New Year’s and as much time off as needed for bereavement, personal or family needs. About half of the firm’s interns are offered full-time positions with the company. Partners and managers receive their own tablet computers and smartphones for easy access to e-mails and documents needed. Other employees who use their smartphone for business calls are compensated and placed on the company’s data plan. Leaders have found that workplace flexibility creates a positive, productive work environment knowing that the company will meet employees’ work and life needs. Consistently, employee retention runs well above the industry average.

Marketing service provider Mediascope is proud to be a multiple year recipient of the Sloan Awards. Leaders at this organization have supported flexibility since the company’s early days and offer a suite of benefits often found at much larger organizations. Flexible working options have made employees happier, more well rounded and, as a result, more productive. Mediascope leadership makes occasional telecommuting for most employees possible with the use of e-mail, voice mail and remote file access. Leaders promote innovative thinking by offering bonuses to employees who improve efficiencies and reduce production time. Employees can also receive reimbursement for education expenses. Mediascope leaders believe that if employees are happy, they will do good work and produce a quality product for customers—making customers happy and helping the business thrive.
Mediaura, Inc.  
Marketing Services  
Winning Site: Louisville, KY - 11 Employees  
www.mediaura.com

The focus at Mediaura, Inc., an interactive and software development agency, is on health and flexibility as ways to create a more effective work environment. Leaders at the firm—some of whom inspire healthier living by biking to work—have noticed a strong correlation between employee retention, quality of work and overall satisfaction and their flexibility offerings. Flexible workplace initiatives have enabled leaders to recruit highly qualified, talented individuals—sometimes at a lower cost—because they want the flexibility that comes with employment at Mediaura. Time off for employees to manage work-life concerns is offered on the honor system and through good communication between employees and managers. Workplace satisfaction is high, and employees routinely cite the flexibility offered as one of the top reasons for company loyalty. All employees receive full healthcare benefits with all costs covered. Employees are also offered supplemental Aflac packages. Staff members frequently engage in team outings, and those interested are offered gym memberships. Videoconferencing and teleconferencing are used to help keep employees connected to the team while away from the office.

Menlo Innovations LLC  
Software Design  
Winning Site: Ann Arbor, MI - 19 Employees  
www.menloinnovations.com

At Menlo Innovations LLC children, pets, exercise, flexibility and mentoring are all initiatives fostering engagement and productivity among the workforce. Leaders have provided flexibility to team members by establishing a 40-hour workweek, enabling employees at this software development company to bring their children and pets to work and offering a “no questions asked” parent/family/medical/school leave. Employees are paired in teams, as it improves collaboration. Pairing also provides the opportunity for continuous mentoring and leadership not based on authority or age. Collective knowledge is increased through a flexible working environment as excessive absenteeism and turnover rates are minimal. Flexible workplace initiatives increase each team member’s productivity, engagement, retention and job satisfaction. Additionally, at 3:00 pm each day, a team member announces “walkies!” Anyone who is interested takes a short walk outside. Team members also have the option to take up to three months of sabbatical leave annually. Turnover at the company is low—just 4% in 2012.
Merjent, an environmental consulting firm, fosters a supportive and productive workplace through flexibility, a focus on wellness and trust in and appreciation of employees. In order to provide flexible work hours, the company’s management supplies smartphones, virtual private network (VPN) access on all laptops and conference calling. A generous paid time off (PTO) policy (168 hours per year for all employees) and workload planning help mitigate the ebbs and flows of their business. Merjent has also utilized internal surveys to understand employees’ needs. Those have shown employee stress to be most driven by financial, family and workload issues. Subsequently, leadership has initiated educational programs on personal finance, implemented a flexible spending account and offered onsite massages to help employees manage stress. Employees are also encouraged to use the onsite workout facility.

METRO Architecture's leaders have implemented several unique initiatives that keep employees happy and productive, including paying organization dues fees, awarding monthly and yearly bonuses to all employees, covered parking and awarding a bonus trip to one exceptional employee. Management has recruited new hires from the Wounded Warrior Project. To attract younger employees, flexible transportation arrangements, tuition reimbursement and flexible hours to manage schooling are offered. Smartphones and laptops are provided to all employees to enable remote work. Feelings of overwork are occasionally reported, but management works with teams to ensure that all people take turns leading on projects to evenly and fairly distribute the work.

At MHBT Inc., providers of insurance and risk management solutions, leaders are trying to make employees' work-life issues easier to manage by providing access to a nearby clinic and phased retirement. Recently, the firm’s management implemented a partnership with a client who has an onsite medical clinic near the company’s Dallas office. Employees can schedule doctor appointments at the clinic and be assured they will not have a long wait. Older employees can take advantage of a “glide path” to retirement,
enabling them to work shorter weeks and fewer hours with a commensurate pay adjustment. Managers have a plan in place to recruit, develop and promote younger employees as a result of our aging workforce—the average age of employees at MHBT is 48. The company’s management also offers telecommuting options, flexible start times, onsite massages and online and telephone access to a doctor 24/7. Employees also have access to one-on-one financial counseling, onsite Bible studies and workshops on managing stress and on coping with chemical dependence. Employees have remote access to their computers. The office has gone paperless, so employees can access most needed documents remotely.

Michigan Occupational Safety and Health Administration (MIOSHA) 83 74 77

State Government Administration
Winning Site: Lansing, MI - 223 Employees
www.michigan.gov/miosha

Michigan Occupational Safety and Health Administration (MIOSHA) management turned to employees to find out how to foster an effective workplace, and, as a result, implemented many of their suggestions, including everything from increased leadership training for new managers to more open communication between management and the rank and file. The agency utilized its cross-cultural team of employees to solicit input on improving the workplace by surveying staff members. Respondents said that they’d like to see improvements in areas such as internal communication and opportunities for advancement. In response, leaders took a number of actions including making directors’ meetings notes available to staff members and expanded training courses. Eighty percent of staff members participate in the flexible schedule program, which the agency utilizes to improve recruitment and retention, and to manage workload. The options offered are four 10-hour days, reduced hours, varying starting and stopping times and telecommuting is open to all staff members. Leaders cite research that shows that flexibility can improve employee engagement and job satisfaction, reduce stress, increase productivity and improve morale—a strong business case for the organization’s flexibility initiatives. Given the agency’s efforts, MIOSHA has become an example for other government offices, receiving requests for copies of policies and mentoring several other state agencies to help them introduce more flexible options for employees.

Microchip Technology Inc. 78 76 77

Semiconductor Manufacturing
Winning Site: Chandler, AZ – 1,081 Employees
www.microchip.com

Management at Microchip Technology Inc., a semiconductor manufacturer, has developed a workplace that gets high marks when it comes to job satisfaction by offering employees programs for better work-life fit, better health and better career advancement opportunities. Some initiatives a company
paid $400 annual wellness benefit; flexible work schedules; onsite training and education, tuition reimbursement and the opportunity to work remotely. Employees have access to information about all of these options via online resources. The company’s management works with veteran recruiting agencies when hiring. Employees nearing retirement are able to phase into retirement through reduced hours. Tuition reimbursement is also provided as well as special training, specifically for younger employees. Workplace initiatives have also impacted turnover which is consistently less than 1%.

**Microsoft Corporation**

*Information Technology - Software, Services, Devices*

*Winning Site: Milwaukee, WI - 37 Employees*

http://www.microsoft.com

Microsoft Corporation, a software company, offers employee programs and policies aimed at making work “work” better, including everything from flexible work options to opportunities for ongoing learning. Flexible work arrangements provide a management alternative for niche situations. Employees can elect to work part time, job share, work remotely, flex their schedules or work compressed weeks. Each employee is given a laptop so he or she can work remotely. All offices have so-called “touchdown spaces”—used by employees when traveling between locations, often to cut down on long commutes. These are basically satellite locations where employees reserve space when needed via the firm’s scheduling system. An array of technology—including a distributed network via virtual hardware—enables employees to access their work from any device at any time. A wide range of benefits and a fitness challenge promote better employee health. And employees can take advantage of business-related tuition assistance for undergraduate or graduate coursework or engage in any of over 2,000 internal training programs. Microsoft leaders report that all these initiatives enhance the company’s competitive advantage by creating an environment where “the world’s best people can do their best work.”

**Mid-Ohio Regional Planning Commission (MORPC)**

*Nonprofit, Government Entity*

*Winning Site: Columbus, OH - 86 Employees*

http://www.morpc.org

Staff members of the Mid-Ohio Regional Planning Commission (MORPC) promote sustainability and economic prosperity in central Ohio, and leaders at the agency have, in turn, tried to create a sustainable workplace for their employees. Most employees are able to choose their work schedule, easily flexing the hours they work. Managers strive to be flexible with staff as long as the benefit isn’t being taken advantage of. Very productive employees have been offered the opportunity to work from home on a regular basis, and many staff members have been provided with smartphones. Employees can make up time instead of using sick hours when they are out sick or need to take care of doctor appointments for themselves or family members.
An employee assistance program also provides free confidential counseling. Collaborative software and virtual networks help bolster flexibility. Fun events throughout the year—such as chili cook-offs and a department-head sponsored breakfast for employees—help keep staff morale high and let employees know they’re appreciated.

Mom Corps 82 89 87

**Staffing & Recruiting**
**Winning Site: Marietta, GA - 10 Employees**
www.momcorps.com

At staffing company Mom Corps, employees decide how they’re going to get their work done and manage their own work-life issues. The firm’s leadership takes a results-oriented work environment approach, and all employees work from home full time, meeting face-to-face as-needed, but mainly relying on technology such as web conferencing and collaborative software to complete day-to-day tasks. There are few restraints on where or when employees work as long as the work gets done. Although flexibility often focuses on child or elder care, employees are encouraged to work flexibly no matter the reason—whether it be caring for others or participating in a yoga class—as there is no priority bias. Employees are attracted to the company’s flexibility policies and are even willing to take a lower salary in exchange for the flexibility offered. Leaders attribute the company’s success—retention is 90%—to workplace flexibility.

Mortgage Guaranty Insurance Corporation (MGIC) 80 71 74

**Private Mortgage Insurance**
**Winning Site: Milwaukee, WI - 637 Employees**
www.mgic.com

Wellness and flexibility are a key strategy for leaders at Mortgage Guaranty Insurance Corporation (MGIC) to help encourage better work-life fit. The company’s management offers unique flexible work options: a paid time off (PTO) program with an additional week off during significant anniversary years; six same-day absences per year; and five unpaid days off per year or 10 unpaid half days for overtime eligible employees. Employees may receive remote computer access to manage working from home when necessary in addition to tools such as tablets and laptops to enable employees to easily access business materials on the go. The firm’s wellness program is nationally recognized and includes access to an onsite fitness center that is open 24/7; and there are group-walking programs offered over the lunch hour. Employees are also given the option to have their health plan premium waived by participating in company provided annual onsite biometric screenings and flu shots, physician visits, preventative screenings and exercise activities. The program also offers 100% reimbursement for participation in tobacco cessation and weight management programs. The CEO’s motto: “Keep your life and your work in perspective.”
Mountain America Credit Union  
**Credit Union**  
**Winning Site:** West Jordan, UT – 1,285 Employees  
www.macu.com

Core hours at Mountain America Credit Union are from 11:00 am to 4:00 pm and must be covered, but employees in some departments have ability to schedule flexibly outside of those hours, and some are also able to telecommute. Those who do not qualify for FMLA (Family Medical Leave Act) leave are able to take up to 30 days medical leave. A variety of wellness programs including onsite fitness rooms, seminars on stress management, financial well-being and diet and exercise are provided to employees. Employees whose responsibilities enable them to work from home are provided with phones with videoconferencing capabilities. To show management members’ appreciation, employees are rewarded with fun opportunities like tickets to sporting events or theatre productions. Leaders believe flexible work options and an overall supportive work environment have contributed to a high rate of employee engagement: 85% in 2012.

National Multiple Sclerosis Society  
**Nonprofit Health and Social Campaign**  
**Winning Site:** Southfield, MI - 18 Employees  
www.nmss.org

Due to the high stress nature and large workloads of some positions at the Michigan Chapter of the National Multiple Sclerosis Society, a supportive approach, including flexibility and trust, is key. Management has found flexibility is a primary factor in keeping employee morale high and helping employees manage work-life fit. The chapter offers employees in good standing the option to flex their hours as needed. Such initiatives developed within the chapter have proven so successful that they are now being rolled out nationally. All employees are provided with laptops and virtual access to the organization’s network in order to enable them to work flexibly. Leaders’ ability to have a high level of trust in employees has also resulted in increased morale, lower turnover and drastically reduced use of personal time.

Naval Air Warfare Center Training Systems Division  
**National Security**  
**Winning Site:** Orlando, FL - 954 Employees  
www.navair.navy.mil/nawctsd

The Naval Air Warfare Center Training Systems Division is the Navy’s principal center for modeling, simulation and training systems technologies, and they have applied their methodological thinking to building a better workplace. To reduce commuting pressures, employees can choose from three work schedule options: 1) regular eight-hour days; 2) nine-hour days and one day off every two weeks; and 3) variable start times. Leaders at the organization believe that workplace flexibility means not only trying to
respond to the time-and-place preferences of employees, but also empowering employees with the means to reach beyond borders in their professional and personal lives. The organization helps employees achieve this by engaging the workforce with varied programming and new initiatives, offering challenging training and advancement opportunities and recognizing good work. Wellness is also a core concern and, to that end, employees have access to onsite exercise programs and equipment, a lactation room for nursing mothers, a fitness trail, sports challenges, wellness lunch and learns, and health and safety fairs. All these efforts have paid off. An internal survey in 2011 showed improvement in all 12 categories used to assess the organization’s climate and culture (e.g., employee support, strategic management, communication).

NCH Marketing Services – A Valassis Company  

Coupon Clearing and Redemption  
Winning Site: Deerfield, IL - 164 Employees  
www.nchmarketing.com

Both hourly and salaried employees at NCH Marketing Services are offered choices to help make work “work” better. Non-exempt employees have daily set schedules, but can elect a schedule of their choosing and can change their schedule throughout the year as needed. These employees are also able to work compressed weeks up to six times per year and can use vacation and sick time in hourly increments. Exempt employees can choose to work from home, work part time from home and part time from the office and job share. Career development opportunities are tailored specifically to Millennial-aged employees. Technology enables employees to be more flexible by offering more associates the choice to work remotely. On the occasion that someone has to work additional hours to complete a project, technology makes it possible for the associate to work when and where he or she wants. This helps employees avoid having to stay in the office late or come into the office on weekends. Flexible workplace initiatives are seen as positively affecting engagement, retention and job satisfaction levels.

