



2012 Work/Life *Awards*





INTRODUCTION

This year we celebrate 14 amazing years of honoring Utah's Best Places to Work™. The Utah Work/Life Award community has grown so much over these past years: many new companies have joined and Utah veterans continue to focus on improvement. This year 20 companies are being honored with the Utah Work/Life Award™: Utah's Best Places to Work™.

By using index scoring, companies can:

- Compete against themselves and others
- Highlight the areas vital to their unique company culture
- Attract and recruit like-minded employees, vendors and customers
- Focus on success

All companies received an index score between 0 and 100 as well as category scores of 0 to 100 in:

- Flexibility and Benefits
- Whole Life
- Workplace Excellence
- Business and People Success

Companies competed in one of three size categories:

Micro: Fewer than 50 employees

Medium: 50–500 employees

Large: More than 500 employees



2012 Work/Life *Award* Winners

Micro: Fewer than 50 employees

Utah Foster Care Foundation

Mantyla McReynolds

Digital Financial Group

Brainstorm Inc.

Utah Clean Energy

Medium: 50–500 employees

Cirque Corporation

Futura Industries

DigiCert, Inc.

CyberSource, a Visa Company

Software Technology Group

Equitable Life & Casualty Insurance Company

Tanner LLC

Cicero Group

ACE Disposal

Large: More than 500 employees

South Davis Community Hospital

Mountain America Credit Union

Automatic Data Processing

1-800 CONTACTS

Nicholas & Company

Canyons Resort



2012 Winner Scores

Here are the scores of each winning company. The Overall Index Score is an average of the four category scores, all based on a scale of 1 to 100.

	Company Name	Total Employees	Overall Index Score	Flex & Benefits Score	Whole Life Score	Workplace Excellence Score	Business & People Success Score
MICRO	Utah Foster Care Foundation	33	97	94	98	99	98
	Mantyla McReynolds	23	96	92	98	99	98
	Digital Financial Group	21	94	90	94	96	97
	Utah Clean Energy	7	92	89	90	96	92
	BrainStorm, Inc.	32	91	89	87	96	91
MEDIUM	Cirque Corporation	58	95	94	94	95	96
	Futura Industries	278	94	89	94	97	96
	DigiCert, Inc.	68	93	90	94	97	92
	CyberSource, a Visa Company	225	93	92	89	95	95
	Software Technology Group	150	93	89	94	97	93
	Equitable Life & Casualty Insurance Company	147	92	87	93	94	94
	Tanner LLC	71	91	85	90	95	95
	Cicero Group	150	91	83	89	96	95
	Ace Disposal	172	90	86	86	94	95
	LARGE	South Davis Community Hospital	575	93	87	94	96
Mountain America Credit Union		964	92	87	93	95	94
Automatic Data Processing, Inc.		800	91	87	92	94	91
1-800 CONTACTS, Inc.		868	91	87	89	95	92
Nicholas & Co., Inc.		530	90	88	91	92	91
Canyons Resort		550	88	84	88	91	89



2012 Utah Work/Life Awards Companies to Watch

These are the runners up: the companies that were very close to winning that you'll want to keep an eye on because of their amazing practices and loyal employees. Congratulations to these companies.

Micro: Fewer than 50 employees

Five Star Franchising

31 Employees
Spanish Fork, UT

Medium: 50–500 employees

Kihomac

131 Employees
Layton, UT

Optum Health Bank

86 Employees
Salt Lake City, UT

Utah Food Bank

83 Employees
Salt Lake City, UT

Conservice

401 Employees
Logan, UT

Large: More than 500 employees

MVCI Owner Services

518 Employees
Salt Lake City, UT

CLEARLINK

949 Employees
Salt Lake City, UT

Equal Opportunity Employer/Program

Auxiliary aids and services are available upon request to individuals with disabilities by calling 801-526-9240. Individuals with speech or hearing impairments may call the Relay Utah by dialing 711. Spanish Relay Utah: 1-888-346-3162.



Best Practices from Winning Companies: Flexibility & Benefits HIGHLIGHTS FROM EMPLOYERS

Micro: Fewer than 50 employees

Utah Foster Care Foundation



Utah Foster Care
FOUNDATION

The Utah Foster Care Foundation pays 100 percent of premiums for both employees and their families for health plans, life insurance and disability coverage. They also provide their employees with an insurance plan, a cafeteria plan, two types of FSA plans, dental and vision insurance and three types of supplemental insurance: life, accident, and critical illness and cancer. All employees who work 20 or more hours per week receive traditional 401(k) benefits and a Roth 401(k) plan and accrue one paid day off per pay period. Several staff members are able to telecommute, and all staff members are allowed to arrange their weekly schedules to maximize efficient use of their time.

Mantyla McReynolds

Employees at Mantyla McReynolds work an increased number of hours during the busy tax season. While other CPA firms and professional service firms just require overtime hours as salary, Mantyla McReynolds pays a production bonus that takes into account additional hours worked. The firm also manages the amount of time employees spend traveling so they are not away from home for extensive amounts of time. Mantyla McReynolds orders lunch every week for the entire office and provides meal reimbursements when employees work longer days. Employees work Monday through Thursday, 8:00 a.m. to 5:30 p.m., and Friday, 8:00 a.m. to noon because everyone loves to have a longer weekend!

Mantyla McREYNOLDS LLC
Certified Public Accountants

BrainStorm



BrainStorm covers 100 percent of short- and long-term disability insurance.

Utah Clean Energy

Utah Clean Energy provides 100 percent health insurance premium coverage for full-time employees and one dependent. They also provide a \$1,000 HRA that covers the first half of the deductible so that a relatively healthy employee (and their dependent) will often have no out-of-pocket medical expenses for the year. All Utah Clean Energy employees are allowed to set up a flexible and accommodating work schedule that includes telecommuting options. All employees who work more than 20 hours per week receive a 3 percent company retirement contribution regardless of their personal contribution.



Medium: 50–500 employees

Cirque



Cirque employees can earn up to an additional 17 percent of base salary each year by meeting individual and corporate goals. The historical payout is 14 percent per year. Over 60 percent of Cirque employees are on some sort of flexible schedule, and all employees

enjoy lots of paid time off (current average annual accrual is over 5 weeks) and lots of holidays (15 per year), including the full week between Christmas and New Years.

Futura

Futura Industries does everything in their power to create an environment that meets individual needs because we all have unique stresses, challenges and opportunities at different times in our lives. Futura has helped employees with rent and cleaning deposits, helped when a spouse has lost a job, helped when an employee has lost their home and provided paid disability after the death of a family member. Futura has about \$70,000 in interest-free loans out to employees for everything from medical costs to car troubles. Futura feels obligated to be there when employees need them because the Futura team members are there every day for their customers.



Medium: 50–500 employees continued

DigiCert

DigiCert believes that as the company takes care of its employees, employees will stay, gain more knowledge and take care of the



customers. DigiCert lowered and helps pay for employee premiums. DigiCert

offers flexible spending accounts, short- and long-term disability, a 401(k) plan with generous employer matching, free group life/AD&D and vision insurance, voluntary life and supplemental insurance, educational assistance and gym reimbursements.

Employees receive generous paid time off, a floating holiday of their choice, a community-service day and PTO, a company-sponsored lunch and gift card on their birthday.

DigiCert sponsors an annual holiday trip to Disneyland for employees and their families and provides a one-week, all-expenses paid trip to employees' desired location. DigiCert purchases a corporate golf pass and hosts an annual golf tournament. Departments within the company are encouraged to have regular lunch outings with their teams. DigiCert's efforts to create a dynamic work environment have resulted in little to no employee turnover for the past nine years.

CyberSource, a Visa Company



one of employment. They can roll over up to 240 hours of PTO time from year to year

CyberSource gives employees 21 days of PTO per year, which starts accruing on day

or take advantage of the cash-out option. CyberSource provides eight paid holidays, bereavement leave, maternity leave and adoption leave. Employees receive four hours of paid time each year to attend their children's school programs as well as short- and long-term disability plans. Whenever possible, CyberSource provides employees the opportunity to be flexible with their work hours. Some employees telecommute and most managers have the ability to work from home.

