



Department of  
Workforce Services

Utah  
**Business**  
THE MAGAZINE FOR DECISION MAKERS



———— 2005 ————  
**BEST COMPANIES**  
———— to work for ————





**State of Utah**

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Governor

**Department of  
Workforce Services**

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April 2005

Utah Business Leaders,

The Best Companies to Work for Award is a wonderful way to celebrate and promote the best of the Utah business community. This award recognizes and honors Utah companies that go above and beyond normal business operations. The winners of this award work hard to create a sustainable workplace culture that provides meaningful support to employees, their families and their communities.

Utah's business community is comprised of people who understand that the well-being of the workforce is key to a successful economic future. Utah companies are leaders in creating innovative workplace practices.

The Best Companies to Work for Award honors those companies that rise above the rest, setting trends and showing us that success in today's marketplace starts by creating exceptional workplaces that support and encourage employees to be their best.

I applaud these outstanding companies and am honored to participate in this event.

Congratulations!

Tani Pack Downing  
Executive Director

# 2005 AWARDS

## 2005 BEST COMPANIES TO WORK FOR

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# INTRODUCTION

## Growing the Award – A New Partnership

In 2005, we celebrate the seventh year of the Utah Work/Life Awards and a new media partnership with *Utah Business* magazine. The partnership brings a name change to the Award, from the original 'Utah Work/Life Award' to the 'Utah Best Companies to Work For' Award. The rigorous nomination and selection process will remain unchanged and winners will be featured in a special profile in *Utah Business* magazine's May issue.



2005

BEST COMPANIES  
to work for

Since 1998, the Department of Workforce Services (DWS) has honored the Award winners annually, featuring Utah businesses that best understand and address the unique work/life needs of their employees. The purpose of the award is twofold. First, the Award is designed to recognize the work/life efforts of companies that have created exceptional workplaces. Second, the Award serves to create an educational community of practice which allows companies to learn from the award process itself and to share best practices. *Utah Business* magazine shares this vision and pride in Utah's businesses, workers and the communities they serve. *Utah Business* magazine has partnered with DWS, contributing its credibility, journalistic rigor and expansive readership to further the recognition of the winners and outstanding workplace best practices.

The exciting progression of this workplace Award further supports the fact that addressing the work/life needs of employees is a serious, bottom-line business issue. The CEOs of the winning companies agreed that effectively implemented work/life strategies that align the needs of the employees and the business are vital to sustaining a competitive edge in the market.

This year over 50 companies were nominated for the Award, a 25 percent increase over last year's total. The fifteen finalist companies demonstrated outstanding levels of ingenuity and resourcefulness in successfully meeting their workforce and business needs. In comments and testimonials presented in this booklet, employees express what is most important to them and why these exceptional companies have earned their loyalty and trust.

# 2005 AWARDS

## And the 2005 Winners Are...

	Company	Number of Employees	Industry	Location	Year on list
	1-800 CONTACTS	606	Contact Lens Distribution	Draper	Second year
	ARUP Laboratories	1,702	National Reference Laboratory	Salt Lake City	Fifth year
	Employer Solutions Group <small>"Tomorrow's Solutions. Today"</small>	30	Professional Services	Orem	Second year
	Futura Industries	198	Aluminum Extrusion Manufacturing	Clearfield	Sixth year
	Nicholas & Company	423	Food Service	Salt Lake City	Fourth year
	NPS Pharmaceuticals	336	Pharmaceutical Discovery and Development	Salt Lake City	Second year
	Radius Engineering	17	Composite Manufacturing Solutions	Salt Lake City	First year
	Redmond Minerals	98	Mineral Development	Springville	Fourth year
	Regence BlueCross BlueShield of Utah <small>An Independent Company of the Blue Cross and Blue Shield Association</small>	845	Health Insurance	Salt Lake City	Sixth year
	Sunshine Terrace Foundation <small>A FULLY ACCREDITED HEALTH CARE ORGANIZATION</small>	302	Assisted Living, Long-Term Care	Logan	Fourth year

# BEST OF THE BEST

## Leadership Commitment

Valuing work/life challenges is easy to envision and talk about, but making it real takes a commitment from leadership that employees recognize and emulate.

### EMPLOYEES SPEAK...

1 800 CONTACTS®

"The CEO is one of those guys that won't have you do anything that he wouldn't do. Even in our cafeteria, a few times he has washed my dishes since he was already washing his."

"Several years ago I went to a meeting where our CEO encouraged us to take a day off anytime if we are feeling burned out or just need a day off – it's not often you hear that from the top, and he really meant it."

ARUP®

"I would have to say that the integrity of the company is amazing. The executives don't seem to put themselves above anybody and are always at our level. Every Thursday there is an open walk with the CEO, and anyone can go along and chat with him."

"The CEO briefly stepped into a training meeting of new hires and won us all over within the first minute with his warmth and sincerity. All employees from the bottom to the top are treated as equals and peers. I feel equally at ease with our medical directors as I do with our specimen processors."



Employer Solutions Group  
"Tomorrow's Solutions, Today"

"I have to say that ESG is by far the best place to work! Our owner/president is always in very close contact with all employees. He is one of us and treats each one of us as an important part of the company. He's always open to our opinions and asks us for our feelings and thoughts on company decisions. He always looks out for our best interests and keeps us constantly informed on the financial status of the company. I realize that this is not common so I'm very appreciative of his willingness to keep us in the loop!"

"I feel that our president is an honest and hardworking man just trying to make the world a better place. He's not after every dollar, just enough of them to take care of his needs and those of his employees. He shares the vision and allows input to adjust or change the mission. A solid leader."



FUTURA INDUSTRIES

"Our president always sends hand written birthday cards to all employees, along with Christmas cards the same way. The work environment is great at Futura, and people respect each other and appreciate the things the company does for everyone."

"I've never seen a company president at other companies walk through the plant, stop and say hi, and share good comments and compliments with every one of us – and she does it often. I really like that."



"Just this week my daughter was sick. I worked from my home until noon and then had to come in for meetings all afternoon. I brought my daughter to the office so I could attend to my business. Peter Mouskondis, our CEO, came to help me and unlocked the door to the NICCO kids room for me – how cool is that?"

"I am not in management, but I do feel that my manager is wonderful with family type issues and genuinely cares about me and my family – that is a feeling that is true from the top to the bottom of this company."