Nicholas and Company, Inc.  

Foodservice  
Winning Site: Salt Lake City, UT - 350 Employees  
www.nicholasandco.com

The leaders of this family-owned food distribution services company Nicholas and Company, Inc. provide a culture of mutual respect and care, including benefits such as 40 hours of paid bereavement leave and the ability for employees who can’t telecommute to apply for shifts that work for their work-life needs. A variety of outreach programs target young employees (and potential employees), veterans and people with disabilities. Team managers are encouraged to work one-on-one with their employees to create flexible work schedules that meet everyone’s needs. Although employees in some departments that require 24/7 coverage are not able to use flexibility, they
are able to select shifts that work best for them. Compressed workweeks, telecommuting (when possible) and flexible start and end work times are also available. Those who telecommute stay connected to their team members and customers via wireless Internet, laptops, a virtual network and smartphones. Employees also enjoy a generous benefits package. The culture leaders have created and the flexibility options available have certainly paid off: the workforce is more productive, and 80% of employees have been with Nicholas and Company since its founding!

Noble-Davis Consulting, Inc.  82 90 87

Plan Administration and Consulting Services
Winning Site: Solon, OH - 19 Employees
www.noblepension.com

A unique and entrepreneurial outlook at administrative consulting firm Noble-Davis, Inc. including making it possible for employees to set their own work hours, produces productive, engaged and happy employees. Employees receive 25% of the fees collected for each of their clients, enabling them to set their salaries based on the number of clients they are willing to take on. Work isn’t assigned—staff members volunteer to take on new clients empowering them to decide if they have time for more work. There are no set work hours. Employees are simply expected to do good work completed in a timely manner. One employee with a physical disability that hinders driving and walking works from home, and employees have taken it upon themselves to take turns cooking meals for her family. Several employees with caretaking responsibilities also work from home. And a new phone system enables the receptionist to work remotely as well. Noble-Davis leaders value employees’ results not face time or hours worked. The lack of turnover speaks for the success of flexibility: over the last 10 years, only one person has left the firm and stayed in the industry.

Northwest Energy Efficiency Alliance (NEEA)  * *
Utilities
Winning Site: Portland, OR - 80 Employees
www.neea.org

Northwest Energy Efficiency Alliance (NEEA) leaders believe they’ve developed a productive and loyal workforce with programs to enable employees to be “all in” at work and in their personal lives. Employees at this alliance of more than 100 utilities and energy efficiency organizations highly value compressed workweeks and flexible hour options as well as technology tools such as web-based applications, web-enabled access to files, videoconferencing and web conferencing, the ability to take company phones offsite/home, voice mail to e-mail integration and laptops. The company has formed cross-functional teams throughout the organization. This approach enables employees to share their expertise, learn new skills from teammates and have the flexibility to work on a variety of projects. The firm’s leadership also offers insurance coverage for alternative care medicine and discounted
tickets to movies, Broadway shows, concerts, hotels, restaurants and other activities. And, given Portland’s high percentage of bike riders, clinics on bike repair and discounts at local bike shops are offered to employees.

**NPC Research**

Social Services Evaluation, Policy Analysis, Research and Training

Winning Site: Portland, OR - 22 Employees

www.npcresearch.com

At NPC Research, a human services research firm, all staff members are given the opportunity to work a flexible schedule, but managers realize it’s sometimes minor time tweaks that can really help employees manage work and their personal lives. One example is offering an employee the option of working from home an hour earlier and an hour after the workday, so the employee could be home for family commitments. Staff members receive training in specific areas so that if one staff person is unavailable, another staff person can more easily fill in; and they can increase/decrease their full-time schedule in order to either respond to the intensity of their work schedule or manage anticipated time off. This past year, management began giving hourly staff paid time off (PTO) and retirement contributions. Inexpensive yoga classes are offered onsite twice a week. And these efforts are paying off. A recent company survey found that the most positive aspects of the culture were “workplace flexibility” and a “caring/supportive environment,” and a substantial proportion of employees have been with the company for 10 plus years.

**Oklahoma Foundation for Medical Quality, Inc.**

Health Care Consulting and Evaluation

Winning Site: Oklahoma City, OK - 70 Employees

www.ofmq.com

The Oklahoma Foundation for Medical Quality Inc. is a nonprofit organization serving the medical community and the public in Oklahoma. Their leaders are proud to offer their employees a robust menu of flexible work programs, such as flex time, compressed workweeks and paid time off (PTO). In addition to programs around flexible time, they support employee wellness and have a bridging program to support employees in their career flexibility. In this program, employees who are returning to full-time employment after less than one year of separation will be bridged to their previous service time. The total of both employment periods serves as the actual service time for purposes of calculating the rate of PTO that is accrued.
Leaders of the Oncology Nursing Society put a supportive program in place and have reaped the benefits—an increase in employee productivity and trust. All employees, regardless of exemption classification, can take advantage of the Society’s flexible workplace practices, and employees and supervisors do not have to go through multiple levels of approval to change schedules, telecommute or request time off. All telecommuting employees sign a simple agreement that lists the expectations and responsibilities of telecommuters and workplace flexibility. Departmental tablets and access to internal networks are available for key individuals needing to remain connected. An onsite gym, a masseuse who provides discounted services, onsite yoga twice each week and other wellness initiatives are available. Leaders report that there are two very important business cases for flexibility. First, maintaining a flexible workplace builds trust in the organization and enables employees to be productive without having to worry about how they will manage work and life demands. Second, it makes it possible for recruiters to hire talented individuals outside the local geographic area.

Online Computer Library Center (OCLC)

Winning Site: Dublin, OH - 800 Employees
www.oclc.org

Online Computer Library Center (OCLC), a nonprofit computer service and research organization focused on libraries, has gotten employees more engaged by offering everything from job-sharing to dry cleaning drop off and pick up to flexible hours for veteran employees readjusting to civilian life. The nonprofit has implemented a formal flexible schedule. This option includes, but is not limited to, flexible hours, compressed workweeks, reduced work hours, job sharing, flex place and telecommuting. Leaders have provided this to some management-level employees who have started job-share arrangements due to wanting increased personal time. Other unique onsite services include library drop off and pick up, an onsite fitness center offering classes open 24/7, American Red Cross blood donations four times per year and reflexology appointments. Veterans are provided additional time away, with their jobs guaranteed, if they need time to re-acclimate to civilian life. They are also provided scheduling flexibility as they readjust and a support group. Employees with disabilities have been offered extra leave time or flexibility, for example, gaining additional time to spend bonding and training with seeing-eye dogs. A number of employees are provided with personal digital assistants and laptops, and all employees can access the network remotely. Videoconferencing and teleconferencing are used to help facilitate remote work. Employees are highly engaged and satisfied with their jobs. In fact, the company’s number one source for candidates is referrals by current employees.
ONTRAPORT 68 83 78

Software Solutions
Winning Site: Santa Barbara, CA - 43 Employees
www.ontraport.com

A more efficient work environment is the goal of management at ONTRAPORT, a software and business services firm, and that goal has been met through workplace flexibility and steps to make work more engaging. Over 90% of new employees are referrals. Company leaders strongly believe in working efficiently—not longer. All employees receive Friday afternoons off—as this time is usually less productive—and everyone goes e-mail and chat “silent” for three hours each day to provide uninterrupted work time for “passion projects.” All employees take an internal training course on working efficiently. Since ONTRAPORT management believes that all employees should be happy and healthy, gym membership is included in employees’ benefits packages and healthy catered breakfasts and lunches are provided. Weekly one-on-one meetings with a direct supervisor and an open door policy on the part of the COO and Director of Operations both are designed to help employees prioritize their projects. The company has a 70% all-time retention rate; and an anonymous employee survey shows a 90% job satisfaction rate.

OpenEye Scientific Software, Inc. * * * 75 85 82

Software for the Pharmaceutical Industry
Winning Site: Santa Fe, NM - 25 Employees
www.eyesopen.com

Leaders at biotechnology company, OpenEye Scientific Software, Inc., credits the rewarding, challenging work and their flexibility options as key to their retention success. Employees enjoy generous paid time off programs, flex time to take care of personal matters, a free onsite gym available 24 hours a day, a financial consultant, refreshments and weekly staff lunches. Twenty-five percent of the workforce has been with OpenEye for 10 or more years. Technology is a great asset to OpenEye's flexibility, and the firm’s management provides mobile devices and covers the cost of Internet services for each employee so employees can work on their ideas wherever they are. Employees can attend meetings remotely via web conferencing, and a private company social-networking tool enables employees to interact electronically.

OpenSky Corporation 73 87 83

Technology Consulting
Winning Site: Tolland, CT - 16 Employees
www.openskycorp.com

At technology consulting firm OpenSky Corporation employees are free to begin and end their workday when they need to based on workload and client demands. Working remotely is often an option, and employees have remote access, laptops and cell phone reimbursement for usage and data plans. Many employees are in the military Reserves and are granted time off
for service and are paid their full salary completing their two-week training each year. Temporary and short-term positions are available to employees who wish to work part of the year or a reduced schedule. Employees value flexibility at OpenSky, and the feedback is consistently representative of this. Leaders report that it makes employees’ work and personal lives easier to manage and less stressful.

**Orbit Logic**

Mission Planning and Scheduling Solutions for Aerospace
Winning Site: Greenbelt, MD - 11 Employees
www.orbitlogic.com

Leaders at Orbit Logic, a software firm providing mission planning and scheduling services, have found unique ways to help busy employees manage work and family and still remain productive, even in the face of difficult business conditions. Over 80% of the company’s staff members have given birth to a child in the past two years. These new parents have benefitted from having flexible returns to work after the birth of the baby and baby play date lunches for “Bring Your Child to Work Day.” Providing such flexible work options has gone a long way in attracting and retaining employees. All new hires are given a laptop, providing flexibility to work wherever and whenever possible, but also keeping the company running smoothly regardless of circumstances. While serious weather conditions such as Hurricane Sandy interrupted other small businesses, Orbit Logic employees remained productive. Instant messaging helps employees stay in touch regardless of where they are. Through an employee survey, leaders found that employees ranked flexibility as the number one program offered. Part of what attracts top talent to the company is the flexible work environment and generous benefits package.

**Oxford HealthCare**

Health Insurance
1,309 Employees in the U.S.
www.oxfordhealthcare.net

Oxford HealthCare in-home care providers operate in a high turnover industry, but leaders at the organization have found that offering programs that bolster work-life fit have helped with retention and employee morale. In addition to using technology such as smartphones, laptops and tablets, leaders have been creative in several areas to enable more flexibility for employees. On-call work is always a challenge in the healthcare field, as clients need help 24/7. Employees can work flexible on-call scheduling so that they can work one week and be off the next, or work two weeks and be off two weeks while receiving full-time pay. Cross training also helps office staff members use flexibility. Office employees can work a compressed schedule, flex their start and end work times, do some work from home and work part time. And older employees can elect to work a partial retirement schedule. Those employees returning from military service are able to return to the
same job and receive benefits as if they had never left. If an employee returns from military service with an injury or other needs, leaders work one-on-one to find a solution. Leaders have worked with local organizations to train employee individuals with disabilities. Recruitment and retention of quality employees are the business case for initiating work-flex programs.

Winning Site: Columbia MO, 66 Employees  72 75 74
Winning Site: Joplin MO, 364 Employees  72 73 73
Winning Site: Springfield MO, 772 Employees  72 73 73

Peckham, Inc. * * * * * * 83 76 79

Nonprofit Human Services Agency
Winning Site: Lansing, MI - 300 Employees

www.peckham.org

The leaders of Peckham, Inc., a nonprofit rehabilitation organization that provides job training for the disabled, emphasize the quality of output, rather than quantity of time in the office. To that end, their focus is on creating flexibility policies that meet the needs of their employees and making life at work better through offerings such as organic food in the company's cafe. Managers try to meet employees' needs by having the job fit the employee rather than the employee fit the job. Older employees are able to ease into retirement by reducing work duties and hours on a permanent basis. Turnover is low at the organization, with most vacancies being due to retirement. Flexibility as a business strategy has been particularly useful in retaining Millennial and Gen X employees. Wellness is also a focus for management. Employees can take advantage of onsite massage, a prayer and meditation space, exercise facilities at all locations, an organic farm that provides food for the cafe, free fruit, weight loss incentives, smoking cessation efforts, gym and exercise reimbursement, time off for doctor appointments without using paid time off banks, garden plots at work and running/walking/biking clubs.

The Persimmon Group  86 87 87

Management Consulting
Winning Site: Tulsa, OK - 17 Employees

www.thepersimmongroup.com

Leadership at The Persimmon Group, professional services firm, provides supportive policies that enable employees to work virtually or adopt flexible schedules as necessary to meet business goals and objectives while still making time for personal or family commitments. During crunch times, employees may need to work outside of normal business hours, but are offered the opportunity to work flexibly when not working toward a specific deliverable. A quarter of their employees have been with the firm since its founding in 2004, and employees who have left the firm report a high level of satisfaction with the benefits and flexibility they were offered. Employees are reimbursed for their phone expenses and all are provided with laptops, creating a team that has the ability to work completely virtually if needed.
EAP Provider
Winning Site: Chicago, IL - 57 Employees
www.perspectivesltd.com

Numerous initiatives implemented by leaders at Perspectives, Ltd., a workplace resources firm, have led to a happier and more engaged workforce, and, in turn, to highly satisfied customers. The company’s leaders report that increased flexibility, on-demand staffing and technology have resulted in higher employee satisfaction, which translates into higher service levels. Managers in the call center have implemented a program to staff based on demand. Managers also recently started posting job openings on a website specifically targeted toward recruiting veterans. An employee assistance program and lunch and learn sessions focus on various aspects of well-being. Twenty percent of staff members work from home and use a virtual IT work solution enabling them to feel connected to the main operation. Employees are also provided with laptops and cell phones that enable them to access their e-mail and documents when away from the office. The end result of these measures is greater business retention rate (over 95% year over year) and improved profitability.

