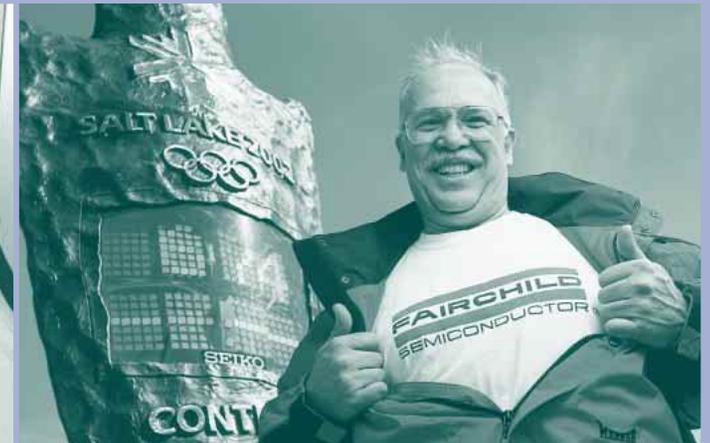
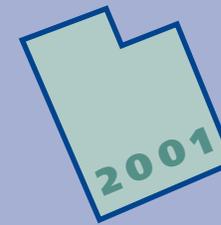


# *Work/Life Awards*

**UTAH'S  
TOP TEN**

**MOST FAMILY-FRIENDLY COMPANIES**



## 2001 Utah Work/Life Awards

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**W**hen work/life issues first became a subject of public discourse, they were seen as tangential to the bottom line. However, in the past two decades the return on investment of work/life initiatives has become very clear and easier to track.

Utah companies are addressing work/life issues because it makes good business sense. The tangible benefits of work/life initiatives include decreased turnover, tardiness, absenteeism and health care costs. Results are also realized in enhanced recruitment and retention, customer and public relations, employee morale, and productivity.

As the Utah workforce becomes increasingly diverse, so does the menu of work/life initiatives. Each initiative may have a different look, action plan, definition of success and means of measurement. However, they all have one common goal: positive outcomes and results. Investing in work/life needs is not just about doing right by employees – it is about creating sustainable, successful organizations.

## 2001 Work/Life Awards

This year over eighty companies were nominated for the award, raising the bar higher than ever. Companies focused on more innovative practices and made more meaningful efforts to listen to and understand the work/life needs of their employees. Employees told us how well (or poorly) companies are doing, which work/life efforts are keeping them at their jobs, and why they are recommending their companies to others.

For details on the award process, please see page 15.



## And the 2001 Winners are...

We are proud to present the 2001 Work/Life Awards, honoring Utah's Top Ten Most Family-Friendly Companies.



	Company	# of employees	Industry	Location	Years on list
	<b>ARUP Laboratories</b>	1325	Medical Laboratory	Salt Lake City	Second year
	<b>Fairchild Semiconductor</b>	487	Computer Chip Manufacturing	West Jordan	First year
	<b>Futura Industries</b>	229	Aluminum Extrusions	Clearfield	Third year
	<b>Intermountain Health Care (IHC)</b>	24016	Health Care	Salt Lake City	Third year
	<b>Nicholas &amp; Company</b>	430	Food Service Distribution	Salt Lake City	First year
	<b>NPS Pharmaceuticals</b>	72	Pharmaceutical Laboratory	Salt Lake City	Second year
	<b>Redmond Minerals</b>	81	Mining	Redmond	First year
	<b>Regence BlueCross BlueShield</b>	903	Health Care	Salt Lake City	Third year
	<b>Sunshine Terrace Foundation</b>	436	Long-Term Care for the Elderly	Logan	First year
	<b>Utah Transit Authority (UTA)</b>	1661	Public Transit	Salt Lake City	First year



## Success in Utah

This year's award winners have demonstrated a commitment by integrating their work/life and business strategies to pave the way for success. Their creative, resourceful work/life efforts are paying off...big time!

### Positive Results

- ❑ At **SUNSHINE TERRACE** our turnover for the first six months of 2001 improved from the previous year, and we attribute this to our work/life efforts.
- ❑ Turnover at **REDMOND MINERALS** is almost nonexistent, and we receive 60-100 applications for each new opening.
- ❑ **REGENCE BLUECROSS BLUESHIELD** estimates its savings at \$82,000 per year in reduced absenteeism, tardiness and turnover due to their on-site daycare center.
- ❑ At **SUNSHINE TERRACE** we have found that our focus on wellness and transition to Personal Time Off (PTO) has resulted in fewer absences and tardiness. Healthier employees, both physically and emotionally have also improved our customer relations as employees are able to devote their attention more fully at work.
- ❑ Based on competitive pay, benefits and improved company culture, **UTA** successfully reduced their annual turnover for their transportation operators from 15% to 9%, with a projection of 7% this year.
- ❑ At **FUTURA**, since we have taken a direct approach to work/life initiatives, our turnover has dropped by 50%.
- ❑ At **SUNSHINE TERRACE** we have a soaring public image because we have happy, healthy and caring employees who love what they do and it shows.