# BEST OF THE BEST

## Leadership Commitment

Employees say that top leaders often make their strongest impressions during informal, daily interactions as well as during challenging times.

### EMPLOYEES SPEAK...



"I believe the CEO is a fair and honest man and has the best interests of the employees and company in mind when making decisions."

"As we grow, we continue to foster a culture where we know each other on a first name basis, and because of the practice of having the CEO lead our staff meetings, we hear about our future firsthand."



"Radius Engineering president Dimitrije Milovich is very supportive of families. Even though Radius does not have an on-site child care facility, the flexible work schedule allows parents to take or pick up children from school or child care. It also allows for a parent to stay at home with a sick child if needed."

"Because of the flex time available at Radius, an employee can assist an elderly parent. I have seen our own president take time to assist his mother with appointments – that means a lot – it's not just talk."



"Fairness and equity, honesty and ethics are the principle culture of this company, and the leadership does what they say they will do, starting with our CEO."

"Our CEO tells us that his goal is to help us find our own talent – that is the main focus, and he doesn't just mean talent for our jobs; he means as people."



"I had some trouble getting some materials for our customers. We had a very large meeting with the CEO. I felt comfortable enough to ask about the problem. It was resolved really fast! I was very proud that we could work together to get it done!"

"To celebrate our birthdays, the company president sends a birthday card with a gift certificate to lunch in our Cafe Blue. This personal touch makes it feel like they really care."



"Sara Sinclair, our president, shows a true concern for each employee. I can also sit down with her and share any concerns I have, work or personal, and she will lend a listening ear."

"Leadership is very involved with employees – they celebrate special occasions with everyone. Leadership is great! Very proactive and involved with employees, residents and families – it really makes a difference!"

## Return on Investment

CEOs Speak - Why Work/Life Practices Are Good Business

### CEO COMMENTS...

#### **1-800 CONTACTS**

**Jonathan Coon**

CEO and Founder

"Since the company was founded in 1995, I have operated from an employee-first mindset. If employees are treated right, then our customers will be well taken care of; and if our customers are happy, then we'll have loyal investors. Many companies start in the reverse order – with investors first. We are certain our "trickle down" employee-first model at 1-800 CONTACTS has been the key to our repeated business – which is at 85 percent customer retention and growth. We continue to have one of the lowest turnover rates in the calling industry and have been visited by other companies seeking to know the secret of our success."

#### **ARUP Laboratories**

**Ronald L. Weiss, M.D., M.B.A.**

President and Chief Operating Officer

"As we look to the future and the challenges it continues to bring to our personal and professional lives, ARUP will endeavor to provide the programs and benefits necessary to sustain a happy, healthy, and committed team. We believe that when we treat our employees well, they treat our clients with the same care and respect."

#### **Employer Solutions Group**

**Craig Allred**

President

"I understand there is life outside of work. I believe we try harder than most companies to address work/life issues and will continue to do so in the future. I believe we have been more successful than our competition as a result."

#### **Futura Industries**

**Susan D. Johnson**

CEO

"There is no end destination for Futura Industries in the work/life world. We will work every day, every month, and throughout each year to transform ourselves to become what a company ought to be. There are so few companies where the strength to be humble, and to attend the needs of others, accompanies a fierce resolve to be brutally competitive in the marketplace. This is our vision and our definition of success."

#### **Nicholas & Company**

**Peter W. Mouskondis**

President & CEO

"Our family friendly environment can be traced back 65 years. My grandmother, Anna Mouskondis, was employed at Nicholas & Company as the company's first bookkeeper; my mother, Elyce Mouskondis, founded the Human Resources department; and my wife, Nicole Mouskondis, now a Senior Vice President, enhanced our Human Resources department and founded many of our work/life programs. Our success at Nicholas & Company is directly related to our family-friendly approach and the work of my grandmother, mother, and wife in making work/life balance an essential part of our culture."

CEOs of the winning companies know that asking employees what their needs are, identifying common themes and then taking action improves morale, retention and productivity, and strengthens the bottom-line.

### CEO COMMENTS...

#### **NPS Pharmaceuticals**

##### **Hunter Jackson, Ph.D.**

Chairman, President and CEO

"At this time in the history of our company, it is imperative that we maintain the environment we have worked so hard to create – where people can thrive in their professional and personal lives. Our successful transition to a sustainable pharmaceutical company with a global presence depends directly on the dedicated performance of each individual. Whether NPS has 350 or 3,500 employees, it is my personal goal, as supported by the entire management team and Board of Directors, to ensure that this company remains a distinguished and highly sought-after employer."

#### **Radius Engineering**

##### **Dimitrije Milovich**

President

"The design of our new building is completely people-focused and since people are different, there was a lot of work done to understand the different ways our employees work and then designing the workplace to accommodate their needs. The result should be greater productivity in our business. It's not a cookie-cutter approach to office design and is obviously more expensive. Yet study after study shows that the costs of the building are trivial compared to the labor costs in that facility. So how obvious – improve your facility and office design, make your employees happier and see your business improve."

#### **Redmond Minerals**

##### **Rhett M. Roberts**

President & CEO

"We are passionate about our work. We are a driving influence of good with each other. We are trustworthy, proactive, accountable, humble, and courageous. We are loyal – to principle, the company, and each other. And, we live the ideology 'good enough never is.'"

#### **Regence BlueCross BlueShield of Utah**

##### **D. Scott Ideson**

CEO

"We believe that employees, and therefore the company, can be most successful if there is balance between their work and their personal lives. The benefits we offer, have helped us attract and retain the best and most loyal employees."

#### **Sunshine Terrace Foundation**

##### **Sara V. Sinclair, RN, CNHA, FACHCA**

President & CEO

"In the operational strategic plan developed by our employees and leadership team we are striving to improve the training our employees receive, to improve our hiring methodologies and to improve employee retention by five percent by the end of 2005. You can see that our strategic plans pertain to our employees specifically. They are a major key to our future as an organization delivering humanitarian service. We believe relationships are the crux of everything, and that people who know how to foster good relationships perform at a higher level, are happier, more self-confident and more satisfied in their work."