Pillar Technology
Business and Technology Consulting
Winning Site: Columbus, OH - 20 Employees
www.pillartechnology.com

Leaders at Pillar Technology have developed a company culture based on trusting employees’ ability to “get the job done”—even though work may not be at the office or during conventional business hours. An unlimited paid time off (PTO) policy enables employees to take time off throughout the year without counting hours. Employees tend to family and personal needs while maintaining accountability to their work responsibilities. The company also recently rolled out a new program where employees are rewarded for participating in training and mentoring designed to boost many competencies, including emotional intelligence, developing people, business acumen, high impact communication, technical acumen, consulting skills, passion and community building and collaboration. Each staff member is equipped with a laptop, smartphone and portable wireless. Pillar Technology has a high retention rate, which is an impressive accomplishment especially in an industry—software development—that typically has high turnover.

PKF Texas
Public Accounting
Winning Site: Houston, TX - 120 Employees
www.pkftexas.com

Management at this CPA firm has a “people first, profits follow” mindset offering employees control over how to make work “work” for their work-life needs. Leaders formalized the flexible work arrangement request form
as a tool to encourage all team members interested in a working flexibly to think of ways to perform their duties more flexibly and efficiently. Technology investments have been a leading communication and flexibility tool for the organization. The firm’s leaders have implemented extensive training and internship programs to attract young job seekers. Being located on the Gulf Coast, PKF Texas sees flexibility as a necessary disaster-planning model. Leaders report that flexibility is key to growth objectives because it helps them attract and retain motivated, energized and engaged client services professionals. Voluntary turnover of PKF professionals has historically been about half the industry’s average.

**PlastiCert, Inc.**

**Custom Plastic Injection Molding**

**Winning Site: Lewiston, MN - 14 Employees**

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

PlastiCert, Inc., a manufacturing firm, tries to structure the work environment in a way that’s efficient for assembly line employees and exempt employees. PlastiCert leaders strive to keep feelings of overwork down by communicating goals with employees in terms of expectations rather than time standards. Leadership believes that offering flexible work options have helped increase the quality of the company’s workforce by attracting talented staff members and reducing turnover. To that end, leaders work around schedules of younger employees so they can manage school commitments and work-life responsibilities. And exempt employees are also able to work remotely, when possible.

**PlattForm**

**Advertising/Marketing**

**Winning Site: Lenexa, KS - 311 Employees**

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

At PlattForm, an adult-education marketing firm, employees are encouraged to focus on their health and well-being and that of their families through services such as a food coach, a child care room and extra days off for participating in wellness programs at work. Participation in the company wellness program enables employees to earn five additional paid time off (PTO) days per year. A child care room is available in case child care is needed, and employees can bring their children to work when necessary. Team members are encouraged to take “a time out” to refresh and energize themselves in the office with an onsite gym facility, game room and regular fun events. The wellness program also offers individual health and wellness coaching and a holistic nutrition coach. On every other Friday during the summer, employees can take four hours off. Generally, employees can work flexible hours, leaving work as necessary to attend to appointments or other needs. Leaders conduct an annual survey, which shows that the company culture and flexibility have resulted in high retention.
Point B
Management Consulting
Winning Site: Phoenix, AZ - 16 Employees
www.pointb.com
Management consulting firm Point B strives to create a workplace where top consulting talent can make a difference and thrive, without having to sacrifice their lives. Travel is a choice for all employees. Employees own their own schedules based on client needs and choose how much or how little they’d like to work. Members of the company participate together in community outreach programs. If an associate bills an overly high amount of hours, that associate will get a phone call from leadership to make sure he or she is okay; and they will have a conversation to determine if any additional support is needed. Attrition rates at the firm have stayed level around 9% for several years. Fitness challenges and groups help keep employees focused on health. Leaders report that they promote a culture that fights burnout and promotes flexibility which has kept employees happy, committed and motivated.

Premier Community Health
Health System
Winning Site: Dayton, OH - 12 Employees
www.pch-dayton.org
Leaders at Premier Community Health have a strong belief that the workplace should be a pleasant environment empowering individuals to do excellent work. This view drives the organization's culture. Employees’ flexibility needs are reviewed on a case-by-case basis, and a solution is offered that hopefully meets the employees’ and organization’s needs. Management members have recruited and retained an employee who is on disability. Leaders make sure her work is structured in a way that gives her independence and celebrates her accomplishments. Soon, a new virtual distributed computing network will be implemented that will enable employees to access information outside of the office. Leaders are proud that the entire team helped in developing the project. In Premier Community Health’s 2012 employee satisfaction survey, all areas related to flexibility improved over 2011.

PricewaterhouseCoopers
CPAs, Consultants and Advisors
Winning Site: Charlotte, NC - 560 Employees
www.pwc.com
Employees at professional services firm PricewaterhouseCoopers utilize many programs to create a more efficient and flexible workplace, including everything from cross training to rewards for those who bolster flexibility. A national flexibility contest encourages work teams to plan for flexibility, including rewarding those who embrace the plan. In addition, employees are able to take advantage of formal flexibility plans, alternative career paths and contingent workforce opportunities. Firm leaders promote flexibility even
in jobs that don’t generally lend themselves to flexibility, such as receptionist positions. Cross training ensures that there is always someone who can cover a position so that flexibility can be extended to all employees. Among the top reasons for increasing flexibility include increased productivity and engagement, increased job satisfaction and retention, and the ability to attract top talent. It is also about quality and client service, as employees end up providing a better product. PricewaterhouseCoopers Charlotte employees have scored above the national average for engagement since 2010. Leaders believe their ability to be flexible and enable their talent to incorporate flexibility has served the company well in attracting exceptional talent even through recent economic challenges.

Prince, Perelson & Associates 72 89 83
Recruiting Firm
Winning Site: Salt Lake City, UT - 25 Employees
www.perelson.com

An attitude of working smarter—not harder—is a mantra at Prince, Perelson & Associates, a recruiting and professional placement firm. Leaders make efforts to manage flexible schedules for employees, even those who are in positions that typically don’t offer flexibility. Employees are cross trained so there is always a backup person who can “fill the gap” as needed. Management members encourage cross training and job-sharing duties so all employees can feel confident their responsibilities will be tended to in their absence. Employees are also encouraged to create schedules that fit their needs, as well as the company’s needs. Leaders decided to increase flexibility to obtain and retain top talent in an increasingly competitive industry. This culture has proven successful, as the average employee’s tenure is seven years.

ProtectCELL 74 79 78
Cell Phone Insurance
Winning Site: Novi, MI - 80 Employees
www.protectcell.com

At ProtectCell, a mobile device protection company, employees are encouraged to take control over their own schedules, focus on career advancement and get healthy. Many employees working flexible schedules—working from home or rearranging hours—know that there is a high level of trust on the part of management that they will get the job done. Technology has enabled employees to work from home and maintain creative work schedules. Each employee is allotted 20 hours of annual work time that can be used for personal improvement, which could include a computer class, a certification or a public speaking program. A wellness program includes monthly reimbursements to support any healthy activity—for example, a gym membership, yoga classes or a new pair of jogging shoes. Within the organization, it has been proven time and time again that employees who have the flexibility to work in a way that works for them are the most effective and productive members of the workforce.
Public Policy Associates, Inc.* * * * * 76 69 72

Public Policy Research
Winning Site: Lansing, MI - 26 Employees
www.publicpolicy.com

The goal at Public Policy Associates, Inc., a consulting firm, is to create a workplace where everyone can work together to address business needs while having a fulfilling life outside of the office. With that in mind, leaders know that flexibility and keeping workloads in check will help them attract and retain employees who will help grow institutional knowledge. More than a quarter of staff members have been with the company longer than 10 years. Employees are able to flex their schedules to attend classes, which the company reimburses up to $5,250. In addition, employees can work from home if they have personal issues to address. On these occasions, they are provided a terminal server that can be accessed offsite. It gives them full access to all of their files and software. Several company laptops can be taken home or on the road. Many staff members have smartphones that are paid for by the company. To avoid overwork, leaders review staff members’ hours each month to address uneven workload spread.

Pure Visibility, Inc. 91 91 91
Digital Marketing Agency
Winning Site: Ann Arbor, MI - 13 Employees
www.purevisibility.com

Pure Visibility, Inc., an Internet marketing firm, has a policy of letting employees and managers figure out how work will get done by using a liberal time off system. Leaders developed a unique time off program that is offered on a “use as you need” basis where employees don’t need to accrue vacation time or sick time. As long as employees’ work is done or covered and they have approval from their manager, they can take off as much time as they need. Employees are also able to work flexible hours during the week. In addition, employees can take time during the day for things like personal appointments. A virtual distributed computing network enables employees to work remotely. Staff members use videoconferencing for team meetings. While having unlimited paid time off (PTO) is a great recruiting tool, it’s been a great retention tool as well. Leaders report that employees are happy and productive.

Recruit Training Command * * * 90 72 80
Navy Boot Camp
Winning Site: Great Lakes, IL – 1,200 Employees
www.bootcamp.navy.mil

Leaders at Recruit Training Command, a Naval boot camp, believe teamwork is the most important characteristic to developing a supportive and flexible work environment. When the employees work well as a team, the workload is more easily shared. Extensive counseling services in a variety of
areas—finance, transition assistance, physical fitness, nutrition and mental health—are offered at no charge. Smartphones enable senior leadership to more effectively communicate while staying mobile and visible in the command. With a flexible work environment, job incentives and family support programs, Recruit Training Command had an 89% retention rate in 2012.

Rho * * *
Clinical Research Organization
Winning Site: Chapel Hill, NC - 318 Employees
www.rhoworld.com

Leaders at Rho, a contract research organization, pride themselves on having created a people-centered culture that makes room for the demands of both work and life. Virtual private network (VPN) tokens, iPads and company-issued laptops make it possible for employees to work remotely. Videoconferencing and teleconferencing enable employees to work remotely and be able to join meetings and feel part of the group. Workload rebalancing and good communication have kept overwork from becoming a problem. Rho's leadership is proud of their family-friendly, collaborative corporate culture that provides opportunities for growth among employees. Some of the family-friendly benefits offered at Rho include paid parental leave, paid time off (PTO) for adoption, phase-back work hours and onsite private lactation facilities for new moms. Rho’s CEO reports the organization’s leadership is committed to creating a flexible workplace through a combination of traditional programs like telecommuting and flexible hours and innovative programs like a concierge service for employees.

Rhode Island Housing * * * * * * * *
Government Housing Agency
Winning Site: Providence, RI - 170 Employees
www.rhodeislandhousing.org

Rhode Island Housing, a self-sustaining government agency supporting and educating individuals looking for or trying to stay in their homes, recently implemented a new program to help foster more work-life fit. Employees who work in the customer service department need to be present during core hours, but now employees are able to alternately flex their schedules. This ensures coverage while providing flexibility. Older employees are able to reduce their hours as they near retirement. Leaders believe offering flexibility has resulted in more productive and loyal employees. Retention is high and employees who have left often come back to the organization. Generous maternity and paternity leaves, both partially paid, have helped employees focus on family without worrying about work. A wellness program includes free flu shots and personal trainers. Despite layoffs, turnover is still just 4%.
At transportation provider Ride Connection Inc., an employee who had to move to care for an ill family member became the first flexibility test case for the firm. At first, she worked from her cell phone and, after improving technology, she and others are now able to log into their computers from home and serve customers as though sitting in the office. The company’s telecommuting program and flexibility options have helped employees negotiate personal needs, continue running the service center during severe weather conditions and create efficiency on the job for employees in the field who have lag time between clients. The installation of tablets in Ride Connection vehicles also helped make the lives of employees easier. Some employees in the field often had breaks between jobs, but it wasn’t feasible for them to commute back to the office. Providing them with tablets and offering them more control over scheduling made them more independent and productive. The company also actively recruits veterans, employees with disabilities and older employees through local programs. Leaders report that all of the organization’s initiatives have led to happier and more productive employees.

Leaders at Riney Hancock CPAs PLLC believe that they control how happy employees are and tout a “work smarter, not harder” mantra. Leaders enable employees to set their own hours and flexibility and also maintain a family-friendly atmosphere where employees care for one another and work as a cohesive team. In fact, they believe their flexible family attitude and practice has enhanced retention. Employee issues are addressed individually in order to tailor solutions to each employee; and the firm retains an open door policy. Virtual office technology and equipment for professional staff and several support staff enable them to work from home or other locations. During the intense tax season, the firm’s leadership works to provide a light atmosphere, including bringing in lunch, dinner and snacks as treats for the employees. They also have parties to celebrate each month’s deadlines.

River Network’s leaders’ commitment to the communities that protect Oregon’s rivers is rivaled only by their commitment to the families of their employees. Leadership at River Network—an online hub of more than 2,000 state, regional and local grassroots organizations devoted to protecting water
resources—offers a work environment that allows for flexibility and active parenting and differing lifestyles. Web and audio conferencing, virtual private network (VPN) access, laptops and other technology make flexible work possible. Employees also are offered a generous benefits package and free access to an Employee Assistance Program (EAP). Leaders at River Network recognize that the lives of their staff members are rich, multi-faceted and sometimes unpredictable. In both their work and their workplace, flexibility is an important trait to achieving success. The network not only has a low turnover rate due to their flexibility practices, but their leaders report hearing from prospective employee candidates that the flexibility offered by River Network is what makes them more attractive over other employers.

**Rochester Public Library**

**Public Library**

**Winning Site: Rochester, MN - 142 Employees**

www.rochesterpubliclibrary.org

Rochester Public Library’s leadership fosters a culture of caring, flexibility and creative problem solving. In order to keep the library open during hours patrons are able to visit—like evenings and weekends—all staff, including managers, are expected to help cover these shifts. In return, staff members are able to take time off during the week after working a weekend, to work compressed four-day schedules and to trade shifts. Job sharing is also possible. Leaders have worked with a local community college to offer workplace experience to young people with disabilities and with the University of Minnesota to offer internships. Older staff members can phase into retirement. Staff members have also taken advantage of technology like videoconferencing, laptops and smartphones to enable remote work. Year over year, the results of the staff survey have improved, demonstrating that employees feel loyal and cared about. Wellness programs have included setting up a community supported agriculture program for staff members.