Employees double their money by participating in the 401(k) plan and are eligible immediately upon joining the company. CyberSource also offers generous retirement plans, medical insurance coverage, education assistance, commuter assistance, group legal, FSA and HCSA, long-term care and auto and home insurance.

Software Technology Group

Software Technology Group offers an HSA and contributes over \$300 a month to family plans.



By doing so, employees become more aware of their medical costs and more educated

about their medical needs because that money is theirs to keep. In-depth orientations for new employees also help educate them about their benefits. Software Technology Group is flexible with their PTO and flexible work schedules are available to employees who need them (working moms, students, caregivers, etc.).

Medium: 50–500 employees continued

Equitable Life & Casualty



Equitable Life & Casualty offers flexible schedules and self-monitored breaks. It has become a tradition to close the office early (and pay employees for that time!) before a three-day weekend so employees can get a jump-start on the holiday with their family. Employees can save money from each paycheck and then get it back in mid-November to do their holiday shopping. In 2011, 47 employees socked away over \$46,000! All employees receive a bonus in December based on years of service accompanied by a box of chocolates. Each employee receives two \$20 Smith's Grocery Store gift certificates for a turkey dinner at Thanksgiving and Christmas. Vacation and sick time can be used interchangeably, and employees who experience an unfortunate loss get paid time off and flowers. Equitable Life & Casualty contributes three percent of an employee's compensation to a 401(k) plan that is 100 percent vested on day one.

Tanner LLC

Tanner LLC trusts their professionals and encourages them to manage their time, time off and professional and personal lives with a great deal of flexibility. Employees who have already worked 40 hours during the first four days of the week are encouraged to take Fridays off. Employees receive life insurance, medical insurance, short-term disability insurance, dental insurance, 20 days off and 8 paid holidays. All medical insurance deductibles up to \$3,000 are completely paid by the partners. They offer a great 401(k), a flexible spending account and additional bonus pay. The partners even pay a \$3,000 bonus to employees who pass the CPA exams.



Cicero



Cicero offers employees PTO for maternity and paternity leave, provides every employee with life and disability insurance (completely paid for by the company) and offers a robust profit-sharing plan to employees.

ACE Disposal

ACE Disposal offers a wide range of flexible work arrangements, from flexible start times to light-duty for injured employees. Sick days may be used for taking care of extended family (parents, grandparents, grandchildren, etc.). We offer two days bereavement leave but sick days may also be used for additional bereavement leave.



Large: More than 500 employees

South Davis Community Hospital



South Davis Community Hospital provides various scheduling options, such as recurring schedules or month-to-month scheduling, and non-shift work employees get to set their own hours. The SDCH Extended Care Plan may be used in addition to PTO time for adoptions, personal illnesses and gradual returns to work. An Extended Leave Plan offers up to 9 weeks off for employee situations that don't qualify under FMLA. Employees can use up to three bereavement days when they lose a loved one, and they receive compensation for lost wages due to jury service. The SDCH health insurance plans offer low deductibles and low monthly premiums with two deduction-free paychecks per year. The SDCH 401(k) contribution provides a dollar for dollar match. If employees must work one of the 10 paid holidays each year, they receive double time and a half. They also receive a paid floating holiday each year to use when they please.

Mountain America Credit Union (MACU)

At MACU, 98 percent of employees feel very satisfied with the benefits Mountain America has to offer. MACU offers three medical benefits choices, including a high deductible plan that has been chosen by 33 percent of the company and saved an average of \$1200 a year over a traditional health plan. Nearly 400 employees participate in a newly implemented vision plan and a robust wellness program keeps insurance rates and premiums among the lowest in



Utah. In addition to the two on-site fitness centers, brown bags and health assessments, MACU offers free yoga and a hiking club. Intermountain Health Care recognized MACU as one of the top ten outstanding companies in the wellness arena.

Automatic Data Processing (ADP)

ADP offers domestic partner coverage, several different leave of absence options (with pay), above and beyond FMLA, adoption assistance, credit union membership, discounted life/ auto/home insurance and a free, confidential EAP called Life Solutions. ADP covers transgender benefits and offers vacation, personal holiday time, sick time, six holidays, bereavement pay, volunteerism pay and jury duty pay. They introduced an HSA option this year and a wellness program with financial incentives, smoking cessation and personal coaching to help associates achieve their individual health goals. ADP offers up to \$3,500 tuition reimbursement per year, or \$5,500 starting the fifth year of employment, and a knowledge pay program that offers 1.5 to 3 percent salary increases for approved certifications and licenses. ADP also offers scholarships to children of associates. Employees receive vision insurance, discounts on an array of products and services, and a program where the company matches associate gifts to select charities. Employees can also take advantage of a credit union, relocation assistance, employer referral bonus programs, basic life insurance, personal accident insurance, business travel accident insurance and voluntary life, dependent life and AD&D policies.



Large: More than 500 employees continued

1-800 CONTACTS



In addition to PTO, 1-800 CONTACTS uses an attendance-based points system that allows call center associates to earn attendance points (to spend on time off) for being employed, working their entire shift, being on time and working weekends. Associates can earn up to 12 paid and 48 unpaid days off per year. There are over 220 unique schedules for hourly associates, 85 percent of schedule-change requests are accommodated and 35 percent of hourly associates work from home. Split shifts and shift trades help working parents and students, and some departments' employees have the ability to purchase time off with money earned for their performance bonus. Nearly all salaried associates receive a company-paid mobile phone and a laptop so they can work remotely.

Nicholas & Company

Nicholas & Company management is encouraged to work with team members to develop flexible schedules. Because the food service distribution industry is a 24/7 operation, some departments don't have the luxury of flexible schedules. However, employees can apply for shifts that best accommodate their situation. Truck drivers are home every night or every morning and the warehouse offers employees the option of working four ten-hour days. Most administrative team members can adjust their start and end times. Nicholas & Company encourages Team Members to telecommute when possible via laptop or smart phones. Employees are offered sick leave and extended sick leave, vacation pay for vacation bills or education, one-day paid family leave (similar to a floating holiday), four hours of paid time off for community service, paid bereavement leave, maternity leave, short- and long-term disability and life insurance, Health Advocate, a healthcare and insurance hotline (EAP) and a 401(k) with company match.



Canyons Resort



Canyons Resort employees receive up to four weeks per year of vacation and PTO from day one as well as paid illness leave, maternity leave and FMLA. They have maintained low deductible plans, eligibility from the first day and stable cost sharing despite overall increases in healthcare premiums. Canyons Resort offers a flex-spending account, a prescription drug discount program and a 401(k) with company match. Canyons provides domestic partner benefits for health insurance as well as for all perks and privileges available to married employees. Canyons offers extended vision coverage that now includes additional covered hardware such as goggles and other equipment. Both year round and seasonal workers receive benefits.



Best Practices from Winning Companies:

Whole Life

HIGHLIGHTS FROM EMPLOYERS

MICRO



Utah Foster Care Foundation

The wellness plan at Utah Foster Care Foundation is working as the aggregate results of their March biometric screening show that, as an organization, numbers have improved. Since December 2010, total cholesterol levels have gone down, LDL levels are down and HDL levels are up. Triglycerides and glucose levels are down, blood pressure is better and the BMI has improved. Healthy lunches are served at all staff meetings.



Mantyla McReynolds

About 95 percent of the employees at Mantyla McReynolds volunteer in churches, schools and community organizations on a weekly basis. All senior-level and above employees are also required to be involved in another unpaid community group. As a firm, Mantyla McReynolds volunteered at a local charity event gala, donating an entire Saturday evening to assist with the collection of funds for a non-profit organization. The firm recently was the key sponsor for a local non-profit golf tournament, which included participation from firm team members. In addition, the firm regularly donates prizes and other funds to charitable organizations. Mantyla McReynolds is also a paperless company, storing all documents electronically.