## Aggregate Profiles of the 2005 Winners and Runners Up

Policies, Programs and Practices

### The Best Companies to Work For Award has three main components:

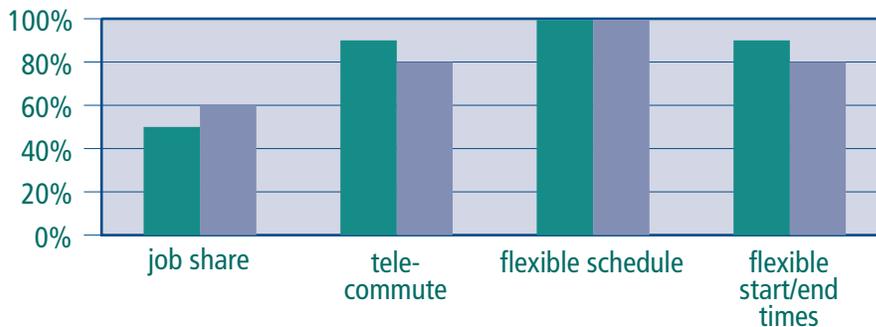
- **Company Profile** – information provided by Human Resources
- **Employee Questionnaires** – employee comments and feedback on the Company Profile
- **On-Site Visits** – a tour of the workplace and casual meetings with employees

The following graphs provide some highlights of the profiles of the 2005 Winners and Runners Up, based on information provided in the Company Profiles. It is interesting to note that the Runners Up showed higher scores than the winners in some categories. However, during the review of the Employee Questionnaires for these companies, we found gaps in communication, implementation, and effectiveness, all of which rendered the companies a lower final score in the competition.

The heaviest weight is given to the Employee Questionnaire portion. This is because no matter how well intentioned a company's efforts may be, employees' perceptions are what count. We often see natural discrepancies between how companies believe their efforts are being received and how employees are actually experiencing them on a daily basis.

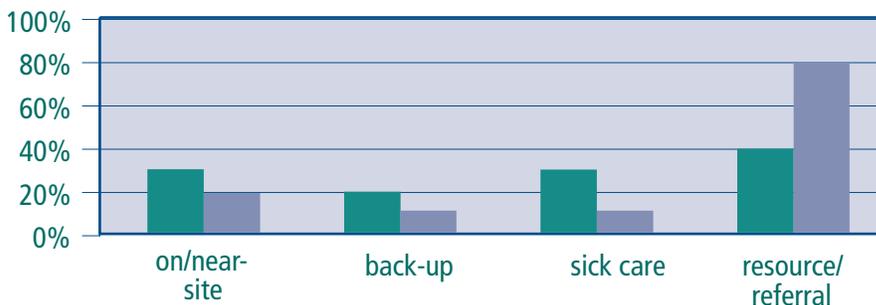


### Percentage of Companies Providing Flexible Work Arrangements



Flexibility continues to be highly valued, as job-sharing and technology-supported options are flourishing. All of the finalists offer flexible scheduling, and 90% of the winners offer flexible start and end times.

### Percentage of Companies Providing Direct Child Care Options



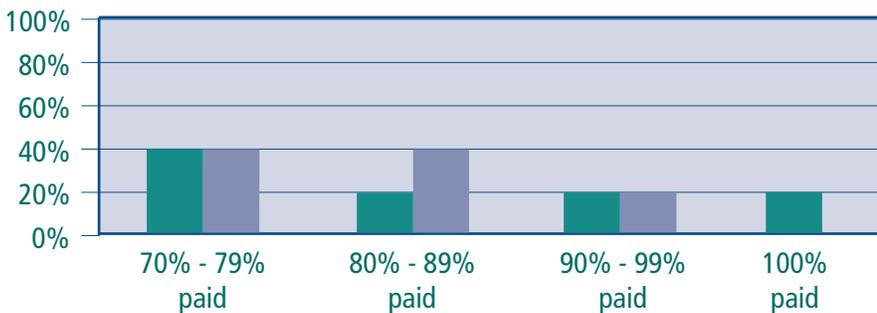
The variety of ways companies support employees' child care needs continue to expand, as 30% of the winners offer on-site or near-site care and 40% provide resource and referral information.

### Percentage of Companies Providing Benefits to Part-timers



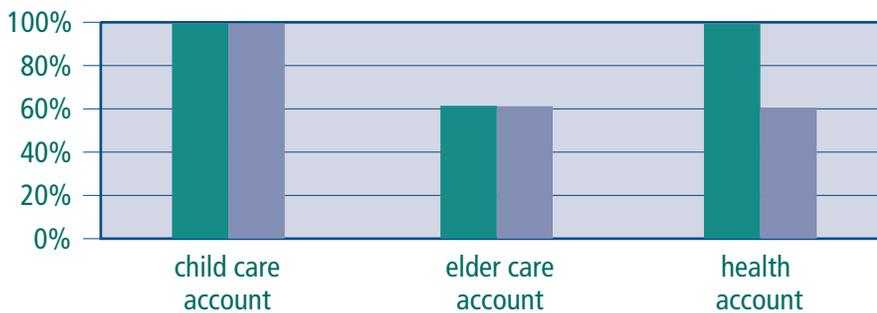
Providing benefits to part time employees allows businesses to tap into under utilized and highly qualified segments of the workforce, like working parents and students.

### Percentage of Health Care Coverage Paid by Company



While health care costs continue to rise, 40% of the winners pay 70–79% of their employees' premiums, and 20% of the winners cover the full 100% of the premium cost.

### Percentage of Companies Providing Pre-tax Flexible Spending Accounts



Flexible Spending Accounts are an easy, low-cost way for companies to pass along significant pre-tax savings to employees, and 100% of the winners provide pretax child care and health care accounts.

### Percentage of Companies Sponsoring Volunteer Efforts



Employees expressed appreciation and enhanced loyalty to companies supporting and encouraging existing and new community involvement, with 90% of the winners offering paid time off to volunteer.

## Flexible Work Arrangements

Flexibility in the workplace affords companies a new way to compete in both the ever-diversifying workforce and the expanding global marketplace. Businesses, employees and customers benefit from options configured to meet their specific needs.