### Flexible Solutions

In an effort to attract and retain qualified workers, many of our winners offer part-time work with benefits, allowing them access to a whole new workforce demographic. Here are the minimum number of hours per week required at the winning companies to be eligible for benefits:

Company	hours
ARUP	20-30
Futura	25
IHC	24
Nicholas & Company	35
NPS	30
Redmond Minerals	*
Regence BlueCross BlueShield	20
Sunshine Terrace	28
UTA	40

\* based upon demonstrated commitment to company

## Flexible Work Arrangements

Flexibility is the key to success for many companies today. As employees strive to support customers in a fast-paced market, companies make every effort to attract and retain a qualified workforce.



### Best Practices

- Three times each year, transportation operators at **UTA** get to bid on schedules, and they are encouraged to bring their partners to work with them to review the options that make the most sense for their family.
- At **FUTURA**, employees have a wide variety of flexible work arrangements to choose from, including flexible daily and weekly schedules and for office workers, telecommuting.
- Employees at **IHC** who must work on-site have options of eight-, ten-, or twelve-hour shifts, working five-, four-, or three-day weeks respectively. They also have access to a ‘seven-on-seven-off’ option, working seven days in a row and then enjoying a full week off.
- At **REDMOND MINERALS** there are no managers or supervisors. Associate teams have the autonomy to decide their own work schedules based on customer demand.
- **FAIRCHILD** has a popular program called ‘9/80’ that allows employees to work 80 hours in nine days with every other Friday off.

### Employees quotes

- “ I am able to have a flexible schedule at **FUTURA**, and it has come in extremely handy, and is worth more to me than another raise.”
- “ At **NPS**, schedules are very flexible for most positions, allowing each employee to adjust to the other needs within their life.”
- “ My boss at **UTA** has always been very supportive of letting us arrange our work schedules to fit both the company needs and our personal needs.”
- “ **ARUP** is very pro-family and goes the extra mile in terms of support – a new mother can change her shift or hours, and if the department can’t do it, she can switch departments to accommodate her child care needs.”
- “ **FAIRCHILD** has responded to employee input on work hours. At times employees have voted on preferred work hours.”
- “ I have children in junior high and high school and I wanted to be able to be home with them after school. Even in a managerial position, I was able to pick hours that allowed me to come in earlier in the morning and leave earlier in the afternoon. I appreciate **NICHOLAS & COMPANY**.”
- “ I took a six-month leave from **ARUP** for personal travel and was allowed to work eight hours per week long distance through a dial-up connection. This arrangement permitted me to keep my healthcare and retirement benefits in effect at an affordable rate, maintain my seniority within the company and stay current with events at work.”

*“Rather than attempting to separate work and family, we strive for balance and integration in work/family life.”*

Rhett M. Roberts, CEO (Chief Energizing Officer, Director of Philosophy, Minister of Culture, Insight and Futuring Manager), Redmond Minerals, Inc.

*Work/Life Awards 2001*



## Child Care and Elder Care

With an ever-diversifying workforce that includes dual-career families, single parents, grandparents raising children and more primary child/elder caregivers than ever before, businesses are striving to ease dependent care concerns and create an environment of success for all employees.

### Best Practices

- Employees at **NPS** save as much as \$300/month with the **NPS** child care subsidy at the child care center next door, and have access to a referral service for child care throughout the area.
- **FUTURA** provides employees with information kits on elder care issues and services.
- **IHC** is dedicated to child advocacy and improving the quality of child care, and sponsors numerous activities such as teacher credentialing and training, and child care related legislation.
- Caring for Kids Child Care Center is located onsite at **REGENCE BLUECROSS BLUESHIELD**, providing company-subsidized care.
- **UTA** contracted with a local day care center to provide subsidized part-time and full-time care, as well as emergency back-up and sick care.
- As a growing number of **IHC** employees are struggling with elder care issues, **IHC** responded by offering long-term care insurance, coupled with a comprehensive resource, referral and support program.
- **NPS** grants employees a free long-term insurance policy for themselves, and the option to purchase policies for other family members.
- Based on the results of a child care needs assessment, **FUTURA** discovered that most employees prefer to use their own local child care providers, so the company covers costs for education and training of the local providers.
- **IHC** has six on- or near-site child development centers, which offer part-time care and extended care to accommodate the rotating shifts of employees.