Digital Financial Group

Digital Financial Group has added a profit-sharing program this year that has been met with great enthusiasm from the entire organization. The executive team is very proud.

MICRO



BrainStorm

BrainStorm provides medical benefits to all part-time employees who work more than 30 hours and all employees, including interns, part-time, full-time and remote, are eligible to participate in all other culture and service-related activities.



Utah Clean Energy

Utah Clean Energy provides paid, two-week maternity/paternity leave in addition to allowing employees to phase back into their full-time schedules after the birth or adoption of a child. They encourage recycling and composting, paperless record-keeping, eco-friendly ENERGY STAR equipment and supplies purchasing, telecommuting, mass and alternative transit, energy efficient behaviors and offsetting the company's conventional energy consumption with renewable energy credits. They also secured a 25 percent discount for employees at the café next door, arranged a free ski day at a local resort for employees and their families and held the first company kickball game this summer.

MEDIUM



Cirque

At Cirque, the wellness plan includes a personal trainer for employees and family members and each visit only costs the employee \$5. Cirque offers an on-site gym or gym membership reimbursement and each employee is granted \$750 per year to spend on healthy-living activities or equipment. They reimburse employees for tuition and books for both bachelors' and masters' degrees, and any kind of job training is covered 100 percent as they encourage every employee to get some kind of training each year. Cirque allows paid volunteer time off, bereavement leave, jury duty, time off to vote, 90-day maternity leave and 5-day paternity leave. Employees are welcome to bring children to work when necessary or use up to 90 days of paid leave in case of personal or family member illness or injury. They also offer employees two free EAP programs.

**Futura**

Futura supports a variety of critical causes that are important to their employees, their industry and the communities where employees live and work. For example, every department has the opportunity to volunteer at St. Anne's every month. Nineteen employees and dependents (children and spouses) are completing secondary or technical education using Futura's tuition support. Over half (11) of the recipients are dependents, going to school on a Futura scholarship.

**DigiCert**

DigiCert offers generous pay and benefits so employees can take care of their families as well as vacation bonuses and gym memberships so employees can take care of themselves. DigiCert provides seminars; pays for continuing education, conferences and memberships to keep employees up to speed; and offers a generous education reimbursement plan. Bi-annual performance reviews allow managers and employees to set goals for the following months until the next review. They offer many service opportunities, encourage wellness activities and recently focused on helping employees with financial success by offering a 401(k) retirement plan and covering half the cost of a financial planning and money management course. Throughout the year, DigiCert offers various ways for the company and employees to work with Habitat for Humanity service projects, food drives and an annual Pay-it-Forward program that gives each employee monetary resources to help someone in need during the holiday season. DigiCert also gives employees one community service day that does not count against PTO and allows them to volunteer at a non-profit of their choice.



CyberSource, a Visa Company

CyberSource assists the Primary Children's hospital with a holiday gift-giving program to help needy patients and their families and proudly support the Utah Food Bank through bi-annual food drives and volunteer events. One group of employees formed a motorcycle club that frequently goes on lunchtime rides together and supports local causes. Employees have formed a company-sponsored softball league, and several employees participate together in marathons, RAGNAR races and the dirty dash. They have annual biometric screenings, flu shots and a Biggest Loser contest as well as health and wellness seminars each month and a health fair every fall. Employees receive a discount at the American Fork recreation center gymnasium. CyberSource provides an annual education assistance benefit of \$5,250 per employee and any employees who are victims of domestic violence receive special help and time off. There are currently several recycling programs in place and an e-file system that allows digital storage and retention. CyberSource lighting and HVAC systems are on timers for a more efficient use of energy.



Software Technology Group

Software Technology Group promotes a 40-hour workweek to emphasize the importance of living a balanced life. Women coming back from maternity leave work out a special schedule as they integrate back to their work schedule. They hold an annual summer shape-up and offer free education and training. They also send employees to seminars to help them keep their skills sharp.



Equitable Life & Casualty Insurance Company

Equitable Life & Casualty

Equitable Life & Casualty offers up to five salary advances per year to employees who get into a financial pinch. Over 90 percent of employees participate in the annual Wellness Pledge Program where they participate in quarterly health activities. They offer a free Wellness Coaching Program, an EAP program, a free gym and pay for half of the costs of Weight Watchers at Work. Employees involved in Random Acts of Kindness collected donations for a sock drive that allowed 325 people to keep their feet warm through the winter and helped Habitat for Humanity build two homes in April and May. Every December, departments decorate 18 different 12-inch holiday trees that are auctioned off to raise money for Sub for Santa. Remaining trees are donated to a local nursing home. Every other week they celebrate a Jeans for a Cause Day and match employee donations. Employees use in-house paper recycling and recycle plastic and aluminum. EquiU, the corporate university, is available to all employees for free as well as free access to industry-specific training and bonuses for passing exams. College tuition is reimbursed up to \$2,000 per year.



Tanner LLC

Employees at Tanner LLC are assigned a coach (mentor) to help them reach their professional and personal goals. Coaching sessions are held every six to eight weeks. Tanner LLC makes big investments in professional training (40–50 hours minimum per year) and encourages additional education and career development, including outside leadership programs that focus on soft skills and management. As the only CPA firm in Utah with a perfect record for quality with the PCAOB, Tanner's training and career development efforts are very beneficial.



Cicero Group

Cicero offers significant tuition reimbursement to employees: several are completing their executive MBA's this semester, several have finished company-sponsored undergraduate degrees and a number are currently pursuing or beginning other master's degree programs. Every Friday, Cicero has a professionally delivered "lunch-and-learn" training for all employees. Cicero has an on-site gym as well as a private room for nursing mothers.

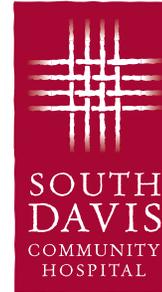
MEDIUM



ACE Disposal

ACE tries to have fun with their wellness programs. “ACE’s Biggest Loser Contest” has become a popular annual tradition, and employees have lost almost 900 pounds in the last 3 years. There is an area dedicated to working out and taking a breaks that includes a treadmill, a television and workout mats.

LARGE



South Davis Community Hospital (SDCH)

SDCH offers a top-notch on-site childcare center with discounted rates for employees and cost-free life insurance and flexible spending plans for childcare and healthcare expenses. Employees receive a holiday rotation that changes from year to year so no one works the same holiday two years in a row. The Community Ambassador Program lets employees participate in community events, boards, committees and volunteer efforts. They recycle paper and employees can participate in a bi-annual blood drive or eat at the Lunch Box Café, an on-site cafeteria, for \$15.00 per week. The free Employee Assistance Program helps employees with household and life issues. An online, self-service program gives employees access to schedules and paystubs at any time and they offer wellness programs throughout the year. SDHC offers 135 yearly training hours per employee, including training for performance improvement, clinical advancement and career development. Ninety percent of the managers at SDCH were promoted to their positions from within, and 23 percent of current SDCH registered nurses received financial assistance from SDCH to obtain their nursing degree.

**Mountain America Credit Union (MACU)**

MACU supports employees in attaining their personal goals. They continue to hold a team-focused "Maintain Don't Gain" idea during the holidays and as a company they lost over 350 pounds. MACU is one of the few companies in Utah to offer IHC's "Weigh to Health" class at their corporate offices. Nearly 50 people completed the program and achieved some major health goals. In August, 50 members of a newly formed hiking club visited Lakes Mary, Martha and Catherine up Little Cottonwood Canyon. They support external charities such as Pay it Forward with KUTV News, the Keys to Success Program for high schools, the Primary Children's Telethon and the Swing for Kids golf tournament. At year-end they were able to present MS and Make a Wish Foundation each with a check for almost \$18,000.