**Rose City Mortgage**

**Mortgage Broker**

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

www.rosecitymtg.com

The creator and owner of Rose City Mortgage—a mortgage broker firm—believes that their employees are the company’s greatest asset and that it is extremely important that there be harmony in the office and everyone be treated with respect. Rose City Mortgage leadership trusts its employees to make decisions on work hours and schedules that are best suited for them and their families. Employees need only a computer and a phone to work anywhere and use both in order to work flexibly—although the company encourages employees to work 40 or less hours per week. In addition, Rose City Mortgage employees are paid higher than industry standards and receive excellent benefits. They are encouraged to make time out of the office to spend with their families, volunteering or doing things they enjoy. In the end, this benefits everyone.
Leaders at Ross Strategic, an environmental and organizational analysis firm, take a results-oriented approach to time accounting for salaried employees, representing all but one employee. Staff members can choose a level of remote work and telecommuting that meets their needs, be it occasional, regular or full time. Technology to support workplace flexibility is provided so that employees can be connected wherever and whenever needed. Their leave policy includes three to five weeks paid leave (depending on tenure at the firm), five days paid sick time, paid holidays, up to 12 weeks of family leave and a one month paid sabbatical after 10 years of employment. Other benefits include late night taxi service to help ensure the safety of employees who need to work late, healthcare benefits (medical, dental and vision) and coverage for all employees who work 20 hours per week or more, and bike lockers and a workout room with showers onsite. Staff retention rate is high, with an average employee tenure of more than 10 years.

At ROSSETTI, an architecture and design firm, leaders are looking to foster a productive work environment by enabling employees to work when they think they’re most productive. At the same time, collaborative teamwork is essential to the business. To promote team efficiency and communication, employees are seated according to project teams. Employee seating changes approximately every 12 to 18 weeks when projects are completed. Employees transition seamlessly by keeping workspaces modular and bookcases on rollers. Employees are moved, reconnected and working within an hour. Administrative employees are not moved regularly, but they are also seated as teams in an open layout and also have the same access to flex hours. The company’s leadership understands that as a creative firm, they must have flexibility at all levels and across all work disciplines in both formal and informal methods.

Leaders at Ryan, a tax services firm, have created an effective and flexible workplace by empowering employees, offering them opportunities for career advancement and providing a helping hand when they face financial challenges. Leadership at Ryan implemented a comprehensive flexibility plan called “myRyan,” but they understand that certain jobs may limit flexible
work options. Nevertheless, they encourage teams to find ways to extend those options when they can. For example, executive assistants can work with their executive to identify one day each week when they can work from home. A variety of technology makes working any place at any time a practical reality. The program has increased productivity, efficiency and retention. Ryan leaders have also seen improved client satisfaction since implementing the plan focused on performance and not on hours worked. Employees who are members of the military and/or who are veterans receive benefits such as a pay differential while serving, along with retention of benefits and Veterans Day off. When the employee returns from service, he or she can use whatever flexibility is necessary to ease back into civilian life and work. Employees nearing retirement are able to adjust the scope of their work in a way that works for them and the firm. A senior consultant trains young professionals for the next steps in their careers. A 12-week internship program benefits those preparing to enter the workforce, and management planned to hire 60 of its interns in 2012. An improved training program resulted from a research study on manager concerns about flexibility, and leaders created the Culture Council to review feedback and make recommendations on flexibility program changes. As a result of this feedback, company leadership recently began requiring exempt employees to take at least 10 days off each year. The company’s wellness plan has had positive results, with 76% of employees realizing reduced premiums due to meeting improved outcomes in key health areas. And the company’s employee financial assistance fund assists those who have short-term unexpected financial emergencies. Overall, management continues to find that offering a flexible work environment and other workplace initiatives that make employees happy and productive leads to better service delivery for their clients.

| Winning Site: Atlanta, GA, 79 Employees | 89 | 82 | 85 |
| Winning Site: Austin, TX, 71 Employees | 89 | 79 | 83 |
| Winning Site: Baton Rouge, LA, 10 Employees | 89 | 88 | 88 |
| Winning Site: Boston, MA, 42 Employees | 89 | 84 | 86 |
| Winning Site: Carlsbad, CA, 25 Employees | 89 | 75 | 81 |
| Winning Site: Chicago, IL - Downers Grove | 89 | 86 | 88 |
| Winning Site: Chicago, IL - Downtown, 53 Employees | 89 | 76 | 81 |
| Winning Site: Cleveland, OH, 20 Employees | 89 | 82 | 85 |
| Winning Site: Columbus, OH, 11 Employees | 89 | 80 | 84 |
| Winning Site: Dallas, TX, 330 Employees | 89 | 82 | 85 |
| Winning Site: Denver, CO, 19 Employees | 89 | 87 | 89 |
| Winning Site: Detroit, MI, 26 Employees | 89 | 79 | 83 |
| Winning Site: Ft. Lauderdale, FL, 16 Employees | 89 | 85 | 87 |
Much of the work done at Sability, a workforce management company, can be done remotely, so leaders encourage all staff members to take advantage of flexible work options. Managers also closely monitor overwork, which is a problem for the firm. To manage the issues, leaders always try to balance workloads and shift work away from overloaded employees. Sometimes extra hours are required due to client needs, but employees who have worked extra hours are encouraged to take some shortened days to relax. The company leadership provides tools to help facilitate flexibility, including a virtual distributed computing network and a system to connect team members socially and provide continuous feedback and recognition of employees. Leaders report that their goal is to manage people's work, not their time. As competition for top talent in this industry is fierce, flexibility helps to attract and retain top talent. In addition, leaders also note that productivity gains from a happy, engaged workforce are substantial.

Leaders at public accounting firm Sansiveri, Kimball & Co. LLP believe that their flexible and effective workplace initiatives have made employees more motivated and see the programs as essential to their business philosophy.
Employees can work from home occasionally to address family issues. This is made possible by remote access tools, scanners and a paperless office system. Participation in university job fairs and offering an internship program to juniors and seniors help make younger potential employees more aware of the firm. Many offerings help employees better their financial, physical and spiritual health, including discounts at health clubs and financial planning. Leaders believe that flexible workplace arrangements positively affect the organization’s effectiveness and make employees more productive and efficient.

Santee Cooper    Electric and Water Utility
*  *  *  77  69  73
Winning Site: Moncks Corner, SC - 769 Employees
www.santeecooper.com

Leaders at Santee Cooper, a power company, provide many programs to employees that help create an environment of understanding among all types of employees. Generational training is offered to employees to help them understand the various generations that work side by side at Santee Cooper. And mentoring and coaching is available to younger employees. Two CSA (Community Supported Agriculture) programs drop off deliveries of produce onsite, providing convenient healthy food options to employees. Employees in the military are offered 120 hours military leave for continued training and another 240 hours for active duty. Employees return to positions they vacated and continue to receive pay increases and bonuses as if they had never left. And all employees receive 80 hours of vacation upon being hired. Financial and health workshops are provided as well as a recreational facility for employees and their families. Turnover at Santee Cooper is less than 1%, and corporate absenteeism was 1.26% in 2012.

SC Campaign to Prevent Teen Pregnancy    Nonprofit Health and Social Campaign
82  75  77
Winning Site: Columbia, SC - 24 Employees
www.teenpregnancysc.org

Leaders at SC Campaign to Prevent Teen Pregnancy show they value and care for their employees via an array of initiatives including enabling employees to work from home during a recent gas-price hike to onsite exercise classes. Leaders also offer half days on Fridays, and employees are able to adjust their work schedules during their children’s spring breaks. Parents are also able to bring their children to work occasionally, and those pursuing advanced degrees can flex their schedules. To promote wellness, employees can take onsite exercise classes, a weight loss challenge and participate in wellness day, which includes chair massages. Employees receive paid time off for the birth or adoption of a child and to care for an ill loved one. Leaders report that these offerings have proven invaluable to employees and have increased their loyalty to the company. It has also helped retain valuable employees whose spouses were relocating for work reasons. Though mobile devices have helped increase communication, leaders are careful to set reasonable expectations about responding to messages after hours.
Sebaly Shillito + Dyer * * * * 72 83 80
Professional Legal Services
Winning Site: Dayton, OH - 54 Employees
www.ssdlaw.com

Leaders at law firm Sebaly Shillito + Dyer utilize everything from mentoring to free financial planning advice to help foster a better work environment. The firm's leadership has implemented a mentoring system to assist younger lawyers in developing and enhancing their legal and leadership skills. In order to enable employees to work from anywhere, leaders have put a strong focus on technology that increases portability, like virtual networks on laptops that accesses the firm systems, scanning, e-copy, document management systems, faxing from laptops, wireless connection to the Internet and handheld devices. The firm's absenteeism and turnover rates are very low. Leaders report that they trust and value their employees and encourage them to offer ideas about ways to improve the work experience.

Senior Services * * 72 78 76
Nonprofit Agency Serving Older Adults
Winning Site: Seattle, WA - 56 Employees
www.seniorservices.org

Leaders at Senior Services embrace the belief that cultural, social and other differences should be respected and celebrated. They have built a staff team with extraordinary cultural competence and provide that team with tools to positively address institutionalized racism. All Senior Services employees are responsible for providing and supporting a culturally competent work environment that enriches interactions with each other and their products and services. The organization's recruiters make a point of seeking out applicants age 60 or older. Recruiting efforts are often done through AARP and the Mayor’s Office for senior citizens. Internships and mentorships help attract younger employees.

Senn Dunn Insurance * * 79 77 78
Business Insurance
Winning Site: Greensboro, NC - 80 Employees
www.sennndunn.com

Senn Dunn Insurance leaders don't want employees to feel they have to choose between doing good work and caring for their families. Employees of Senn Dunn do not need to use paid time off (PTO) to take short amounts of time to attend doctor appointments during the day. Furthermore, there is no limit to the number of sick days an employee can take. Leaders report that the number one reason they promote flexibility is to create more engaged employees. Happy employees are willing to go above and beyond for the company. An employee assistance plan, healthy food in meetings, biometric screening and discounts at fitness centers all help keep employees feel their best. Virtual distributed computing networks enable employees to work more
flexibly as they can access their work from anywhere. Currently, leaders are working on implementing together a formal remote work policy.

Sikich LLP

CPAs, Consultants and Advisors
Winning Site: Naperville, IL - 214 Employees
www.sikich.com

Leaders at Sikich LLP, a professional services firm, use technology to enable employees who work remotely, out of state, at client sites or in varying time zones to respond to both personal and client obligations. An instant chat feature has become more utilized for real-time responses for business related issues. Conference calls, e-learning, virtual meetings and classrooms are also utilized. As older employees approach retirement, they have the opportunity to phase into that stage of life by working seasonally or part time. Young people benefit from job shadow programs and internship opportunities. “Get Fit, Eat Right, Live Well” is the newly implemented program to help employees take better care of their health. As a firm in the professional services industry, flexibility is imperative not only for market reasons, but also for the retention of top talent. To this end, leaders at Sikich offer flexibility and discretion to manage workloads, schedules and conflicts as needed.

Smooth Fusion Inc.

Web Development Services
Winning Site: Lubbock, TX - 20 Employees
www.smoothfusion.com

Leaders at Smooth Fusion Inc., a technology business that provides services to marketing agencies, understand the importance of using technology tools to work smarter. Employees are provided with laptops, virtual private network (VPN) access and smartphones so they can work from home when necessary. Employees can leave early on Fridays in the summer to spend more time with family. Employees generally choose their own start and end times each day unless their job position requires specific hours. Leaders solicit input from employees on how to make work more flexible. Employees can choose between two different health insurance plans, one with a health savings account option and one without. They also receive a health club membership allowance. Leaders maintain that providing flexibility makes it possible for them to attract and retain the best talent.

Software Technology Group, Inc.

Software Consulting
Winning Site: Salt Lake City, UT - 135 Employees
www.stgutah.com

Leaders at Software Technology Group, Inc. are dedicated to providing employees with a great career and a good working environment. Policies and programs are created based on feedback from internal surveys to respond to
the needs of employees. Many of their employees stay on for many years and can expect to enjoy competitive salary and benefits along with paid vacation time, paid sick leave and continued employment and compensation between assignments. Each new employee is assigned a mentor to answer their questions and help acclimate them to the culture, and social events are organized for employees, their partners and families to bring everyone together.

Solix, Inc. * * * * * * 85 74 79

Funding Program Administrator
Winning Site: Parsippany, NJ - 344 Employees
www.solixinc.com

Management at Solix, Inc., a data management software company, sees flexibility as more than scheduling. It is how work is performed. The most important “business case” for increasing flexibility at Solix has been to improve business results through productivity and employee satisfaction. A new furlough policy enables employees to take eight to 12 weeks of unpaid leave during times when business is slow. Nearly all employees are able to telecommute using remote desktop protocol. Employees who need to be accessible in the evening or who travel often are provided with smartphones. And, through a partnership with INROADS—a nonprofit that helps underserved youth prepare for corporate and community leadership—leaders have been able to help develop and place talented youth in summer internships. Forty-two percent of Solix employees are over the age of 50 and benefit from a phased retirement program. In the last year, leaders have been able to offer disabled employees who need special assistance more flexibility by providing physical accommodations so they can continue to effectively perform their work. For example, they have provided several employees who have back issues with new workstations that make it possible for them to stand while working. Recruiters at Solix also work with Hero2Hired, a service that connects hiring companies with military member job seekers. All of this has resulted in highly loyal employees—96% of employees report they are willing to give extra to help the company succeed.

Southeast Service Cooperative * * * * 88 86 87

Education Cooperative
Winning Site: Rochester, MN - 19 Employees
www.ssc.coop

Southeast Service Cooperative, providers of educational support to the Minnesota community, has fostered a supportive workplace by promoting a culture of flexibility and family-first which has reduced the stress involved with trying to manage work and life. Employees are offered flexible hours, compressed workweeks, flexible schedules and the ability to work anywhere. The company’s leadership also offers a dynamic wellness program, including monthly activities, challenges and speakers. Movement at work is encouraged in the form of walking workstations, walking meetings or simply taking a walking break. An employee company committee ensures that employee milestones are celebrated. And leaders understand the importance of playing
to employees' strengths. Through strategic planning and yearly examinations of employees’ job duties, management excels at pairing employees with projects that play to their strengths. They use evaluative tools to examine employees' greatest strengths and psychological indicators to better understand each of colleagues' personalities and preferred work styles.