### Employee Quotes

“ At **NICHOLAS & COMPANY** the best work/life practice is the company’s willingness to allow us to be parents first and workers second.”

“ We have raised our families here and **FAIRCHILD** is a part of our lives, at work and at home. Our children talk about **FAIRCHILD** with the same respect that we do.”

“ With the child care center that **UTA** contracted with, I am able to take my daughter there on holidays, days that the school is not open or even later in the evening if I have to work.”

“ As a part-time **IHC** employee, I have found the child care very easy to accommodate my schedule. The cost is also very reasonable and the quality of care given to the kids is great.”

“ **REGENCE BLUECROSS BLUESHIELD**’s Senior Advocate Plan helps employees and their elderly relatives with legal, financial and support services and information.”

*“Because children are often the center of many employees’ lives, we have worked as an organization to build a quality child care program. **NPS** was a co-founder of Bright Horizons Day Care located in Research Park and helps subsidize the center’s cost for our employees.”*

Hunter Jackson, Ph.D., CEP, President and Chairman of the Board, NPS Pharmaceuticals

*“UTA appointed a child care task team to study the child care needs of our employees. As a result of this work, UTA is extremely pleased to offer child care benefits to our employees that include full-time and part-time child care, emergency, mildly ill and holiday child care through a partnership with a local child care center.”*

John M. Inghis, General Manager, Utah Transit Authority

## Family and Flexible Benefits

As the workforce has changed, so have employee benefit needs. Successful companies offer a flexible range of benefits to allow employees maximum choice to create packages that make the most sense in their lives.



### Best Practices

- ❑ **SUNSHINE TERRACE** employees may use their time off to care for themselves or family members.
- ❑ When employees at **UTA** adopt a child, there is a reimbursement of \$3,200.
- ❑ **ARUP** pays employees a quarterly cash bonus, sharing 50% of excess profits, based on number of hours worked.
- ❑ **FUTURA** has an Emergency Personal Loan program, where employees can borrow money for a short or extended period of time when going through difficult times.
- ❑ **FAIRCHILD** employees who adopt a child are eligible for a reimbursement of \$3,155.
- ❑ **IHC** assists employees who adopt children with a \$2,000 adoption reimbursement.
- ❑ **REGENCE BLUECROSS BLUESHIELD** added three new employee programs, including pre-natal education, healthy hearts and diabetes management.
- ❑ **ARUP** has a free onsite health clinic for employees and their families, helping to keep employees healthy and health insurance premiums lower.
- ❑ **FUTURA** has free, on-site physical therapy.

### Employee Quotes

“The family benefits at **FUTURA** are the most important to me – I am so impressed by what the company offers and I feel comfortable taking advantage of these benefits.”

“**ARUP** continues to improve employee benefits – they added a health and wellness coordinator, increased the tuition reimbursement benefits by 25% and added a new EAP with legal, accounting and social work support.”

“As a gay employee, I like the fact that at **FAIRCHILD**, I have the option of including my partner on my insurance benefits.”

“**REGENCE BLUECROSS BLUESHIELD** has always been supportive of my family needs during my 19 years with the company – I would recommend this company as an employer to anyone.”

“The most important thing for me is **SUNSHINE TERRACE**’s health benefits package.”

“**ARUP** Laboratories donated an equivalent of ten percent of each employee’s salary this year to their retirement – that is before our own contributions!”

“The best thing about **NICHOLAS & COMPANY** is security, knowing that I am working for a strong company that I can continue to grow with.”

*“Our Health/Wellness Program includes a free health clinic that is available to all employees, spouses, dependents and registered domestic partners.”*

Carl R. Kjeldsberg, M.D., President and CEO, ARUP Laboratories

*“In order to assist our employees in all areas of their lives, NPS has chosen to pay 100% of medical and dental premiums for employees and their families.”*

Hunter Jackson, Ph.D., CEO, President and Chairman of the Board,  
NPS Pharmaceuticals



## Time Off

Companies are realizing the significance of time off as one of the most valuable employee resources. Innovative and generous options are being developed to ensure that employees remain healthy and productive.