### EMPLOYEES SPEAK...

- ▶ “The flexibility in scheduling is probably the most important of all my benefits here at **1-800 CONTACTS**. To know that I am not stuck working 9-5 for the rest of my life makes a huge difference in my attitude.”
- ▶ “Flexible start/end times are often used by members of my group at **NPS PHARMACEUTICALS**. It helps all of us realize that getting the job done and the quality of one’s efforts are more important than beginning the day at a particular time.”
- ▶ “I have worked part-time with benefits (30 hours per week) for nine of the ten years that I have been with **ARUP LABORATORIES**. I have two young children, and this benefit has allowed me time to take them to school, pick them up from school and volunteer in their classrooms. At the same time, I have enjoyed a career that is both challenging and interesting!”
- ▶ “I feel **RADIUS ENGINEERING** has an incredible flexible work policy. The bottom line is, it’s not about people being at work from 8 to 5; it is about the job getting done. Your schedule is yours. Keep your projects on track, keep your customers and fellow workers happy by keeping everyone informed, and go skiing the rest of the day if you feel like it (I do). That’s flexible work.”
- ▶ “**REDMOND MINERALS** has the most flexible work arrangement of any company I have worked with. It is assumed that every employee cares about their work and will complete goals and tasks in a timely manner. As a result, I really do care about making sure that I contribute my share to the project I am working on.”
- ▶ “I love **EMPLOYER SOLUTIONS GROUP**’s flexible start/end times and schedules! We’re allowed to come in and out whenever we need to and for whatever reason as long as we get our work done and client relations are not affected. It’s a huge reason why I’ve stayed with this company for so long – over five years now!”
- ▶ “**FUTURA INDUSTRIES** has always been accommodating to my schedule. When the occasional need arises to come in late or leave early, it has never been a problem. I am also set up for computer access at home. They even pay my internet connection fees. This allows me to do work at night or on the weekends, giving me more quality time with my family.”
- ▶ “I have been able to work for **REGENCE BLUECROSS BLUESHIELD OF UTAH** part-time with an early start hour. This makes it possible to help with my grandchildren. This is a very positive factor in my job satisfaction!”
- ▶ “**SUNSHINE TERRACE FOUNDATION** has been very flexible with working. In the six years I have been with the company, I have worked in many positions and have been able to work as much or as little as I wanted to as I was going to school.”
- ▶ “I have been allowed to work a very early shift for many years while employed by **NICHOLAS & COMPANY** I come into work at 5 a.m., which allows me to be home for my children after school. This is so very important to me and is a benefit that I would not trade for anything.”
- ▶ “I had a baby six months ago and **NPS PHARMACEUTICALS** has allowed me to go part-time and do some work from home since that time. It has helped me tremendously in being able to raise my daughter as well as continue my career.”



# BEST PRACTICES

## Child Care & Elder Care

In today's market, employees often wear multiple hats, including that of elder or child care provider. Since the demands on caregivers can be immense, smart companies are being creative in generating supports for their employees, so that they can be most productive during working hours.

### EMPLOYEES SPEAK...

- ▶ "We do have the adult day center at **SUNSHINE TERRACE FOUNDATION**. It has been a good thing for those that have a loved one at home but need to work and have someone take care of their elderly parent."
- ▶ "We do have the option of taking advantage of long-term care and disability insurance through **ARUP LABORATORIES**, and it is quite affordable."
- ▶ "At **NICHOLAS & COMPANY** we have a room we call the NICCO KIDS ROOM. Should the need arise, you may bring your child with you to work if they are ill or your regular day care provider has an emergency. The room is set up with toys and things for the children and also a computer so that your normal work activities may continue while you care for your child. This is awesome!"
- ▶ "As a full-time working mother, I do take advantage of the child care subsidy and the facility near our site. My daughter loves it there and I truly appreciate the accessibility and priority given to NPS children. It also is impressive that **NPS PHARMACEUTICALS** does this while being a small company without profit. It speaks highly to their commitment to employees and their families."
- ▶ "Though **RADIUS ENGINEERING** does not offer child care programs, because of limited resources, their flexible work schedule allows me to drop off and pick up my children from school, care for them when they are sick and volunteer at their school."
- ▶ "On-site child care was the best thing ever to come to **REGENCE BLUECROSS BLUESHIELD OF UTAH**. It is so convenient and puts your mind at ease to know you are so close and can check in on your child/children at anytime."
- ▶ "**SUNSHINE TERRACE FOUNDATION** allows its employees to be with sick family members whenever necessary. Sunshine Terrace Foundation is an amazing organization that adapts to meet the employees needs whenever possible."
- ▶ "**NPS PHARMACEUTICALS** has a benefit called long-term care that allows us to sign up our parents and even our grandparents for coverage that helps pay for a rest home or care facility if they should need it. I don't know of other companies that offer this benefit."
- ▶ "With the work at home program and the flexible schedule, most **1-800 CONTACTS** agents are able to provide family and child care themselves."
- ▶ "Because of my schedule I have everything worked out. I like the way **FUTURA INDUSTRIES** works with you and your family. I'm proud to work for a family-oriented company."
- ▶ "I live with my elderly father and he was hospitalized last January. I was able to leave work and take care of him when he got home without having to worry about my job getting done because of the support from my co-workers and supervisors at **EMPLOYER SOLUTIONS GROUP**."
- ▶ "I believe that **REDMOND MINERALS** is a very child-friendly company. We are able to bring our children to work whenever we choose. Just today I had my four year old daughter on my lap during a company meeting on insurance. There were four other children in the room."



## Family & Flexible Benefits

As workforce diversity continues to evolve, benefits are naturally following suit. Many companies have tailored their benefit options to include a variety of choices and custom packages that employees can pick and choose from to best meet their specific needs.