Southern California Gas Company

Utilities
Winning Site: Los Angeles, CA - 1,500 Employees
www.socalgas.com

Leadership at Southern California Gas Company offers flexible work options to attract and retain employees. The company’s flexibility program, called the SmartWork initiative, offers flexible work hours, telecommuting, location flexibility and extended leave options. This flexibility is achieved through company Intranet and hotel cubes called “touch downs.” Collaborative software is utilized so teams can work virtually, and employees also use conference calling, teleconferencing and in-house instant messenger service. Employees also receive corporate discounts to local gyms, onsite yoga and walking classes, healthy diet options in the cafeteria, company sponsored walks and sports leagues and various optional workshops on health topics each month. Leaders acknowledge that in the next few years a large percentage of their workforce is eligible to retire. There is considerable focus on succession planning, mentoring, part-time phased retirement options and leadership development to meet the future talent gaps.

Springfield Nephrology Associates, Inc.

Medical Practice
Winning Site: Springfield, MO - 28 Employees
www.springfieldnephrology.com

Leaders at Springfield Nephrology Associates, Inc., a healthcare center focusing on kidney disease, work to put family before work. Leadership members are able to manage all family emergencies. There is no cap on family leave since employees do not qualify for FMLA (Family Medical Leave Act) leaves. Employees can elect to roll over additional accrued paid time off (PTO) beyond the short-term ceiling into a long-term bank for leave. This leave can be used for pregnancy or elective surgery, for example. Employees can use flex time, and the organization pays for professional licensing fees, continuing education classes and seminars and tuition reimbursement. A mobile hotspot for Internet connectivity is available to staff members who live in rural areas without Internet service, enabling them to work remotely. Legal resources provided in the organization's employee assistance program enable employees to take paid time to fill out their living wills and other legal documents. Two notaries at the organization can seal documents at no charge. Although staff members sometimes feel overworked, leaders hold regular meetings to discuss the issue and solutions with them; and it also helps staff members to see managers “working in the trenches” alongside them.
Leaders at recruitment solutions organization Staffing Solutions Enterprises are promoting higher productivity and employee satisfaction by meeting the ever-changing work-life needs of their employees. Rather than having employees take time off or miss work to attend to family needs, flexibility enables employees to manage their responsibilities and commit to work fully by working remotely, adjusting hours or finding some other flexibility solution. Operations staff members whose jobs don’t easily lend themselves to flexible work options are able to flex their start and end work times. For those employees who have to work on holidays, the firm’s leadership offers them a day off and/or extra paid time off (PTO) to make up for the lost time with family. An older employee has been able to reduce her hours by altering her job responsibilities. Young professionals at the firm attend networking and partner events, training support for career development, volunteer opportunities in the community and additional professional seminars. Half of the employees at Staffing Solutions Enterprises have been with the company eight years or longer.

Leadership at public accounting firm Strothman & Company PSC acknowledges that it’s difficult to provide flexibility to employees during the peak accounting season, but managers provide options in order to create a supportive workplace even during busy times. During high workload days, employees are provided with meals. And administrative and technology departments can rotate nights and weekends that are necessary for them to work, while ensuring that the office is still properly staffed. In addition, leaders offer bonuses and extra paid time off to those who are required to work extended hours. Leaders are currently exploring ways in which technology could help provide greater flexibility. During off-peak times, male employees are able to flex their schedules to manage personal responsibilities such as picking up or dropping kids off at child care. Male and female employees are able to work from home when necessary. Currently, most employees are issued laptops and remote desktop access to facilitate remote work. Upper management can also purchase tablets and have them reimbursed. Turnover at the firm is consistently low, and leaders attribute this, in part, to flexible work offerings.
At law firm Sturgill, Turner, Barker & Moloney, PLLC employees are able to work from anywhere thanks to technology that has made it possible. The firm’s computer network enables employees to connect from anywhere, and all documents are scanned and made accessible via the network to eliminate the need to have paper files. Employee productivity is the same in or out of the office, but the leaders at the firm see technology as both a blessing and a curse. It provides employees with flexibility, but it also results in always being plugged into the office. In situations where the firm has had employees who were struggling due to always “being available,” leaders coordinated personal time off for them for rest and relaxation. Older employees are able to reduce their hours and job share. A mentoring program is especially helpful to young attorneys just out of law school who are settling into new positions. A wellness program is in the works to encourage employees to be more active. The firm experienced no turnover in 2012 which they attribute to workplace flexibility.

Leaders at SunGard Public Sector, a software company, empower employees to do their work in a way that works best for their employees. Last year, management implemented a system that offered all application support staff members 10 days per year during which they could work remotely. Enabling support staff to work flexibly presented challenges due to the nature of their work. Nevertheless, it has paid dividends, as employees are happy to have flexibility and are using less unscheduled paid time off (PTO). Technology plays an important part: for example, installing phone software on employees’ laptops made it possible for them to take and make calls while working remotely. Employees who work remotely report increased productivity, and leaders report that they’ve been able to retain individuals who relocated for personal reasons. Web conferencing, desktop sharing, video and voice calling, a virtual network, application sharing and whiteboarding for remote employees make telecommuting practical. Additionally, the company holds wellness fairs in offices across the company which feature such services as onsite flu shots, massages and acupuncture, wellness seminars and mammogram and screening services. Remote and traveling employees are encouraged to attend a wellness fair that fits into their travel schedule or remote location. Leadership has empowered managers to consider each employee issue on a case-by-case basis and to provide creative solutions to managing ever-increasing demands of work and home.
Employee happiness, productivity and retention are all priorities at Swift, a public relations firm, and leaders believe flexibility is essential to supporting those goals. Employees have the freedom to adapt their work schedule to their personal needs. In addition to remote access and a comprehensive health insurance plan, Swift offers a generous paternity policy (in addition to the maternity policy) of three paid weeks following the birth or adoption of a new child; eight hours of paid leave for school visits per year; a dog-friendly office environment; a fitness reimbursement program and a shower room to encourage exercising during the workday. The company also encourages healthy living through participation in running and bicycling challenges as well as office-wide challenges such as the Swift 50 Mile Club, a voluntary challenge to run 50 miles in the month of March.

Leaders at TACG have taken innovative approaches to the concept of work hours, time off and work location. Work hours at this business management and IT consulting firm are flexible and managed by objectives of customer service and company goals not by 9:00 to 5:00 hours. As long as firm objectives are met, the amount of time employees are able to take off is extremely flexible. Work location flexibility has been dramatically increased through the implementation of distributed computing virtual business systems. Enabling employees anytime, anywhere access reduces the need for a set office location in some instances. Employees also have access to instant communication with peers, management and executive staff through instant messaging and video chats. Leaders report that flexibility has resulted in employees who are happier in the work place and, thus, more effective.
Tar Heel Basement Systems

Basement Waterproofing and Foundation Repair
Winning Site: Boone, NC - 30 Employees
www.tarheelbasementsystems.com

At basement, foundation and crawl space specialists Tar Heel Basement Systems, children can come to work with their parents during school cancellations or when child care isn't available, and some employees are able to work remotely. A business management tool enables employees to access their schedules online and request time off in addition to other tools like marketing analysis and sales reports. Although some employees work from home, meetings and events throughout the year help keep everyone feeling unified. Leaders are proud to report that all employees work together as a team to accomplish goals. They believe that unity strengthens purpose, enabling them to accomplish even more. The company’s owner is a veteran who understands the difficulties of transitioning between military service and civilian life, and he has made it a priority to hire veterans and assist them in the transition to civilian work. Leaders report that workplace flexibility has helped attract and retain excellent employees and sales are up nearly 60% since 2012.

Technology Transfer Services, Inc.

Technology Training
Winning Site: Tampa, FL - 70 Employees
www.techtransfer.com

Management at Technology Transfer Services, Inc. believes the key to their success is their motivated and talented team. This industrial consulting and technical training firm is not only focused on maintenance and operations optimization for its clients, but they also know that flexible workplaces are a necessity in order to achieve optimal results. Leaders strive to respond to each individual as issues arise, and the team is committed to the growth and development of both the company and each individual. Remote access technology enables employees to perform the same tasks and assignments outside of the office environment. The president and CEO of Technology Transfer Services, Inc. reports being truly pleased that the programs they have put into place to ensure that their employees have the environment they need to make them the best in the business have been recognized; and added that it is especially gratifying to know that employees took part in the process and validated leadership’s efforts to build a culture that is both positive and productive.
Leaders at The Texas Medical Center Library see flexibility as a work imperative. Flexible scheduling enables collections librarians to negotiate with publishers around the world in different time zones, and technology makes it possible for reference librarians to work with patrons in their place of work, rather than just within the walls of the library. Leaders have also implemented a “gift of time,” which gives employees a paid half day off before company holidays. In 2012, voluntary employee turnover was just 6.8%. Employees can take advantage of flexible schedules, a generous paid time off (PTO) program (24 vacation days per year for most employees, in addition to 11 paid holidays and 12 sick day); a health and wellness program; a financial hardship fund; 100% paid medical, dental and vision premiums; and a sick leave pool program. For example, an employee who ran out of sick and vacation hours was able to extend her sick leave by using donated hours from the pool until her short-term disability could be used. Library leaders understand that employees have lives outside of work and are dedicated to fostering an environment in which employees can be successful in both their work and home endeavors.

Top Flight Systems - TFS Medical Billing Services, Inc.

Flexible scheduling is of great importance to employees of Top Flight Systems - TFS Medical Billing Services, Inc., as many of them are working mothers. All employees can choose their hours within the company’s hours: 7:00 am to 5:00 pm, Monday through Friday. Full-time employees can choose to work anywhere between 32 and 40 hours each week. Part-time employees can work between 16 and 32 hours per week. Employees can come to work up to one hour before or one hour after their regular starting time without needing to call in. Employees can adjust their hours if they need to leave for a short time during the workday by making up the hours later. When feeling overworked, managers will add a new position or move other employees’ responsibilities around to assist. Workplace flexibility is a key part of leaders’ efforts to recruit and retain the best employees.

Treasure Valley Hospice

Communication and teamwork are keys to the success of flexibility at hospice service provider Treasure Valley Hospice. There is constant communication with the direct supervisors to enable employees to come up with solutions
that work for both the organization and the employees. For example, employees can work out a job share solution if they need to go to a class or need to be home to care for a child. Technology like electronic medical records make it possible for records to be updated quickly, requiring less time to do the paperwork. Employees can also access information via laptops either at home, out in the field or at the office. Interns work side by side with employees, and can be hired after they graduate. Employees are also able to attend school while working by adjusting their schedules as necessary. Through flexible work options, leaders find that employees have reduced stress by enabling them to remain in control and take responsibility for their own time and lives.

Though Treasure Valley Hospice is a young company, leaders report that their retention rates are high, and they continue to grow and hire.

Ultimate Staffing Services  78 81 82
Staffing & Recruiting
Winning Site: Portland, OR - 10 Employees
www.rothstaffing.com

Leaders at Ultimate Staffing Services understand that increasing workplace flexibility improves employee engagement, and when employees are engaged they want to work harder and they love what they do. The firm’s leadership has implemented flexibility that enables staff to work nine longer workdays in two weeks and have every other Friday off. Technology has improved efficiency for sales staff. Results from internal surveys show that considerations like daily company-wide employee recognitions, an internal newsletter, wellness campaigns and enabling coworkers to leave early on workdays before holidays all increase employee engagement. The company’s Walk Across America campaign makes it possible for employees to track their physical activity via the American Heart Association’s Physical Activity Tracker Online Portal which converts that activity into steps. The goal is for employees to collectively take enough steps to get to 2,996 miles, the distance it takes to go from the firm’s branch in Nashua, New Hampshire to corporate headquarters in Orange, California. Employees can earn prizes and rewards for exercise or for creating “remarkable experiences” for customers, temporary employees and coworkers. Top performing employees are rewarded with a trip to Hawaii for outstanding yearly results. The firm’s leaders also created a charity initiative called “Purpose:full” whose goal—before the company’s 20th anniversary in August 2014—is to donate one million meals to children struggling with hunger in the United States.

USG Corporation  76 75 77
Building Materials Manufacturer
Winning Site: Chicago, IL - 500 Employees
www.usg.com

Despite the difficult environment for USG Corporation’s industry over the last five years—manufacturing and distribution of building materials—leaders at USG have continued their focus on making work “work” better. They
strongly believe that flexible work arrangements positively impact employee engagement, retention and job satisfaction. A number of corporate employees work remotely. The majority of USG’s employees have been issued laptops with the ability to work from any location that has wireless capabilities. In addition, web conferencing enables the participation of those who cannot attend meetings in person. Employees benefit from subsidized membership to a local fitness center and smoking cessation programs. An employee assistance program is available to employees and their family members. Employees can also take advantage of financial planning assistance and retirement planning educational assistance. Making it possible for employees to structure their work hours, work location and time away is an invaluable benefit that aids retention.

Valassis * * 74 73 73
Media, Internet, Advertising and Marketing
Winning Site: Houston, TX - 230 Employees
www.valassis.com

Leaders at Valassis, a marketing services firm, are committed to identifying ways to continually enhance workplace supportiveness and recognize the importance associates place on flexibility. The majority of Valassis associates are expected to work 37.5 hours per week, but are paid for 40 hours. This schedule gives employees time during the week to attend to personal needs. Managers encourage those who are interested in more fixed, long-term forms of flexibility to discuss the options. Many associates work a variety of flexible schedules, including compressed workweeks and flex start and end work times. In 2012, a new level of flexibility was introduced where leaders explored a pilot expansion of telecommuting. In 2013, leaders introduced this option company-wide. The goal was to move from a culture where flexibility policies and programs exist in pockets or on a case-by-case basis to a culture where employees have widespread use of formal and informal flexibility. In addition to a menu of flexible work options, associates working at least 20 hours per week receive excellent benefits which are also available to their families and same- or opposite-sex domestic partners. Leaders have seen a decrease in absenteeism and turnover across functional areas at Valassis.

Visteon Corporation * * * * * * 74 76 76
Automotive Parts Company
Winning Site: Van Buren Township, MI - 811 Employees
www.visteon.com

Employee engagement surveys conducted at Visteon Corporation, an automotive global supplier, found that a flexible workplace is critical when it comes to employee retention. Employees whose jobs are not conducive to some forms of flexibility have the option to job share or adjust their hours in a way that works for them and the company. Employees who serve in the military are eligible for a pay differential and continue to receive benefits for up to six months while on active duty. An internship and co-op program are
available to university students, many of whom are hired upon graduation. Web-based e-mail and company provided smartphones enable employees to stay connected wherever they are. To combat feelings of being “always on” managers have been trained to limit contact with employees who are on vacation. Leaders report that the most important business case for flexibility is attracting and retaining top talent.