**Automatic Data Processing (ADP)**

ADP provides all associates with a free annual transit pass from UTA. Last year they recycled over 95 tons of paper, resulting in an estimated savings of 1,611 trees, 663,076 gallons of water, 35,995 gallons of oil and 313 cubic yards of landfill space. ADP entered a partnership for industrial recycling this year to recycle old computers, phones, batteries and the like. They had a family night this summer and rented out a movie theater so that associates and families could attend a pre-release viewing of the newest Dark Knight and Twilight films. ADP's Workplace Giving Campaign raised \$800,000 in associate and company-match funds to over 50 charitable organizations. A Team Giving program donates money and time to an array of charities including Primary Children's Medical Center, Canine Companions for Independence and the Juvenile Diabetes Research Foundation. They offer one paid volunteer day, and this year they combined it with Take Your Child To Work Day and had associates work with elderly residents who needed home and yard repairs. ADP offers tuition reimbursement and knowledge pay and also pays for professional memberships and re-certification fees. They also have a comprehensive wellness program with industry leader Healthy Roads.



1-800 CONTACTS

At 1-800 CONTACTS, Life 360, the wellness incentive program, focuses on overall wellness and rewards associates for activities both at and outside of work. Associates may earn up to \$150 per year for their participation in exercise, annual physical exams, blood drives, carpooling to work, checking credit scores, dental exams, eye exams, CPR certification, smoking cessation or smoke-free commitment, seat belt commitment and more. Twice a year 1-800 CONTACTS invites associates and their families or friends to company film festivals where they receive a branded gift, popcorn vouchers and a gift card to buy food at the movie. The theatres are completely rented out by the company and only filled to 75 percent capacity.



Nicholas & Company

In an effort to make life more convenient, Nicholas & Company offers an on-site gym, a full-time wellness coordinator, insurance discounts for participation in the wellness program, a monthly salad bar, healthy shakes, a mother's room, fruit and drinks, an on-site convenient store and an online store. They offer buy-up options for short- and long-term disability and life insurance, health savings accounts, taxicab benefits and health and dependent flex spending plans. The NICCO Kids room is equipped with toys, games, videos, books, etc. and serves as alternative childcare for a day. They offer financial planning classes, scholarship programs, employee assistance, elderly assistance, flu shots, childcare resources and referrals, and adoption and infertility treatment reimbursement. Nicholas & Company offers a myriad of supplemental insurance options, various discounts, massages and company suites at Energy Solutions and Spring Mobile Ball Park. Each team member has four community service hours a year for volunteering.



CANYONS™

Canyons Resort

Canyons Resort offers on-site childcare. Employees have volunteered more than 200 hours to community events, such as Habitat for Humanity, and the company mascot visits schools to give safety talks. They offer free educational sessions at the resort for adults and children. The avalanche dogs live with their handlers and are considered employees — they even receive their own employee ID and nametag. Canyons partnered with Wells Fargo to create learning sessions on topics like identity theft, college savings and intro to finances for employee children. The sustainability task force increased their recycling tonnage year over year. This team also coordinated “Clean the World,” which takes partially used amenities (soaps, shampoos, etc.), re-processes them and donates them to shelters and countries that need hygiene products. They offer work-from-home options and alternative work schedules and worked to establish a subsidized UTA bus ridership between Park City and Salt Lake City. Canyons Resort also offers subsidized van pooling, continuing education assistance of \$1000 per year and subsidized educational courses. Each month they give free training to all levels of employees.



Best Practices from Winning Companies: Business & People Success

HIGHLIGHTS FROM EMPLOYERS

Company	Size	Best Practice
<p>Utah Foster Care Foundation</p>  <p>Utah Foster Care FOUNDATION</p>	<p>MICRO</p>	<p>The Utah Foster Care Foundation's CEO has an open-door policy. All staff have a voice, and they listen and make changes whenever possible. They are sure to be clear and honest regarding contract finances and future sustainability. Employees receive clear expectations upon being hired and throughout the year so that every staff member can be successful and ensure there are no surprises during performance evaluations.</p>
<p>Mantyla McReynolds</p>  <p>Mantyla McREYNOLDS LLC Certified Public Accountants</p>	<p>MICRO</p>	<p>Mantyla McReynolds provides continuing education training to all management and professional staff, including management training. Management also creates a positive environment, teaching through positive reinforcement and encouragement to facilitate employee learning and empowerment. Team members have the freedom to advance as quickly as they desire based on their performance.</p>
<p>Digital Financial Group</p>  <p>Digital financial group</p>	<p>MICRO</p>	<p>Through creating a positive, pleasant environment and encouraging a balanced lifestyle, Digital Financial Group retains long-term employees who are more committed to the company and the clients.</p>

Company	Size	Best Practice
<p>Utah Clean Energy</p> 	<p>MICRO</p>	<p>Over the past five years, one of the primary goals of Utah Clean Energy has been to be one of the best non-profits to work for in Utah. Retention rates have been incredible, as only two employees have left the organization in the past four years. They are often contacted by prospective employees and interns who are interested in working for Utah Clean Energy because of their reputation.</p>
<p>Cirque</p> 	<p>MEDIUM</p>	<p>Work/life balance is very important at Cirque. Management believes that in order to be successful, employees need to live a happy and balanced life. They encourage employees to put their family first for which family members have expressed appreciation. They offer training to all employees and success as a company comes when employees feel they matter. They want employees to know that they are missed when they are gone and noticed when they are present.</p>
<p>Futura</p> 	<p>MEDIUM</p>	<p>In 2009 at least 50 aluminum extrusion plants in North America closed, but Futura had the strongest, most profitable year ever. Futura Industries has thrived because they have made it all about the customers by making it all about the employees. If the team members at Futura feel that they are trusted, honored and respected, they will provide products and services that exceed customer expectations. Highly satisfied customers will continue to buy Futura products, so the Futura team members are there every day. They set high goals and provide the support and training to reach them. Employees receive a monthly bonus based on team performance, and in 2011 everyone received incentive pay that averaged more than \$3,500 per hourly production worker.</p>

Company	Size	Best Practice
<p data-bbox="217 430 334 464">DigiCert</p> 	<p data-bbox="467 657 516 867">MEDIUM</p>	<p data-bbox="581 430 1474 1098">DigiCert provides a collaborative environment where employees contribute their own expertise and individuals grow and thrive. Various online systems help streamline their processes, especially the internal Wiki, where employees can access pertinent company information, post information to assist colleagues and collaborate on technical questions. They also use the Wiki for scheduling and internal training videos. HRConnection helps employees easily access and manage HR items and weekly training sessions that further develop employee knowledge and skills. Their award-winning Support Department is available 24 hours most days so employees can switch shifts and schedule around their classes. High achievers in Support are recognized each month with the “Support Monster,” an award statue for their desk. DigiCert teams are encouraged to use their own initiative, and their people-focus has led to growing revenues, growth awards, customer support and miniscule turnover in nine years.</p>
<p data-bbox="180 1136 367 1169">CyberSource</p> 	<p data-bbox="467 1362 516 1572">MEDIUM</p>	<p data-bbox="581 1136 1479 1803">CyberSource is committed to providing employees an opportunity to learn, grow and expand their capabilities through a process called Development Planning that is driven entirely by the employee. They help employees draft a development plan and provide them resources, a website and access to over 2500 classes in their Learning Management System on topics like Excel, project management or customer communications. Managers have the ability to track the classes employees have attended so they can determine potential opportunities. Annual employee surveys address employees concerns, and in June they were proud to learn that approximately 90 percent of current employees would recommend CyberSource to a friend as a positive place to work. A high number of employees felt that the amount of work they are expected to do is reasonable and that the company provides flexible solutions for balancing their work and personal life. Employees are proud to be a part of CyberSource.</p>