### EMPLOYEES SPEAK...

- ▶ “We have a few employees at **NPS PHARMACEUTICALS** who have benefited from the adoption benefit. It pays toward the cost of legal fees when they adopt a child – that’s pretty great.”
- ▶ “**EMPLOYER SOLUTIONS GROUP** has made loans to several employees in time of need, with a very low payment plan – this is very generous.”
- ▶ “**ARUP LABORATORIES** is truly a family-centered company, extending their extensive benefits package to my entire family. Good quality health care, tuition reimbursement and a progressive mind-set toward benefits are all pluses!”
- ▶ “Over the past several years, I have had a need to borrow from my 401(k) plan. Each time **RADIUS ENGINEERING** has been very quick to respond, and by expediting the paperwork, they quickly had a check to me. They have also advanced me on my paycheck a few times when needed. All you need to do is ask and it happens.”
- ▶ “**ARUP LABORATORIES** really is the leader in that they have domestic partner benefits. By treating everyone fairly, they gain a valuable workforce of highly motivated people. They are also encouraging of families who are adopting, offering adoption benefits to help out.”
- ▶ “**REDMOND MINERALS** really is interested in what is going on with your family. They would do anything that they can to help out. They have a summer party for our families, and there are other activities that they are involved with.”
- ▶ “I was on a sales call with the owner of **EMPLOYER SOLUTIONS GROUP** and I let him know of our interest in buying a home but a lack of funds for the down payment. Without hesitation, he let me know that ESG would help me out on the down payment. I was touched. After a couple of months, when we found the home we wanted, we had saved enough on our own for the down payment, but I knew of ESG’s willingness to help.”
- ▶ “In my position I see countless emergency employee loans made throughout the year. **FUTURA INDUSTRIES** has faith in their employees and are seriously committed to their well-being.”
- ▶ “We have three families here at **NICHOLAS & COMPANY** that have adopted children, and Nicholas & Company has supported them as they would birth families – that is very nice to know. ”
- ▶ “I think the extended paid maternity leave is one of our most supportive benefits at **REGENCE BLUECROSS BLUESHIELD OF UTAH**. In this day and age of the ‘working woman,’ it is great to work for a company that supports family values. In my job search, this was a strong selling factor. Our domestic partner benefit coverage shows that our company does not discriminate against anyone. These benefits work together to create an atmosphere that supports all employees, in all areas of their lives.”
- ▶ “**1-800 CONTACTS** offers benefits and discounts toward eye exams and contacts for our friends and family, which I’ve been very satisfied with.”
- ▶ “My coworkers and I know that **SUNSHINE TERRACE FOUNDATION** goes to great lengths to help families cope during ‘critical’ family issues times. Sunshine Terrace Foundation is a model in this area.”

In our new technology-based economy, employees are always just a phone, fax, pager or email away, and true time off is difficult to come by. These winning companies know that recharged, healthy employees provide the best return for their businesses so the winners work hard to create excellent options for employees to take care of their own business.

### EMPLOYEES SPEAK...

- ▶ **"RADIUS ENGINEERING** is very flexible when it comes to time off. If a personal matter arises and I need to miss work, there is never a problem. Part of Radius' benefits include plenty of vacation pay and paid holidays."
- ▶ **"REDMOND MINERALS** culture is all about the individual and their family. If there is a need for time off, it is granted without question. We are given the responsibility to ensure our work gets done, and if time off needs to be taken, it is expected that the work will be caught up and completed."
- ▶ "As a single mom of three kids I use my time off a lot. When I was on bed rest during my pregnancy, several other employees at **SUNSHINE TERRACE FOUNDATION** gave me hours of their vacation so I could continue to pay my bills. I was not the first person to receive this and I am sure I will not be the last."
- ▶ "I think that our time off package is very flexible at **REGENCE BLUECROSS BLUESHIELD OF UTAH**. I like that each employee is personally accountable for the time that they are given and the time that they take off. I have had to use the bereavement time, and I appreciate that my company is so supportive of me in my time of need."
- ▶ "Success in a science-based company depends on fresh and insightful thinking as much as on hard work. **NPS PHARMACEUTICALS** strongly encourages us to utilize our personal time off to ensure peak mental and emotional productivity."
- ▶ **"FUTURA INDUSTRIES** takes very good care of their employees when it comes to offering time off to care for other family members. They have given some employees the opportunity to travel back to Mexico for weeks at a time to care for elderly parents, and they have kept their jobs open for them."
- ▶ **"1-800 CONTACTS** is very flexible with their time off program. I feel like I can take a day off if I just don't feel like coming in to work one day; they do not make you feel guilty for taking a day off for any reason."
- ▶ "Having a starting vacation of three weeks helps recruit and retain the best employees. Moving from another company where I had earned many weeks of vacation, **ARUP LABORATORIES'** program enabled me to maintain previously made plans and not interrupt my family life. Being able to donate PTO to employees in need helps make coworkers seem more like family."
- ▶ "At **NICHOLAS & COMPANY** we have so much time off, between volunteer time, vacation time, sick time and every other reason that you can think of. It's very comforting to know it's there when you need it or want it."
- ▶ "The paid time off is very generous for a company our size. There are never questions asked when I need to be off. **EMPLOYER SOLUTIONS GROUP** has a high level of trust that I will get my family taken care of and return to work thereafter."
- ▶ **"FUTURA INDUSTRIES** is very generous in the amount of time off they give the employees. They will allow you to donate it to other employees in need or carry over what you have earned for later use. They encourage you to also use your time off to help balance your life."



## Community Involvement

These award-winning companies build connections in the communities in which they work and serve, creating a deeper engagement with their employees and building respectful relationships with their customers.

### EMPLOYEES SPEAK...

- ▶ **"FUTURA INDUSTRIES** is very supportive of volunteering. They not only allow you the opportunity, they encourage it wholeheartedly. The senior management has served lunch at the homeless shelter several times. Futura publishes a weekly newsletter that often shares someone's personal experience of volunteering in the community."
- ▶ **"SUNSHINE TERRACE FOUNDATION** promotes community involvement as it promotes individual involvement. They seem to encourage individual growth and they have an expectation of the 'whole' person."
- ▶ **"1-800 CONTACTS** is very involved in the community and various service projects. This year we have already held a clothing drive for Big Brothers, Big Sisters, and a canned food drive for the food bank, as well as several walks/runs for charity and a giving tree for the SLC Aging Services. We participate in the Junior Achievement Program annually. They offer many opportunities and encourage us to get involved.
- ▶ "I appreciate all the things **ARUP LABORATORIES** does to facilitate community involvement. We are always getting emails giving information about activities we can join to help out. There is always the opportunity to give blood in our Blood Donor Room, and we do not need to 'clock out' to do so. "
- ▶ **"RADIUS ENGINEERING** has strong community involvement. It seems that someone at Radius is always doing something for the community. Whether it is the owner or employees volunteering, Radius has always been proud to be involved in the community."
- ▶ **"REDMOND MINERALS** has a program called Community Service in which we receive 24 hours/year paid leave to help the community in which we live. Some of these qualifying events include: Boy Scouts, school help, the fire department, search and rescue, town projects, cleaning garbage off the highway, etc."
- ▶ "This is the primary reason that I love working for **REGENCE BLUECROSS BLUESHIELD OF UTAH**. I am so proud of our level of involvement in our community. Regence not only allows its employees to volunteer, but they ask us to. They have given me so many opportunities to help the community that I would not have even known about if not for my employment here."
- ▶ "Giving back to the community is a focus for **EMPLOYER SOLUTIONS GROUP**. We discuss it in every staff meeting and have budget allotted to pay employee wages while they are serving in the community. We have sponsored a trip to Mexico and Haiti to help orphanages and the poor."
- ▶ "The angel tree and "St. **NICHOLAS & COMPANY** for Kids" party for the Head Start Program is a highlight for me and my husband at Christmas. It is such a good feeling to know that you work for such a caring company. Not many employers would encourage such a thing during the busiest time of year for the company."
- ▶ **"NPS PHARMACEUTICALS** values community involvement and community service. The company provides opportunities to volunteer or donate to charities. In addition, it is supportive of our own choices. I belong to the Baby Donors Club and have flexibility to donate blood on short notice when I receive a call from ARUP."