Walgreens  
Retail Pharmacy  
Winning Site: Deerfield, IL - 19 Employees  
www.walgreens.com

Leaders at Walgreens, the pharmacy chain, report the company has made great strides in increasing the diversity of its talent pool by focusing on hiring and training veterans and people with disabilities. Walgreens has a staff recruiter focused on reaching out to veterans; and training has been developed to address concerns hiring managers may have about hiring veterans who may have special challenges. Leaders began with a strategic push to ensure that 40% of team members in distribution centers hired have some form of disability. This has worked very well, not only from a retention point of view, but also from a process point of view—what works well for someone with a disability may also work well for someone without a disability. All team members have the option to sync their personal phone to company e-mail. Employees also have company-wide virtual network access. Employees can use Walgreen’s onsite health and wellness facilities; and leaders report this improves productivity and overall health for team members. Walgreens leaders implemented “pay for performance” in an attempt to shift from a culture of counting hours to a culture of performance.

WellStar Health System  
Hospital  
Winning Site: Marietta, GA – 12,587 Employees  
www.wellstar.org

Leaders at nonprofit healthcare provider WellStar Health System created a goal of “right people, right place, right time” to ensure the best outcomes for patients, team members, the community and the organization. To encourage flexibility, every manager is trained on how to manage flexible work teams and team members, how to consider the business strategy of flexible work and why it is important. For example, the organization’s coding department moved to full-time work from home and improved turnaround time on coding with a first year impact of over $2 million. The company’s leadership is implementing technology that will streamline and connect all facets of healthcare for patients and caregivers. A new scheduling tool will provide better reporting capabilities and create compliance for all managers in online scheduling processes. Among Wellstar’s many employee offerings are a flexible work program, free concierge services, free income tax preparation, onsite health screenings, back up child care, an employee wellness program,
tuition reimbursement and adoption assistance. The company leadership also offers regular events and activities for employees and their families.

Western National Mutual Insurance Company

Winning Site: Edina, MN - 305 Employees
www.wnins.com

Leaders at Western National Mutual Insurance Company provide a supportive workplace, including ongoing mentoring and support of employees and an understanding of what employees at all stages of their work lives need to thrive in the workplace and at home. This approach has helped the company's leaders when it comes to recruiting and retaining an engaged and diverse workforce. A specially trained group of internal change agents is available to coach and support employees. Telecommuting options are available for employees with disabilities and reduced hours are available for older employees seeking to transition to retirement. The company is also developing an intern program for younger employees and is considering a variety of flexible work hour options (e.g., a 9/8 bi-weekly pay period where an employee works eight nine-hour days, eight hours on a ninth day with the tenth day off). Human resource programs address well-being in an employee's career as well as in their social, physical, financial and community areas. The company’s less than 6% turnover rate and 14-year service average speak to their success.

William J. Perry Center for Hemispheric Defense Studies (CHDS) at National Defense University

Winning Site: Washington, DC - 50 Employees
http://chds.dodlive.mil

William J. Perry Center for Hemispheric Defense Studies (CHDS) at National Defense University uses programs such as job sharing time to exercise to help promote a supportive workplace. Employees are provided laptop computers to facilitate telecommuting, and Center leaders have implemented an alternate work schedule initiative that permits flexibility in arranging work schedules or for employees to work compressed weeks. Employees can also take advantage of a job-sharing program. The Perry Center has invested in technology to provide both mobile platforms to facilitate telecommuting and videoconferencing. Support for telecommuting is now part of the organizational culture and is widely accepted by employees, supervisors and senior organizational leaders. Employees have the ability to better respond to late night or weekend emergent situations. Management believes that increasing flexibility leads to greater employee engagement, less employee turnover and, ultimately, enhanced mission performance. The director of the Perry Center is a strong advocate for physical fitness and permits employees three hours of duty time each week to participate in physical fitness activities. The organization's leaders hope their programs can serve as a model for other organizations within the U.S. government.
Winona Workforce Center

Workforce Development
Winning Site: Winona, MN - 12 Employees

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

Wist Office Products

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

Being an office supply delivery company, many of Wist Office Product’s frontline positions require a consistent availability during regular business hours, but management has made a commitment to duplicate and cross train certain positions so that line managers are able to implement flexible schedules when employees in those roles need or want flexibility. Employees are also able to reduce their hours to ease into retirement. Leaders anecdotally have seen improvements in morale and reduced turnover since implementing flexible work options. The health and happiness of all employees is vital to leaders. Throughout all ranks, leaders make it known that once work is done, work is done. Leaders adhere to the idea that if it’s not done by the end of the day, it will be there waiting for you in the morning.

WithinReach

Health and Nutrition Referral
Winning Site: Seattle, WA - 44 Employees
www.withinreachwa.org

Leaders at WithinReach, an organization that helps Washington families connect with services they need, have seen multiple benefits from implementing flexibility. Having employees work from home and at other locations, has resulted in a less stressful environment, increased employee loyalty, the ability to attract a more qualified pool of candidates when hiring as well as a reduction in turnover. All employees can access the organization’s network
from outside the office from either their home computers or an organization laptop. As the budget permits, leaders are implementing a program to purchase laptops and tablets for individual use to facilitate work in the field.

**Woodbolt International**

**Dietary Supplement Retailer**

Winning Site: Bryan, TX - 67 Employees

www.cellucor.com

Flexibility is a recently added strategy for employees at Woodbolt International to be successful in their jobs. Leadership at Woodbolt administers internal surveys in order to gain input from employees as these policies and programs are updated. Employees have virtual private network (VPN) access which enables them to work remotely. Employees are also offered an EAP (Employee Assistance Program) and receive free membership at a local gym and a discounted rate for their family members. Each quarter, leaders introduce a new wellness program and offer awards for participation. The chief cultural officer at Woodbolt reports that their employees are their greatest asset and should be treated as such. Leadership wants to ensure they maintain the best work-life balance possible because they know what that means for both productivity and personal happiness in the workplace. Woodbolt's culture is strongly rooted in living a healthy lifestyle—that's why it is important amenities are offered to their employees to help them maintain healthy habits while at work.

**YES Community Counseling Center**

Youth & Family Support & Counseling

Winning Site: Massapequa, NY - 34 Employees

www.yesccc.org

Given the high turnover rate for professional staff in the human services field, leaders at YES Community Counseling Center understand the importance of prioritizing the needs of the agency's employees. The ability to create flexibility and still maintain consistency and formal structure are critical to ensuring quality work. Flexible schedules, liberal time off and sensitivity to emergency issues enable all employees to better manage their work and personal life. Staff members can work from home as needed. Leaders at the agency believe providing forums for open discussion and communication have had positive effects on staff members' morale and have created a more positive work environment. The agency also trains interns in the field and maintains vital linkages with universities who educate and, ultimately, refer potential job candidates to the organization. Employee wellness is also part of the agency's culture. Compassion fatigue, stress and burnout are regrettably common in the social work business. Leaders recognize these challenges, so staff members receive regular one to one weekly supervision where they have an opportunity to explore challenges and struggles in a safe and supportive environment.
The leaders at social service program provider YWCA New Hampshire want to keep their staff members energized and also help employees manage overwork and work-life issues. They have increased volunteer numbers to help with the workload and prioritized workplace flexibility. Employees are able to take time during the workday to tend to sick kids, schedule doctor appointments or manage other family matters and also bring kids to work on snow days and school vacations. A generous leave policy (20 days of paid time off plus six days of extended sick leave per year) in addition to eight holidays, two sabbatical days and one birthday/ floating holiday) provide employees with paid time off to tend to family needs. Leaders recently added a paid time off (PTO) program for part-time staff and also offer a high part-time pay rate to help compensate for benefits (such as health insurance) that are not offered to part-time staff. Technology also plays a role in flexibility; and a new phone system enables staff members to forward office lines to their home or mobile lines and a web-based server makes remote work possible. Other creative initiatives include a PTO program where staff can earn “PTO bucks” based on performance; an “Own It!” initiative to recruit young women and train them in leadership skills; and a weight-loss challenge initiative that is currently under development.
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<tr>
<td>Colorado</td>
<td>Arapahoe/Douglas Works!</td>
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<td>Colorado Springs School District 11 - Human Resources</td>
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<td>Colorado Springs School District 11 - McAuliffe Elementary School</td>
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<td>Colorado Springs School District 11 - Monroe Elementary School</td>
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<td>Eagle County Government</td>
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<td>KPMG - Denver, CO</td>
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<td>Ryan - Denver, CO</td>
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<tr>
<td>Connecticut</td>
<td>BDO USA, LLP - Stamford, CT</td>
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<td>OpenSky Corporation</td>
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<td>Delaware</td>
<td>BDO USA, LLP - Wilmington, DE</td>
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<tr>
<td>District of Columbia</td>
<td>Hubbard Radio, WTOP/WFED</td>
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<td></td>
<td>Ryan - Washington, DC</td>
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<td></td>
<td>William J. Perry Center for Hemispheric Defense Studies (CHDS) at National Defense University</td>
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<tr>
<td>Florida</td>
<td>Averett Warmus Durkee</td>
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<td>BDO USA, LLP - Miami, FL</td>
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<td>BDO USA, LLP - West Palm Beach, FL</td>
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<td>Naval Air Warfare Center Training Systems Division</td>
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<td>Ryan - Ft. Lauderdale</td>
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<td></td>
<td>SunGard Public Sector - Lake Mary, FL</td>
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<td></td>
<td>Technology Transfer Services, Inc.</td>
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<tr>
<td>Georgia</td>
<td>BDO USA, LLP - Atlanta, GA</td>
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<td>Delta Air Lines</td>
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<td>Hancock Askew &amp; Co., LLP</td>
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<td>KPMG - Atlanta, GA</td>
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<td>Ryan - Atlanta, GA</td>
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<td>Sability</td>
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<td>Idaho</td>
<td>Grid Training Corporation dba Northwest Lineman College</td>
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<td>Hawley Troxell</td>
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<td>KPMG - Boise, ID</td>
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<td>Treasure Valley Hospice</td>
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<tr>
<td>Illinois</td>
<td>BDO USA, LLP - Chicago, IL - E. Randolph</td>
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<td>BDO USA, LLP - Chicago, IL - N. Wabash</td>
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<td>FM Global</td>
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<td>Frost, Ruttenberg &amp; Rothblatt, P.C.</td>
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<td>The Habitat Company</td>
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<td>Laughlin Constable</td>
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<td>NCH Marketing Services – A Valassis Company</td>
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<td>Perspectives, Ltd</td>
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<td>Recruit Training Command</td>
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<td>Ryan - Chicago, IL - Downers Grove</td>
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<td>Ryan - Chicago, IL - Downtown</td>
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<td>Sikich LLP</td>
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<td>Top Flight Systems - TFS Medical Billing Services, Inc.</td>
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<td>USG Corporation</td>
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<td>Walgreens</td>
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<tr>
<td>Indiana</td>
<td>Harding, Shymanski and Company, P.S.C.</td>
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<tr>
<td>Iowa</td>
<td>Bureau of Nutrition &amp; Health Promotion, Iowa Department of Public Health</td>
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<td>Geonetric</td>
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<td>Hillcrest Family Services</td>
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<td>KPMG - Des Moines, IA</td>
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<tr>
<td>Kansas</td>
<td>CivicPlus</td>
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<td>PlattForm</td>
</tr>
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<td>Ryan - Kansas City, KS</td>
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</tbody>
</table>
Kentucky
Alexander & Company CPAS PSC
Bottom Line Systems, Inc.
DMLO CPAs
Legion Logistics
Lexmark International, Inc.
Medi aura, Inc.
Riney Hancock CPAs PLLC
Strothman & Company PSC
Sturgill, Turner, Barker & Moloney, PLLC

Louisiana
Ryan - Baton Rouge, LA

Maryland
5AM Solutions
American Society of Addiction Medicine
Aviation Systems Engineering Company, Inc. (ASEC)
BDO USA, LLP - Bethesda, MD
The Center for Organizational Excellence
CohnReznick LLP - Baltimore, MD
CohnReznick LLP - Bethesda, MD
iHire, LLC
Orbit Logic

Massachusetts
BDO USA, LLP - Boston, MA
Ryan - Boston, MA

Michigan
Amerisure Insurance
BDO USA, LLP - Grand Rapids, MI - Kenmoor SE
BDO USA, LLP - Grand Rapids, MI - Ottawa
BDO USA, LLP - Kalamazoo, MI
BDO USA, LLP - Troy, MI
Deloitte LLP
Dynamic Edge, Inc.
Educational Data Systems, Inc. (EDSI)
E-IT Professionals Corp.
Employees Only
Greenleaf Trust
Health Management Systems of America
IMAGE ONE
Menlo Innovations LLC
Michigan Occupational Safety and Health Administration (MIOSHA)
National Multiple Sclerosis Society
Peckham, Inc.
ProtectCELL
Public Policy Associates, Inc.
Pure Visibility, Inc.
ROSSETTI
Ryan - Detroit, MI
Visteon Corporation

Minnesota
Architecture Technology Corporation
BDO USA, LLP - Minneapolis, MN
Catholic Charities
Central Consulting Group
David Martin Agency, Inc.
Designs For Learning
First Alliance Credit Union
Hiawatha Broadband Communications Inc.
Ingenuity Marketing Group, LLC
KPMG - Minneapolis, MN
Mahoney Ulbrich Christiansen Russ PA Mediscop e, Inc.
Merjent
PlastiCert, Inc.
Rochester Public Library
Southeast Service Cooperative
Western National Mutual Insurance Company
Winona Workforce Center

Missouri
BizLibrary
KPMG - Kansas City, MO
KPMG - St. Louis, MO
Oxford HealthCare - Columbia, MO
Oxford HealthCare - Joplin, MO
Oxford HealthCare - Springfield, MO
Ryan - St. Louis, MO
Springfield Nephrology Associates, Inc.