### Best Practices

- ❑ **SUNSHINE TERRACE** employees can donate accrued time off to other employees in need.
- ❑ **NPS** sponsors employee sabbaticals, provided the employee is embarking on something that will enhance the company and the individual.
- ❑ Associates at **REDMOND MINERALS** can accumulate points that can be redeemed for fishing trips, golfing and local outings.
- ❑ **FUTURA** employees are afforded eight hours of paid time-off for community service each year, provided they come back and share their stories and experience with their co-workers via the weekly company newsletter.
- ❑ After a year of employment, **UTA** employees can apply for a one-year sabbatical.
- ❑ **ARUP** may use their Personal Time Off for any reason they like.
- ❑ When a **FUTURA** employee has a family emergency, they may be granted Emergency Time Off, and their job will be secure upon their return.
- ❑ New **IHC** employees start with 25 days of Personal Time Off their first day on the job, as well as ten paid holidays and have access to seven additional long-term illness days.
- ❑ Associates at **REDMOND MINERALS** are granted 24 hours each year for paid time-off for community service.
- ❑ **FUTURA** has a cash out policy, allowing employees to cash out unused vacation time.

### Employee Quotes

“ At **FUTURA** we have flex time, where you can take time off and make it up in the same week – this is wonderful because you don’t have to use all your vacation or sick time for little emergencies.”

“ If you have an emergency or death in the family, **NICHOLAS & COMPANY** encourages you to take the time to deal with the situation and make sure you are ready to come back to work.”

“ As **IHC** employees, it is nice to be able to have multi-day vacations with my family.”

“ At **FAIRCHILD**, one thing I like is the ability to accrue up to 400 hour of vacation, to be used whenever I want.”

“ I think for a non-profit organization like the **SUNSHINE TERRACE** Foundation to offer paid time-off for any reasons without all of the questions is excellent!”

“ At **ARUP** the time off here is really geared towards making the employee happy. It is funny going to a company that makes sure you have taken all of your vacation time.”

## Community Involvement

Companies and employees are proud of their contributions to the community, whether they are out there volunteering or creating volunteer opportunities for others.



### Best Practices

- **SUNSHINE TERRACE** has a number of programs with local elementary schools including an inter-generational program with residents of their nursing home.
- **REGENCE BLUECROSS BLUESHIELD** has a Community Relations Team, Team Regence, and a Corporate Giving Committee to organize volunteer and community service.
- **UTA** representatives give presentations in local elementary schools on the advantages of public transit, providing transit-related coloring books.
- **NICHOLAS & COMPANY** is actively involved in the community, hosting a ‘Saint Nicholas’ holiday party for local kids from Head Start, collecting food donations, and allowing employees to donate their annual gift of Turkey and Pie to the Utah Food Bank.
- **REGENCE BLUECROSS BLUESHIELD** is embarking on a program to provide all Utah children living 100-200% below poverty level with complete dental treatment.
- When **FUTURA** employees receive gift certificates for their birthdays or special recognition, they are also helping the local schools that receive a percentage of the amount of each certificate for their general fund.
- **UTA** partnered with a local grocery chain to sponsor ‘Stuff-a-Bus,’ collecting food for local charities.
- **IHC** delivers free health services to community children through its clinics located in local elementary schools, and assists with reading, mentoring and training, depending on each school’s needs.

### Employee Quotes

- “**IHC** encourages all employees to give back to their communities – offering many pre-arranged volunteer opportunities so that employees don’t have to spend a lot of personal time seeking out how to volunteer.”
- “**NPS’s** CEO has unrelentingly, through the company’s 15 years, upheld the position that NPS will serve the community and it’s employees, even in the worst economic times.”
- “**NICHOLAS & COMPANY** has a genuine sympathy for all employees and everyone in the community – when I received a letter from our president regarding two paid hours for donating blood after September 11th, it made me feel really good, not only about the man in charge of this company, but about the company in general and where our values really are.”
- “**SUNSHINE TERRACE** provides many opportunities for community involvement. Recently, we hosted a community night where anyone could come and find out what we do and how they can become volunteers.”
- “**REDMOND MINERALS** even has a clean up the highway day - all employees work together to clean up the highway and we have a pizza lunch afterwards.”

*“UTA will continually strive to build and maintain partnerships with our employees, community leaders and the public. We believe in our employees and value that contributions they make to the organization and to the community.”*

John M. Inghish, General Manager, Utah Transit Authority

*“We enjoy over 46,000 hours of volunteerism at our centers.”*  
Sara V. Sinclair, RN, CNHA, FACHCA, CEO, Sunshine Terrace Foundation, Inc.



## Encourage Balanced Life

Companies are realizing the value of healthy employees, in the form of reduced health care costs, improved attendance and enhanced productivity.