# BEST PRACTICES

## Encourage Balanced Life

Healthy employees are able to contribute much more fully to a company's bottom-line, and companies are simply exercising smart business sense when they find ways to support their employees in their aspirations, goals and personal development.

### EMPLOYEES SPEAK...

- ▶ **"SUNSHINE TERRACE FOUNDATION** highly recommends a balanced life. They do their best to make sure all of the employees are doing okay and not getting burned out. I know that they have an employee sports team because my coworkers that are on it talk about it and how much fun it is."
- ▶ **"EMPLOYER SOLUTIONS GROUP** provides full-time employees with a Gold's Gym pass and encourages employees to use this pass as much as possible. ESG also wants employees to continue their education by sending them to classes, and paying for training."
- ▶ "At **RADIUS ENGINEERING**, I am able to work any hours I wish. I have after-hours access and can come and go as I please, so running errands during the day is no problem – what a great, respectful arrangement."
- ▶ **"1-800 CONTACTS** does so much with giving us the things we need to encourage us to eat properly and healthy. Instead of just a candy machine, they provide an on-site cafeteria with a superb chef! His meals are outstanding and healthy, and they are so cheap for the employees! You don't find that with many companies!"
- ▶ **"ARUP LABORATORIES** really raises the bar on this one. I have never worked for a company before that cared so much about how its employees are doing beyond the workplace. ARUP feels that if employees are happy outside of work, they can perform their tasks more efficiently while on the job."
- ▶ "We are strongly encouraged to live a balanced life here at **REDMOND MINERALS**. We believe that the physical, social, mental, and spiritual aspects of life are all linked together and affect one another. "
- ▶ "Last fall we had a league softball team, which included almost every department in **NICHOLAS & COMPANY**, and I have to say that it was great fun. People that normally you may have little contact with are joined together and building bridges between departments. This I believe makes this company stronger and better and it opens up communication. Excellent choice."
- ▶ **"FUTURA INDUSTRIES** pays money toward my soccer team to help us pay for our uniforms. This is a great benefit for me and my team. I play soccer all summer long, which keeps me in good shape during the whole year."
- ▶ "This is an area of real strength for **NPS PHARMACEUTICALS**. We participate in sports teams, on-site exercise programs, fitness club memberships, service groups, and support groups. We have also conducted in-house training in subjects like conflict management to help provide balance at work and at home."
- ▶ "A balanced life at **REDMOND MINERALS** means integrating work, family, health, fitness and reasonable work hours. All Redmond associates participate in monthly cultural evenings out."
- ▶ **"REGENCE BLUECROSS BLUESHIELD OF UTAH** has a good fitness center, with many classes like yoga and aerobics to help us to improve our diet and health habits. We have an on-site message service which helps us soothe the stress. I am proud of our company in this field."



## Company Culture

Cultures that blend business priorities with the work/life needs of employees are the foundation of the best companies, showcasing the vision of their leaders through decisions, policies, spirit and actions.

### EMPLOYEES SPEAK...

- ▶ “Every year, **NICHOLAS & COMPANY** evaluates their benefits to see what can be done to keep competitive with other companies and to make sure that their employees are taken care of. This definitely makes employees feel that their personal interests are a concern.”
- ▶ “I think that **1-800 CONTACTS** is an overall great place to work. They care about their employees. You can tell because of the little things they do, such as free movies and birthday parties. They take every opportunity to acknowledge us and what we do for them. They try and make it a place for everyone.”
- ▶ “**SUNSHINE TERRACE FOUNDATION** has a very active corporate culture that promotes events, family participation and quality of life. I am always impressed how family members are always welcomed here. It is a good thing!”
- ▶ “**ARUP LABORATORIES** has a philosophy that comes through the corporate culture. This company seems to care that I am not only the best worker I can be, but that I am the best person I can be. This is truly an invaluable attitude to have towards employees, especially if the employees know it themselves.”
- ▶ “You want to work on your birthday at **EMPLOYER SOLUTIONS GROUP!** We have a Birthday Committee that meets to discuss ideas for all upcoming birthdays. A theme is developed, treats are shared, and everyone goes to lunch.”
- ▶ “Our CEO, Sue, takes great pride in knowing all of us by name. She takes the time to know something about our families, or nonwork-related interests. It sends a sense of belonging and importance to all of us. It helps you feel welcome and accepted at **FUTURA INDUSTRIES.**”
- ▶ “The corporate culture at **REGENCE BLUECROSS BLUESHIELD OF UTAH** is a nice change from other experiences. The company is very family-friendly and still has the feeling of a smaller company. Employees really celebrate things that are important to them.”
- ▶ “Our culture at **NPS PHARMACEUTICALS** is one of open communication and cross-functional support. We emphasize respect and excellence in our efforts. Our new facility will bolster our efforts to preserve our culture even as we experience rapid growth. Work areas are open and the subsidized cafeteria will encourage more interaction and idea exchange than ever before.”
- ▶ “**1-800 CONTACTS** is very big about work/life balance. Whenever my boss can tell that I am overwhelmed, she makes me feel lighter and has me step away for a little bit. Our cafeteria is a huge perk! We get free meals, drinks, bread, fruit, etc., and the food is amazing. For a small cost, you can get gourmet entrees and my family is always asking if they can come out and eat with me. You can’t get a steak dinner with all the fixins anywhere else for \$2.50.”
- ▶ “**RADIUS ENGINEERING** is a very family-friendly environment. At the holiday party this year, there were almost three times as many attendees as employees. My direct manager often will encourage me in my personal as well as professional decisions.”