Montana
KPMG - Billings, MT

Nevada
BDO USA, LLP - Las Vegas, NV

New Hampshire
BANK W Holdings, LLC
YWCA New Hampshire

New Jersey
American Sensor Technologies Inc.
BDO USA, LLP - Woodbridge, NJ
Caliper
cSubs
Fortune Title Agency, Inc.
Institute of Electrical and Electronics Engineers (IEEE)
KPMG - Short Hills, NJ
Solix, Inc.

New Mexico
OpenEye Scientific Software, Inc.

New York
Creative Plan Designs, Ltd.
Fuller Lowenberg & Co., CPAs
Jackson Lewis
KPMG - Melville, NY
KPMG - New York, NY
KPMG - Rochester, NY
Ryan - New York, NY
YES Community Counseling Center
BY WORKSITE LOCATION (continued)

North Carolina
American Institute of Certified Public Accountants (AICPA)
BDO USA, LLP - Charlotte, NC
BDO USA, LLP - Raleigh, NC
DesignHammer
Dimension Data Americas
Durham Convention & Visitors Bureau
General Motors Financial Company, Inc. (GM Financial)
Hill, Chessen & Woody (HCW)
PricewaterhouseCoopers
Rho
Senn Dunn Insurance
SunGard Public Sector - High Point, NC
Tar Heel Basement Systems

Ohio
Barnes, Dennig & Co.
Cornerstone Research Group Inc.
Excelas, LLC
Hickman & Lowder Co., L.P.A.
KPMG - Cleveland, OH
Mid-Ohio Regional Planning Commission (MORPC)
Noble-Davis Consulting, Inc.
OCLC
Pillar Technology
Premier Community Health
Ryan - Cleveland, OH
Ryan - Columbus, OH
Sebaly Shillito + Dyer
Staffing Solutions Enterprises
TAGC

Oklahoma
Oklahoma Foundation for Medical Quality, Inc.
The Persimmon Group

Oregon
ACME Business Consulting, LLC
BolyWelch
Cascade Employers Association
Cascade Web Development, Inc.
FMWI, Inc.
Innovative Care Management
Northwest Energy Efficiency Alliance (NEEA)
NPC Research
Ride Connection Inc.
River Network
Rose City Mortgage
Swift
Ultimate Staffing Services

Pennsylvania
BDO USA, LLP - Philadelphia, PA
Blue Mountain Quality Resources, Inc.
Brown Schultz Sheridan & Fritz - Camp Hill
Brown Schultz Sheridan & Fritz - Lancaster, PA

KPMG - Philadelphia, PA
Oncology Nursing Society
Ryan - Philadelphia, PA
Ryan - Pittsburgh, PA
SunGard Public Sector - Bethlehem, PA

Rhode Island
Kahn, Litwin, Renza & Co., Ltd.
Rhode Island Housing
Ryan - Providence, RI
Sansiveri, Kimball & Co. LLP

South Carolina
Community Management Group
Santee Cooper
SC Campaign to Prevent Teen Pregnancy

Tennessee
BDO USA, LLP - Memphis, TN
BDO USA, LLP - Nashville, TN
International Scholarship and Tuition Services, Inc. (ISTS)
Ryan - Nashville, TN

Texas
Access Sciences Corporation
BDO USA, LLP - Austin, TX
BDO USA, LLP - Dallas, TX
BDO USA, LLP - Houston, TX
BDO USA, LLP - San Antonio, TX
Binkley & Barfield, Inc.
Dallas Convention & Visitors Bureau
Fronterra Integrated Geosciences
Klotz Associates
KPMG - Houston, TX
MHBT Inc.
PKF Texas
Ryan - Austin, TX
Ryan - Dallas, TX
Ryan - Houston, TX
Smooth Fusion Inc.
The Texas Medical Center Library
Valassis
Woodbolt International

Utah
1-800 CONTACTS
Alpha Warranty Services
BambooHR
Christopherson Business Travel
DigiCert, Inc.
Employer Solutions Group
GOAL ZERO
Goldenwest Credit Union
Ingram Medical
inthinc Technology Solutions
Mantyla McReynolds LLC
Mountain America Credit Union
Nicholas and Company, Inc.
Prince, Perelson & Associates
Software Technology Group, Inc.
BY WORKSITE LOCATION (continued)

Vermont
Gallagher, Flynn & Company
KPMG - Burlington, VT

Virginia
Aptify
BDO USA, LLP - Richmond, VA
Bon Secours - Hampton Roads, VA
Bon Secours - Richmond, VA
Concept Solutions, LLC
InSysCo
IntelliDyne, LLC – Corporate Office

Washington
Bader Martin, P.S.
BDO USA, LLP - Seattle, WA
BDO USA, LLP - Spokane, WA
BuzzBee
Career Path Services
Cascadia Consulting Group, Inc.
Community-Minded Enterprises
Cordell, Neher & Company, PLLC
Humanix
Ross Strategic
Ryan - Seattle, WA
Senior Services
WithinReach

Wisconsin
BDO USA, LLP - Milwaukee, WI
CliftonLarsonAllen, LLP
JA Counter
KPMG - Milwaukee, WI
Laughlin Constable - Milwaukee, WI
ManpowerGroup
Microsoft Corporation
Mortgage Guaranty Insurance Corporation (MGIC)
BY EMPLOYER SIZE

10-49 Employees
Alexander & Company CPAS PSC
Alpha Warranty Services
American Society of Addiction Medicine
Arizona Foundation for Legal Services & Education
BambooHR
BizLibrary
Blue Mountain Quality Resources, Inc.
Boly:Welch
BuzzBee
capSpire, Inc.
Cascade Employers Association
Cascade Web Development, Inc.
Cascadia Consulting Group, Inc.
Catholic Charities
Central Consulting Group
Community Management Group
Community-Minded Enterprises
Cordell, Neher & Company, PLLC
Creative Plan Designs, Ltd.
Cross, Gunter, Witherspoon & Galchus, P.C.
cSubs
David Martin Agency, Inc.
DesignHammer
Designs For Learning
Durham Convention & Visitors Bureau
Dynamic Edge, Inc.
E-IT Professionals Corp.
Employees Only
Excelas, LLC
First Alliance Credit Union
FMYI, Inc.
Fortune Title Agency, Inc.
Fronterr Integrated Geosciences
Fuller Lowenberg & Co., CPAs
Haywel Troxell
Health Management Systems of America
Hickman & Lowder Co., L.P.A.
Humanix
Ingenuity Marketing Group, LLC
International Scholarship and Tuition Services, Inc. (ISTS)
JA Counter
Legion Logistics
Mahoney Ulbrich Christiansen Russ PA
Manyls McReynolds LLC
Mediascope, Inc.
Mediaura, Inc.
Menlo Innovations LLC
Merjent
METRO Architecture
Noble-Davis Consulting, Inc.
NPC Research
ONTRAPORT
OpenEye Scientific Software, Inc.
Orbit Logic
The Persimmon Group
PlastiCert, Inc.
Premier Community Health
Prince, Perelson & Associates
Public Policy Associates, Inc.
Pure Visibility, Inc.
Riney Hancock CPAs PLLC
River Network
Rose City Mortgage
Ross Strategic
Sability
Sansiveri, Kimball & Co. LLP
SC Campaign to Prevent Teen Pregnancy
Smooth Fusion Inc.
Southeast Service Cooperative
Springfield Nephrology Associates, Inc.
Staffing Solutions Enterprises
Sturgill, Turner, Barker & Moloney, PLLC
Swift
TAG
Tar Heel Basement Systems
Top Flight Systems - TFS Medical Billing Services, Inc.
Treasure Valley Hospice
WithinReach
YES Community Counseling Center
YWCA New Hampshire

50-99 Employees
5AM Solutions
ACME Business Consulting, LLC
Aptify
Architecture Technology Corporation
Averett Warmus Durkee
Bader Martin, P.S.
BANK W Holdings, LLC
Brown Schultz Sheridan & Fritz
Career Path Services
The Center for Organizational Excellence
Cornerstone Research Group Inc.
Dallas Convention & Visitors Bureau
DigiCert, Inc.
DMLO CPAs
Employer Solutions Group
Gallagher, Flynn & Company
Geometric
Greenleaf Trust
Grid Training Corporation dba Northwest Lineman College
Hancock Askew & Co., LLP
Harding, Shymanski and Company, P.S.C.
Hill, Chesson & Woody (HCW)
iHire, LLC
IMAGE ONE
Innovative Care Management
Mid-Ohio Regional Planning Commission (MORPC)
Northwest Energy Efficiency Alliance (NEEA)
Oklahoma Foundation for Medical Quality, Inc.
Perspectives, Ltd
ProtectCELL
BY EMPLOYER SIZE (continued)

Ride Connection Inc.
ROSSETTI
Sebaly Shillito + Dyer
Strothman & Company PSC
Technology Transfer Services, Inc.
The Texas Medical Center Library
William J. Perry Center for Hemispheric
Defense Studies (CHDS) at National
Defense University
Wist Office Products
Woodbolt International

100-249 Employees
Access Sciences Corporation
American Sensor Technologies Inc.
Arapahoe/Douglas Works!
Aviation Systems Engineering Company, Inc. (ASEC)
Barnes, Dennig & Co.
Binkley & Barfield, Inc.
Caliper
CivicPlus
Concept Solutions, LLC
Frost, Ruttenberg & Rothblatt, P.C.
GOAL ZERO
Henry & Horne, LLP
Hiawatha Broadband Communications Inc.
InSysCo
IntelliDyne, LLC - Corporate Office
inthinc Technology Solutions
Kahn, Litwin, Renza & Co., Ltd.
Klotz Associates
Laughlin Constable
Michigan Occupational Safety and Health Administration (MIOSHA)
Mom Corps
Oncology Nursing Society
OpenSky Corporation
Piller Technology
PKF Texas
Rhode Island Housing
Rochester Public Library
Senn Dunn Insurance
Software Technology Group, Inc.

250-499 Employees
Bottom Line Systems, Inc.
Bureau of Nutrition & Health Promotion, Iowa Department of Public Health
Christopherson Business Travel
Eagle County Government
Educational Data Systems, Inc. (EDSI)
Goldenwest Credit Union
Hillcrest Family Services – Administration
Ingram Medical
MHBT Inc.
Peckham, Inc.
PlattForm
Point B
Rho
Senior Services
Sikich LLP
Solix, Inc.
Ultimate Staffing Services
Western National Mutual Insurance Company

500-999 Employees
American Institute of Certified Public Accountants (AICPA)
Amerisure Insurance
Arizona Health Care Cost Containment System (AHCCCS)
Dimension Data Americas
The Habitat Company
Hubbard Radio, WTOP/WFED
Jackson Lewis
Mortgage Guaranty Insurance Corporation (MGIC)
Naval Air Warfare Center Training Systems Division
Nicholas and Company, Inc.
OCLC
SunGard Public Sector
Visteon Corporation

1000+ Employees
1-800 CONTACTS
BDO USA, LLP
Bon Secours
CliftonLarsonAllen, LLP
CohnReznick LLP
Colorado Springs School District 11
Deloitte LLP
Delta Air Lines
FM Global
General Motors Financial Company, Inc. (GM Financial)
Institute of Electrical and Electronics Engineers (IEEE)
KPMG
Lexmark International, Inc.
ManpowerGroup
Microchip Technology Inc.
Microsoft Corporation
Mountain America Credit Union
National Multiple Sclerosis Society
NCH Marketing Services – A Valassis Company
Oxford HealthCare
PricewaterhouseCoopers
Recruit Training Command
Ryan
Santee Cooper
Southern California Gas Company
USG Corporation
Valassis
Walgreens
WellStar Health System
Winona Workforce Center
BY INDUSTRY

Association-Professional/Trade
American Institute of Certified Public Accountants (AICPA)
American Society of Addiction Medicine
Institute of Electrical and Electronics Engineers (IEEE)
Oncology Nursing Society

Biotech
OpenEye Scientific Software, Inc.
Rho

Business Support Services
BambooHR
Community Management Group
DigiCert, Inc.
Dynamic Edge, Inc.
E-IT Professionals Corp.
Employees Only
Employer Solutions Group
Health Management Systems of America
IMAGE ONE
Laughlin Constable
Perspectives, Ltd
TACG
Top Flight Systems – TFS Medical Billing Services, Inc.

Construction, Mining, Oil and Gas
Tar Heel Basement Systems

Consulting
Access Sciences Corporation
ACME Business Consulting, LLC
Barnes, Dennig & Co.
BDI USA, LLP
Binkley & Barfield, Inc.
Boly: Welch
capSpire, Inc.
Cascade Employers Association
Cascadia Consulting Group, Inc.
The Center for Organizational Excellence
Central Consulting Group
CliftonLarsonAllen, LLP
Concept Solutions, LLC
Cordell, Neher & Company, PLLC
Creative Plan Designs, Ltd.
David Martin Agency, Inc.
Deloitte LLP
Educational Data Systems, Inc. (EDSI)
Frost, Rutenberg & Rothblatt, PC.
Gallagher, Flynn & Company
IntelliDyne, LLC – Corporate Office
KPMG
Mahoney Ulbrich Christiansen Russ PA
Merjent
Oklahoma Foundation for Medical Quality, Inc.
OpenSky Corporation
The Persimmon Group
Pillar Technology
Point B
PricewaterhouseCoopers
Ross Strategic
Sabilité
Sansiveri, Kimball & Co. LLP
Sikich LLP
Software Technology Group, Inc.
Strothman & Company PSC

Educational Services
BizLibrary
Colorado Springs School District 11
Designs for Learning
Grid Training Corporation dba Northwest Lineman College
Rochester Public Library
Southeast Service Cooperative
Technology Transfer Services, Inc.
The Texas Medical Center Library
YWCA New Hampshire

Finance
First Alliance Credit Union
General Motors Financial Company, Inc.
(GM Financial)
Goldenwest Credit Union
JA Counter
Mountain America Credit Union

Government/Public Administration – State/Local
Arapahoe/Douglas Works!
Bureau of Nutrition & Health Promotion, Iowa Department of Public Health
Eagle County Government
Michigan Occupational Safety and Health Administration (MIOSHA)
Rhode Island Housing
Winona Workforce Center

Government/Public Administration – Federal
Naval Air Warfare Center Training Systems Division
Recruit Training Command
William J. Perry Center for Hemispheric Defense Studies (CHDS) at National Defense University

Health Care and Social Assistance
Arizona Health Care Cost Containment System (AHCCCS)
Bon Secours
Innovative Care Management
Mid-Ohio Regional Planning Commission (MORPC)
Peckham, Inc.
Premier Community Health
Rho
Senior Services
Springfield Nephrology Associates, Inc.
Treasure Valley Hospice
WellStar Health System
WithinReach
YES Community Counseling Center

High Tech
5AM Solutions
Architecture Technology Corporation
Blue Mountain Quality Resources, Inc.
Cornerstone Research Group Inc.
Dimension Data Americas
FM1Y, Inc.
Geometric
InSysCo
inthinc Technology Solutions
Menlo Innovations LLC
Microsoft Corporation
ONTRAPORT


128
BY INDUSTRY (continued)

OpenEye Scientific Software, Inc.
Orbit Logic
Smooth Fusion Inc.
SunGard Public Sector

Insurance
Aptify
Bottom Line Systems, Inc.
FM Global
Fortune Title Agency, Inc.
Greenleaf Trust
Hill, Chesson & Woody (HCW)
MHBT Inc.
Mortgage Guaranty Insurance Corporation (MGIC)
Oxford HealthCare
ProtectCELL
Senn Dunn Insurance
Western National Mutual Insurance Company

Manufacturing – Durable Goods
American Sensor Technologies Inc.
Microchip Technology Inc.
PlastiCert, Inc.
USG Corporation
Visteon Corporation

Other Services
Alpha Warranty Services
Fronterra Integrated Geosciences
Public Policy Associates, Inc.