### Best Practices

- ❑ **SUNSHINE TERRACE** has a wellness program that includes health club discounts with financial incentives for usage and workshops.
- ❑ **IHC** employees have access to free, on-site fitness evaluations, including blood pressure screening, glucose testing and body composition measurements.
- ❑ **UTA** provides fitness facilities called 'Fit Factories' at all nine locations, most are open 24 hours a day.
- ❑ **NPS** has a dedicated lactation room for new mothers.
- ❑ **REGENCE BLUECROSS BLUESHIELD** offers on-site massages every Thursday.
- ❑ The **UTA** Wellness program includes financial incentives for smoking cessation and weight loss programs; annual mammography screening; diabetic support group; and annual flu shots.
- ❑ At **FAIRCHILD**'s on-site fitness center, a full-time fitness staff is available to assist employees with wellness programs and personal training.
- ❑ In an effort to assist employees with saving money, **IHC** created an employee discount program, negotiating discounts for employees and their families at over 300 businesses.

### Employee Quotes

"At **REGENCE BLUECROSS BLUESHIELD**, the company culture allows employees to balance social, physical, religious and work activities."

"**UTA** is equitable in the treatment of employees, and cares about the physical and emotional well-being of the people that make the organization successful."

"**REDMOND MINERALS** supports the fact that work life and home life should not be separate, but they flow into each other. **REDMOND** supports me in my home life and in turn I am willing to be flexible with work needs."

"Healthy thinking, lifestyles and caring about families and those of lesser abundance are a large part of **REGENCE BLUECROSS BLUESHIELD**."

"At **SUNSHINE TERRACE** our mission of 'wellness, independence, dignity, and quality of life for those we serve' applies not only to our residents, but also to our employees, families and communities."

"I think **ARUP** bends over backwards to make sure employees are healthy and happy. They provide free health care, massages, exercise rooms and great insurance for employees and families, including domestic partners."

*"I am personally committed to designing and providing programs to help employees find the individual balance they need to achieve excellence at work and in life."*

William H. Nelson, President and CEO, Intermountain Health Care

*"It is not just the families who use the day care center who benefit, all employees tell us that the sight of this children playing in the activity yard or riding through the building on strollers is a morale booster."*

John Ruch, President and CEO, Regence BlueCross BlueShield of Utah

## Corporate Culture

An organization's unique culture often defines the experience of working for that company. A successful culture creates an environment that fosters innovation and creativity.



### Best Practices

- ❑ **UTA** provides employees with ‘Train Rooms’ for use between shifts or on breaks, and each room is equipped with sleeping compartments, furniture, TV, VCR, snack/drink machines, microwaves and refrigerators.
- ❑ At **REDMOND MINERALS**, all employees are called ‘associates’ to connote each person’s stake and importance in the success of the company. There are no ‘managers’ or ‘supervisors’; there are 6-9 person teams with team leaders.
- ❑ **IHC** has numerous employee work/life committees to address issues such as child care, scheduling, diversity and benefits.
- ❑ Each employee at **REGENCE BLUECROSS BLUESHIELD** is provided with a mentor within their team or department.
- ❑ **NICHOLAS & COMPANY** offers employees and their families benefit fairs, truck rodeos, appreciation parties and flu shots.
- ❑ **IHC** employees have access to subsidized cafeterias, some of which offer prepared dinners for employees to take home to their families.
- ❑ Each month the CEO of **REDMOND MINERALS** takes all associates with birthdays that month out to lunch to celebrate.

### Employee Quotes

- “**NPS** has an overall family-friendly caring attitude. It isn’t just one or even three polices, it is a corporate culture. This is not easily defined or shown on paper, but from working here you know it exists.”
- “No matter your lifestyle or personality it is easy to fit in at **ARUP**.”
- “If you work at **FAIRCHILD**, you will always have friends, knowledge and experience that you will not get at other companies.”
- “**REDMOND MINERALS** encourages us to better ourselves, not just as individuals, but for our families and communities as well.”
- “I feel like my family is at **REGENCE BLUECROSS BLUESHIELD** and I am lucky to be part of this huge team and have such an excellent work environment.”
- “Whether you are the CEO or a file clerk everyone talks to everyone at **NICHOLAS & COMPANY!** Managers actually know all of the employee’s names and even if they are from a different department, when they say good morning they always use your name.”
- “At **ARUP**, we are like one big family with a common goal – I can’t imagine working anywhere else!”
- “**NICHOLAS & COMPANY** has an open-door policy that allows employees the freedom to express themselves in a safe environment.”

*“At the age of seventeen my father, Nicholas Mouskondis, left his home in Crete, Greece to fulfill his dream of a better life in America, ‘the land of promise and opportunity.’ Nicholas founded our company in 1939. I have followed my father’s path in moving this family business forward with the same foundation of values-integrity, honesty and opportunity for all of our associates.”*

William N. Mouskondis, President and CEO, Nicholas & Company, Inc.