Company	Size	Best Practice
<p data-bbox="180 428 370 537">Equitable Life & Casualty Insurance</p>  <p data-bbox="152 646 391 722">Equitable & You ... Committed To Caring Equitable Life & Casualty Insurance Company</p>	<p data-bbox="467 632 516 848">MEDIUM</p>	<p data-bbox="581 428 1485 1052">At Equitable, anyone can walk into the President's office and share an idea. All ideas are given serious consideration in a monthly huddle meeting that consists of the CEO, President, Chief HR Officer and five employees. At town hall meetings, senior leadership presents major strategic goals and progress and employees are encouraged to participate in the Q&A session. Since 2010, Software Technology Group has received the following awards: 2012 Business Insurance Best Places to Work, 2011 Best Companies to Work for, 2011 Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility, 2011 Business Insurance Best Places to Work, 2011 Healthy Worksite Award platinum level, 2010 Business Insurance Best Places to Work, 2010 Healthy Worksite Award gold level, 2010 Best of State for Insurance Companies, 2010 Utah Work/Life Awards Finalist, Utah's Best Place to Work, and 2012 winner of Utah Work/Life Award.</p>
<p data-bbox="196 1094 354 1121">Tanner LLC</p>  <p data-bbox="131 1205 418 1255">TANNER</p>	<p data-bbox="467 1297 516 1514">MEDIUM</p>	<p data-bbox="581 1094 1485 1717">Tanner LLC has recently been named to INSIDE Public Accounting's Best of the Best Firms 2012 list for the third consecutive year, a list that honors 50 firms for their stellar performance based on more than 50 criteria. This year, more than 430 firms participated in the 19th annual IPA Survey and Analysis of Firms. In 2012, Zion's Bank also recognized Tanner as one of the "Top 12 Companies" in Utah and Idaho. For the past seven years in a row, Tanner has been listed by the MWCN Deal Flow Report as the top advisor for companies that have had transactions in Utah. In 2012 they brought the total number of transactions over the past five years to 127, more than all the Big 4 and national firms combined. Over the last 12 months, Tanner LLC has worked hard for growth so employees can advance. Tanner has promoted 17 professionals over the past year and has had more promotions over the past year than any other Utah-based CPA firm.</p>

Company	Size	Best Practice
<p>Cicero Group</p> 	<p>MEDIUM</p>	<p>Managers at Cicero Group meet together every Monday morning at 9:30 to discuss employee successes, recommended recognitions, bonuses, raises and promotions and how to continue employee development.</p>
<p>ACE Disposal</p> 	<p>MEDIUM</p>	<p>The greatest benefit of ACE Disposal's focus on balancing work/life is employee retention. Their turnover rate is drastically below not only the national average, but the industry average as well.</p>
<p>South Davis Community Hospital (SDCH)</p> 	<p>LARGE</p>	<p>South Davis Community Hospital provides a work environment that helps employees feel important, trusted and valued. Every interaction counts at SDCH. The executive team and Human Resources Department work closely with managers, who are held accountable for improving turnover and engaging in frequent and open communication with employees. Annual performance reviews were replaced with less formal one-on-one quarterly reviews to support continual success. In 2012 SDCH focused on strengthening the organization with increased staff training opportunities. Employees have a more advanced skill set and customers are happier than ever. SDCH makes an effort to gain public recognition for the contributions of their dedicated staff. They received the Davis Chamber Employer of the Year Award, Work/Life Award and Utah's first and only Silver Award from the American Healthcare Association. SDCH staff also completed a perfect LTAC survey this year.</p>
<p>Mountain America Credit Union (MACU)</p> 	<p>LARGE</p>	<p>Mountain America Credit Union is heavily invested in employee education. Last year employees participated in thousands of hours of operational and skills training. After managers expressed a desire to know more about project management, they partnered with the University of Utah to provide intensive training on the subject, and 40 percent of the management team has taken the course. Eighteen months after implementing daily morning meetings and discussing 1 of 16 core values, employee engagement is up and member engagement is close behind. Members are joining in droves because of MACU's reputation for service and excellence. Mid-way through the year they have exceeded most company goals because employees are living and promoting the vision of helping members achieve their financial dreams.</p>

Company	Size	Best Practice
<p data-bbox="159 430 397 499">Automatic Data Processing (ADP)</p> 	<p data-bbox="467 499 516 667">LARGE</p>	<p data-bbox="581 430 1481 741">In 2012, for the third year in a row, ADP has made Diversity Inc's Top 50 Companies for Diversity, ascending to number 27. They were also awarded a Diversity Inc. Top 10 Company for Executive Women slot and a number 7 ranking on Information Week's Top 500 Most Innovative Business Technology Organizations list. They were also honored with the Human Rights Campaign's Best Places To Work Award and the 100 Best Companies Award from Working Mother magazine.</p>
<p data-bbox="159 777 397 808">1-800 CONTACTS</p> 	<p data-bbox="467 888 516 1056">LARGE</p>	<p data-bbox="581 777 1481 1165">1-800 CONTACTS has developed and groomed a management development program where managers who have been recently hired or promoted have the opportunity to go to a series of classes to learn effective leadership and management. Select company leaders have been sent to the Center for Creative Leadership, which has changed their careers and benefitted the company. Nearly all departments have taken the Birkman personality test and received training on how to use their newfound knowledge to work together more effectively.</p>
<p data-bbox="199 1207 354 1276">Nicholas & Company</p> 	<p data-bbox="467 1392 516 1560">LARGE</p>	<p data-bbox="581 1207 1481 1753">Nicholas & Company understands that a work/life balance is not only good for the team member, but also makes the company a more productive and better place to work. Customers appreciate the loyalty and dedication team members show them and the company. Team members are encouraged to participate in on-site or online courses to help them reach their personal and professional goals and all management is required to participate in leadership and work/life courses. A yearly and company-wide team member survey gives management the opportunity to coach, counsel, reward and recognize. Nicholas & Company has been honored with the Utah Work/Life Award for many years and believes that it has helped their company create a strong culture and foundation to meet team-member needs.</p>

Company	Size	Best Practice
<p data-bbox="164 428 386 464">Canyons Resort</p> 	<p data-bbox="467 716 516 884">LARGE</p>	<p data-bbox="581 428 1479 1178">Canyons Resort displays their award in a variety of places, including the HR lobby. They were inspired when a candidate who was asked why he wanted to work there referenced the award and asked, “Who wouldn't want to work here?” Canyons Resort has done outreach through DWS, the state refugee program and other community-based organizations. All new leaders are required to attend a five-day formal orientation and training on topics like employee selection, coaching and performance management. Hiring managers receive an additional four days of training on employee selection. Leaders receive company-sponsored training on Predictive Index, a tool to help them understand natural individual talents and motivations. Leaders also attend “Crucial Conversations” training to improve communication skills. High-potential and high-performing individuals at all levels are recognized during a formal Human Capital Talent Review process attended by senior leaders and receive additional formal training based on needs. Guest speakers often come to manager meetings to train on a variety of topics.</p>



Best Practices from Winning Companies:

Workplace Excellence

HIGHLIGHTS FROM EMPLOYERS

MICRO

Utah Foster Care Foundation

Utah Foster Care Foundation held a meeting to get input from staff regarding the physical workspace in the Murray office. After listening to staff needs, they designed a new workspace plan and received Board of Directors approval. The Orem and St. George offices were moved to new locations with on-site training facilities. The HR manager sends monthly emails announcing staff anniversaries and a yearly birthday card to each staff member.

Mantyla McReynolds

Each year Mantyla McReynolds has a company retreat for all employees, who are allowed to invite a guest to dinner and evening activities. Families are invited to the office on Halloween for a chili lunch and kids can trick-or-treat through the office. Mantyla McReynolds also has a Christmas dinner for all employees and a guest. The firm rents out a theater for popular movie premieres so employees can bring their family to see a movie a few hours before it is released to the public. In March, employees participated in a March Madness college tournament bracket.