Ongoing learning and education are cornerstones to success in today's continually evolving marketplace, and companies are going to great lengths to create cultures of innovation and creativity, knowing that it will help them compete now and in the future.

### EMPLOYEES SPEAK...

- ▶ "I have attended an Excel Boot Camp class and **EMPLOYER SOLUTIONS GROUP** paid my tuition and paid me the day I attended. I found it to be very beneficial."
- ▶ "I have used **1-800 CONTACTS'** tuition reimbursement program. I think it is wonderful that the company is excited and would like to help employees further their education. I know there are many employees that would not be able to attend classes at all without the help from the company. This is great for the future of the employees, the company and the community. We can always use more educated citizens."
- ▶ "We have a scholarship program here at **SUNSHINE TERRACE FOUNDATION** and I can tell you it really helps when you want to go to school, but the cost seems to outweigh the need for education. I am applying for a scholarship and I will definitely need it for books and extras."
- ▶ "**NPS PHARMACEUTICALS** supports my continued education. The flexibility with my schedule, the support and encouragement from my colleagues, the enthusiasm of my boss, all of these things contribute to my own personal success. And I hope to bring my success back to NPS as a valuable and dedicated team member of the company. Because I pride myself in my work and efforts, I see the company's success as my success. It is all connected."
- ▶ "Continuing education is a very important aspect of our business. Culture and values revolve around growth and learning, stretching to become the best people we can. We are encouraged to read at least two books a month, selected by our team, and purchased by **REDMOND MINERALS.**"
- ▶ "My children have been granted scholarships from **FUTURA INDUSTRIES** to use for college and it has been a great help. I have seen many employees finish up their programs with Futura's assistance – a great benefit for everyone."
- ▶ "**ARUP LABORATORIES** supports education greatly. ARUP pays full tuition for those going into a career field that supports ARUP and they pay 75 percent tuition for any other schooling. This shows great support for having educated employees, no matter what career field they choose."
- ▶ "Tuition reimbursement should encourage everyone to continue in education. I have tried it, and would still like to continue. I think it is real good that **REDMOND MINERALS** will help each of us to be better and disregard the risk of losing employees to leaving because of better education."
- ▶ "**NICHOLAS & COMPANY** offers a tuition/scholarship program for employees and their dependents. They set aside a bank of funds per year and it is allocated on a first-come, first-serve basis. I always have thought it is great when an employer encourages employees to improve themselves and get educated."
- ▶ "I started work at **RADIUS ENGINEERING** when I was a freshman at the University of Utah working towards my Computer Science degree. Not only did Radius provide reimbursement for my four years of tuition, they worked around my crazy schedules for the entire time. Radius has been an unbelievable help for me getting my degree."



## Companies to Watch - Runners Up

This year, over 50 companies competed for this prestigious award, and the five companies featured below beat out all others to make it to the final round. Competition was the most intense it has ever been, and the stage is already set for next year to be even better.



### Citi Cards

Layton, UT

Financial Services - Credit Card Provider

Citi Cards' work/life efforts include child care subsidies of up to 30 percent of his or her child care costs. The subsidization is based upon a sliding scale, and lower salaries receive a higher amount of subsidy. Citi Cards maintains a continual focus on work environment and work/life improvement via employee surveys, regular discussions, and ongoing communication.

#### Highlights from Citi Cards Employees:

- ▶ "Working for Citi Cards provides me with a sense of personal accomplishment each day when I leave, and provides me with the tools for personal development and growth. I am treated with respect and able to balance work/life very well."
- ▶ "This company has given me the opportunity to grow and utilize the strengths I have, as well as develop others, many of which I was unaware of until someone gave me an opportunity to stretch a little in a new position. The people here are incredible. There is an atmosphere of family here – people truly caring about others."
- ▶ "The benefits are the best! They have wonderful health, dental and vision benefits. They also have one of the most generous 401(k) plans I have ever seen, and they offer pension and disability benefits."



### CompHealth Group (CHG)

Salt Lake City, UT

Healthcare Recruiting & Staffing Services

CHG's employee strategy includes a leadership development program aimed at turning supervisory skills into leadership skills, with a hiring goal of 80 percent of management coming from within. CHG's wellness program features an annual health fair, corporate discounts for gym membership, weekly fruit, on-site flu shots, massages, and health improvement seminars.

#### Highlights from CompHealth Group Employees:

- ▶ "This is a company that really cares about their employees - truly working to make this a better place for everyone to work!"
- ▶ "CHG is one of the most involved and active companies I've worked for. We participate in community projects, volunteering and charities. I am very proud of that."
- ▶ "Comphealth has provided me the opportunity to maintain a wonderful work life and home life balance. I have been able to work a flexible schedule that allows me to spend time with my children and still maintain a professional life. I intend to stay with the company for many years."



### Heritage Schools, Inc.

Provo, UT

Residential Treatment for At-Risk Youth

Heritage Schools has an employee council that meets monthly to plan company activities and fund-raisers for charities. Heritage offers ongoing cultural awareness and diversity trainings emphasizing the importance of learning about others to enable employees to work together better. Employees, immediate families and roommates have access to extensive Employee Assistance Program (EAP) offerings, and employees often partake of the EAP for personal and professional support.

#### Highlights from Heritage Schools Employees:

- ▶ "Heritage goes the extra mile in trying to help out its employees in a variety of ways. One of these is by offering emergency personal loans. This is done in a confidential manner and with the employees' interests in mind. Employees are given several options in regards to paying the money back."

(continues on next page)



INTERMOUNTAIN HEALTH CARE

**Intermountain Health Care  
(IHC)**

Salt Lake City, UT  
Health Care Provider

Highlights from Heritage Schools Employees (continued):

- ▶ "The cafeteria is GREAT! Meals from there have saved me many a time, and the food is GOOD! Free meals for when I work eight hour shifts are very helpful."
- ▶ "Heritage emotes a genuine feeling of concern for each employee/extended family. I have never worked for a company that made me feel so appreciated."