*“Being a family-friendly employer isn’t a matter of the kinds of programs a company has, it is a matter of the kind of culture the company has.”*

Susan D. Johnson, President, Futura Industries Corporation.



## Education

Successful companies know that in order to sustain their advantage in the marketplace, on-going learning and training must be a priority.

### Best Practices

- ❑ The Human Resources/WorkLife team at **FUTURA** hosts early morning versions of their Lunch and Learn workshops for their graveyard shifts, arriving at 5a.m. to serve breakfast and present the workshop.
- ❑ **SUNSHINE TERRACE** offers annual scholarships to employees, and covers the costs of the Certified Nursing Assistant classes.
- ❑ **NPS** offers training courses, formal college courses and professional certification as well as 50% reimbursement up to \$2,000/year for additional job-related classes.
- ❑ **REDMOND MINERALS** pays 100% of tuition and books for pre-approved courses.
- ❑ When **UTA** discovered that some of their employees were struggling with their reading skills, they offered literacy courses.
- ❑ Tuition for job-related courses is covered 100% by **NICHOLAS & COMPANY**.
- ❑ **FUTURA** provides tuition reimbursement of up to \$2,500/year in advance of the course to ensure that all employees are able to take the classes they want without financial hardship.
- ❑ **NICHOLAS & COMPANY** offers both ESL (English as a Second Language) and SSL (Spanish as a Second Language) courses for employees and their families.
- ❑ **FAIRCHILD** pays 100% of all tuition, books and fees for employee classes, and has no annual limit.
- ❑ In 2001, **IHC** hosted an Education Celebration Breakfast, where the senior leadership team honored the 415 employees who earned degrees through their tuition reimbursement program.

### Employee Quotes

- “ While pursuing a bachelor’s degree in manufacturing design, **FUTURA** not only provides me with tuition assistance (paid in advance), but also works around my new school schedule every semester.”
- “ **REGENCE BLUECROSS BLUESHIELD** supports growth and success in the workplace in a healthy, educated way.”
- “ The educational benefits are really important to me because my children are pursuing higher educations and while I am unable to help them completely, it is comforting to know that **FUTURA** can.”
- “ **FUTURA** provides opportunity for their employees to grow, be challenged and improve through education, both on and off the job.”
- “ I do enjoy having the **IHC** family resource library; it has been a great help to my family and me.”
- “ Tuition reimbursement is very important and I am very impressed that this program continues through the tough market situation. I am very pleased with **FAIRCHILD**.”
- “ I personally don't know of many non-profits that pay for employees to complete the CNA program, offer excellent nursing scholarships, and allow leadership to complete degrees while fully employed. **SUNSHINE TERRACE** is an elite employer.”

*“Any full-time employee who has worked for ARUP for more than six months is reimbursed 75 percent of his/her tuition in any degree-seeking program. Part-time employees are reimbursed at 50 percent. For certain degrees that are vital to our business, we reimburse employees 100 percent. We also offer 50 percent tuition reimbursement to dependents and spouses of employees who have worked here more than two years.”*

Carl R. Kjeldsberg, M.D., President and CEO, ARUP Laboratories

## Walk the Talk

Companies and employees emphasized the importance of integrity, trust and mutual respect in being successful.



### Best Practices

- At **ARUP**, all employees have the same time-off policy – there is no distinction made for managers or executives.
- **FUTURA** encourages community involvement by its employees - leading by example, the Senior Management Team volunteers quarterly at a local shelter.
- **IHC** replaced the word ‘diversity’ with ‘inclusiveness,’ saying that they believe their organization succeeds by including rich blends of generations, experiences and cultures.
- It is not unusual at **FUTURA** to see a senior manager or the president out working in the plant, side-by-side with employees on the production line.
- **REGENCE BLUECROSS BLUESHIELD** created an executive team committed to changing the way they do business - addressing the way they communicate, make decisions and lead by example.
- Even by the most liberal standards, the organizational structure of **REDMOND MINERALS** is extremely flat, and associates have a high degree of autonomy and responsibility.
- In a recent employee survey, **IHC** employees gave the company’s commitment to **IHC** Values (mutual respect, accountability, trust, excellence) the highest score.