BrainStorm

BrainStorm strives to continue to develop a work/life balance with committees like the Culture Club and the Corporate Giving Committee, who are dedicated to finding new and exciting ways to improve benefits, work environment and community with service activities and sponsorships.

Utah Clean Energy

Utah Clean Energy regularly celebrates program successes, employee achievements and birthdays as a staff. Children and pets are welcome (and often come) to the workplace. Employees are invited to bi-monthly "Lunch-and-Learn" potlucks on a variety of topics.

MEDIUM

Cirque

When Cirque employees make suggestions, management listens. Exit interviews provide information to make improvements, and physical workspace improvements are always addressed promptly. They encourage fun with things like a best guesser game during March Madness and an annual graham cracker house building contest. Employees start planning their designs months in advance.

MEDIUM

Futura

The Futura Medical Clinic provides an internal medicine physician who employees who carry company health insurance can visit for free. If Dr. Donna puts a patient on a wellness program, Futura pays for all lab tests. Futura offers a smoking cessation program and have had fifteen people quit completely. A bi-lingual clinic assistant enables Spanish-speaking family members to access quality medical care. The existence of the Futura Medical Clinic has driven down the overall cost of providing healthcare. Futura believes that providing quality, caring and involved healthcare is one of the best things they can do for employees and their families. Annual Employee Engagement Surveys and birthday reviews let Futura management know how things are going for employees and what personal insights they might have.

DigiCert

DigiCert is a place where employees are empowered and rewarded for their performance and taking care of the customer is the overriding ethos. They often promote from within and compensate with above-market pay to stay competitive and show employee appreciation. Employees receive merit-based bonuses and a yearly compensation-based performance review. Employees who work after hours, nighttime, weekends and swing shifts receive compensation differentials. DigiCert has a laid-back work environment of great camaraderie, healthy discussion and no unnecessary conflict. Employees received new office chairs to ensure they are ergonomically comfortable

and have access to food in the kitchen that is replenished weekly. DigiCert encourages friendly relationships among colleagues through company-sponsored events and educational opportunities. DigiCert's work environment and reputation attract top-notch talent.

CyberSource, A Visa Company

CyberSource has a casual dress code and environment and provides free soda, hot chocolate, coffee and tea. At an eat-n-greet every Friday, employees receive breakfast and are encouraged to mingle with coworkers. Employees can participate in quarterly activities such as bowling day, movie day and basketball tournaments and dress up at Halloween and invite their children to trick-or-treat around the office. They also have a foosball table, basketball court and on-site showers. An extensive recognition program called Go Beyond allows employees and managers to recognize each other for exceeding expectations. Managers can include a Visa gift card for \$50–\$500, and all recipients are placed in quarterly drawings for \$500 gift cards and annual drawings that include \$5,000, a trip to the corporate office and a vacation for the employee and a guest. Many departments give awards for things like perfect attendance, quality, customer feedback and employee of the month. Employee Resource Groups aim to raise awareness of diversity and inclusion at Visa, including Employees with Disabilities, Visa Asian Employee Network, Visa Black Employees, Visa Hispanic Employees, Visa Indian Alliance and Visa Pride (LGBT). CyberSource also sponsors the Olympic Games, and one Utah employee recently got an all-expenses paid trip to London to carry the torch.

MEDIUM

Software Technology Group

Software Technology Group promotes a friendly workplace for employees, who are allowed to bring their kids to work to show what they do or bring their pets to work as needed. Employees like making waffles once a week so they provide all of the supplies to encourage employees to participate in team building activities.

Equitable Life & Casualty

Equitable Life & Casualty awards employees for years of service, outstanding work and perfect attendance. Employees who go above and beyond are given movie tickets with a note—93 pairs were awarded in 2011. This company celebrates as a family, around the kitchen table—every Thursday employees get treats and every Tuesday the office orders lunch. They celebrate birthdays every month with cake and potluck lunches. They spotlight new employees in the newsletter, post welcome signs on the lobby screens and add their picture to the internal website and the Equitable Family Photo Album. On Halloween, employees have a parade and receive prizes; their kids may join the parade, too. The office closes early and has a holiday party in December. Every summer they host a big party for employees and their families. In 2011 they recruited for 28 positions, received 30 employee referrals and had four former employees apply. The Solitude Lounge offers wireless headsets, books and a TV to watch the news. A trained specialist on the staff ergonomically designs all workstations.

Tanner LLC

Tanner LLC offers coaching, mentoring and in-depth training at Tanner U. Accounting

associates attend various trainings both in house and throughout the country. The company pays for all educational, travel-related expenses. Each member who passes the CPA exam and obtains their license receives a \$3,000 bonus and has all exam fees paid. Tanner is the only accounting firm in Utah that has achieved a perfect record for quality from both the Public Company Accounting Oversight Board (PCAOB) and from AICPA peer reviewers. They have been examined twice by the PCAOB and have received clean reports, with no deficiencies and no suggestions for improvement on both occasions.

Cicero Group

Once a year, the CEO of the Cicero Group invites all employees and their families to his home for a company party with bouncy houses, water slides and food. Throughout the year, the company rents Boondocks, hosts golf tournaments, invites kids to come to work with parents, participates in the United Way Day of Service, serves food at St. Vincent de Paul's and hosts a number of other similar activities. The culture at Cicero is not hierarchical but very collaborative and celebrates mistakes by rewarding people for learning and teaching others. The company has low turnover and ongoing, internal promotion.

ACE Disposal

ACE likes to focus on creating a positive culture through appreciation and recognition and a yearly employee appreciation week with daily drinks and lunches. ACE Disposal also holds a company party at Lagoon each year so employees can meet their coworkers' families.

LARGE

South Davis Community Hospital (SDCH)

Anonymous surveys, exit interviews and open communication shape employment practices at SDCH, where turnover rates are less than half the industry average. A yearly red carpet employee celebration promotes and rewards longevity with gifts for every five years of service, entertaining skits and trophies for accomplishments. Grilled breakfast and BBQ lunches are held outdoors every other week during warm weather and employees and their families dine and watch a Bees Game and fireworks together each summer. Holidays are celebrated with parties and catered food, including a Halloween costume contest and photo booth, a cash Christmas gift and complimentary buffet. Gift cards and a "candy gram" program provide fun opportunities for employees to say thanks and the executive team sends each employee a birthday card. SDCH purchased and implemented mechanical lifts that reduced injury rates by 30 percent. The workforce at SDCH has grown by 25 percent over the past three years and 99.8 percent of SDCH employees said in an anonymous survey that they would not hesitate to recommend SDCH to their family and friends.

Mountain America Credit Union (MACU)

Mountain America celebrates low turnover, high productivity and engagement with fun events like wellness brown bags, executive movie premieres, Child to Work carnivals and a 30s themed Monte Carlo night. Instead

of creating an in-depth PowerPoint on the dangers of social engineering, MACU created Fraudrick, a cute, innocuous looking social engineer frog with devious designs. This first-ever foray into the comic book realm was a hit. Employees first met Fraudrick in a comic strip before he was unleashed on the organization. Fraudrick's mission was to steal company information and employees had to foil him and earn a badge. Employees not only ran with Fraudrick, but they also stepped on him, stuffed him into the teller canister, blew him up and came up with clever PowerPoints to tell their stories. This raised awareness and improved their security rating. As of last year, managers can recognize anyone in the company with a monetary or non-monetary Applause, a system that incorporates social media so comments are posted on a bulletin board for all employees to see.

Automatic Data Processing (ADP)

ADP sponsors a running team and motorcycle club and has a Fun Committee charged with associate engagement activities and community-based giving campaigns. ADP also offers associate resource groups for diverse groups on their staff, including African-American, Asian, Hispanic, LGBT, disabled and virtual employees. The wellness program includes Biggest Loser (weight loss) and Biggest Quitter (smoking cessation) contests and motivates associates to use the stairs by playing music and decorating the stairways and landing with framed art from associates. The cafeteria and hallways are decorated with 3-Form tabletops and wall treatments depicting an indoor forest.