IHC has a continual focus on employee engagement, constantly employing ways to listen to employees and use their feedback to improve company processes and work/life benefits. Employees know the company is listening, and they spoke up in the annual survey to the tune of an impressive 76 percent response rate. IHC offers six on-site or near-site, subsidized child development centers and more than one-third of employees work part-time and receive benefits.

Highlights from Intermountain Health Care Employees:

- ▶ "Flexible work arrangements are great at IHC. Every employee is committed to their job and also to their fellow employees' jobs. If there is any need to rearrange the work schedule, everyone pitches in and is available to help out. It is a great workplace."
- ▶ "I love my job as a nurse at IHC. This company treats us well, offers good benefits. I have advanced from LPN to RN and now a Shift Coordinator. I have had lots of doors open to me for advancement in my profession."
- ▶ "I was recently selected as one of the Outstanding Employees at Health Plans. It was really nice to be nominated by my peers and recognized with a gift. I think IHC really wants their employees to know that they are valued. That is why they have so many employees that have worked here for so long."



MOUNTAIN AMERICA  
CREDIT UNION

**Mountain America  
Credit Union (MACU)**

West Jordan, UT  
Financial Products and Services

MACU focuses on collecting employee feedback and consistently communicating plans and actions back to its workforce. Employees can provide input on anything, anytime, and executives in each area respond personally. MACU has a culture of celebration, often inviting employees from around the state to the corporate headquarters to join in the fun.

Highlights from Mountain America Credit Union Employees:

- ▶ "Everyone gets along here and it is because management projects that feeling. Everyone works towards common goals and that provides better service to our clientele."
- ▶ "I have worked with several other companies as an external auditor. It is easy to see a good company from a great company as you spend a few weeks working with the people. Mountain America was the best company I audited. I chose to work here."
- ▶ "Mountain America is like a family. I have great relationships here. My relationships range from the newly hired to the person who has been here for 30 years. I know I can count on Mountain America to support me."

# 2005 AWARDS

## The Business of Winning Companies

Here are some details on the industries and markets the winning companies operate in. They run the gamut from service providers to research and development to manufacturing.



1-800 CONTACTS is the world's largest contact lens store. The company is dedicated to providing customers with a simple, convenient, and economical way to quickly replace contact lenses exactly as prescribed. In the last seven years, 1-800 CONTACTS has filled more than 10 million orders for over five million customers.



ARUP Laboratories is an independent, national, clinical and anatomic pathology reference laboratory owned by the University of Utah. Serving more than half of the nation's university teaching hospitals and children's hospitals, multi-hospital groups, commercial laboratories, clinics, and pharmaceutical firms, ARUP processes more than 20,000 specimens of blood, body fluid, and tissue biopsies per day for clients located in all 50 states.



Employer Solutions Group  
*"Tomorrow's Solutions, Today"*

Employer Solutions Group is a Professional Employer Organization (PEO). Serving small businesses, ESG partners with its clients to design individual programs that lift the morale and productivity of client employees by providing access to better benefits in a manner that enables control of the associated administrative costs.



**FUTURA INDUSTRIES**

Futura Industries manufactures aluminum extrusions and vinyl trims serving the Original Equipment Manufacturer (OEM), store fixture, retail, electronics, shower door, marine, floor covering, structural aluminum systems and transportation markets across the USA, Canada and Mexico.



Nicholas & Company is a food service and distribution company providing services to numerous markets, including: beverage, chemicals, canned products, dairy products, disposables, dry foods, equipment, frozen foods, janitorial supplies, produce and protein.

# 2005 AWARDS

## The Business of Winning Companies



NPS Pharmaceuticals is engaged in the discovery, development, and commercialization of therapeutic small molecules and recombinant proteins. Current products and product candidates include treatments for bone and mineral disorders, gastrointestinal disorders and central nervous system disorders.



Radius Engineering's closed mold tooling, process development, workstation design, and injection systems are commercialized in many products, including: automobile seat frames, sailboat masts, prosthetic hands, ski poles and grips, violin bows, airplane wings, and internal support structures for helicopters, airplanes, and jets.



Redmond Minerals is best known for producing RealSalt, a gourmet sea salt. Redmond also produces deicing products, natural trace mineral salts for livestock, and mineral clay products for industrial and domestic home use.



Regence BlueCross BlueShield of Utah is the state's largest insurer. Products and plans include Individual, Group, Medicare Supplement and Life & Disability. Regence BCBSU is part of the Regence Group, which is the largest affiliation of health care Plans in the Pacific Northwest/Mountain state region.



Sunshine Terrace Foundation provides sub acute, short-term rehabilitative, skilled, extended, respite, and specialized dementia care services in their nursing center. Through their adult day center, they provide in-home personal services, overnight respite and adult day services. Sunshine Terrace also provides assisted living services at Terrace Grove, their assisted living center.

2005  
**BEST COMPANIES**  
to work for

The Utah Best Companies to Work For Award is a collaboration between the Department of Workforce Services/Office of Child Care, *Utah Business* magazine and Juxtapose Work/Life Consultants.

If you have any questions regarding this Award or would like further information, please contact:

**Department of Workforce Services/Utah Office of Child Care**

Project Lead: Lynette Rasmussen  
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The vision of the Utah Office of Child Care (OCC) 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.

**Utah Business Magazine**

Phone: (801) 568-0114  
Web site: [www.utahbusiness.com](http://www.utahbusiness.com)



*Utah Business* magazine is Utah's only statewide business publication. *Utah Business* magazine is published by Olympus Publishers, who also produce an annual Book of Lists, comprehensive information and rankings about the state's industries; the annual *Business Utah*, the official publication of the Governor's Office of Economic Development; and the quarterly *Wasatch Digital iQ* magazine.

**Juxtapose Work/Life Consultants**

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Juxtapose Work/Life Consultants specialize in organizational assessment, strategic plan development and workplace culture. Juxtapose will help your company accurately assess your organizational needs, and develop and integrate your employee strategy with your business goals to create an exceptional workplace.

**2006 Awards**

Is your company interested in applying for Utah's 2006 Best Companies to Work For Awards?

Please send contact information, including Company Name, Phone Number, HR Representative and his/her email address to: [worklife@utah.gov](mailto:worklife@utah.gov) or call (801) 526-4321. We look forward to your participation!

Please look for the feature article in *Utah Business* magazine's May 2005 issue.



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