### Employee Quotes

- “ I have seen many improvements through the years and these came about by the management addressing the needs and concerns of the employees – I feel **REGENCE BLUECROSS BLUESHIELD** truly ‘walks their talk’.”
- “ At **FUTURA**, our president is always more than happy to take time out of her day to let you know what is going on with the company and the economy.”
- “ The culture of **ARUP** is unique in business and it starts with the president – his concern for the company and each employee permeates through senior management, supervisors, and employees and we are better people and employees because of his leadership.”
- “ Management’s encouragement for employees to be empowered and perform responsibly provides us with a sense of ownership in our company, **REDMOND MINERALS**.”
- “ At **SUNSHINE TERRACE**, managers are more than willing to listen to the employees’ ideas and needs, and support them in any way possible.”
- “ **REGENCE BLUECROSS BLUESHIELD** truly has its employees in the forefront of every decision that is made – the company and management truly care about the employees here.”
- “ At **ARUP**, it is part of the company philosophy to treat employees gently and with respect.”
- “ **REGENCE BLUECROSS BLUESHIELD** is committed to its employees, and holds employees and management accountable for their actions.”



## Leading with Vision

Well-communicated plans for the future that incorporate employee input, provide clear direction and a sense of security are integral pieces to a successful work/life strategy.

### Best Practices

- **FUTURA** says employees are our bottom-line. So they ask for their input often and listen to what they say.
- **REDMOND MINERALS'** CEO shares his vision through his title printed on his business cards: 'Chief Energizing Officer, Director of Philosophy, Minister of Culture, Insight and Futuring Manager.'
- **FUTURA's** Human Resource/Work Life team not only states that they support all employees, they work a flexible schedule to ensure employees working all the different shifts have direct access and support.
- At **ARUP**, management feels that employees are the one strategic component that nobody can duplicate and that their work/life investment over many years has had tremendous bottom-line results.
- **FAIRCHILD's** core principles are: emphasize effective working relationships, communicate frequently and honestly, promote personal growth, respect all employees and their skills, and have fun.
- To ensure that employees understand how they contribute to **FUTURA's** long-term success, President Sue Johnson teaches a class for all new employees covering balance sheets, income statements, and the open book policy.
- **IHC** is creating a system-wide strategic workforce plan as a tool to address employee needs long-term at both the local and the corporate levels.

### Employee Quotes

- “ I am most grateful for the intelligent planning by **FUTURA** management to assure the long-term health of this wonderful company so that I can build a secure future for my family.”
- “ **FUTURA's** management makes financial decisions that are long-term, giving everyone a sense of trust in our place in the market.”
- “ Although by no means laying any claim to perfection, I believe that the community environment cultivated at **NPS** in many ways points the way to future norms in human, social and organizational structures which emphasize the strengths and accomplishment that can be achieved through cooperation and collaboration.”
- “ Our CEO at **SUNSHINE TERRACE** is particularly in-tune with the needs of the three primary customers – clients, caregivers and staff. Each staff member receives support for their individual goals, as well as the collective goals of the organization.”
- “ I have read the stories of the 100 best companies to work for the past few years and I would not trade the overall culture of **REDMOND MINERALS** for any of these companies.”
- “ For a small company growing large in a short time, **NICHOLAS & COMPANY** has never lost sight of humanity and the needs of their employees.”
- “ **FUTURA** is a family-friendly company that is vigilant in providing a long-term secure and safe place to work.”

## The Bottom-Line is the Employee

It came through loud and clear this year that employers understand the need to view employees as whole people, creating opportunities for both professional and personal development.



### Best Practices

- **REDMOND MINERALS** encourages each associate to spend 30 minutes each workday acquiring job-related knowledge, and 30 minutes each workday on personal development.
- **UTA** employees attend a week-long program to improve communication within the organization, which includes training in personal goal setting and motivational materials for personal development.
- **FUTURA'S** stated primary goal is to make sure our employees thrive both personally and professionally.
- Most companies think that work/life practices are a means to an end, happy employees being the means and profit being the end. **REDMOND MINERALS'** philosophy is that profit is the means, and the end goal is human development.
- **FUTURA** surveys employees to determine their priorities, both personal and professional, with respect to the company's efforts.
- **IHC** employees can register online through the company website for courses at IHC University that support both professional and personal development, from computer training to couples communication.
- At **FUTURA** management has found that money rarely keeps people at a company. What keeps them is the culture, which allows them a chance to learn and grow and be a part of something great.

### Employee Quotes

- “ The work I do at **NPS** makes a difference – I am trusted and encouraged to make decisions and implement new ideas.”
- “ **NPS** recognizes employees as whole people – they motivate us to be good parents, coworkers, managers and community members.” “ The values at **REDMOND MINERALS** are in sync with my own.”
- “ I think **IHC** is always striving to find ways to facilitate a family-friendly environment, encouraging involvement at many levels by providing incentives and rewards for employees who earnestly seek to obtain a healthy balance in their lives.”
- “ The best practice at **FUTURA** is the promoting of self-improvement – we are continually asked what more we would like from the company, what more they can do to make our jobs easier and our lives better.”
- “ **NPS** promotes a firm sense of self, accomplishment, safety and security in the work environment and employees' lives.”