LARGE

1-800 CONTACTS

Each associate at 1-800 CONTACTS has two computer monitors and an ergonomic chair, desk and keyboard. The Health & Wellness Team has been trained in ergonomics and is available to assist associates with any concerns. Offices are well lit with natural light on all levels and the call center lighting and cubicles were recently upgraded. The training department recently redesigned the training room to improve training effectiveness and productivity and foster more team building. Two mothers' rooms are furnished with recliners, sinks, supplies, refrigerators, dimming lights and an iPod docking station. 1-800 CONTACTS has luncheon celebrations twice a year for associates who are celebrating a 5 or 10 year anniversary, emceed by the company president. Supervisors recognize each associate.

Nicholas & Company

Nicholas & Company has been a family-owned and operated business for 73 years, and the culture is unique. The company started in a garage and now operates out of one of the largest distribution centers in the Western states. An open-door policy and family visits to outlying areas foster closer relationships. In 2011, Nicholas & Company revamped their Mission and Vision statements, creating MVP (Mission, Vision and Passion) through a process that included team member input. Nicholas has a variety of team member appreciation events, such as service awards, St. Nicholas for Kids, holiday parties, holiday gift cards, a rodeo and various department contests. The MVP Heart of Nicco award is presented every quarter to a team

member and department who have gone above and beyond. Special occasions are acknowledged with cards, flowers, or small personal gifts and Nicco points are given to recognize special accomplishments. Team Members can use the points for a day off, to purchase a product or at the online Nicco Store. New equipment, laptops, phones, trucks, forklifts, etc. give team members the tools they need to reach company goals. Team member surveys, exit interviews and a quarterly communication meeting with individual departments conducted by the Sr. VP provide information about work/life issues.

Canyons Resort

Canyons Resort has seen employee engagement increase in annual surveys. Overall retention has increased to nearly 70 percent with a season return rate of 65 percent, up from 40 percent three years ago. Customer surveys that specifically relate to service show improvement in service level, despite a record-dry snow season. Employees at Canyons Resort are ranked number one in service friendliness out of all ski resorts in North America, measured by RRC. They have several recognition events, including Pinnacle, a light-hearted and themed monthly reception for individuals nominated by managers. One included a baked potato bar and Mr. Potato head centerpieces. They schedule ice cream socials, BBQ's, morning pancake breakfasts, golf and bowling outings throughout the year. Five hourly employees and three managers are awarded quarterly, along with 50-100 nominees. Employees participate in golf outings private advance screenings of movies.



Best Practices from Winning Companies: Best No-Cost/Low-Cost Innovation in 2012

HIGHLIGHTS FROM EMPLOYERS

MICRO



Utah Foster Care Foundation

At this year's Chalk Art Festival, Pure Water Solutions donated the use of a reverse-osmosis water cooler that saved 1320 plastic water bottles from the landfill. Also, employee expense reimbursements are now deposited directly into the employee's bank account.



Mantyla McReynolds

Every Wednesday the firm provides lunch for everyone in the office. Some weeks they order boxed lunches, and other weeks a caterer comes and does a buffet-style meal so that there is something different every week.



Digital Financial Group

Digital Financial Group wants to assist employees in personal and professional development through low-cost avenues such as webinars and internal mentorships. This has enabled employees to build stronger self-confidence in their knowledge and efforts.



BrainStorm

BrainStorm created a Culture Club, or a group of individuals who can best monitor the work/life balance of the entire organization and ensure that new activities, office furniture, games, holiday celebrations, etc. are occurring monthly for the betterment of the organization.



Utah Clean Energy

Utah Clean Energy offers a free (donated) ski day at Alta Ski Resort for employees as well as AmeriCorps members and their families.

CIRQUE

Cirque

The best low-cost thing Cirque has done this year has been safety and emergency training, including skills for work and home. They focus on different topics each month, from earthquakes to first aid. They also offered and paid for CPR certification for all interested employees.



Futura

Employees at Futura come up with “wastestopper” suggestions, including trailer skirts for their two trucks, a “Just in Time” box-making machine and a switch to a different scrap metal company.



DigiCert

This year, based on employee input, DigiCert combined sick and vacation leave into personal time off. This gains greater flexibility and rewards employees by letting them know they are trusted and deserve to take time off.



CyberSource, a Visa Company

Visa recently created a new group called Young Professionals that gives newer employees a way to network and learn best practices from individuals who have been around. They plan events where senior leaders talk about some of their greatest struggles and successes, and they increase volunteer efforts in the community. They recently organized a volunteer event with the Utah Food Bank and are working with Habitat for Humanity.



Equitable

Equitable recently expanded their work shifts and began offering part-time positions in the call center. This allows them to consider employees who only want part-time work and helps cover peak business hours of phone call volume.



Tanner LLC

A new flexible time-off policy that was voted in this past year by employees removed all restrictions and created a new, flexible time-off policy on a total honors system. For example, if an employee has worked 40 hours in four days, they can take the fifth day off with pay. With no rigid approval process, the whole policy runs on trust.



Cicero

As part of Cicero's weekly lunch-and-learn trainings, a different employee emails their favorite, recently published business, education or public policy article to all employees. Everyone participates. Each employee then reads the article and discusses what they learned from it during the weekly lunch-and-learns. Cicero has had a mentoring program since its inception, but this year they started requiring every manager to report monthly to the executive team on his or her mentoring interactions. Every employee is taken to lunch or breakfast once a month by a senior member of the company (their mentor) and asked how they are enjoying their assignments, how they are doing personally and what Cicero can do to improve their experience and progression. Mentors rotate annually.



ACE Disposal

ACE is implementing cross training throughout departments to allow employees to learn about different areas of the company and progress in their careers.



South Davis Community Hospital (SDCH)

This year SDCH has found social media to be a great way to promote employee engagement through on-the-fly announcements and contests. SDCH employees are also featured on the SDCH YouTube channel through their voluntary participation in SDCH commercials and public awareness videos.



Mountain America Credit Union (MACU)

In 2011 MACU brought in 60 end-users from throughout the organization to help with every stage of creating a new Employee Resource Center, from design to testing. The center was a smash hit. The also began incorporating comments into articles to increase interaction and give employees a sounding board to voice their opinions and provide tips to coworkers. This has also been a huge success.



Automatic Data Processing (ADP)

The ADP Fun Committee focuses on involving associates' families in HR programs. This year the committee organized associate field days, themed days, contests two to four times per month, seasonal celebrations and community events. They continue to successfully develop activities centered on specific business cycles and tied in with Utah-based charities and happenings. Family sneak preview movie nights are a big hit, and associates also love casual dress. All proceeds from casual dress passes go to their flagship charities.



1-800 CONTACTS

One call center supervisor wondered why 1-800 CONTACTS couldn't simply email (instead of mail) a postage return label for customers to print off and then return their product while it was still fresh in their mind. The idea was implemented for about \$500 and will cost roughly \$1500 dollars to maintain each year. With savings in postage as well as the quicker and higher response from our customers returning product, 1-800 CONTACTS will save an estimated \$320,000 this year and \$400,000 next year. If fully implemented and incorporated in all potential avenues, savings could be \$3,000,000 in the long run.



Nicholas & Company

Nicholas & Company now has healthy shakes twice a week: Impact Shakes come in on Mondays and Thursdays and team members can purchase a protein drink for \$3 that can be deducted from payroll.



Canyons Resort

Each month Canyons Resort holds two roundtable meetings, hosted by the managing director, with randomly selected employees. He makes a point to mention that every idea for improvement, from both visitors and employees, comes about from ideas generated by the guides. Last year several employees had the idea of an employee-only cafeteria. The design, site selection, build out and operation were a grass roots effort with no real budget. These employees found furniture, fixtures, equipment and decor that were stored and unused. They also created a healthy menu design with vegan options. Spot 205 won the naming contest as it reflects the location, former parking spot 205 in one of the hotels. A parking place transformed into a restaurant that serves an average of 100 meals per meal period.