Publishing, Broadcasting, Other Media
Hubbard Radio, WTOP/WFED

Real Estate, Rental, Leasing
The Habitat Company
Rose City Mortgage

Religious, Grant-making, Civic, Professional, and Similar Organizations
Arizona Foundation for Legal Services & Education
Catholic Charities
Community-Minded Enterprises
Dallas Convention & Visitors Bureau
Durham Convention & Visitors Bureau
Hillcrest Family Services – Administration
International Scholarship and Tuition Services, Inc. (ISTS)
National Multiple Sclerosis Society
River Network
SC Campaign to Prevent Teen Pregnancy

Retail/Wholesale Trade
1-800 CONTACTS
Ingram Medical
Visteon Corporation
Walgreens
Wist Office Products
Woodbolt International

Services – Accommodation, Food and Drinking Places
Nicholas and Company, Inc.

Services – Professional, Scientific, Technical
Alexander & Company CPAS PSC
Averett Warmus Durkee
Aviation Systems Engineering Company, Inc. (ASEC)

Bader Martin, P.S.
BANK W Holdings, LLC
Brown Schultz Sheridan & Fritz
BuzzBee
Caliper
Career Path Services
Cascade Web Development, Inc.
Christopher Business Travel
CivicPlus
CohnReznick LLP
Cross, Gunter, Witherspoon & Galchus, P.C.
cSubs
DesignHammer
Excelas, LLC
Fuller Lowenberg & Co., CPAs
Hancock Askew & Co., LLP
Harding, Shymanski and Company, P.S.C.
Hawley Troxell
Henry & Horne, LLP
Hickman & Lowder Co., L.P.A.
Humanix
iHire
Ingenuity Marketing Group, LLC
Jackson Lewis
Kahn, Litwin, Renza & Co., Ltd.
Klotz Associates
Lexmark International, Inc.
ManpowerGroup
Manylia McReynolds LLC
Mediaura, Inc.
METRO Architecture
Mom Corps
NCH Marketing Services – A Valassis Company
Noble-Davis Consulting, Inc.
NPC Research
Online Computer Library Center (OCLC)
PKF Texas
PlattForm
Prince, Perelson & Associates, Inc.
Pure Visibility, Inc.
Riney Hancock CPAs PLLC
ROSSETTI
Ryan
Sebaly Shillito + Dyer
Solix, Inc.
Staffing Solutions Enterprises
Sturgill, Turner, Barker & Moloney, PLLC
Swift
Ultimate Staffing Services
Valassis

Telecommunications
Hiawatha Broadband Communications Inc.

Transportation, Warehousing
Delta Air Lines
Legion Logistics
Ride Connection Inc.

Utilities
GOAL ZERO
Northwest Energy Efficiency Alliance (NEEA)
Santee Cooper
Southern California Gas Company
BY EFFECTIVE WORKPLACE COMPONENT

Job Autonomy
Architecture Technology Corporation
Aviation Systems Engineering Company, Inc. (ASEC)
Concept Solutions, LLC
Dimension Data Americas
DMLO CPAs
General Motors Financial Company, Inc. (GM Financial)
Geonetric
Henry & Horne, LLP
Institute of Electrical and Electronics Engineers (IEEE)
iHire, LLC
Ingenuity Marketing Group, LLC
Innovative Care Management
InSysCo
Mahoney Ulbrich Christiansen Russ PA
MomCorps
Noble-Davis Consulting, Inc.
Point B

Job Challenge and Learning
American Institute of Certified Public Accountants (AICPA)
American Sensor Technologies Inc.
Amerisure Insurance
Aviation Systems Engineering Company, Inc. (ASEC)
Blue Mountain Quality Resources, Inc.
Bon Secours
BuzzBee
Cordell, Neher & Company, PLLC
Cross, Gunter, Witherspoon & Galchus, P.C.
cSubs
DigiCert, Inc.
Dimension Data Americas
DMLO CPAs
Durham Convention & Visitors Bureau
Educational Data Systems, Inc. (EDSI)
Employees Only
Excelas, LLC
FM Global
General Motors Financial Company, Inc. (GM Financial)
Goldenwest Credit Union
Harding, Shymanski and Company, P.S.C.
Hayley Troxell
Health Management Systems of America
Humanix
Institute of Electrical and Electronics Engineers (IEEE)
Kahn, Litwin, Renza & Co., Ltd.
METRO Architecture
Michigan Occupational Safety and Health Administration (MIOSHA)
Microchip Technology Inc.
Microsoft Corporation
Naval Air Warfare Center Training Systems Division
Northwest Energy Efficiency Alliance (NEEA)

NPC Research
OpenSky Corporation
Oxford HealthCare
Pillar Technology
PKF Texas
PricewaterhouseCoopers
Prince, Perelson & Associates
Santee Cooper
Sikich LLP
Springfield Nephrology Associates, Inc.
Staffing Solutions Enterprises
WellStar Health System
Public Policy Associates, Inc.

Supervisor Task Support
American Society of Addiction Medicine
Arizona Foundation for Legal Services & Education
BDI USA, LLP
Blue Mountain Quality Resources, Inc.
BuzzBee
Christopherson Business Travel
CliftonLarsonAllen, LLP
Dimension Data Americas
Dynamic Edge, Inc.
IMAGE ONE
ONTARPOR
Peckham, Inc.
Perspectives, Ltd
PlastiCert, Inc.
Premier Community Health
Southeast Service Cooperative

Climate of Respect and Trust
1-800 CONTACTS
Career Path Services
Creative Plan Designs, Ltd.
Deloitte LLP
Delta Air Lines
Designs for Learning
Dynamic Edge, Inc.
Fronterra Integrated Geosciences
Innovative Care Management
ManpowerGroup
Michigan Occupational Safety and Health Administration (MIOSHA)
Ontology Nursing Society
ProtectCELL
Sability

Economic Security
1-800 CONTACTS
Alpha Warranty Services
Creative Plan Designs, Ltd.
Deloitte LLP
DigiCert, Inc.
Durham Convention & Visitors Bureau
Henry & Horne, LLP
Hiawatha Broadband Communications Inc.
METRO Architecture
Ryan
The Texas Medical Center Library
YWCA New Hampshire
BY EFFECTIVE WORKPLACE COMPONENT (continued)

Work-Life Fit
Barnes, Dennig & Co.
Boly-Welch
Bon Secours
Career Path Services
Cascade Web Development, Inc.
Christopherson Business Travel
CohnReznick LLP
Cornerstone Research Group Inc.
cSubs
Deloitte LLP
DesignHammer
First Alliance Credit Union
Goldenwest Credit Union
Hawley Troxell
KPMG
Lexmark International, Inc.
ManpowerGroup
Mediaura, Inc.
Microchip Technology Inc.
Mortgage Guaranty Insurance Corporation (MGIC)
Oncology Nursing Society
Sability
Tar Heel Basement Systems
Treasure Valley Hospice
YES Community Counseling Center
**BY TYPE OF FLEXIBILITY**

**Flex Careers (including phased retirement, sabbaticals and caregiving leave)**
- Access Sciences Corporation
- Architecture Technology Corporation
- Barnes, Dennig & Co.
- Caliper
- CliftonLarsonAllen, LLP
- Cordell, Neher & Company, PLLC
- Swift
- Deloitte LLP
- Delta Air Lines
- Educational Data Systems, Inc. (EDSI)
- Employer Solutions Group
- Frost, Ruttenberg & Rothblatt, P.C.
- Geometric
- Greenleaf Trust
- Hubbard Radio, WTOP/WFED
- Kahn, Litwin, Renza & Co., Ltd.
- KPMG
- Laughlin Constable
- Legion Logistics
- Menlo Innovations LLC
- Microchip Technology Inc.
- Mountain America Credit Union
- Oklahoma Foundation for Medical Quality, Inc.
- Orbit Logic
- Rhode Island Housing
- River Network
- Rochester Public Library
- Ross Strategic
- Ryan
- SC Campaign to Prevent Teen Pregnancy
- Sikich LLP
- Solix, Inc.
- Southern California Gas Company
- Springfield Nephrology Associates, Inc.
- Sturgill, Turner, Barker & Moloney, PLLC
- Wist Office Products
- YWCA New Hampshire

**Choices in Managing Time (including control over work schedules, shifts and overtime)**
- Ingram Medical
- Innovative Care Management
- Jackson Lewis
- Mid-Ohio Regional Planning Commission (MORPC)
- Naval Air Warfare Center Training Systems Division
- Nicholas and Company, Inc.
- Ride Connection Inc.
- Ross Strategic
- Strothman & Company PSC
- TAGC
- Top Flight Systems – TFS Medical Billing Services, Inc.
- WellStar Health System

**Time Off (including for personal illness, to care for sick children, for elder care responsibilities, vacation time/holidays, for volunteer work and paid time off)**
- 1-800 CONTACTS
- ACME Business Consulting, LLC
- Aptify
- BANK W Holdings, LLC
- Blue Mountain Quality Resources, Inc.
- Brown Schultz Sheridan & Fritz
- Caliper
capSpire, Inc.
- Cascadia Consulting Group, Inc.
- Colorado Springs School District 11
- DMLO CPAs
- FMYI, Inc.
- Hancock Askew & Co., LLP
- Hiawatha Broadband Communications Inc.
- Hillcrest Family Services – Administration
- Hubbard Radio, WTOP/WFED
- Humanix
- IntelliDyne, LLC – Corporate Office
- Lexmark International, Inc.
- Merjent
- Mortgage Guaranty Insurance Corporation (MGIC)
- NCH Marketing Services – A Valassis Company
- ONTRAPORT
- Pillar Technology
- PlattForm
- Pure Visibility, Inc.
- Ryan
- Staffing Solutions Enterprises
- The Texas Medical Center Library
- Valassis
- YWCA New Hampshire

**Reduced Time (including part time, job sharing and part year work)**
- Access Sciences Corporation
- Averett Warmus Durkee
BY TYPE OF FLEXIBILITY (continued)

Aviation Systems Engineering Company, Inc. (ASEC)
Bottom Line Systems, Inc.
CohnReznick LLP
Designs For Learning
Employees Only
Employer Solutions Group
Hillcrest Family Services – Administration
Hubbard Radio, WTOP/WFED
IntelliDyne, LLC – Corporate Office
KPMG
Laughlin Constable
Microsoft Corporation
NCH Marketing Services – A Valassis Company
NPC Research
Online Computer Library Center (OCLC)
OpenSky Corporation
Prince, Perelson & Associates
Rochester Public Library
Sturgill, Turner, Barker & Moloney, PLLC
Treasure Valley Hospice
Visteon Corporation
William J. Perry Center for Hemispheric Defense Studies (CHDS) at National Defense University
YWCA New Hampshire

Flex Time and Place (including traditional flex time, daily flex time, compressed workweeks and flex place/telecommuting)
American Institute of Certified Public Accountants (AICPA)
Amerisure Insurance
Arizona Health Care Cost Containment System (AHCCCS)
Bader Martin, P.S.
BambooHR
BDO USA, LLP
Binkley & Barfield, Inc.
BizLibrary
Bureau of Nutrition & Health Promotion, Iowa Department of Public Health
Caliper
Catholic Charities
The Center for Organizational Excellence
CivicPlus
CliftonLarsonAllen, LLP
Community Management Group
Community-Minded Enterprises
Delta Air Lines
Dynamic Edge, Inc.
E-IT Professionals Corp.
General Motors Financial Company, Inc. (GM Financial)
The Habitat Company
Hill, Chesson & Woody (HCW)
International Scholarship and Tuition Services, Inc. (ISTS)
Manytla McReynolds LLC
Michigan Occupational Safety and Health Administration (MOSHA)
National Multiple Sclerosis Society
Oxford HealthCare
Ride Connection Inc.
Southern California Gas Company
SunGard Public Sector
Ultimate Staffing Services
USG Corporation
WithinReach

Wellness and Health
Access Sciences Corporation
American Institute of Certified Public Accountants (AICPA)
Arapahoe/Douglas Works!
BolyWelch
Bon Secours
Concept Solutions, LLC
Dallas Convention & Visitors Bureau
David Martin Agency, Inc.
Eagle County Government
Geometric
Institute of Electrical and Electronics Engineers (IEEE)
PlattForm
ProtectCELL
Santee Cooper
HONORABLE MENTION RECIPIENTS

Colorado
Colorado Springs School District 11 – Audubon Elementary School
Colorado Springs School District 11 – Doherty High School
Colorado Springs School District 11 – Hunt Elementary School
Colorado Springs School District 11 – Twain Elementary School

Washington
Principal Financial Group – Spokane, WA
“This Guide is a gold mine.”
John C. Parry Jr.
President & CEO of Solix Inc.
Six-time Sloan Award Winner

“Anybody can say ‘we have a flexible work environment.’ The question is, are you really walking the talk? Receiving the Sloan Award is the gold standard for that. It proves it.”
G. Brint Ryan
CEO, Ryan LLC
27 winning worksites in 2013 Sloan Awards