## 2001 Award Process

This award process was designed to be an educational tool and to further the work/life dialogue in Utah. The award process has evolved to support the increasing growth, and transitioned from paper to the internet. This year's process was as follows:

- Nominations were accepted in August – September 2001
- Over eighty nominations were screened and scored
- Finalist companies were invited to complete the following from October – November 2001:
  - A Company Profile highlighting their work/life best practices
  - An Employee Questionnaire inquiring about the effectiveness, access and utilization of the company's work/life efforts
  - A letter from the CEO or President, presenting their work/life philosophy and integration with their business strategy
- The Finalist packets were reviewed and scored by the Work/Life Review Committee from the Department of Workforce Services in January 2002. The ten winners of the 2001 Work/Life Awards were unanimously selected, and notified in February 2002. The Utah Employer Conference, where the awards are presented, was rescheduled from January to April, due to the Olympics.

## 2002 Awards

Is your company interested in applying for this award next year? Let us help you prepare and plan ahead to ensure your application reflects the best of what your company has to offer.

Sign-up for the 2002 Award kick-off meeting to learn about:

- The nomination process, including deadlines and required information
- The application process, including information and materials your company will need to gather
- Where to go with questions

You can register by sending an email to [rnielson@ws.state.ut.us](mailto:rnielson@ws.state.ut.us) or by calling the Department of Workforce Services / Office of Child Care at (801) 526-4340 or toll-free at (800) 622-7390. In the email, please include your name, company name and contact information.

We look forward to your participation!

## Employer Champions for Child Care

Child care and early education are critical to the success of two national priorities: helping families work and ensuring that every child enters school ready to succeed.

Increasingly, business leaders understand that positive early childhood development directly impacts the future workforce. Employers are realizing the connection between quality child care, health care and work/life efforts in supporting their businesses and communities.

Utah Employer Champions for Children is a public/private partnership dedicated to bringing business leaders, policy makers and advocates together to develop and achieve objectives designed to improve child care and early education in Utah. The Department of Workforce Services/Office of Child Care and Utah Children will facilitate the partnership.

For information, please contact Lynette Rasmussen, Office of Child Care: (801) 526-4341 or via email: lrasmus@ws.state.ut.us

## Future Developments

Interested in continuing a dialogue about work/life issues? Want to learn more about best practices and how to make improvements at your company?

Please contact:  
Pam Ballo at Juxtapose Work/Life Consultants  
telephone: (415) 398-3260  
email: utah@juxtaposesf.com

Please indicate specific areas of interest.

## Acknowledgements

**The Utah Work/Life Awards is a collaboration between the Department of Workforce Services/Office of Child Care and Juxtapose Work/Life Consultants.**

As we begin to look ahead to next year's awards, we would appreciate your feedback on this year's awards and award process. To share your thoughts and ideas, please send email to: [2001award@juxtaposesf.com](mailto:2001award@juxtaposesf.com).

**If you have any additional questions regarding this Award, please contact:**

### **Utah Office of Child Care**

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The vision of the Utah Office of Child Care is to “make quality, affordable child care available to every child in Utah who needs it.” OCC works to achieve this goal by providing child care funding to working families, educating the community and child care providers, and assisting parents with locating affordable, quality care.

**J U X T A P O S E**

Business & Community - Caring for Each Other™

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Juxtapose Work/Life Consultants specialize in organizational assessment, strategic plan development and management training. Juxtapose will help your company accurately assess employees' work/life needs and develop and integrate your work/life strategy with your business goals.

**We would like to extend special thanks  
to all companies that participated in this year's award process –  
the applications were outstanding and we look forward to seeing you next year!**

## **Contacts**

For information on the following items, please contact:

- 2001 Work/Life Awards feedback, email: [2001award@juxtaposesf.com](mailto:2001award@juxtaposesf.com) or (415) 398-3260
- 2002 Work/Life Awards registration, email: [rnielson@ws.state.ut.us](mailto:rnielson@ws.state.ut.us) or (801) 526-4340
- Employer Champions for Child Care, email: [Lrasmus@ws.state.ut.us](mailto:Lrasmus@ws.state.ut.us) or (801) 526-4341
- Work/Life Best Practices Information, email: [utah@juxtaposesf.com](mailto:utah@juxtaposesf.com) or (415) 398-3260



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