Best Practices from Winning Companies:

Top Three Best Practices

HIGHLIGHTS FROM EMPLOYERS

Utah Foster Care

1. The Utah Foster Care Foundation embraces a philosophy that sharpens vision, reduces feelings of conflict, enlivens the desire for teamwork, redoubles accountability and magnifies the capacity to achieve results.
2. Work schedules are flexible.
3. Utah Foster Care offers staff appreciation.

MICRO

1. At Mantyla McReynolds, the office closes at noon on Friday.
2. Work schedules are flexible.
3. Employees enjoy coming to work at a very positive environment and fun culture.

Mantyla McReynolds

MICRO

Digital Financial Group

1. Digital Financial Group continues to encourage employees to bring pets to work to create a more casual and comfortable working environment.
2. They consistently reinforce the importance of a strong work/life balance and a healthy life and family over work because a healthy happy home-life contributes more to a healthy and happy employee.

Utah Clean Energy

1. Work schedules are flexible to meet unique employee needs.
2. The medical insurance plan is structured to minimize out-of-pocket expenses and encourage proactive healthcare.
3. Utah Clean Energy maintains a sustainable and environmentally responsible workplace.

1. BrainStorm spends an entire day celebrating Christmas, helping local families in the morning and then opening presents, playing games and some kind of off-site, unique company activity.
2. BrainStorm constantly works to find different and unique ways to get involved in both local and national organizations.
3. BrainStorm has a very in-depth and comprehensive interview process.

BrainStorm

MEDIUM

Tanner LLC

1. Tanner LLC offers a family-friendly environment.
2. The payroll at Tanner is generous.
3. Employees receive generous personal time off and flexible Fridays. The office closes at 1:00 p.m. on Fridays so team members can spend more time with family members or friends. In addition to holidays and personal time off, they offer four weeks off per year. One day each spring, the office closes and employees enjoy a day of golf, bowling or laser tag and lunch.

Futura

1. Futura strives to be reliable and responsive.
2. Each and every team member at Futura is trusted, honored and respected so they are wholly committed to the business and provide products and services that exceed customer expectations.
3. Futura has strong company values.

1. DigiCert focuses on taking care of employees who then take care of the customers to create an energetic, a rewarding and an empowering workplace culture that feeds continued growth and success.
2. DigiCert brings employees and their families together outside of work and creates an environment where employees are proud of the company they work for and look forward to each day's challenges.
3. People matter most at DigiCert, where there is a constant focus on empowerment, training and opportunity. Employees work in a collaborative environment, where achievements are celebrated, people are recognized, company goals are met and celebrated with lunches and other outings. At DigiCert, people advance from within.

Digicert

MEDIUM

CyberSource

1. Employees begin accruing time off the minute they start working, earning 21 days in their first year, the equivalent of over 4 weeks of paid time off.
2. The CyberSource medical plan allows employees to have minimal out-of-pocket costs and access to more doctors and hospitals than most employers. It gives employees the freedom and confidence to deal with health issues without compromising their health for financial reasons.
3. Employees who enjoy coming to work tend to be more satisfied at work and home. CyberSource promotes a positive impact on the community, a relaxed environment that cultivates creativity and recognition of employees for going above and beyond.

Cirque

1. Work schedules are flexible.
2. Employees love the wellness program.
3. Employees receive lots of paid time off including the week between Christmas and New Years and good compensation and benefits.

Equitable Life & Casualty

1. Equitable Life & Casualty does lots of charitable activities. For example, employees called a local nursing home and found out the residents needed blankets. Employees set up a quilting table in the common area to work on during breaks and lunches. They made enough quilts for each resident and a few extra to place in the common areas.
2. Equitable Life & Casualty celebrates the contributions and accomplishments of the entire Equitable Family through food, celebrations, parties and parades.
3. Every employee is considered a CEO (Champion of Equitable's Opportunities) in training. Equitable is EPIC, promoting and nurturing an Employee Powered Innovative Culture where the ideas and contributions of all are sought and welcomed. Each year employees sign a poster confirming their understanding and support of Equitable's Mission, Vision and Values. All employees receive a placemat that summarizes company strategic goals, business declarations, core competencies and the mission, vision and values statements.

MEDIUM

1. At Cicero, employees are provided significant opportunities for growth and nobody is micro-managed. Instead, smart and highly capable people are hired and then given all the tools and resources they need to excel. Cicero invests in substantive continuing education and tuition reimbursement.
2. Cicero solves complex problems for companies all over the world, so every employee encounters a new and exhilarating challenge virtually every day. These opportunities ensure a vibrant, exciting and collaborative work environment. The hours are highly flexible, and each employee is trusted to deliver high-quality work whether they are working from home or the office.
3. There are absolutely no politics in the office. Cicero rewards people for collaboration and promotes family engagement and involvement. Children are routinely at the office and employees know the names of others' family members.

Cicero Group

ACE Disposal

1. ACE promotes a positive work environment.
2. Employees participate in company-sponsored events.
3. ACE offers interest-free employee loans.

LARGE

1. The SDCH Childcare Center gives employees a peace of mind that allows them to dedicate themselves to the tasks at hand. The center includes the capacity to care for infants and compassionate teachers know the children and parents on a personal level. In 2012 the center's playground underwent a large eco-friendly upgrade.
2. SDCH has maintained a resolute commitment to providing a dollar for dollar 401(k) matching contribution of up to 5 percent that gives employees a significant advantage in planning for their future.
3. SDCH provides an atmosphere that allows individuals to enjoy their job and develop strong friendships. They hold parties throughout the year on each shift, which means management even shows up in the middle of the night to provide food and prizes and pass out SDCH t-shirts and logo gear. A "wheel of winning" stocked with prizes and cash has become a favorite among SDCH employees.

South Davis Community Hospital

Mountain American Credit Union

1. Mountain America Credit Union has always celebrated successes, but in 2011 it was a key focus for the executive team. They provided each employee with a Visa gift card to do things like enroll a child in dance, enroll in dog obedience classes or arrange a special sledding trip. To celebrate milestones, they filmed executives celebrating all over the city. Employees attended a movie premiere hosted by the CEO and EVPs with gourmet pizza and cupcakes. More than 90 percent of corporate employees participated, and most stayed to watch the movie twice.
2. When Sterling Nielsen became the CEO in 2009, he spent the first year visiting every branch. Now that they have 72 locations in 5 states, face-to-face communication isn't realistic—they now produce videos for employees to get to know their leaders. Survey numbers are up from the previous year on positive perception of leaders.
3. Over 55 percent of positions are filled by promoting internally. To help employees see their career path, all managers work with their direct reports on individual development plans. As they hire, employees know exactly how the selection process works and where they may need to improve in order to be considered for career positions.

LARGE

Automatic Data Processing

ADP interviews departing associates to ask what they liked best about their employment experience. The three most repeated answers in 2012 were:

1. Flexible scheduling, alternative work arrangements, virtual, remote and work-from-home availability.
2. Career opportunity and enhancement (educational assistance, compensation for educational achievement).
3. The team atmosphere, regardless of business unit or reporting relationships.

1-800 CONTACTS

1. Work schedules are flexible.
2. Employees receive great benefits.
3. Offsite benefits include events, film festivals, summer activities and trunk-or-treats.

1. Nicholas & Company provides an on-site wellness coordinator.
2. Employees have access to an on-site gym.
3. Nicholas & Company promotes leadership training and safety.

Nicholas & Company

Canyons Resort

1. Canyons Resort utilizes its natural resources and location both summer and winter and find that their employees are very healthy because of skiing and riding in the winter; hiking, pedal boating, biking and gravity-fed biking in the summer; and zip touring year round.
2. Recreational privileges are extended not only to active employees, but to their families and friends as well as employees who are not active due to the seasonal nature of their position.
3. Spouses and children are regularly invited to recognition events and other company functions.